
Community Investment Plan

FY2016 & FY2017 Update

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General Community Investment Plan - Potential Adjustments & Additions

	New Funding & Debt Capacity	Existing Tech Reserve
Total Available Community Investment Plan Funding	\$ 96,559,656	\$ 2,838,364

Category 1: High Priority Potential Needs - To be considered in FY2016

The High Priority Potential Needs listed below would require funding in FY2016 to continue existing commitments or to respond to time-sensitive facility replacements, infrastructure upgrades, and construction contract bid schedules

CONTINUE EXISTING COMMITMENTS

- (A) A Way Home - Rental Assistance Endowment * - Potential Funding Source: Pay-As-You-Go Capital Reserve (2,000,000)**
In FY2015, Council approved a \$2.0 million appropriation from the General Community Investment Pay-As-You-Go Fund to provide the second installment of a \$10 million pledge to support the Foundation for the Carolinas' A Way Home Rental Assistance Endowment Program. The funding source for the remaining City contributions of \$6.0 million would come from Pay-As-You-Go Capital Reserve.
- (B) Government Center Elevator Upgrade (Phase 2) * - Potential Funding Source: Pay-As-You-Go Capital Reserve (800,000)**
As a part of the FY2015-FY2019 Community Investment Plan, Council approved partial funding of \$400,000 to begin Phase I of modifications and upgrades to the Government Center elevators, including replacement of old electronics and switches with a computer controlled system for all six elevators and replacement of motors, wiring, door operators, etc. on the freight elevator. Additional funding of \$800,000 is required to complete the project, which will include replacement or refurbishment of motors, wiring, door operators, etc. on the five passenger elevators.

CRITICAL FACILITY NEEDS

- (A) Police Central Division Station Purchase * (New Project) - Potential Funding Source: New Debt Capacity (13,500,000)**
The Police Department currently leases approximately 8,000 square feet of office space at 119 East 7th Street in Uptown to house its Central Division offices. The owner of the currently leased facility has notified CMPD that they desire to sell the facility. Alternatives for replacing the current facility include leasing other facilities within the Central Division boundaries, buying available land and building a new Division Station, or pursuing a public/private partnership facility. Cost to construct a new station is currently estimated at \$13.5 million.

EXISTING TRANSPORTATION BOND PROJECTS

- (A) N. Tryon Redevelopment (existing project) - Potential Funding Source: Completed Street Bond Project Savings (3,500,000)**
This project, approved in FY2011 and funded with 2010 Street Bonds, will provide public improvements along North Tryon Street from Dalton Avenue to 30th Street, including new curb and gutter, setback of utilities, streetscape, bicycle lanes, pedestrian crossings, and wider sidewalks. Engineering & Property Management staff have identified the need for an additional \$3.5 million to complete this project. The increased estimate is due to additional electric utility relocation costs and rising real estate values resulting in higher land acquisition costs. In addition, the original project design assumed reuse of the existing Church Street. Geotechnical reports identified bad soil and existing faulty asphalt on Church Street, requiring full asphalt replacement.
- (B) Beatties Ford Road Widening (existing project) - Potential Funding Source: Completed Street Bond Project Savings (5,000,000)**
This project, approved in FY2011 and funded with 2010 Street Bonds, will extend the four-lane median-divided cross-section of Beatties Ford Road from its current end at Capps Hill Mine Road north to Sunset Road. The project includes multimodal improvements such as bicycle lanes and sidewalks. The project is currently awaiting utility relocation work. Construction cost estimates are expected to be finalized by late 2015 once utility relocation nears completion. Engineering & Property Management staff expect final construction estimates will increase the total project budget by approximately \$5.0 million due to increased electric and telephone utility relocation costs, increased sanitary sewer line infrastructure costs, and design revisions identified during the Real Estate Phase requiring additional paving quantities. Additional funding would be required in FY2016 as staff expects to submit a construction contract to City Council for approval in the first quarter of 2016.

CRITICAL TECHNOLOGY NEEDS

- (A) PeopleSoft Upgrade (New Project) - Potential Funding Source: Existing Technology Reserve Funds - (1,700,000)**
Support for the current version of the payroll system (PeopleSoft 9.1) is ending. At the current level of support, only tax and regulatory updates will be provided and no updates or fixes will be available. In addition to the end of life for PeopleSoft 9.1, the current hardware has passed its five-year life expectancy; additional maintenance costs will be required to keep the old hardware covered. Without a supported version of the system, the risks associated with running a non-maintained system range from a missed payroll to the levy of fines and penalties against the City for non-conformance with federal and state regulations. This upgrade is vital to the ongoing support of one of the City's largest mission critical enterprise applications – Payroll.

