AGENDA

Meeting Type.	SPECIAL
Date:	05/19/1998
	BUDGET RETREAT

City of Charlotte, City Clerk's Office

City of Charlotte
FY99 Budget Half-day Retreat

May 19, 1998
3·00 p m - 6·00 p.m
Room 267

Purpose of the Meeting

- To update Council on the Revenue Neutral Tax Rate;
- For the Mayor and Council to continue discussion of the Manager's Recommended Budget, and
- For Council to consider amendments to the Manager's Recommended Budget (Note the approved Council process has proposed amendments receiving 5 or more Councilmember votes are included on the June 9th agenda for straw votes)

I Update on the Revenue Neutral Tax Rate

II Council Discussion of the Manager's Recommended Budget

III Adjustments to the Manager's Recommended Budget
(Adjustments receiving 5 or more votes move on for further discussion on June 9th)

IV Decision Point Does Council feel the Budget Retreat on June 2 (3 00-6 00) currently scheduled as "Optional" is needed?

V Dinner at 6 00

VI Joint Storm Water Public Hearing with the Mecklenburg County Board of County Commissioners at 6 30

FY99 Budget Half-day Retreat
May 19, 1998

Table of Contents

	Page
The Trolley - Additional Information	277
The City of Charlotte Sidewalk Program - Issues & Answers	287
Funding for Capital Projects	289
Bond and Other Debt Issuance - Issues & Answers	290
Questions and Answers from Previous Half-day Budget Retreat	H-115

The Trolley
Additional Information

A series of decisions in the last decade have preserved the ability to utilize the South Boulevard/Uptown rail corridor for future mass transit Examples are the purchase of the North Carolina Railroad right of way in uptown, construction of the new Convention Center with a transit corridor through the building, and purchase of the Norfolk Southern charter rights from Stonewall Street south to Scaleybark Road Through a federal grant, a Major Investment Study (MIS) is underway to define the locally preferred alternate for transit in this corridor Also, Transit Development and Land Use Plans are underway for the City's four other primary corridors

In 1996, Charlotte Trolley, Incorporated, began demonstration vintage trolley service between Tremont Avenue in SouthEnd and Stonewall Street uptown Charlotte Trolley, the SouthEnd Development Corporation, and the Charlotte Center City Partners have promoted the idea that trolley service be extended along the rail corridor from SouthEnd into the Uptown The benefits of enhancing the trolley through expansion to full, daily service and extending the route into the uptown are believed to be

- **Stimulate new infill/redevelopment** - For many years, the properties along the rail corridor have seen little development activity, often being vacant or having old, unused industrial buildings However, the recent resurgence of development activity in the center city as a whole, and in SouthEnd in particular, shows that there is significant potential for redevelopment along the corridor It is believed that trolley service along the corridor, providing a shuttle capacity for residents and tourists alike, would stimulate retail, entertainment and mixed use development

- **Enhance Center City shuttle service** - The City and Center City Partners have recently begun an expanded bus shuttle service in the uptown The trolley would add to that network, connecting Uptown with Dilworth, Wilmore, First Ward and Fourth Ward It may also provide an opportunity to better utilize uptown parking capacity during evening and weekend hours Studies of how to best integrate the "people mover" abilities of the Uptown Shuttle, Trolley, transit buses, pedestrian corridors, and parking are planned during the design and construction of the Trolley project

- **Enhance the Convention Center** - Recent studies of the Convention Center indicate that one of the primary shortcomings of the facility is the lack of entertainment amenities for conventioneers A SouthEnd/Uptown trolley and pedestrian corridor would be a unique amenity for the center city and would provide transportation connections to entertainment destinations along the corridor

Leading up to the FY99 budget process, the City staff worked with a Citizens Project Group for the corridor to develop a conceptual plan for infrastructure that would provide for the expansion of trolley service in a way that optimizes the benefits The result is the "Best Value" plan, estimated to cost $19 7 million plus the cost of environmental remediation Environmental remediation will be required for any future use of the corridor regardless of purpose Note that environmental costs, if any, would be incurred for transit improvements, even if the trolley project were not undertaken In preparing the recommended FY99 Capital Investment Plan budget, the City Manager reviewed several issues related to the trolley project The findings are summarized on the following pages

Issue 1: Compatibility of the Trolley with Future Mass Transit Use of The Corridor.

The first step toward federal funding of mass transit in the corridor, a Major Investment Study, is underway The 2015 Transportation Plan reflects the assumption that a rapid transit line will be operating in the South corridor by 2015 In 1997, the City contracted with Barton Aschman Associates, Inc to assess whether trolley service in the SouthEnd and Uptown sections of the corridor would preclude its future use by other transit modes and/or whether the trolley and other modes, such as light rail transit (LRT) and buses, can share the same right of way The Barton Aschman report, dated January 1998, makes the following conclusions and recommendations

- As long as right-of-way is preserved to accommodate the greatest width associated with LRT or busway operations, trolley service does not physically or operationally preclude the future introduction of those modes into the corridor

- Vintage trolley can co-exist with busway or LRT in the SouthEnd and Uptown sections of the corridor Throughout this portion of the corridor, all buses and light rail vehicles would operate at low speeds, similar to the trolley, because of more frequent stops and urbanized operating environment

- A clear zone of 70 feet, roughly centered on the existing right of way, should be established and preserved throughout the corridor No new buildings should be allowed to intrude into this zone

- The 70-foot clear zone will accommodate a two-lane or two-track transit operation, plus provide adequate station space for two platforms and at least one passing lane, as well as a pedestrian/bike lane

Issue 2: Operation of the trolley.

The operation of vintage trolley service on the corridor has been studied by the non-profit Charlotte Trolley, Incorporated, the entity that has been operating the demonstration service from SouthEnd to Stonewall Street since summer 1996 An operating plan has been prepared by Charlotte Trolley with the help of a consultant, LTK Engineering Services Key points of the plan are

- Operating hours of 7 00 AM to 10 00 PM
- Ten minute headways in each direction (time between vehicles) during peak lunchtime hours
- Fifteen or thirty minute headways at other times
- Utilize existing fleet of four vehicles

These operations proposed by Charlotte Trolley are believed to be sufficient to achieve the economic development, shuttle service, and entertainment amenity benefits associated with the trolley Hours of operation and/or frequency of service may increase as demand from increased development increases

The proposed trolley operations budget is approximately $600,000 per year, including an 18 percent contingency Operating funds would come from private sources such as fares, advertising revenues, membership and merchandising, plus organizational stipends from the Charlotte Center City Partners and others At the City Manager's request, the private sector has committed $1 5 million dollars as an operating reserve to provide backup funding should revenues not meet budget needs in the early years of operation The private sector also takes responsibility for raising the funds necessary to complete restoration of the four car fleet ($500,000) from private sources

Issue 3: Methods of funding.

The $19 7 million dollar "best value" project is conceived as the smallest investment in the corridor that will provide for both vintage trolley service in the short term, and infrastructure that will be "transit ready" when mass transit is added to the corridor The project is broken into two parts for funding purposes

The first is construction of a bridge across Stonewall Street and upfit of the Convention Center for transit corridor vehicles This is the most complex and costly portion of the project The cost, including acquisition of right-of-way immediately south of Stonewall Street and installation of two parallel tracks, is estimated to be $6 6 million With a proportionate share of the project contingency added, the total estimate for this portion of the project is $7,920,000 These expenses qualify for the hotel/motel and prepared food taxes dedicated to the convention center

The second is improvements along the length of the corridor They are designed to consist of a "center core" constructed initially, with an adjacent pedestrian space along each side of the core up to fifteen feet wide (see attached figure) The center core would include two trolley/transit lanes and an eight foot sidewalk, typically along both sides, and trolley stops/platforms These improvements would allow operation of the trolley as proposed, and provide a continuous pedestrian/bike path along the corridor except through the Convention Center The pedestrian areas would be widened by up to fifteen feet in front of adjacent property as it is developed, much as uptown developers construct sidewalks and associated amenities The expansion of the corridor amenities over time would create an urban "people place" that encourages pedestrian activity

State law authorizes the use of special assessments to finance a variety of local improvements, including the construction, reconstruction, or other improvements to streets, "sidewalks in any public street," and water systems Since the rail corridor is not a "street" in the normal sense, and sidewalks proposed for the corridor would not be "sidewalks in a public street," the City Attorney's Office believes current law does not authorize the assessment of any of the costs of the project

