
General Community Investment Plan

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General Community Investment Plan

Council Budget Workshop

March 19, 2014



Overview

- Adopted General Community Investment Plan
 - Why emphasize “Community”?
 - General Community Investment Plan Goals
 - Bond Referenda History
 - Adopted General Obligation Bonds and Certificates of Participation Plan
 - Pay-As-You-Go Program

- Potential New Investment Considerations and Adjustments

- Available Capital Funding Sources



Adopted General Community Investment Plan



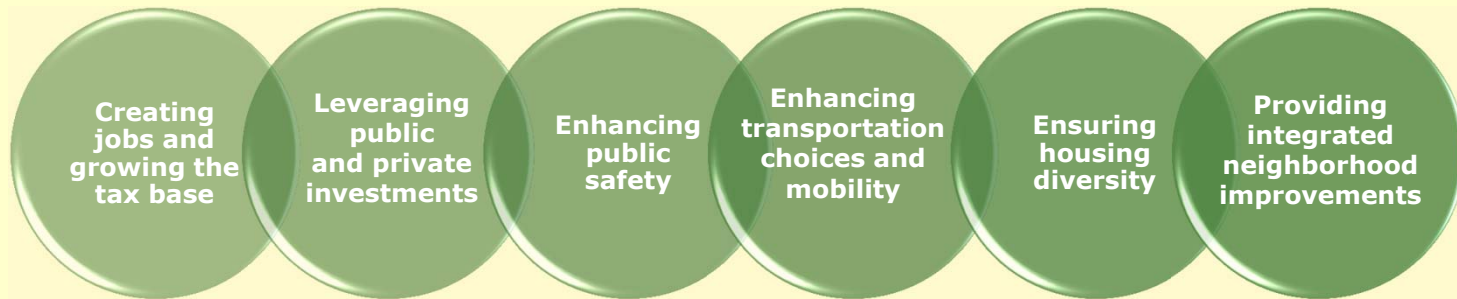
Why Emphasize Community?

- The Plan is a long-range investment program designed to meet the needs of our growing “community.”
- Components include City investments coupled with private investment to generate positive impact to our overall “community.”
- Outcomes include multiple “community” benefits:
 - Improving our quality of life
 - Promoting job growth
 - Keeping neighborhoods safe
 - Increasing mobility and connectivity
- The City encourages “community” engagement with residents to imagine, plan, and create Charlotte’s future.



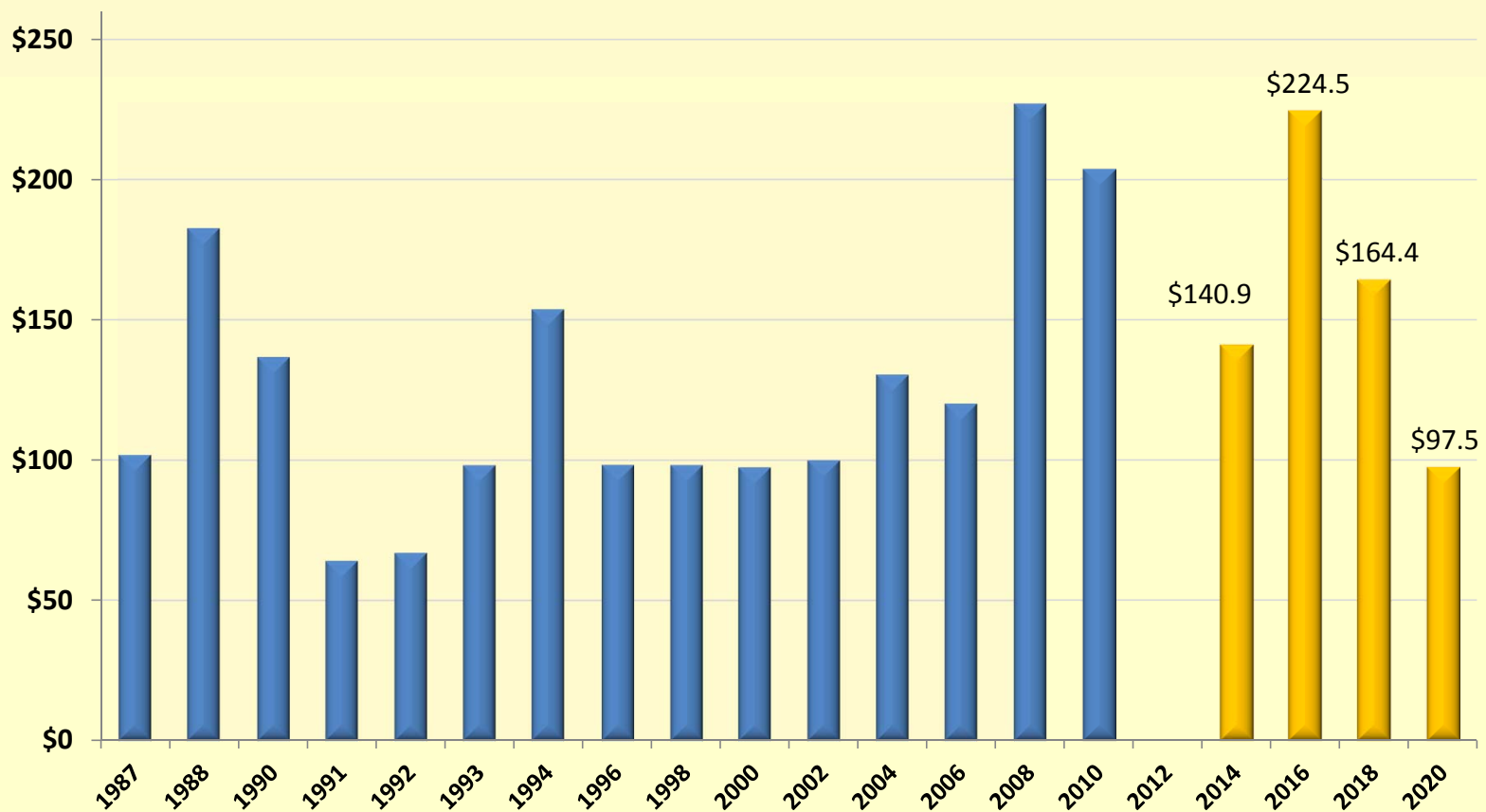
Community Investment Plan Goals

The overall goal of this program is to invest in projects that generate the most benefit and impact to our entire community in the following ways:





General Community Investment Plan: Bond Referenda History





Adopted General Community Investment Plan

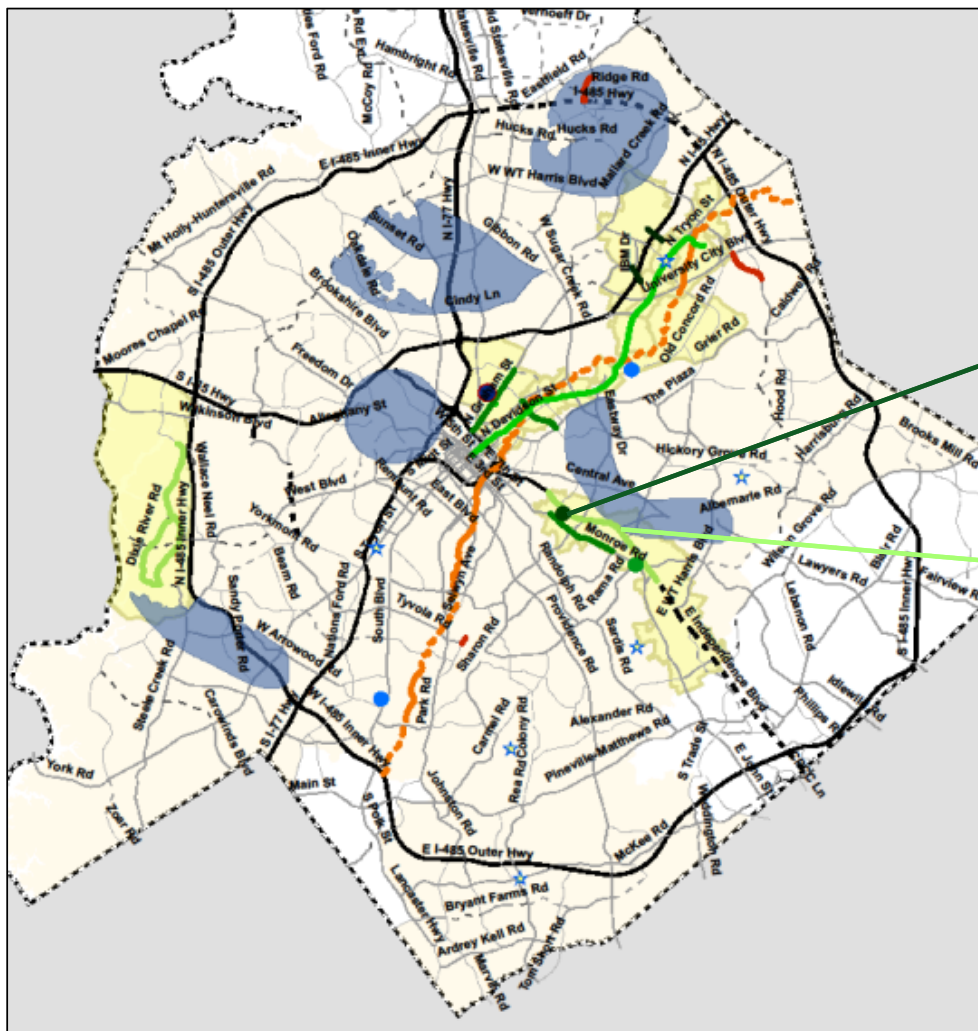
Approved Bonds and Certificates of Participation Allocation For General Community Investment Plan

Investing in Charlotte's Future

| | 2014 Investment | 2016 Investment | 2018 Investment | 2020 Investment | Total |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 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 | \$ 37,500,000 | \$ 26,580,000 | \$ 22,320,000 | \$ 6,160,000 | \$ 92,560,000 |
| 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 |
| Bojangles/Ovens Area Redevelopment | 25,000,000 | | | | 25,000,000 |
| 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 #1) | 3,000,000 | | 12,480,000 | | 15,480,000 |
| University Pointe Connection - IBM Drive to Ikea Blvd (South Bridge #2) | 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 |
| Prosperity Church Road NW Arc | 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 | | \$ 35,000,000 | | | \$ 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 |
| 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 |
| 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 Estimated Cost | \$ 244,464,000 | \$ 249,322,000 | \$ 195,900,000 | \$ 126,710,000 | \$ 816,396,000 |
| General Obligation Bonds | \$ 140,964,000 | \$ 224,492,000 | \$ 164,380,000 | \$ 97,460,000 | \$ 627,296,000 |
| Certificates of Participation | \$ 103,500,000 | \$ 24,830,000 | \$ 31,520,000 | \$ 29,250,000 | \$ 189,100,000 |