Total High Priority Potential Needs	\$ (24,800,000)	\$ (1,700,000)
Remaining Available Funding after FY2016 High Priority Potential Needs	\$ 71,759,656	\$ 1,138,364

* Highlighted in January 30, 2015 Council Retreat Budget Outlook Report

General Community Investment Plan - Potential Adjustments & Additions

	New Funding & Debt Capacity	Existing Tech Reserve
Remaining Available Funding	\$ 71,759,656	\$ 1,138,364

Category 2: Potential ADJUSTMENTS - Consideration deferred to FY2017

The potential ADJUSTMENTS listed below will be more appropriately considered as part of the Biennial Review of the Approved General Community Investment Plan in FY2017. **NO CHANGES RECOMMENDED AT THIS TIME**

Listed below are potential ADJUSTMENTS that would increase funding and/or move funding from one bond referendum to another for capital projects currently included in the Approved General Community Investment Plan

(A) I-85 North Bridge - Research Drive – J.W. Clay Boulevard Connector* - Potential Funding Source: New Debt Capacity (4,000,000)

This \$15.5 million project will construct a bridge over I-85 to connect Research Drive to J.W. Clay Blvd. Funding for this project includes \$3.0 million in voter-approved 2014 Street Bonds currently appropriated for planning and design, and \$12.5 million in Street Bonds proposed for the November 2018 Bond Referendum for construction. Although construction funding for this project is not scheduled until the 2018 bond referendum (FY2019), the need for this new connection is immediate and growing due to strong growth of area companies on the west side of I-85. Additionally, the scheduled opening of the LYNX Blue Line Extension in 2017 will include a large commuter parking deck at JW Clay Blvd. and N. Tryon St, which will produce an immediate demand for increased access to the area. With area stakeholders such as University City Partners supporting completion of this project as soon as possible, staff is reviewing the feasibility of advancing the scheduled construction funding by two years, from the 2018 Bond Referendum to the 2016 Bond Referendum; and increasing future funding from \$12.5 million to \$16.5 million to cover higher cost estimates due to newly identified design and construction challenges.

(B) Idlewild Road/Monroe Road Intersection (move up to earlier bond) - Potential Funding Source: New Debt Capacity (3,340,000)

This project will plan, design, and construct improvements to the intersection of Idlewild Road and Monroe Road to improve capacity and relieve congestion at this heavily traveled intersection. The original planned improvements included extending the westbound left turn lane on Monroe Road and improving the level of service for pedestrians and bicyclists by adding pedestrian refuge islands, wider sidewalks, and bicycle lanes. The NCDOT Independence Boulevard widening project will create a new interchange at Idlewild Road and Independence Boulevard. The current intersection (Idlewild and Monroe Road) is already over vehicular capacity with substandard bicycle and pedestrian facilities. The new Independence interchange will further increase traffic at the intersection and will also create a node/destination for future developments, including Meridian Place on the northeast corner of the intersection, the Tull Development on the northwest corner, and Sonic Automotive on the southwest corner. As a result of these development activities, each approach to the intersection will require an additional left-turn lane to increase vehicular capacity, which has increased the project cost estimates. In addition, the original cost estimate for this project anticipated NCDOT building the Idlewild Road portion of the intersection as part of their Independence Boulevard Widening project; however, due to utility conflicts and adverse schedule impacts, NCDOT did not include the Idlewild improvements in their construction budget and schedule. Expediting funding for this project from the 2020 Bond Referendum to the 2016 and 2018 Referenda would allow the City to partner with private development for a holistic intersection improvement project that would meet community needs.