State law also authorizes the creation of municipal service districts and the levy of additional ad valorem taxes within such districts The purposes for which such districts may be established include "downtown revitalization projects " Downtown revitalization projects are defined in the statutes "by way of illustration but not limitation" to include streets and sidewalks, pedestrian malls, bicycle paths, and "other improvements intended to relieve traffic congestion in the central city, improve pedestrian and vehicular access thereto, [and to] promote the economic health of the central city or downtown area " There is no detailed definition of "downtown" in the statutes, nor are there any cases interpreting that phrase Should the City Council attempt to create a municipal service district along the SouthEnd/Uptown corridor, there is some risk that a landowner who opposed the creation of the district, and the additional tax on their land, could challenge whether the SouthEnd area qualifies as "downtown," since it is outside the typically defined area of the central business district The City Attorney believes there are sufficient grounds for finding that SouthEnd qualifies under the statute for downtown revitalization, but cautions that there is some risk

The estimated cost of the "center core" improvements is $11,780,000 The Center City Partners board has proposed to provide $2 5 million toward this cost, through private funding of all stops/platforms ($1 9 million) and cash or in-kind contributions of an additional $600,000

The remaining $9,280,000 is recommended to be funded from the City's capital reserve cash balance The multiple sources of funding (City, Convention Center, private contributions, and in-kind services) make this a difficult project for which to seek General Obligation bond authorization The total cost of adding additional width to the corridor as development occurs would be borne by the private sector The value of this construction is estimated by Charlotte Center City Partners to be $4,650,000 over the 15,000 plus feet of property frontage on the corridor A summary of private contributions to the project as proposed by the CCCP is attached

Issue 4: The economic impact to the City of increased development associated with the trolley.

As a baseline for evaluating the economic impact of the trolley, the staff has prepared a "break even" analysis that identifies how long it takes to recover the City's costs from increased property taxes The parameters of this analysis are intended to be very conservative, as follows

- Revenues are City property taxes only, derived from property within one block on each side of the rail corridor While it is not practical to establish a single "cause and effect" relationship between the trolley and nearby development, it is reasonable to attribute development within one block of the corridor to influence by the trolley

- County property taxes, sales taxes, and other public revenues are not considered, because that would require the presumption that the development would not otherwise occur anywhere in the County Our objective is to gain a sense of the revenue impact for the City resulting from the increased development activity in the center city

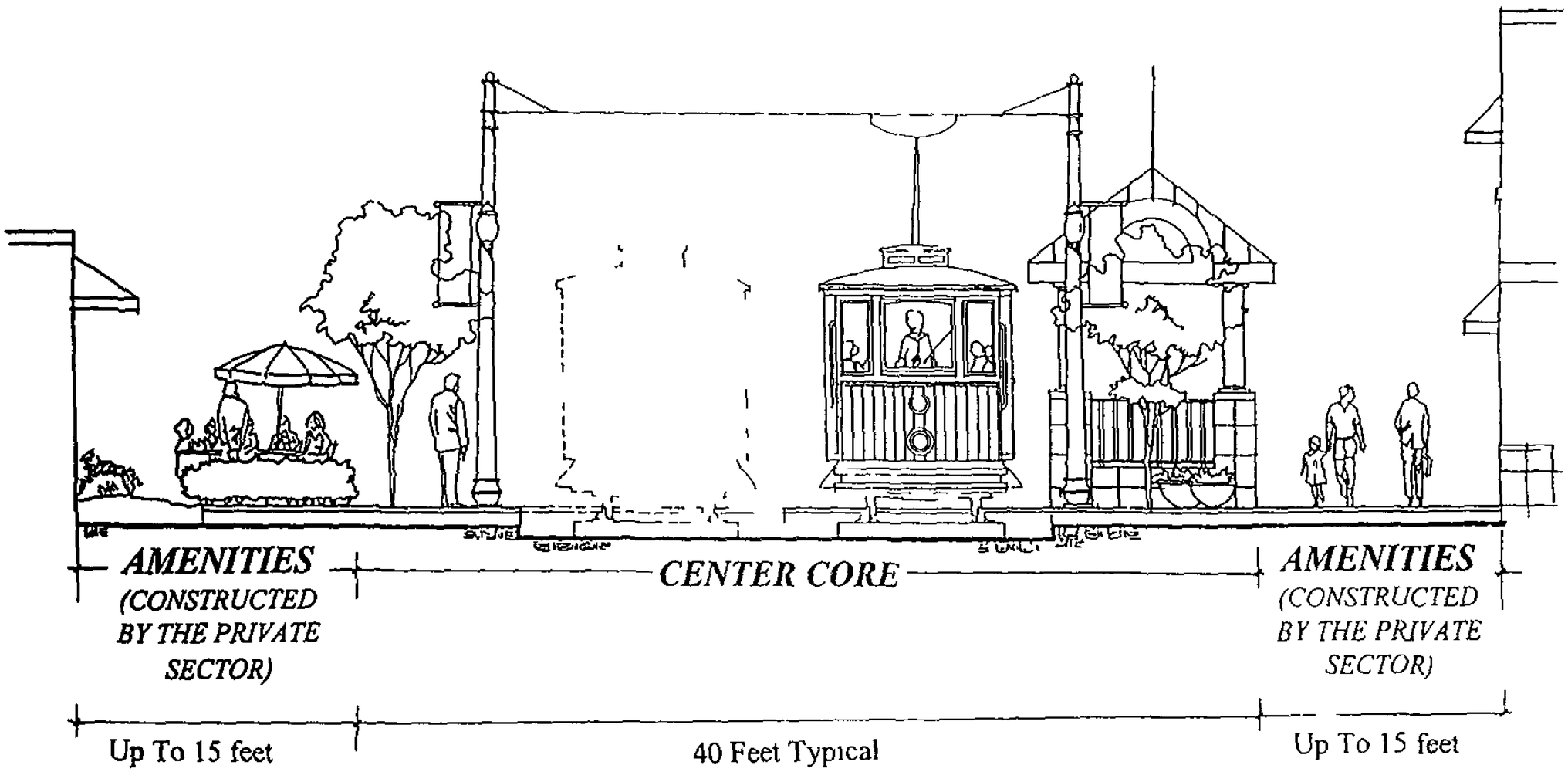
- No predictions are made about future development The analysis simply assumes the rate of development that is occurring now will continue into the future An increase in development rates due to the trolley is not included

- Property assessed values are based on the 1998 assessment, and the tax rate used is the revenue neutral rate of $0 475

- City costs for maintenance of the corridor are assumed to be fully allocated to the trolley, even though some portion of those costs would be incurred without the trolley, and could be attributed to transit operations when they begin The proposed private sector contributions to the capital cost are reflected in the analysis

The first step in the "break even" analysis is to find the current rate of increasing tax value along the corridor The attached "Recent and Pending Change in Tax Values Along the Rail Corridor" finds that the current rate of increase is $15 7 million per year The second step is to model the increasing tax revenues associated with this development against the City's general fund capital and maintenance costs The attached "Economic Impact 'Break Even' Analysis" determines that the City's tax revenues *with no change in the rate of development* will exceed its costs after twenty-five years

Rob Walsh of Charlotte Center City Partners has submitted a similar analysis, however, it reflects an increase in development activity along the corridor resulting from the City's investment in the trolley The "CCCP Trolley Analysis" is also attached, and illustrates a break even for the City in less than ten years While the City staff analysis determines a much longer "break even" period, it is based on no increase in development activity The primary result of the trolley project is expected to be increased economic development, which would indicate that the CCCP analysis may be closer to actual experience



TYPICAL CROSS SECTION FOR BEST VALUE CONCEPT

CHARLOTTE
CENTER CITY
PARTNERS

Board of Directors
Hugh L McColl Jr Chairman
Nat onsBank

Edward E Crutchfield
First Un on Corporat on

Sharon Allred Decker
Lynnwood Foundation

Malcolm E Everett III
First Union National Bank of NC

James H Hance
Nat onsBank

H Parks Helms
County Commission

Daniel S Levine
Levine Propert es

Frank MacPherson III
Atlantic Beer & Ice Company

James R Palermo
Nat onsBank

J Billie Ray Jr
BellSouth

Peter R dder
The Charlotte Observer

Cullie M Tarleton
Fox 18 WCCB TV

Isa ah Tidwell
Wachov a Bank

Lynn Wheeler
City Counc l

Ex Officio
Martin R Cramton Jr
Charlotte Mecklenburg Plann ng Commiss on

Gerald G Fox
Mecklenburg County

Carroll D Gray
Charlotte Chamber of Commerce

Michael Marsicano
Arts & Sc ence Council

Pamela A Syfert
C ty of Charlotte

Melvin Tennant
Charlotte Convent on & V s tors Bureau

Staff
Robert W Walsh
Pres dent

Mary N Clayton
Sen or V ce Pres dent

TROLLEY CAPITAL FUNDING ALLOCATIONS

"Best Value" Capital Budget (w/in Transit ROW):$19,700,000

City Contributions	Descriptions	Private Sector Contributions
$ 7,920 000	City Investment in Stonewall St Bridge and Convention Center Connection *	$
$ 7,920,000		**$ -**
$ 11,780,000	Transit Corridor Improvements w/in City Transit Right of-Way	
$ (2,500 000)	***Private Sector Contributions*** *	$ 2 500 000
$ -	Landscaping & Hardscape Improvements adjacent to Corridor	$ 4 650 000
$ 9,280,000	**Sub-total**	**$ 7,150,000**
$ -	Capital for Renovation and Restoration of Additional Cars	$ 500 000
$	Operating Shortfall Obligation until Stabilization	$ 1 500 000
$9,280,000	**Total Contributions**	**$ 9,150,000**