General Community Investment Plan 2014 Investments



East/Southeast Corridor

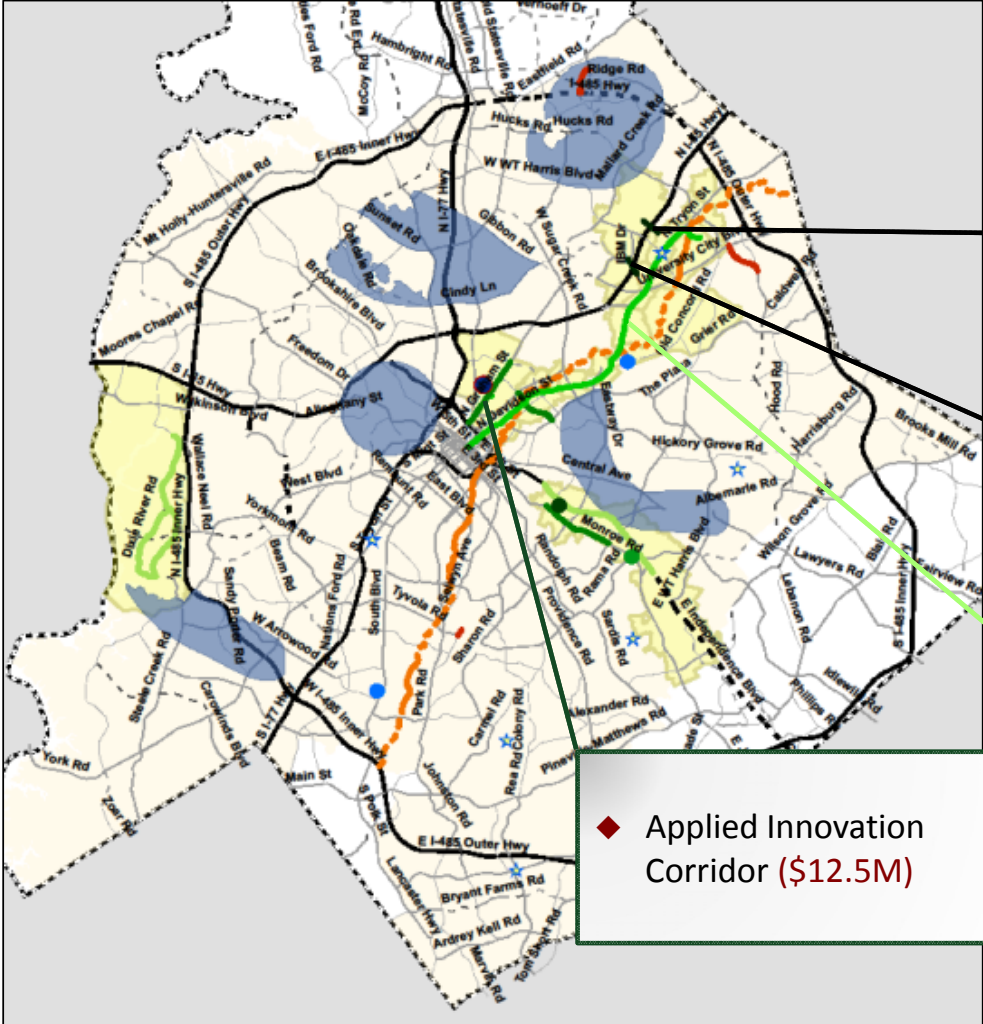
◆ Bojangles/Ovens Area Redevelopment (\$25.5M*)

◆ Land Acquisition & Street Connections (\$12.5M)

*Certificates of Participation debt



General Community Investment Plan 2014 Investments



Northeast Corridor

◆ North Bridge #1: Research Drive - J.W. Clay Connector over I-85 (\$3.0M)

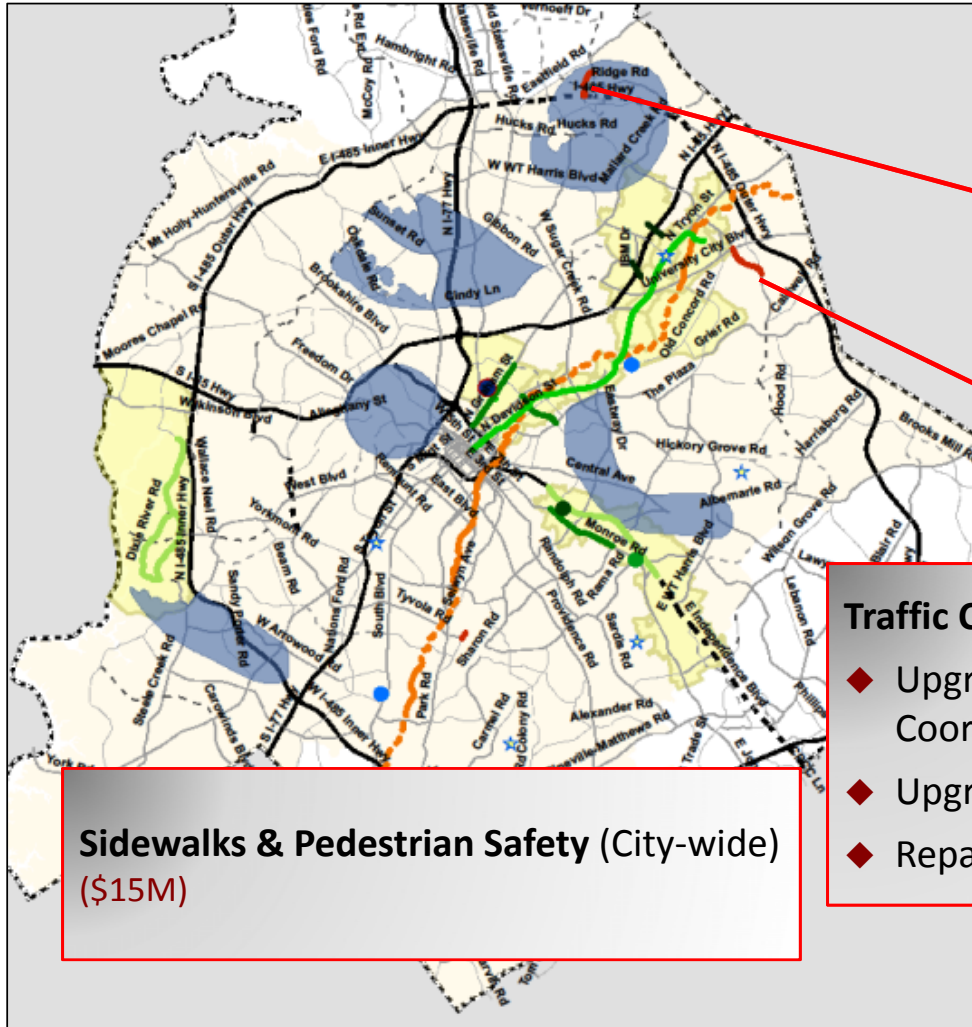
◆ South Bridge #2: University Pointe Connection - IBM Drive to Ikea Blvd (\$15.1M)