(C) Cross Charlotte Trail - South Charlotte Connector - Potential Funding Source: New Debt Capacity (2,000,000)

The Cross Charlotte Trail will ultimately span 26 miles across the City, from Cabarrus County to Pineville, connecting multiple neighborhoods and destinations such as UNCC and Center City Charlotte along the way. The Cross Charlotte Trail "South Charlotte Connector" would be a 1.2 mile extension east into south Charlotte from the southern end in Pineville. It would connect the Cross Charlotte Trail to the County's existing greenway system that extends 6 miles from Pineville-Matthews Road near Johnson Road into Ballantyne and on to Rea Road (the McMullen/McAlpine/Four-Mile Creek Greenway system). If this connector is added, residents would be able to access the Cross Charlotte Trail via this greenway from multiple locations across south Charlotte and travel on foot or bicycle to Uptown on a seamless trail system. The connector will be a joint effort of the City and Mecklenburg County. To make this connection, County Park and Recreation has agreed to construct 0.6 miles of trail from the Little Sugar Creek Greenway across Pineville (passing near Carolina Place Mall) to the Charlotte City limits at Park Road near the entrance to the McAlpine Creek Wastewater Treatment Plant. The City will continue the connector 0.6 miles to McAlpine Creek and build a pedestrian bridge over the creek to connect to the existing greenway just south of I-485. No real estate will be needed for the City's portion of the connector. For the additional cost of a 0.6 miles of trail and a ped bridge, the Cross Charlotte Trail network would increase by 7 additional miles and connect Ballantyne and south Charlotte to Uptown by 2020.

(D) Neighborhood Transportation Program Needs - Potential Funding Source: New Debt Capacity (5,000,000)

The Neighborhood Transportation Program received \$5.2 million one-time funding in FY2015 for projects that respond directly to community transportation issues and opportunities. This program sponsors projects that enhance safety and mobility for all travel modes on thoroughfares and local streets. The Program also enables the City to partner with other public and private entities to create an enhanced transportation network consistent with City goals and built to City design standards. Transportation issues, opportunities and the resulting projects are identified and prioritized through a range of factors including community input, data analysis, and field observation. Programs include Traffic Calming, Traffic Safety, State Highway Participation, Minor Roadway, Public/Private Participation, and the Bicycle Program, and provide opportunities to leverage other projects, support community development, promote bicycle use and respond to traffic safety concerns. These programs also provide options to respond to City Council and the community quickly as changing and unforeseen conditions would arise.

Total Potential ADJUSTMENTS to the Approved Community Investment Plan	\$ (14,340,000)	\$ -
Remaining Available Funding After FY2017 Potential ADJUSTMENTS	\$ 57,419,656	\$ 1,138,364

* Highlighted in January 30, 2015 Council Retreat Budget Outlook Report

General Community Investment Plan - Potential Adjustments & Additions

	New Funding & Debt Capacity	Existing Tech Reserve
Remaining Available Funding	\$ 57,419,656	\$ 1,138,364

Category 3: Potential ADDITIONS - Consideration deferred to FY2017

The potential ADDITIONS listed below will be more appropriately considered as part of the Biennial Review of the Approved General Community Investment Plan in FY2017. **NO CHANGES RECOMMENDED AT THIS TIME**

Listed below are potential ADDITIONS that would add new capital projects not currently part of the Approved General Community Investment Plan

TECHNOLOGY NEEDS

- (A) Unified Communication (VOIP) (New Project) - Potential Funding Source: Pay-As-You-Go Capital Reserve and Existing Technology Reserve Funds** **(2,755,636)** **(1,138,364)**

This will be a critical technology need in FY2017. Total project funding of \$3,894,000 is needed to address the replacement of the AT&T end-of-life Centrex phone system that is more than 60 years old. The project is designed to address how City employees and departments use telephony to communicate internally and externally on both traditional and cellular phone lines. Currently the City has more than 4500 telephones on the AT&T Centrex system that over the next three years need to transition to either Cisco VoIP or cellular phones based on work and usage profiles. The risk of continuing on Centrex could be extremely costly as AT&T would likely raise rates to continue supporting the City on the retiring system.

EXPANSION OF EXISTING FACILITIES

- (A) CMPD Providence Division Expansion (N&BS) - Potential Funding Source: New or Existing Debt Capacity** **(3,000,000)**

This request is to acquire property and expand the Providence Division Police station to accommodate the Southeast Code Enforcement Team. Decentralized Code Enforcement services have provided citizens with a greater opportunity for utilization of, and education and awareness about the programs and services. Upon the inception of the Service Area Model, Neighborhood & Business Services (N&BS) began conversations with CMPD to co-locate at their facilities. At that time the Providence Division design had already been completed and there was no opportunity to co-locate. Since then the Eastway Division station was completed and the Northeast Code Enforcement team was co-located with CMPD in that facility. The Police Westover Division station is currently in the construction phase and the Southwest Team will be co-located in that facility. N&BS staff find that the Providence Division station is an ideal location to provide comprehensive services to the neighborhoods served by the Southeast team.