* Private Sector Contributions include absorbing the entire cost of constructing all Trolley Stations budgeted at $1,900,000

Recent and Pending Change in Tax Values Along the Rail Corridor

Property	"Before" Tax Value	"After" Tax Value	Change in Value
Atherton Lofts	$736,000 00	$5,576,890 00	$4,840,890 00
SouthEnd Brewery	$687 390 00	$1,222,370 00	$534,980 00
Atherton Mill	$1,173,730 00	$1,593,125 00	$419,395 00
SouthEnd Steelyard	$556,420 00	$2,934,150 00	$2,377,730 00
Design Center of Carolinas	$2,023 190 00	$15,300,000 00	$13,276,810 00
Camden Row Condominiums	$226,700 00	$6,930,000 00	$6,703,300 00
Browder Harris at Bland St	$1,014,230 00	$1,630,980 00	$616,750 00
Factory South Condominiums	$2,156,560 00	$14,206,180 00	$12,049,620 00
Lincoln Properties offices	$575,260 00	$7,285,500 00	$6,710,240 00
Summit Grandview Apts	$440,520 00	$34,650,000 00	$34,209,480 00
Marketplace Parking Deck	$1,728,240 00	$22,000,000 00	$20,271,760 00
Museum of the New South	$2,406 790 00	$9,406,790 00	$7,000,000 00
Brown Rogers Dixon Bldg	$999 140 00	$2,336,880 00	$1,337,740 00
	$14 724,170 00	$125,072 865 00	$110,348,695 00
Years of development =	7		
Average annual increase in value	$15,764,099 29		

Note Although the high rise residential project, the Arlington, has been announced, it is not included because of the unusual scale and magnitude of the project

Economic Impact "Break Even" Analysis

Year	Cumulative Annual Increase	Tax Revenue	Project Cost	Annual net
1999	$15,764,099	$74 879	$1,500 000	($1 425,121)
2000	$31,528,199	$149,759	$7,520,000	($8,795,362)
2001	$47,292,298	$224,638	$240 000	($8,810,723)
2002	$63,056,397	$299,518	$360 000	($8,871,205)
2003	$78,820,496	$374,397	$400 000	($8,896,808)
2004	$94,584,596	$449,277	$500 000	($8,947,531)
2005	$110,348,695	$524 156	$600 000	($9,023,375)
2006	$126,112,794	$599,036	$700,000	($9,124,339)
2007	$141,876,894	$673,915	$700,000	($9,150,424)
2008	$157,640,993	$748,795	$700,000	($9,101,629)
2009	$173,405,092	$823,674	$700 000	($8,977,955)
2010	$189,169 191	$898,554	$700 000	($8,779,401)
2011	$204,933,291	$973,433	$700 000	($8,505,968)
2012	$220 697,390	$1,048,313	$700,000	($8,157,655)
2013	$236 461,489	$1,123,192	$700 000	($7 734,463)
2014	$252,225,589	$1 198 072	$700,000	($7,236,392)
2015	$267,989,688	$1,272 951	$700,000	($6 663,441)
2016	$283,753,787	$1 347,830	$700,000	($6,015,610)
2017	$299,517,886	$1 422,710	$700,000	($5,292,900)
2018	$315,281,986	$1 497 589	$700,000	($4,495,311)
2019	$331,046,085	$1,572 469	$700,000	($3,622,842)
2020	$346,810 184	$1,647,348	$700 000	($2,675,494)
2021	$362,574,284	$1 722 228	$700,000	($1,653,266)
2022	$378,338 383	$1,797 107	$700,000	($556,159)
2023	$394,102 482	$1,871,987	$700 000	$615,828
2024	$409,866,581	$1,946,866	$700 000	$1,862,695
2025	$425,630,681	$2,021,746	$700,000	$3,184,440
2026	$441,394 780	$2,096,625	$700,000	$4,581,065
2027	$457,158,879	$2,171,505	$700 000	$6,052,570
2028	$472,922,979	$2,246 384	$700,000	$7,598,954
2029	$488,687,078	$2,321 264	$700 000	$9,220,218
2030	$504,451,177	$2,396,143	$700 000	$10,916,361

CCCP Trolley Analysis

Year	Increase in Value	Cumulative Annual Increase	Tax Revenue	Project Cost	Annual Net
1999	$21 609,500 00	$21,609,500	$102,645	$1,500,000	($1,397,355)
2000	$19,980,110 00	$41,589,610	$197,551	$7,520,000	($8,719,804)
2001	$34,209,480 00	$75,799,090	$360,046	$240,000	($8 599,759)
2002	$0 00	$75,799 090	$360,046	$360,000	($8 599,713)
2003	$228,000,000 00	$303,799 090	$1,443,046	$400,000	($7,556,667)
2004	$0 00	$303,799 090	$1,443,046	$500,000	($6,613,622)
2005	$200,000,000 00	$503,799 090	$2,393,046	$600,000	($4,820,576)
2006		$503,799,090	$2,393,046	$700,000	($3,127,530)
2007		$503,799,090	$2,393,046	$700,000	($1,434,484)
2008		$503,799,090	$2,393,046	$700,000	$258,561
2009		$503,799,090	$2,393,046	$700,000	$1,951,607
2010		$503,799,090	$2,393,046	$700,000	$3,644,653
2011		$503,799,090	$2,393,046	$700,000	$5,337,698
2012		$503,799 090	$2,393,046	$700,000	$7,030,744
2013		$503,799 090	$2,393,046	$700,000	$8,723,790
2014		$503,799,090	$2,393,046	$700,000	$10,416,835
2015		$503 799,090	$2,393,046	$700,000	$12,109,881
2016		$503,799,090	$2,393,046	$700,000	$13,802,927
2017		$503 799,090	$2,393,046	$700,000	$15,495,972
2018		$503 799,090	$2,393,046	$700,000	$17,189,018
2019		$503 799 090	$2,393,046	$700,000	$18,882,064
2020		$503 799,090	$2,393,046	$700,000	$20,575,109
2021		$503 799,090	$2,393,046	$700,000	$22,268,155
2022		$503 799 090	$2,393,046	$700,000	$23,961,201
2023		$503,799 090	$2,393,046	$700,000	$25 654,246
2024		$503 799,090	$2 393,046	$700,000	$27,347,292
2025		$503,799,090	$2 393,046	$700,000	$29,040,338
2026		$503,799,090	$2,393,046	$700,000	$30,733,383
2027		$503 799,090	$2 393,046	$700,000	$32,426,429
2028		$503 799,090	$2,393,046	$700,000	$34,119,475
2029		$503 799,090	$2,393,046	$700,000	$35,812,520
2030		$503 799,090	$2 393,046	$700,000	$37,505,566

The City of Charlotte Sidewalk Program
Issues & Answers

Issue 1: Explain the scope of the City's Sidewalk Program

The City installs sidewalks through a number of programs

- *Sidewalk Program* - currently $2 Million per year is scheduled for new sidewalk construction The Manager's recommended budget includes doubling the funding of the program to $4 Million per year with a voter approved $10 million Sidewalk Bond this fall

- *Neighborhood Improvement Program* - most neighborhood improvement projects include sidewalks To date, the Program has installed about 45 miles of new sidewalk An additional 54 miles of sidewalk is planned with completion of the 18 neighborhoods included in the 1996 bonds

- *Roadway projects* in the City's Capital Investment Plan (CIP) - for example the upcoming Colony Road extension will have sidewalks The 1996 and 1998 bond issues which fund the CIP include projects having approximately 30 miles of sidewalks, primarily on thoroughfares

- *Participation in State Projects* - The City contributes about 50% on these projects (up to 2% of the value of the project) Major projects currently underway include

  - Providence Rd (NC16) - 14 miles of sidewalk
  - South Tryon St (NC49) - 11 miles of sidewalk

- *New development* results in sidewalks in single family and residential areas, shopping centers and other commercial development Council recently approved an amendment to the subdivision ordinance requirements to significantly increase sidewalks in neighborhoods

Issue 2: What is the impact of substantially expanding the new sidewalk program beyond the proposed $4 million per year New Sidewalk Program?