◆ Northeast Corridor Infrastructure (\$16.6M)

◆ Applied Innovation Corridor (\$12.5M)



General Community Investment Plan 2014 Investments



Road/Infrastructure Projects

- ◆ Prosperity Church Road NW Arc (\$5.2M)

- ◆ Eastern Circumferential (\$12M)

Traffic Control & Bridges (City-wide)

- ◆ Upgrade Traffic Signal System Coordination (\$3M)
- ◆ Upgrade Traffic Control Devices (\$7M)
- ◆ Repair & Replace Bridges (\$4M)

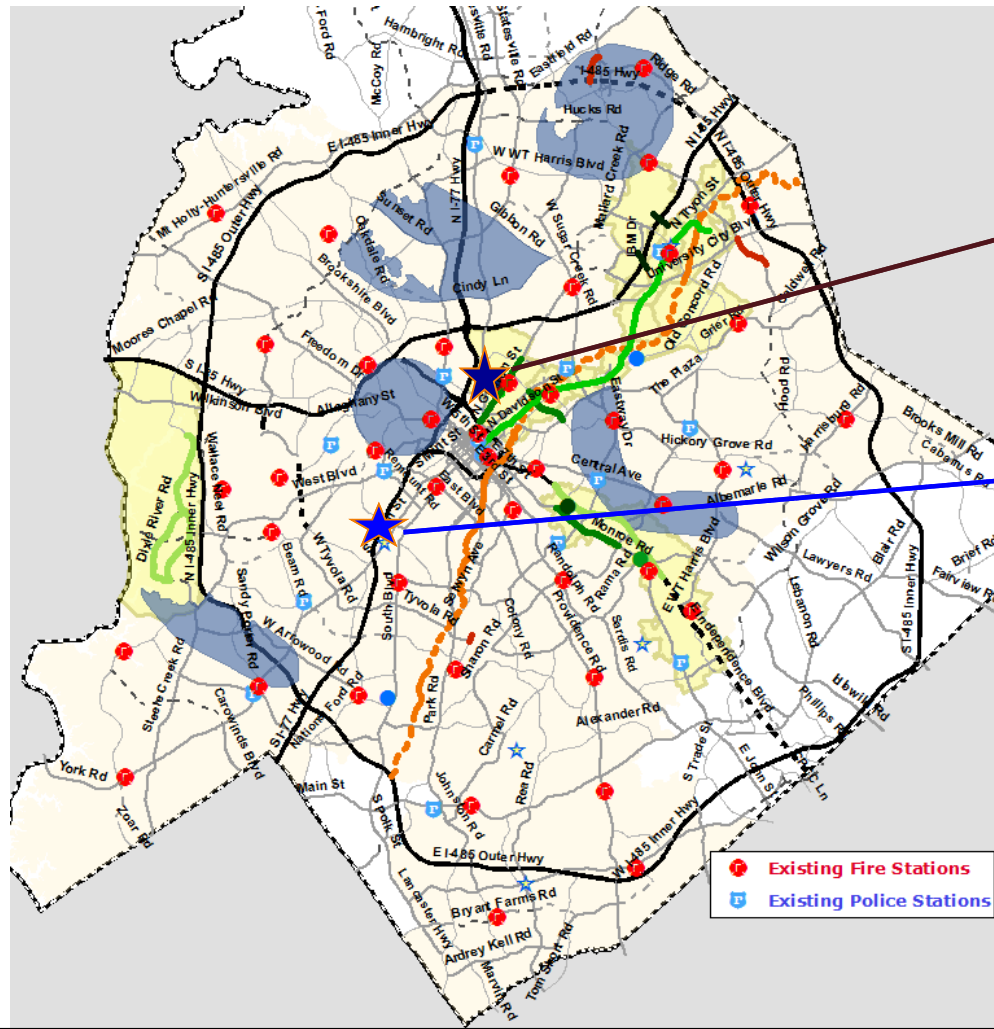
Sidewalks & Pedestrian Safety (City-wide)

(\$15M)