- (B) Charlotte Vehicle Operations Center (CVOC) - Potential Funding Source: New Debt Capacity** **(2,100,000)**

The Charlotte Vehicle Operations Center (CVOC) opened in 2003 in response to the identified need for vehicle operations and driver training due to the increasing number of vehicle claims. On average there are over 120 training requests annually that cannot be honored due to increasing facility use and scheduling conflicts. This has resulted in the inability to adequately offer annual driver retraining for many departments. This collaborative effort by Risk Management, Police and Fire Departments, CATS, CDOT, and Solid Waste Services proposes to develop the nine acres of city owned land adjacent to the CVOC facility. The project would extend the perimeter road around the additional acreage and build a large flat concrete pad in the middle. The extension of the perimeter road gives greater flexibility to law enforcement pursuit training and simulations of longer rural and highway scenarios. The concrete pad area will allow multiple uses with different course options and the ability to conduct more heavy and large vehicle training. This expansion also provides facility capacity to conduct training for two to three departments simultaneously. This additional capacity will facilitate the ability to conduct annual in-service and refresher training for all departments. Since 2003, the facility has saved the City an estimated \$5,645,000 and prevented an estimated 2,400 vehicle claims. With this expansion, it's estimated that the City would recoup initial costs of \$2.1 million within 3.5 years and prevent an estimated 600-700 vehicle claims.

INFILL FIRE STATIONS

- (A) Two Fire Stations - Clanton Road & I-77 and Hidden Valley - Potential Funding Source: New Debt Capacity** **(12,430,000)**

The Fire Department has identified various locations within Charlotte in need of additional fire stations. These locations have been identified after analyzing call load, street connectivity, resource availability and response times. In these identified areas, the Fire Department has had difficulty responding within our established response time benchmarks. The Fire Department's established benchmark for the first arriving unit is 6 minutes or less at least 80% of the time. Standard 1710 requires the first arriving unit be on scene within 6 minutes and 20 seconds (at least 90% of the time) for fires and 6 minutes (at least 90% of the time) for medical emergencies. This measure was developed after studying how time impacts the spread of fire and cardiac survivability rates. Two areas have been identified as having the greatest infill station needs:

(1) Clanton Road & I-77, at a projected cost of \$6,490,000, is the highest priority location for an infill station. This project provides for land acquisition, design and construction of a fire station for fire protection in the area surrounding the Clanton Road and Interstate 77 area.

(2) Hidden Valley, at a projected cost of \$5,940,000, is the second highest priority location for an infill station. This project provides for land acquisition, design and construction of a fire station for fire protection in the area surrounding the Hidden Valley area.

Total Potential ADDITIONS to the Approved General Community Investment Plan	\$ (20,285,636)	\$ (1,138,364)
Net Remaining Available Funding After All Potential Uses	\$ 37,134,020	\$ -

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**General Community Investment Plan
Available, Undesignated Resources
Updated March 17, 2015**

Funding Source	Amount	Uses/Restrictions
General Capital Debt Capacity (debt)	\$78.0M \$55.0M	<ul style="list-style-type: none"> • General Obligation Bonds or Certificates of Participation (e.g., transportation, neighborhood investments, housing diversity, and facilities) • Full use of the additional \$78.0M debt capacity would increase total obligated debt capacity for the four bond referenda (2014-2020) by 9.6%, from \$816.4M to \$894.4M
General Capital Reserves (Cash)	\$5.9M *	<ul style="list-style-type: none"> • High flexibility • One-time uses only (e.g., facilities, major facility maintenance, and special studies)
General Capital Project Balances	\$12.6M	<ul style="list-style-type: none"> • \$10.9M from prior transportation bonds; must be used on transportation projects • \$1.1M from Facilities Certificates of Participation; can be reallocated to other investments where the asset is the security (facilities or vehicles) • \$0.6M from Pay-As-You-Go cash; can be used for any one-time capital needs
Total Funding Source	\$96.5M \$73.5M	

* Includes \$3.7 million in newly identified Capital Reserves, \$0.8 million in Pay-As-You-Go fund balance, and \$1.4 million from FY2014 Capital Reserves that remain unspent, for a total available of \$5.9 million.