Current development levels underway in Mecklenburg County may make it difficult for the construction industry to absorb the project under current pricing Sidewalk construction is not typically undertaken by the big construction firms capable of much larger programs, and smaller firms are at or close to capacity A larger sidewalk program would likely require additional City staff to manage the program

Issue 3: How are the funds from the Sidewalk Bonds spent?

Council's policy is to spend 50% on thoroughfares and 50% on collector and local streets Many of the thoroughfares and almost all of the collector and local streets are in residentially developed areas

Issue 4: How much sidewalk does the current CIP sidewalk budget buy?

Currently one mile of sidewalk on one side of a street costs $250,000-$300,000 per mile, at current construction prices Consequently, at the current expenditure of $2 million per year, we are getting about 6-8 miles of sidewalk

Issue 5: What are our current Sidewalk Program objectives for installing new sidewalk?

Although the ultimate objective is to have sidewalks on both sides of most streets, Council's current funding objective is to install sidewalks on at least one side of all thoroughfares and collectors Currently there are no sidewalks on 1,100 miles out of a total 2,000 miles of streets

Issue 6: How are the sidewalk needs prioritized?

Council has approved a priority system for ranking unfunded sidewalk The priority system evaluates 14 factors, including traffic volume on a street, level of pedestrian activity, proximity to schools, etc CDOT has surveyed and rated all thoroughfare and collector streets within the City

Issue 7: What would it take to place sidewalks on all thoroughfares?

Rough estimates are that it would take about $41 million to build sidewalks on one side on the approximately 130 miles of thoroughfares that have no sidewalk, or about $105 million to put sidewalks on both sides of all thoroughfares These estimates include thoroughfares that have existing, partial and no sidewalk

Funding for Capital Projects

The City has a number of options available to it for financing capital projects cash, General Obligation bonds (including non-voter approved two-thirds bonds), revenue bonds, Certificates of Participation, etc The proposed Capital Investment Plan recommends the use of many of these financing options, based largely on the following two factors

- Financing Time line (cash flow analysis)
- Project eligibility within various financing options

Issues and Answers are provided which relate generally to bonded indebtedness and specifically to the City's capital program Please note that two-thirds bonds are General Obligation bonds and, therefore, have all of the characteristics of General Obligation bonds with the following two exceptions two-thirds bonds are not voter approved and the funds are made available for the capital project approximately nine months sooner

The City of Charlotte
Bond and Other Debt Issuance
Issues & Answers

Issue 1: What are the legal requirements/parameters associated with the authorization and issuance of the principal types of City indebtedness?

The requirements for authorization and issuance of General Obligation Bonds are set forth in NC General Statues Chapter 159, Subchapter IV (Long Term Financing, and related regulations of the North Carolina Local Government Commission) These requirements include

- Statutory authority for particular purpose for General Obligation Bonds of the City (e g , streets, water, sewer, etc)
- Nature of cost (generally capital costs)
- Approval of Local Government Commission
- Approval of City Council after public hearing, following public notice
- Voter approval (subject to certain exemptions)
- Publication of various notices
- Resolution by City Council approving sale of bonds and their terms
- Maturity of bonds generally not longer than period of usefulness of the financed projects (as determined by regulations)
- Sale of bonds by Local Government commission (generally by sealed bids after advertisement)

The requirements for authorization and issuance of Revenue Bonds are set forth in NC General Statutes Chapter 159, Subchapter IV (Long-Term Financing, and related regulations of the North Carolina Local Government Commission) These requirements include

- Statutory authority for particular purpose for Revenue Bonds of a City (e g , airport, water, sewer, etc)
- Approval of Local Government Commission
- Approval of City Council
- Nature of cost (typically capital costs with some exceptions)
- Maturity of bonds generally not longer than period of usefulness of the financed projects(as determined by regulations)
- Sale of bonds by Local Government Commission (frequently by negotiated sale within parameters, subject to approval by a City representative)

The requirements for the City to enter into Installment Payment Contracts, including those involving Certificates of Participation (COP's) are set forth in NC General Statute, section 160A-20 and Chapter 159, Article 8 (Financing Agreements) These requirements include

- Assets financeable (purchase of real or personal property, construction or repair of fixtures or improvements on real property)
- Scope of assets securing financing
- No pledge of taxing power (generally reflected in provision for an annual decision by City Council whether to appropriate funds)
- No deficiency judgement
- No non substitution clause
- Approval of Local Government Commission (with limited exemptions)
- Approval of City Council
- Public hearing following public notice for a financing involving real property

Issue 2: How does the City's general government debt service fund (sinking fund) support bonded indebtedness? What are the advantages/restrictions?

The City funds the majority of its general government capital program through what is referred to as the debt service fund (sinking fund) The City deposits each year a defined amount of dedicated revenue into this fund (see question # 3 for description of revenues) Any amount left over after annual payments on outstanding debt or direct transfers to capital expenditures are allowed to accumulate for use to pay debt in future years Since the revenue and current expenditure levels of the debt service can be forecast within a defined degree of accuracy, the unused financial (debt) capacity can be estimated for future years Each year, the City updates its financial projections The future financial capacity of this fund is influenced primarily by four components

- The level of dedicated revenues
- The timing in which future debt is issued
- The amount of cash used to fund capital projects, and
- The assumptions in forecasting all these components

The advantages to the City using this financing approach are

- Excellent financial planning model
- City can forecast debt capacity beyond a five year horizon
- Growth from the dedicated revenues are built into the model
- Built in protection from a downturn in the economy due to sizable fund balance position maintained (50% of annual debt payments)

There are no restrictions to the City using this approach except the level of fund balance that can be maintained (a portion of which may have to be yield restricted due to IRS regulations) This is not a major problem for the City

Issue 3: What revenues are used to support General Obligation Debt?

Specific revenues dedicated to the debt service fund (sinking fund) are

- 7 25 cents of tax rate (FY98)
- City's share of the original 3% occupancy tax
- Investment income (interest) from general, capital and debt service funds
- ½ cent sales tax (authorized in 1987)
- General fund contribution for office building debt
- Mecklenburg County contribution for office building debt
- General fund contribution for municipal facilities lease
- Other revenues e g , intangibles tax reimbursement, ABC, beer and wine, etc

Issue 4: What other kinds of debt does the City issue other than General Obligation Bonds?

Other kinds of debt issued by the City and the amount outstanding as of 6/30/97 is as follows

• Airport Revenue Bonds	$ 172 million
• Airport Special Facility Revenue Bonds	71 million
• Water & Sewer Revenue Bonds	43 million
• Convention Center--Certificates of Participation(COP's)	186 million

In addition the City has used COP's to fund its annual equipment purchases for several years and also part of the new Law Enforcement Center, the new Police Bureau Station on Wilkinson Blvd and the City's parking deck adjacent to Ericsson Stadium

Issue 5: Are there different considerations for choosing one type of debt over another?