General Community Investment Plan 2014 Investments

Public Safety Facilities



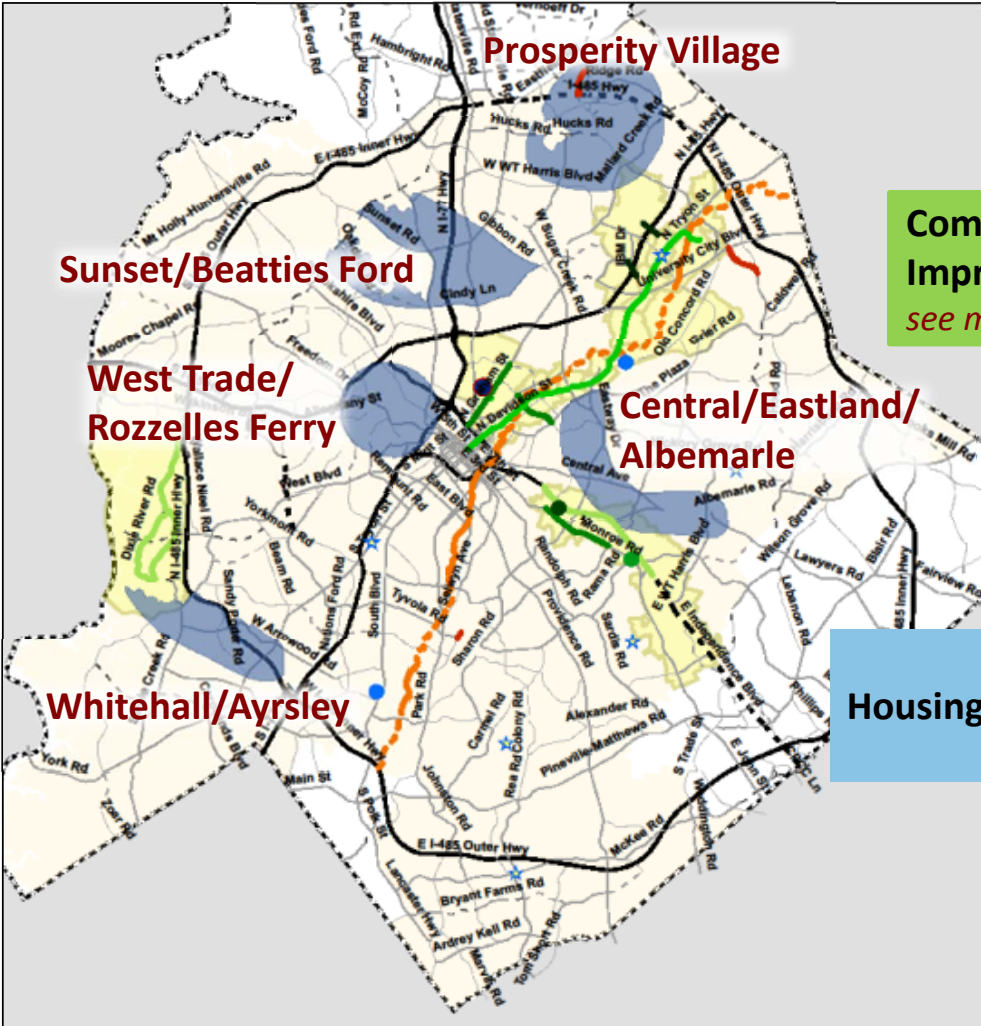
◆ Joint Communications Center (\$68M*)

◆ Westover Division Police Station w/Neighborhood & Business Services (\$10.5M*)

*Certificates of Participation debt



General Community Investment Plan 2014 Investments



Improving Communities

Comprehensive Neighborhood Improvement Program (CNIP) (\$20M)
see map labels

Housing Diversity (City-wide) (\$15M)



General Community Investment Plan: Pay-As-You-Go

- Cash-funded investments
- Primary funding sources:
 - Property tax
 - Sales tax
 - Portion of the City's auto registration fee
 - Capital reserves
- Example expenditure areas:
 - Facility capital maintenance
 - Technology investments
 - City support of Federal CDBG and HOME grant programs (Innovative Housing)
 - Cultural facilities financing model
 - Maintenance of Effort contribution to Transit



General Community Investment Plan: Pay-As-You-Go

| Adopted FY2014-FY2018 Pay-As-You-Go Program | |
|--|--------------------|
| | Amount |
| 5-Year Total Revenue | \$ 262,982,280 |
| <i>One-time revenue</i> | <i>6,662,858</i> |
| <i>Recurring revenue</i> | <i>256,319,422</i> |
| 5-Year Total Expense | \$ 262,982,280 |



Potential New Investment Considerations and Adjustments



Potential New Investment Considerations/Adjustments

For the FY2015-FY2019 Community Investment Plan development, City departments have identified the following, additional capital needs:

Summary of Considerations and Adjustments FY2015-FY2019

| Category | Amount |
|--|-------------------------|
| 1. Neighborhoods & Housing Diversity | \$ 8,000,000 |
| 2. Transportation | 37,500,000 |
| 3. Police Division Station Construction - Revised Priorities | No Change |
| 4. Joint Communications Center–City Data Center | 10,000,000 + |
| 5. Cross Charlotte Multi-Use Trail–Advance Partial Funding | No Change |
| 6. Facilities/Equipment/Studies | 74,050,567 |
| 7. Technology | 65,192,330 |
| 8. Cultural Facilities | 95,435,600 |
| Total Adjustments and New Considerations | \$ 290,178,497 + |

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Potential New Investment Considerations/Adjustments

| 1. Neighborhoods & Housing Diversity | Amount |
|--|--------------------|
| "A New Home" Program (formerly titled the "Rental Assistance Endowment") <ul style="list-style-type: none"> • <i>Partnership with Foundation for the Carolinas</i> • <i>24-month rental assistance to families & Veterans</i> | \$8,000,000 |
| TOTAL | \$8,000,000 |

| 2. Transportation | Amount |
|---|---------------------|
| Neighborhood Transportation Program* <ul style="list-style-type: none"> • <i>Programmatic transportation funds to address unanticipated or unique neighborhood mobility and safety needs</i> | \$37,500,000 |
| TOTAL | \$37,500,000 |

* Additional operating budget impacts expected



Potential New Investment Considerations/Adjustments

Adjustments to the Approved FY2014-FY2018 Community Investment Plan

3. Police Division Station Construction – Revised Priorities

- Delay New Park South Division Station to future funding opportunity
- Replace with New Northeast Division Station in 2020
- No funding changes

| Approved Police Division Station Order | Requested Police Division Station Order |
|--|---|
| Westover (funded in FY2014)* | Westover (funded in FY2014)* |
| South* | Hickory Grove* |
| Park South (New Division)* | South* |
| Hickory Grove* | University City* |
| University City* | Independence* |
| Independence* | Northwest (New Division)* |