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**City Council Approved Allocation of Bonds and Certificates of Participation
For General Community Investment Plan**

	<u>2014</u>	<u>2016</u>	<u>2018</u>	<u>2020</u>	<u>Total</u>
PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS (Requires Bond Referendum Vote)					
Airport/West Corridor	\$ -	\$ 31,200,000	\$ 13,520,000	\$ -	\$ 44,720,000
Spine Dixie Berryhill Infrastructure (New Garrison Road)		31,200,000			31,200,000
Southern Dixie Berryhill Infrastructure (Widen Dixie River Road)			13,520,000		13,520,000
East/Southeast Corridor	\$ 12,500,000	\$ 26,580,000	\$ 22,320,000	\$ 6,160,000	\$ 67,560,000
Land Acquisition and Street Connections	12,500,000	12,500,000			25,000,000
Monroe Road Streetscape		2,080,000	8,320,000		10,400,000
Public/Private Redevelopment Opportunities		10,000,000	10,000,000		20,000,000
Idlewild Road/Monroe Road Intersection				4,160,000	4,160,000
Sidewalk and Bikeway Improvements		2,000,000	4,000,000	2,000,000	8,000,000
Northeast Corridor	\$ 47,200,000	\$ 43,080,000	\$ 48,540,000	\$ 27,300,000	\$ 166,120,000
Research Drive - J.W. Clay Connector over I-85 (North Bridge)	3,000,000		12,480,000		15,480,000
University Pointe Connection - IBM Dr. to Ikea Blvd (South Bridge)	15,080,000				15,080,000
Northeast Corridor Infrastructure (NECI)	16,640,000	35,360,000	27,300,000	27,300,000	106,600,000
Applied Innovation Corridor	12,480,000	7,720,000	8,760,000		28,960,000
Road/Infrastructure Projects	\$ 17,264,000	\$ 8,632,000	\$ -	\$ -	\$ 25,896,000
Neighborhood Transportation Programs	5,200,000				5,200,000
Eastern Circumferential	12,064,000				12,064,000
Park South Drive Extension		8,632,000			8,632,000
Cross Charlotte Multi-Use Trail	\$ 5,000,000	\$ 30,000,000			\$ 35,000,000
Sidewalks and Pedestrian Safety	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 60,000,000
Traffic Control and Bridges	\$ 14,000,000	\$ 10,000,000	\$ 10,000,000	\$ 14,000,000	\$ 48,000,000
Upgrade Traffic Signal System Coordination	3,000,000	3,000,000	3,000,000	6,000,000	15,000,000
Upgrade Traffic Control devices	7,000,000	4,000,000	4,000,000	4,000,000	19,000,000
Repair and Replace Bridges	4,000,000	3,000,000	3,000,000	4,000,000	14,000,000
Housing Diversity	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 15,000,000	\$ 60,000,000
Comprehensive Neighborhood Improvement Program (CNIP)	\$ 20,000,000	\$ 40,000,000	\$ 40,000,000	\$ 20,000,000	\$ 120,000,000
Total General Obligation Bonds	\$ 145,964,000	\$ 219,492,000	\$ 164,380,000	\$ 97,460,000	\$ 627,296,000
PROJECTS FUNDED WITH CERTIFICATES OF PARTICIPATION (Does Not Require Voter Approval)					
East/Southeast Corridor	\$ 25,000,000	\$ -	\$ -	\$ -	\$ 25,000,000
Bojangles/Ovens Area Redevelopment	25,000,000				25,000,000
Public Safety Facilities	\$ 78,500,000	\$ 22,750,000	\$ 21,900,000	\$ 9,750,000	\$ 132,900,000
Joint Communications Center	68,000,000				68,000,000
6 Police Division Stations	10,500,000	18,750,000	21,900,000	9,750,000	60,900,000
Land Purchase for Future Fire Stations		4,000,000			4,000,000
Maintenance Facilities/Customer Service	\$ -	\$ 2,080,000	\$ 9,620,000	\$ 19,500,000	\$ 31,200,000
Sweden Road Maintenance Yard Replacement			3,120,000	19,500,000	22,620,000
Northeast Equipment Maintenance Facility		2,080,000	6,500,000		8,580,000
Total Certificates of Participation	\$ 103,500,000	\$ 24,830,000	\$ 31,520,000	\$ 29,250,000	\$ 189,100,000
Total All Projects	\$ 249,464,000	\$ 244,322,000	\$ 195,900,000	\$ 126,710,000	\$ 816,396,000