Please see the attached chart for comparison information

City of Charlotte
Comparison of General Obligation, Revenue Bonds, Certificates of Participation (COP's)

Item	*General Obligation Bonds*	*Revenue Bonds*	*Certificates Of Participation*
Interest Rate Comparison	Lowest interest rate	15 basis points higher than GO s	25-30 basis points higher than GO's
Timing Requirements	Requires 6-9 months	Requires 3 months	Requires 3 months
Legal Requirements	Requires voter approval public hearing and Local Government Commission approval	No voter approval requires public hearing and Local Government Commission approval	No voter approval requires public hearing, and Local Government Commission approval
Method of Sale	Must be sold via Competitive Bid	Negotiated sale	Negotiated Sale
Debt Structure	North Carolina Statute dictates structure, number of coupons, etc	Greater structuring flexibility than GO s	Greater structuring flexibility than GO's
Product Differentiation	Very limited due to legal requirements	Wider flexibility can include current interest term bonds, original issue discount bonds and zero coupon bonds	Wider flexibility can include current interest term bonds original issue discount bonds and zero coupon bonds
Security and Credit	Full faith and credit of local government Does not require a Debt Service Fund	Net revenues of the Enterprise Does require a Debt Service Reserve Fund	Provides for the acquisition of a facility by payment of a contract amount annually over a defined payment period with ownership interest fully accruing at the end of the payment period
Sizing Issues	Usually gross funded to include all project costs and costs of issuance	Usually net funded to include project costs and costs of issuance Also includes Debt Service Reserve Fund and Capitalized interest	Usually net funded to include project costs and costs of issuance Also include Debt Service Reserve fund and Capitalized interest
Marketing Issues	Buyers look at debt per capita and ability for local government to increase tax levy	Feasibility report(required) helps with market place acceptance	Feasibility report(required) helps with market place acceptance
Issuance Costs	Lowest Costs of issuance	Higher transaction costs attributable to feasibility consultant, financial advisor underwriters counsel and trustee fees	Higher transaction costs attributable to feasibility consultant, financial advisor, underwriters' counsel and trustee fees

Issue 6: What are the limitations on projects which can be bonded?

As noted in Issue 1 for a project to be financed by General Obligation Bonds or Revenue Bonds, various requirements apply, including some relating to the financed projects

- Statutory authority for the particular purpose for bond financing
- Nature of cost (usually capital costs)
- Maturity of bonds generally not longer than period of usefulness of the financed projects (as determined by regulations)

Questions and Answers

Council's questions from the previous half-day budget retreat are answered below and in the attached materials

Q31. How much public funding (Federal, State and Local) is expended annually in Charlotte for affordable housing?

Charlotte's FY99 Consolidated Action Plan anticipates the use of approximately $15,984,109 of federal and local resources to address the housing needs through various programs implemented by the City

Q32. What is the status of the 1996 Bond projects - both neighborhoods and roads?

The following two pages include the status of the 1996 neighborhood and road projects respectively

1996 Neighborhood Improvement Program Bonds
Project Summary
(5/97)

Neighborhood	Project Phase	Project Cost	Projected Construction Date
Beatties Ford/Trinity Park	Final Design	$2,300,000	October/98
Choyce Avenue	Bid Phase	$1,200,000	May/98
City View Ph-I	Final Design	$1,150,000	August/98
Druid Hills Ph-II	Bid Phase	$5,230,000	May/98
Grier Heights	Final Design	$2,500,000	Sept /98
Hidden Valley Ph I	Bid Phase	$4,400,000	May/98
Lakewood Ph-II	Construction	$1,100,000	April/98
Lincoln Heights	Construction	$1,300,000	45% Comp
Moores Chapel	Design	$1,750,000	October/98
Oakhurst	Design	$1,500,000	November/98
Orchard Park	Design	$200,000	January/99
Plaza Midwood Ph-I	Construction	$2,225,000	May/98
Reid Park	COMPLETE	$625,000	N/A
Sterling/Sterling Forest	Planning	$500,000	
Villa Heights Ph-II	Construction	$2,600,000	April/98
Wilmore	Final Design	$1,000,000	Sept /98
Wilora Lake	Final Design	$1,150,000	August/98
Wingate Ph-III	Construction	$1,210,000	May/98
	TOTAL:	**$32,000,000**	

1996 Street Bonds
Project Summary
4/27/98

Project	Project Phase	Project Cost	Projected Construction Date
Roadways			
Fairview/Sharon Rd Widening (Phase III & IV)	Utility Reloc R O W Acq	--- $2 000 000	Utility Reloc Spring 1999 Construction -Winter 2000
CSX RR Bridge @ Mt Holly Rd	ROW Acq	$10 000,000	Construction Fall 1999
Beatties Ford Widening - 4 Lanes	ROW Acq	$2,100 000	Construction-Spring 1999
Colony Road Extension	ROW Acq	$10,945 000	Construction Fall 1998
Hoskins Road Widening	ROW Acq	$1,320 000	Construction-Fall 1998
Prosperity Church Road Widening	Planning/Design	$4 000 000	Construction-Fall 2002
Johnston Road Widening & Extension	Planning/Design	$8 500 000	Construction-Unknown Dependent on Annexation
Major Intersections			
Providence/Sharon Amity/Sharon Lane	ROW Acq	$1,300,000	Construction-Fall 1998
Randolph/Wendover	ROW Acq	$2,250 000	Construction-Spring 1999
Central/Kilborne/Norland	Design	$1 185,000	Construction Spring 2000
Monroe/Sharon Amity	Planning/Design	$2,255,000	Construction-Winter 2000
Runnymede/Woodlawn /Selwyn	Planning/Design	$1,410,000	Construction-Fall 2000
Parkwood/The Plaza	Planning/Design	$1,345 000	Construction-Fall 2000
Tenth/Graham	Planning/Design	$375,000	Construction-Winter 2001
Monroe/Sardis	Planning/Design	$950,000	Construction Summer 2001

Q33. Of the $18 million proposed in the CIP for sidewalks, what portion is for thoroughfares and what portion is proposed for residential?

Current policy is that 50% of sidewalk funding is for thoroughfares and 50% for collector streets Many thoroughfares are in residential areas (such as Providence and Sharon) and many collector street are in residential areas as well

Q34. What is the 2015 ranking for the Sunset Road/Beatties Ford Road project? What is the need for the project based on?

The project was prioritized as 9th in the Minor Roadway Program The program is intended for projects costing less than $500,000, with little or no right-of-way acquisition required The project scope has increased and the project cost is now estimated at $2 million The project is planned to be considered for funding in next year's CIP as a major roadway project

The increase in project scope was the result of design work which determined that the intersection required realignment and that the five lanes of traffic needed to be extended to Beatties Ford Road

The project is an important link in this rapidly growing area and serves as a connection between I-77 and Beatties Ford Road However, the project does not have a high congestion or safety problem

Q35. What is the status of facility management competition?

Engineering and Property Management has worked with the Privatization/Competition Advisory Committee (PCAC) - Facilities Sub-Committee since June 1997 Information on actual costs associated with the facilities management of the Governmental Plaza building (including the CMGC and old City Hall) has been presented and discussed with the sub-committee It was concluded that the City's management and maintenance costs were below the costs of other comparable Class "A" office buildings in Charlotte As a result of this conclusion, a competitive effort was scheduled for the Year 2000

Q36. What is the status of building maintenance competition?

Engineering and Property Management has also worked with the PCAC on this issue and the maintenance of the 106 City facilities maintained

Building maintenance staff has been decreased from 40 employees in FY93 to 25 employees today as a result of contracting work with private vendors The Building Maintenance budget for contracting maintenance and service is approximately 75% of the total budget This shift to contracting more work out is the result of analysis and identification of types of work that can be more economically contracted out

Work currently performed by Building Maintenance staff consists of management of contracted services, routine maintenance, small repairs and emergency responses The remaining work performed by City staff has been compared to private vendor cost and the City's costs are lower

Q37. Did actual revenues for property taxes exceed budget for fiscal years FY97 and is it likely that they will also exceed budget for FY98?

Yes Actual property tax revenues for FY97 exceeded budget by $4 8 million We are currently estimating that actual property tax revenues for this year (FY98) will exceed budget by $5 3 million

There are three basic categories of taxable property Real Estate, Vehicle and Business Property, and Utility Company Property The additional revenues collected in FY97, and anticipated for FY98, came primarily from the Vehicle and Business Property category Property values, and in turn revenues for both Real Estate and Utility Property, were on target

Two factors caused property tax revenues in Vehicle and Business Property to be greater than expected

- In FY97, the state implemented a new Division of Motor Vehicles system that is more accurate in identifying vehicles This has improved the ability of the Tax Office to track and bill for changes in individual vehicle ownership Beginning in FY98, new commercial vehicles are taxed from the date of purchase instead of from January 1st

- The Tax Office has added staff and changed procedures in the property tax discovery area which has proved beneficial in the discovery of more business personal property than expected

For FY99, the County Tax Office estimate takes into account the changes made in the vehicle and business property process and the new methods of collecting taxes on vehicles, and therefore, the same margin of variation from projected to actual revenues is not expected

Q38. What is the current fine structure for litter/weed/grass/junk ordinance violations? Are higher fines for violations recommended?