* Additional operating budget impacts expected



Potential New Investment Considerations/Adjustments

Adjustments to the Approved FY2014-FY2018 Community Investment Plan

4. Joint Communications Center – Additional Funds for City Data Center*

- Increase Project Budget by \$10.0M+ to address greater power and HVAC cooling capacity needs

5. Cross Charlotte Multi-Use Trail – Advance Partial Funding

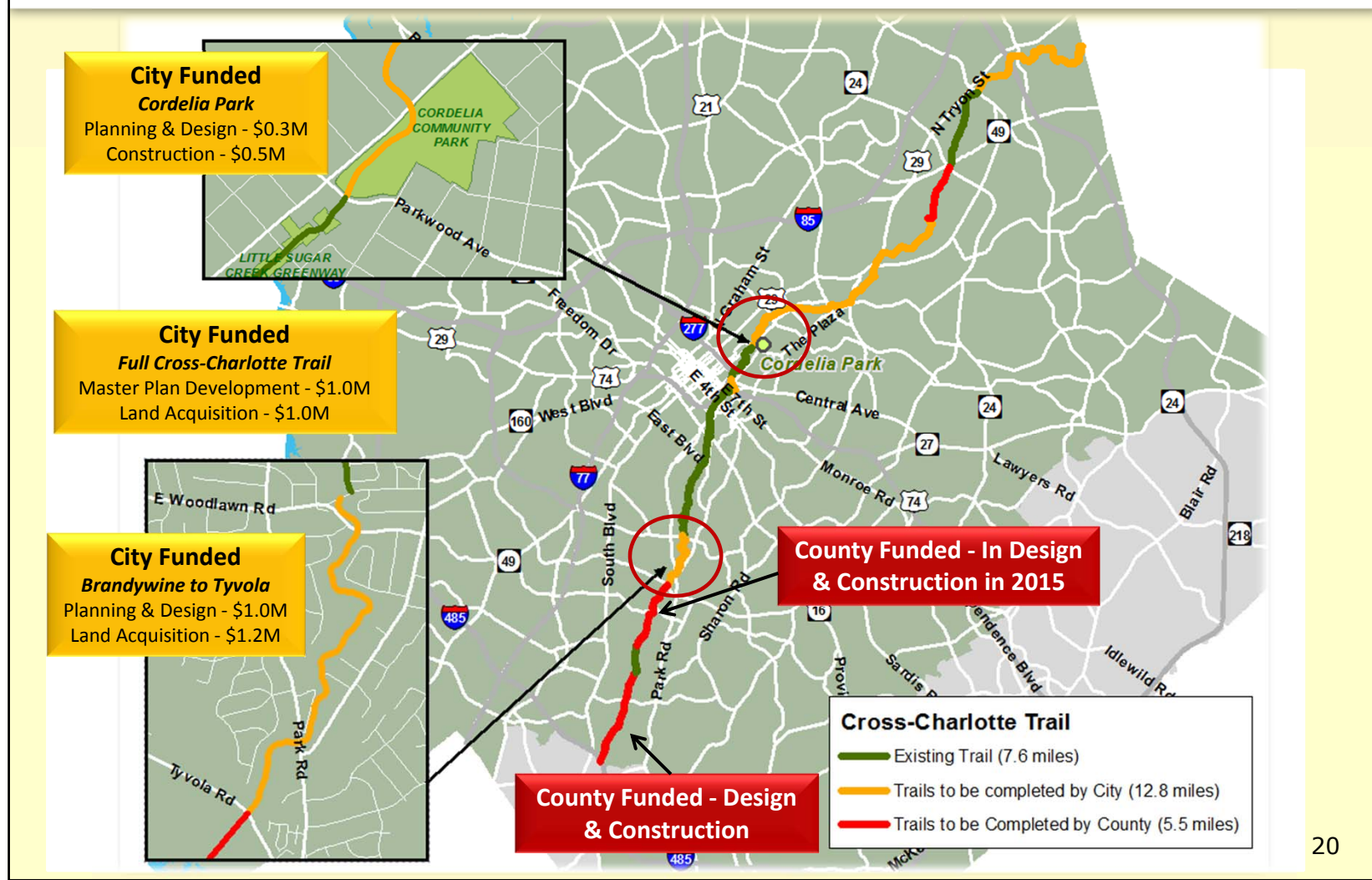
- Move \$5.0M from 2016 Bond to 2014 Bond
- Reduce 2016 Bond from \$35.0M to \$30.0M

** Additional operating budget impacts expected*

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Potential New Investment Considerations/Adjustments





Potential New Investment Considerations/Adjustments

| 6. Facilities/Equipment/Studies | Amount |
|---|---------------------|
| Americans with Disabilities Act Investments* | \$ 800,000 |
| Asset Recovery and Disposal Facility - Wilkinson Blvd | 3,000,000 |
| CDOT Transportation Operations Facility Replacement* | 5,000,000 |
| Charlotte Vehicle Operations Center – Risk Management* | 2,100,000 |
| CMPD Central Division Station* | 7,500,000 |
| Fire Apparatus (Station 28 ladder and Station 42 engine)* | 1,384,027 |
| Fire Station Renovations | 500,000 |
| Infill Fire Station-Hidden Valley* | 7,700,000 |
| Infill Fire Station-Clanton and I-77* | 7,700,000 |
| Police/Fire Academy Land* | 230,000 |
| TreesCharlotte | 1,000,000 |
| Zoning Ordinance Study and Revisions | 1,081,540 |
| TOTAL | \$37,995,567 |

* Additional operating budget impacts expected

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Potential New Investment Considerations/Adjustments

| 6. Facilities/Equipment (Government Center) | Amount |
|--|----------------------|
| Blinds Replacement | \$ 800,000 |
| Carpet, Relocations, Furniture and Fixtures | 1,200,000 |
| Basement Parking Security Renovations | 400,000 |
| Elevator Upgrade | 1,160,000 |
| Fitness Center Renovation | 800,000 |
| HVAC Improvement Program | 8,000,000 |
| Parking Deck Office | 120,000 |
| Plaza Renovation | 1,200,000 |
| Re-Caulking (exterior) | 1,100,000 |
| South Plaza Waterproofing | 350,000 |
| Space Reconfiguration (all floors) | 20,600,000 |
| Upgrade Security and Audio/Video Equipment | 325,000 |
| TOTAL | \$ 36,055,000 |



Potential New Investment Considerations/Adjustments

| 7. Technology | Amount |
|--|----------------------|
| E-Agenda* | \$ 250,000 |
| Myers Street Data Center Expansion* | 1,637,134 |
| Public Safety Radio Network (Redundancy)* | 1,132,044 |
| 311/Government Center Network Infrastructure Upgrade* | 1,318,953 |
| Resiliency, Redundancy, Security, and Ongoing Equipment* | 60,854,199 |
| TOTAL | \$ 65,192,330 |

| 8. Cultural Facilities | Amount |
|--------------------------------------|----------------------|
| Bojangles Coliseum Renovations | \$ 51,000,000 |
| Time Warner Cable Arena Improvements | 44,435,600 |
| TOTAL | \$ 95,435,600 |

| | |
|---|-------------------------|
| Total Adjustments & New Considerations | \$ 290,178,497 + |
|---|-------------------------|

* Additional operating budget impacts expected



Available Capital Funding Sources



Available Capital Funding Sources and Uses/Restrictions

| Source | Amount | Uses/Restrictions |
|---------------------------|---------|---|
| Debt Capacity (debt) | \$10.0M | <ul style="list-style-type: none"> • General Obligation Bonds or Certificates of Participation investments (roads, neighborhood investments, housing diversity, and facilities) |
| Project Savings (debt) | \$7.5M | <ul style="list-style-type: none"> • \$7.1M from prior Transportation Bonds; must be used on the transportation projects • \$0.4M from Facilities certificates of participation; can be reallocated to other investments where the asset is the security (facilities or vehicles) |



Available Capital Funding Sources and Uses/Restrictions

| Source | Amount | Uses/Restrictions |
|----------------------------|----------------|--|
| Capital Reserves (cash) | \$7.2M | <ul style="list-style-type: none"> • High flexibility • One-time uses only (special studies, facilities, and major facility maintenance) |
| Total | \$24.7M | <ul style="list-style-type: none"> • Prudent to leave some unallocated funding for unknown opportunities or unexpected needs • Any unallocated funding is available for future use |



Available Capital Funding Sources and Uses/Restrictions

| Potential Uses | Amount |
|-----------------------------------|-------------------------|
| Total New Considerations | \$ 280,178,497 |
| Total Adjustments to Approved CIP | 10,000,000 + |
| Total Identified Needs | \$ 290,178,497 + |
| | |
| Total Available Funding | \$ 24,686,885 |



Summary

- The Community Investment Plan is a long-range investment program designed to meet the needs of our growing community
- Adopted General Community Investment Plan includes funding for four bond cycles, first referendum in November 2014
 - Potential adjustments to the plan are currently under review
- Cost to address other, new investments far outpaces available funding capacity



Budget Process - Next Steps

- April 9, 2014: Budget Workshop
- May 5, 2014: Manager's Recommended Budget Presentation
- May 12, 2014: Budget Public Hearing
- May 14, 2014: Budget Adjustments
- May 28, 2014: Straw Votes
- June 9, 2014: Budget Adoption