As currently enforced by the Community Improvement Division of Solid Waste Services, the citation structure for littering provides for graduated fines ($50 00 first offense, $75 00 second offense and $100 00 for each subsequent offense at the same location), and the citation structure for weeds and grass violations provides for a $50 00 citation for violations However, the most severe of Community Improvement's penalties involves illegal dumping, in which a citation in the amount of $500 00 may be issued

The citation process is one of a number of enforcement tools Community Improvement utilizes to encourage ordinance compliance The contractor/lien process is the most effective process for prompt correction of litter ordinance and weeds/grass violations, allowing Community Improvement to correct the violations quickly, charge the property owner for the work completed, and attach both an administrative and inspection fee to the full bill The use of administrative and inspection fees has proven to be an effective deterrent to these types of ordinance violations

Community Improvement has also effectively utilized the Environmental Court to address habitual violators and more serious health and sanitation issues The recent ordinance amendment regarding repeat offenders also seems to be having a positive impact on voluntary compliance and property upkeep

Based on the effectiveness of these measures, Community Improvement does not recommend a change in the current citation structure or fine amounts

Q39. What would be the impact of doubling the zoning density of First Ward?

The adopted First Ward Master Plan proposes residential densities for the heart of First Ward that are essentially double the density of the former Earle Village public Housing community In addition, the Plan recommends even higher density for the blocks closer to the rail corridor Densities in First Ward are comparable to, if not greater than, densities in Third and Fourth Wards

First Ward Concept
The densities purposed in the First Ward Concept Plan range from 8 units per acre for single family detached housing up to 30 to 50 units per acre for mid-rise development along the rail corridor Market research recommended that some low scale housing at moderate densities of 8 to 24 units per acre be developed in order to attract market rate families Public housing families indicated a strong preference for low-rise housing instead of mid- or high-rise units Larger units are needed to attract families to the area, but the larger units also reduce the number of units that can be built on a site and reduce the project's density

Existing and Proposed Densities
The former Earle Village housing community consisted of 409 units on 35 8 acres, resulting in an overall density of 11 4 units per acre The first phase of the First Ward Plan rental apartment community will have 174 units on 7 acres, with a resulting density of 24 9 units per acre The 17 new single family detached homes on eighth Street are being built on 1 57 acres, at a resulting density of 10,8 units per acre It is anticipated that future development along the rail corridor could be built at densities of 30 to 50 units per acre

Comparison with Third and Fourth Ward Developments
Densities in Third and Fourth Wards vary greatly Densities in Third Ward are as low as 6 units per acre (residential block bounded by Greenleaf, Westbrook, and McNinch) Densities for the Clarkson Place (10 9 units per acre) and Clarkson Green (9 8 units per acre) townhouse projects are comparable to single family detached densities in First Ward Typical densities in Fourth Ward are somewhat higher than Third Ward Densities range from 10 units per acre to 44 units per acre

Q40. How much State gas tax revenue is locally generated? How does the State-shared gas tax revenue (Powell Bill Fund) get collected? distributed?

The State's gas tax revenue is collected from the fuel distributor, not from the point of sale This makes the determination of how much revenue is generated from a specific jurisdiction virtually impossible For example, the XYZ Fuel Company may have its tanker distribution located in Mecklenburg County, but the individual tanker may deliver fuel to its XYZ Stations across Charlotte, Huntersville, Statesville, Hickory, Gastonia, etc Therefore, the tax paid to the State by XYZ will actually be "reimbursed" to XYZ from consumers within all those jurisdictions

Of the 22 55¢- per- gallon gas tax paid in NC, 1 75¢ goes to the State's Powell Bill Fund, which is distributed back to jurisdictions by a formula based on the population (75%) and number of street miles (25%) within the jurisdiction For FY98, the distribution for Charlotte is $14,799,567, based on a population of 495,632 and street miles totaling 1,785 The distribution State-wide totaled $116 5 million and averaged $23 78 per capita and $1,688 per mile Since the first Powell Bill Fund allocation in 1951 the State has returned $1 7 billion to municipalities

Q41. How many sworn police positions now, and how many at this time last year?

As of April 30, 1998, there are 1,243 filled sworn positions in the Police Department (This includes all Police Officers, Sergeants, Captains, Majors, Deputy Chiefs and the Chief)

On April 30, 1997, there were 1,246 filled sworn positions During the course of the year, 54 sworn vacant positions were filled, while 57 filled positions became vacant Of the 57 sworn officers that left, 37 resigned, 2 were terminated, and 18 retired A new recruit class is scheduled to begin May 27, 1998 with approximately 45-50 recruits Similar recruit classes are scheduled for August and November

At the March 17th Retreat, Police and Human Resources outlined the following recruitment strategies to increase staffing

1 Strengthen partnerships with colleges and universities, especially through the use of police officer alumni from targeted institutions, with an emphasis on minority institutions and minority candidates

2 Improve contacts with the military to target qualified candidates

3 Increase the use of academic internships

4 Implement an early hire program for fully qualified applicants

5 Increase the use of the Uptown Guide Program

6 Implement an incentive program for officers who recruit and mentor qualified applicants

7 Establish initiatives in area high schools to identify and mentor prospective candidates

8 Implement a lateral entry hiring program

9 Increase the emphasis on regional recruitment and hiring

10 Implement a recruitment steering/management committee

11 Design and implement a comprehensive marketing plan to attract qualified applicants

In addition, Police has re-engineered its recruitment process, reducing the applicant screening process from 16 down to 10 weeks

Q42. Are there plans for putting the services provided by the Charlotte-Mecklenburg Housing Partnership (CMHP) up for competition? Why or why not? Please furnish Council with your goals and point out whether or not each was achieved. What City funds does the Housing Partnership currently have on hand? Why is the Housing Partnership not required to exhaust all City monies before receiving more?

While the CMHP has not been asked to compete for the housing construction services they provide, they have no problem competing for these services However, the City would have to change the current process by which we redevelop low-moderate income neighborhoods For example, the City would have to do more up-front work such as identifying the neighborhood, acquiring the property, putting out RFPs for construction of the houses, etc The normal process to redevelop a neighborhood could take 2-3 years Because of these reasons, the current way of providing low-moderate income housing through a third party (CMHP) is more efficient and effective

One of the objectives of the Charlotte-Mecklenburg Housing Partnership (CMHP) is to acquire 20 lots (with or without improvements) for the production of housing units in City Within A City The goal for this objective of $5,000 per lot and $18,000 per house is found on page 53 of the FY99 Financial Partners However, this goal was not part of the CMHP's FY99 contract with the City This was an oversight on staff's part by not including this goal as part of CMHP s contract

The following are the FY98 Performance Targets for the CMHP according to their existing contract with the City In addition, these targets are measured in the FY98 Mid-Year Objective Report

Goal 1 Acquire 20 lots for the production of housing units in City Within A City

Goal 2 Renovate or construct 40 new units of housing

Goal 3 Sell or lease 30 houses and leverage City funds upon sale of such houses by structuring mortgage financing utilizing an average of three dollars to no more than one City dollar

Based on their FY98 Mid-Year Report, the CMPH is doing well in meeting these 3 goals In addition, the CMPH exceed their FY97 Goals of rehabilitating/constructing 40 houses in CWAC, selling 26 houses in CWAC and acquiring, producing or financing 15 unites in CWAC

The City's contract with the Charlotte-Mecklenburg Housing Partnership doesn't require them to exhaust all City monies before receiving more In addition, Federal regulations allows the subgrantee to carry funds over from one fiscal year to the next Per CMHP's audited Balance Sheet as of June 30, 1997, there was $1,106,096 in unrestricted cash The balance in the CMHP's FY98 Affordable Housing contract after disbursing $900,000 for First Ward and $1,000,000 in Innovative Housing funds, is $124,012

Q43. What is the current Housing Partnership fund balance and what are the plans for these funds?

According to the attached financial information from the Charlotte-Mecklenburg Housing Partnership, the net fund balance as of FYE June 30, 1997 is $13,268,682 According to the same report, $774,642 is budgeted for 16 Greenville houses and 7 Seversville houses during 1997-98 at approximately $75,000 each

Charlotte · Mecklenburg Housing Partnership

FINANCIAL STATEMENT
C M H P
Financial Information For The City
F Y E June 30 1997
As Audited

	Assets	Accounts Payable	Funds Held For Others	Accrued Expenses	Notes Payable	Net Fund Balance
Cash	1 416 316	-	(310 171)			1 106 145
CDBG Grant Receivable	214 815		-			214 815
HOPE 3 Grant Receivable	378 630		-			378 630
Interest Receivable (a)	650 677			-		650 677
Notes Receivable (b)	16 431 450				(10 133 562)	6 297 888
Projects in Development	1 874 151	(188 822)	-	(180 671)		1 504 658
Rental Property (171 Apts)	4 549 828	-	-		(1 531 487)	3 018 141
Office Equipment	77 952					77 952
Investments in Partnerships	18 214					18 214
Prepaid Expenses	1 562			-		1 562
						-
	$ 25 613 395	$ (188 822)	$ (310 171)	$ (180 671)	$ (11 665 049)	$ 13 268 682

(a) Includes deferred interest on Notes Receivable (2nd 3rd & 4th Mortgages Single Family and Multifamily) Approximately $20 000 actual cash received per year

(b) All interest earned on first mortgages receivable utilized to service first mortgages payable Principal and interest payments go directly to the loan consortium No cash is received by CMHP

Cash in The Bank June 30 1997

Unrestricted Cash	$	774 642	Budgeted for 16 Greenville houses and 7 Seversville houses during 1997 98 at approximately $75 000 each ($1 725,000)
C B D G Cash	$	(186 801)	Expenditures in excess of draws and program income
HOPE 3 Cash	$	521 821	Draws and recycled in excess expenditures (HUD direct contract must approve expenditure)
Innovative Cash	$	-	Fully expended
F N M A Cash	$	-	Recycled in modular homes
HOME Cash	$	(3 517)	Expenditures in excess of draws (Belmont)
City Cash	$	-	Fully expended
County Cash	$	-	Fully expended
TOTAL	$	1 106 145	

Q44. What is the status of the Neighborhood Matching Grants evaluation?

Proposed policy changes to the Neighborhood Matching Grants (NMG) Program were presented for review at the April 15, 1998 CWAC Committee meeting The proposed changes include geographic expansion and funding limitations on trips and festivals

NMG City-Wide Review Team members have been invited to attend and participate in the discussion at an upcoming CWAC Committee meeting Public input sessions will be held in conjunction with the NMG Partner Fair, scheduled for May 16, 1998 at Freedom Mall Staff will report results of the sessions at the May 20, 1998 CWAC Committee meeting

Q45. What Neighborhood Matching Grants projects have been funded (and in what amounts) since inception of the program?

Since 1993, the Neighborhood Matching Grants Program has awarded grants to 111 different neighborhoods and 5 business corridors All total, these communities have invested over $1 million in City funds to leverage another million in community resources for a total $2 million investment Since the program's inception, grant requests have averaged $387,952 annually Please see the **following pages** for specific neighborhoods and grant amounts

Approved Neighborhood Matching Grants Fund Projects

Neighborhoods	Number of Grants	Amount of Grants	Project Description
Barringer Woods	1	(sm) $2,990	Entrance sign and landscaping
Belmont	4	**(sm)** $750,$2,301,$3,000 **(lg)** $9,430	Office equipment, provide leadership training, beautification project, landscaping & neighborhood arts program
Belvedere Homes	1	(lg) $15,884	Enrichment program& Parenting Classes
Bent Oaks Tenants Association	1	(lg) $15,907 31	Learning Center
Biddleville Townhouses	2	(sm)$2,595 (lg)$13,171	Entrance signs & tutorial enrichment program
Boulevard Homes	2	(sm) $2,775	Academic, recreational project & develop parent teen summit
Briar Creek Woodland	2	(sm)$1,500, $1,243	Landscaping for neighborhood enhancements, entrance signs & right of way
Brookfield	1	(sm) $839	Community festival
Capitol Drive	1	(sm) $2,200	Neighborhood entrance sign & landscaping improvements
Charlotte Trolley Inc	1	$25,00 00	Restore historic street car
Charlotte Town Terrace Resident Organization	1	$9,000 00	Senior & disabled residents to do stress reduction & recreational program
Chantilly	2	(sm) $1,169, $464	Neighborhood organizing & disc golf playground for youth
City East/Darby Acres	1	(sm) $3,000	Renovation of Charlie 3 District Station
Cherry Community	1	(lg) $24,500	Enrichment Program
Clanton Park	1	(sm) $3,000	Establish by-laws
Commonwealth/ Morningside	1	(lg) $4,273	Picnic Area

Approved Neighborhood Matching Grants Fund Projects

Neighborhoods	Number of Grants	Amount of Grants	Project Description
Country Club Heights	1	(sm) $3,000	Improve outgrown areas
Dalton Village	2	(sm) $3,000 $3,000	Enrichment program & community garden
Derita/Tanglewood	2	(sm)$750 $1,836	Neighborhood sign & arts program
Dillehay Courts	2	(lg) $19,039, $9,240	Job readiness program, educational and wellness services, recreational activities
Dilworth	1	(sm)$1,588	Purchased crime watch signs
Druid Hills	2	(sm) $3,000, $3,000	Community festival & Landscaping improvement and education programs
Double Oaks	1	(sm) $2,000	Science club & Science and math tutoring program
Earle Village	3	(lg) $7,800, (sm) $3,000 $3,000	Landscaping improvements, Drug abuse and HIV/AIDS reduction project
Eastbrook Woods	1	(sm) $525, $1,094	Three neighborhood signs & Landscaping improvements
Easthaven	1	(sm) $750	Arts Program
Eastway Drive	1	(sm) $985	Organize Neighborhood Assoc
Edison Street Neighborhood	1	(sm) $200	Community garden
Edwin Towers	1	(sm) $3,000	Landscaping improvements & arts, crafts and exercise classes
Elanore Heights	1	(lg) $7,111 50	Community activity center
Elizabeth Community	3	(lg) $13,775, (sm) $3,000, $3,000	Purchase furnishings for neighborhood office & Improvements on historic trolley path
Fairview Homes	2	(lg) $10,150, $2,368	Community clean and field trip, Botanical Garden, Enrichment program

Approved Neighborhood Matching Grants Fund Projects

Neighborhoods	Number of Grants	Amount of Grants	Project Description
Four Seasons	2	(sm)$3,000, $2,603	Landscaping improvements and numbering signage & Computer and printer
Foxboro	1	(sm)$800	Upgrade front entrance
Fourth Ward	1	(sm) $2,199	withdrawn
Genesis Park	1	(sm) $2,994	Entrance sign
Glen Cove Apartments	1	(sm) $2,708	withdrawn
Greenville Community	7	(sm)$2,699, $2,990 (lg) $25,000, $7,054 $3,699,$6,500, $7,658	Musical instruction, purchase and Academic Resource Center and office, community survey and purchase t-shirts, computer literacy training program, purchase trailer
Grier Heights	3	(lg) $25,000 (sm)$2,951, $2,883	Girl scout uniforms, boy scouts uniforms, renovation for human resource center
Hall House	2	(sm) $2,400, $2,260	Landscaping improvement, construct a small on site park
Hampshire Hills	1	(sm) $2,006	Improve two entrances
Hampton Park	1	(sm) $2,974	Neighborhood sign and beautification
Helena Street	2	(sm) $3,451, $3,000	Install fence, computer and printer, complete security fence
Hidden Valley	5	(sm) $3,000, $1,588 (lg) $23,000, $11,800,$3,199,	Improve two neighborhood signs, purchase vacant property, recreational and cultural awareness, computer and technology class, install lights on entry signs,
Historic North Charlotte	3	(sm) $2,999,$1,393, $844	Outdoor sculpture garden, purchase police bicycles, construct and erect signage, prepare planters, shuttle service
Kilborne	1	(sm)$2,992	Reforest area destroyed by pine needles

Approved Neighborhood Matching Grants Fund Projects

Neighborhoods	Number of Grants	Amount of Grants	Project Description
Lakewood	1	(lg) $20,000	Park improvements, neighborhood directory and computer program and drill team
Lake Plaza	1	(sm) $2,992	Publish newsletter
Lincoln Heights	2	(sm)$ 462,$1,250	neighborhood sign, landscaping improvements
Meadow Oaks	2	(sm) $3,000 $2,980	Computer, youth leadership training, arts program
McAlpine Terrace	5	(sm) $1,000,$2,500, $1,734,$3,000,$792	Improvements in the gazebo area, tour, PA system, exercise equipment and landscaping improvements, enclose patio/gazebo
Montclair South	1	(sm) $750	Arts program
Nevins Community	2	(lg) $25,000, $14,800	Renovate donated fire department for community center, pave parking lot and hook onto city sewage
Northwood Estates	1	(lg) $7,393	withdrawn
Oak Valley	1	(sm) $1,350	Youth trip to the zoo
Oakview Terrace	1	(sm) $841	Community entrance sign, and plant shrubbery and flowers
Oaklawn/McCrorey Heights	1	(lg) $24,470	After school enrichment program
Optimist Park	2	(lg) $24,980, $2,992	Equipment to produce newsletter, produce a film
Parkview Community	1	(sm) $3,000	Restore duplex for community center
Pence Pond	1	(lg) $25,000	Playground, repair dam, gazebo and upgrade walking trails
Piedmont Courts	2	(lg) $6,976 (sm) $2,969	Crime watch program, purchase equipment for boy scouts
Pine Valley	1	(sm) $1,641	Entrance sign

Approved Neighborhood Matching Grants Fund Projects

Neighborhoods	Number of Grants	Amount of Grants	Project Description
Plaza-Midwood	5	(sm) $3,000, $2,898 $1,884 (lg) $23,992, $23,105	Purchase two police bikes, landscaping improvements, festival, newsletter, install historic signs, landscaping enhancements, community landscaping project
Plaza-Shamrock	1	(sm) $3,000	Landscaping project
Ponderosa	3	(sm) $2,458, $1,525 (lg) $7,500	Plant shrubs/trees, enrichment program
Sandlewood/Purple Stompeteers	1	(sm) $2,955	Travel expense for drill team competition
Regal Heights	1	(sm) $3,000	Entrance sign
Reid Park	2	(sm) $3,000 (lg) $18,500	Peace In The Park, construct model home
Robinsdale	1	(sm) $2,632	Improve playground and youth retreat
Rockwell Park	2	(lg) $4,970 (sm)$3,000	Youth drill team, entrance sign
Savanna Woods	1	(lg) $9,370	Implement multi-faceted youth program
Sedgefield	1	(sm) $2,978	Newsletter
Selwyn Park	1	(sm) $2,978	Entrance sign and landscaping improvements
Seneca Woods	3	(sm) $3,000 (lg) $6,015, $10,300	Community Center, field trips, 15 passenger van
Seversville	2	(sm) $2,708, $1,456	Festival, youth program
Shelton Knolls	1	(lg) $6,098	After school and recreational program
Smallwood	1	(lg) $7,000	Computer training, counseling in drug abuse, violence, teen pregnancy and family counseling
Southside	1	(sm) 3,000	purchased playground equipment
Starmount	1	(sm) $750	Arts program

Approved Neighborhood Matching Grants Fund Projects

Neighborhoods	Number of Grants	Amount of Grants	Project Description
Starclair	1	(lg) $25,000	Playground equipment, upgrade ballfields , fence in field, purchase bleaches, erect dugouts and reseed
Sterling Community	1	(lg) $4,700	Plant trees
Strawn Apartments	2	(sm) $2,875, $2,000	Landscaping improvements and three one day trips, Landscaping improvements in lobby
Sunridge	1	(lg) $5,780	withdrawn
Tarlton Hills	1	(sm) $2,717	Community sign and plant flower beds, family learning center
Third Ward	2	(sm) $2,077 $ 440	Community festival
Thomasboro	2	(sm) $3,000 (lg) $15,646	After school program, summer day camp
Todd Park	1	(sm) $2,535	Entrance sign, organize citizens patrol
University Park	2	(lg) $24,998 (sm) $1,498	Install anti-drug signs, After school program, senior citizens classes
Valley View	1	(sm) $1,350	Trip for youth
Village Townhouses	1	(sm) $2,848	Purchased computer and one year security system
Washington Heights	1	(sm) $ 2,950 (lg) $7,849, 4,491	Education and beautification program, garden, band/steppers equipment
Wesley Heights	3	(sm) $624, $1,675,(lg) $23,500	Construct parkway connecting to the NFL stadium, community festival, neighborhood signs
Westchester Park	2	(sm) $1,822, $1,704	Landscaping improvements
Westside Community	1	(sm) $1,600	Purchase four police bikes
Westerly Hills	1	(sm) $762	Purchase police bike and crime watch sign

Approved Neighborhood Matching Grants Fund Projects

Neighborhoods	Number of Grants	Amount of Grants	Project Description
Westwood Community	2	(sm) $2,982	Purchase computer and equipment to produce a newsletter
Wilmore	3	(sm) $3,000, $3,000 (lg) $23,400	Beautification project, marquee sign, rehab existing structures
Windsong Trail	1	(sm) $3,000	After school enrichment program
Wingate	1	(sm)$2,949	Initiate a youth organization
Woodland Community	1	(lg) $25,000	After school enrichment program, construct a ball field
York Road	1	(sm) $1,200	Withdrawn
TOTAL ***111 Neighborhoods***	**185**	**$1,015,515.50**	

Businesses

1. **South End Development** **$25,000, $25,000.00**
2. **Charlotte Trolley** **$25,000.00**
3. **Freedom Drive Task Force** **$15,000, $10,703.00**
4. **Wilkinson Blvd. Corridor** **$2,517.00**
5. **Plaza Central Development** **$1,000.00**

Total **$104,220.00**

Charlotte 2001 State System Unfunded Roadway Needs

(from 2015 Transportation Plan)

Option 2 - City Fully Funds All Projects Except Freeway & Expressway Projects

2015 Plan Rank	Roadway	Limits	Type	Safety Benefit	10-YEAR Needs Cost ($millions)	City Funded Projects ($millions)	NCDOT Funded Projects ($millions)
5	I-77 HOV Lanes	I-85 to Northern Outer Loop*	Freeway Imp	moderate	44 0		44 0
6	US 74 / Sharon Amity	Expressway Interchange	Interchange	**Very High**	12 0		12 0
8	NC 27 (Freedom Dr)	I-85 to City Limit	Widening	**Very High**	19 5	19 5	
11	US 74 Expressway / HOV	SharonAmity Rd to Idlewild Rd	Freeway	**High**	16 0		16 0
13	I-77 Widening/HOV Project	Southern Outer Loop to I-85*	Freeway Imp	moderate	210 0		210 0
14	US 74 Expressway / HOV	Idlewild Rd to Outer Loop	Freeway	**High**	60 0		60 0
15	I-85 Widening	29/49 Connector to Cabarrus Co Line*	Freeway Imp	some	16 0		16 0
19	NC 16 (Brookshire Blvd)	I-85 to Hoskins Rd	Widening	moderate	3 0	3 0	
20	Albemarle Rd / Harris Blvd	Interchange	Interchange	**High**	10 0	10 0	
21	NC160 (West Blvd)	US 521 to City Limits	Widening	some	4 0	4 0	
22	NC 16 (Brookshire Freeway)	Current End to I-85	Freeway	**High**	3 0		3 0
25	US29-NC49 (Graham St)	I-277 to Statesville Ave	Widening	moderate	1 5	1 5	
26	NC49 / Graham St Connector	I-85 to US29	New Road	**High**	21 0	21 0	
30	BillyGraham Pkwy / West Blvd	Expressway Interchange	Interchange	**High**	8 0		8 0
31	US521 (BillyGraham Pkwy)	JoshBirmingham Pkwy to Tyvola Rd	Freeway	moderate	1 0		1 0
33	BillyGraham Pkwy / Wilkinson Blvd	Interchange	Interchange	**High**	4 0	4 0	
35	NC 115 (OldStatesville Rd)	Statesville Rd to City Limits	Widening	moderate	4 0	4 0	
36	US29-74 (Wilkinson Blvd)	LittleRock Rd to City Limits	Widening	moderate	2 0	2 0	
38	US521 (South Blvd)	Tyvola Rd to Archdale Rd	Median	**High**	1 8	1 8	
40	US521 (South Blvd)	Woodlawn Rd to Tyvola Rd	Widening	moderate	12 3	12 3	
	GRAND TOTAL				453 1	83 1	370 0
	State System - Freeways* & Expressways				370 0		370 0
	-Non-Freeways				83 1	83 1	0 0

Bond referendum 96

* Significant Sections of Several Freeway Projects Extend Beyond City Limits

SUFO2NF WK4

5/19/98

City of Charlotte

FY99

Revenue Neutral Tax Rate Calculation

(in Millions)

Before	
Real Estate	$25,445
Personal Property/Auto	$7,881
Utility Property	$1,709
Total	$35,035
Current Tax Rate	$ 525/$100
Revenue	**$183.9**
less collection rate (@98%)	-$3 6
Total	**$180.3**

After	
Real Estate	$25,445
(Real Estate) Revaluation Impact	**$3,933**
Personal Property/Auto	$7,881
Utility Property	$1,709
Total	$38,968
Revised Tax Rate	$ 472/$100
Revenue	**$183.9**
less collection rate (@98%)	-$3 6
Total	**$180.3**

Note 1) Based on Estimated Tax Values as of June 1, 1998
2) Does not Include Growth