General Community Investment Plan

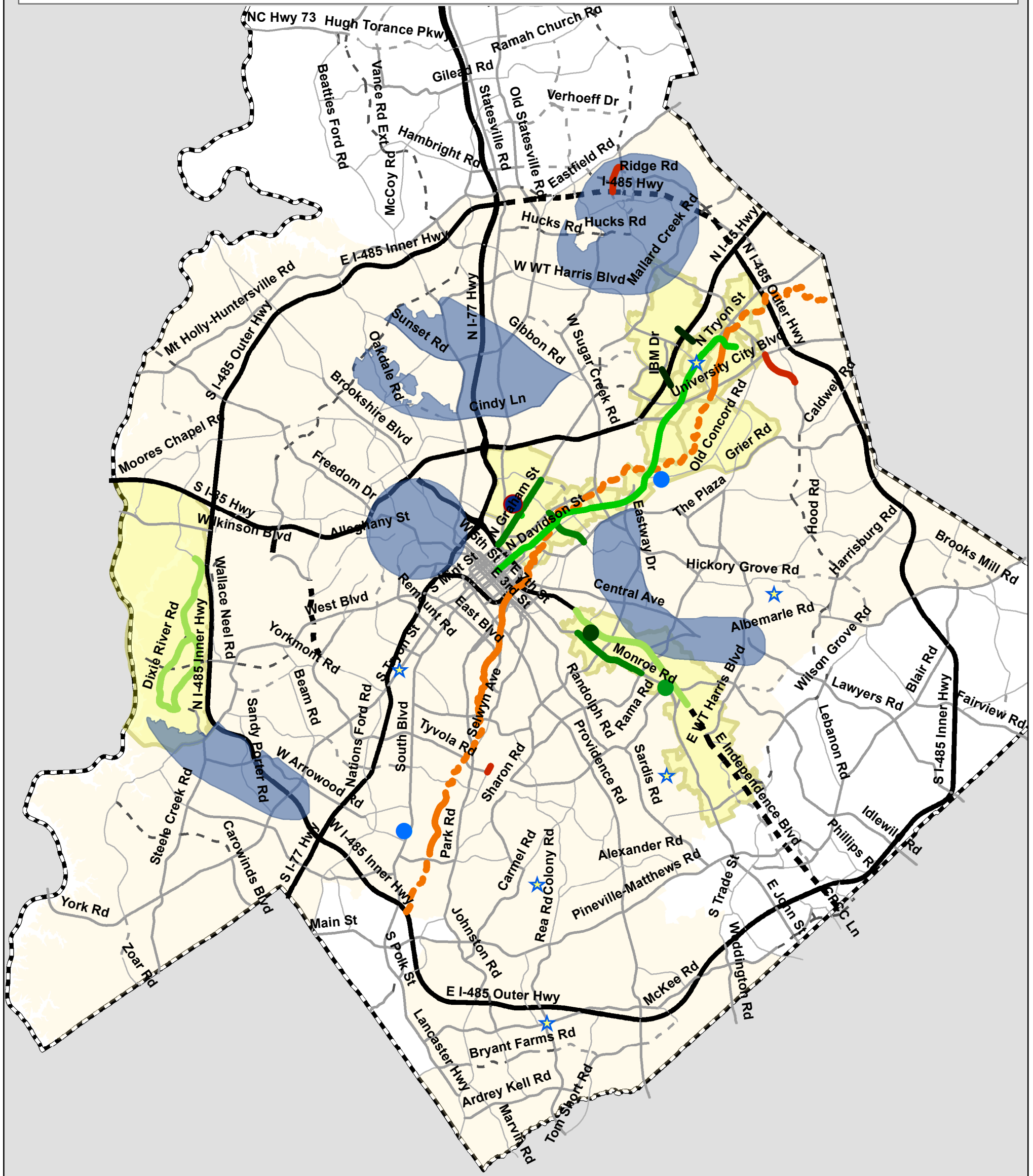
Council Budget Workshop

March 19, 2014

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

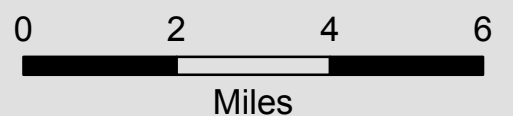
| | <u>2014 Investment</u> | <u>2016 Investment</u> | <u>2018 Investment</u> | <u>2020 Investment</u> | <u>Total</u> |
|---|------------------------|------------------------|------------------------|------------------------|-----------------------|
| Airport/West Corridor | \$ - | \$ 31,200,000 | \$ 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 | \$ 37,500,000 | \$ 26,580,000 | \$ 22,320,000 | \$ 6,160,000 | \$ 92,560,000 |
| 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 |
| Bojangles/Ovens Area Redevelopment | 25,000,000 | | | | 25,000,000 |
| 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 #1) | 3,000,000 | | 12,480,000 | | 15,480,000 |
| University Pointe Connection - IBM Drive to Ikea Blvd (South Bridge #2) | 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 |
| Prosperity Church Road NW Arc | 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 | | \$ 35,000,000 | | | \$ 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 |
| 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 |
| 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 Estimated Cost | \$ 244,464,000 | \$ 249,322,000 | \$ 195,900,000 | \$ 126,710,000 | \$ 816,396,000 |
| General Obligation Bonds | \$ 140,964,000 | \$ 224,492,000 | \$ 164,380,000 | \$ 97,460,000 | \$ 627,296,000 |
| Certificates of Participation | \$ 103,500,000 | \$ 24,830,000 | \$ 31,520,000 | \$ 29,250,000 | \$ 189,100,000 |

Investing in Corridors, Increasing Connections & Improving Communities (2014-2020)



Legend

- Corridor Investments
- Improving Communities**
- Joint Communications Center
- Police Stations
- Maintenance Facilities
- Comprehensive Neighborhood Improvement Program
- Investing in Corridors**
- Ovens/Bojangles Area Redevelopment
- Intersection Improvement
- Bridges over I-85
- Streetscape
- Connections for Pedestrians, Bicyclists, Motorists
- Road/Infrastructure Projects
- Increasing Connections**
- Road Projects
- Existing Multi-Use Trail
- Proposed Multi-Use Trail



General Community Investment Plan
Estimated Operating Impact for Approved Capital Projects (2014 - 2020 Investment Years)

| | <u>Total Capital Cost</u> | <u>Maintenance & Operations</u> | <u>Operating Cost Impact</u> | <u>Additional Annual Operating Cost</u> | <u>First Year Needed</u> |
|---|---------------------------|--|--|---|--------------------------|
| Airport/West Corridor | | | | | |
| Spine Dixie Berryhill Infrastructure (New Garrison Road) | 31,200,000 | Periodic repaving and maintenance of street signs and traffic signals | Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing capital maintenance budgets. Some increases in these budget may be needed over time. | \$10,000 | FY2020 |
| Southern Dixie Berryhill Infrastructure (Widen Dixie River Road) | 13,520,000 | Periodic repaving and maintenance of street signs and traffic signals | Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing capital maintenance budgets. Some increases in these budget may be needed over time. | \$10,000 | FY2022 |
| East/Southeast Corridor | | | | | |
| Land Acquisition and Street Connections | 25,000,000 | Periodic repaving and maintenance of street signs and traffic signals | Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing capital budgets. Some increases in these budget may be needed over time. | \$2,000 | FY2018 |
| Monroe Road Streetscape | 10,400,000 | Periodic maintenance of additional sidewalks, curb and gutter, and landscaping | Costs will be covered within existing sidewalk and landscape maintenance budgets. Some increases in these budget may be needed over time. | \$5,000 | FY2022 |
| Bojangles/Ovens Area Redevelopment | 25,000,000 | To Be Determined based on final determination of project scope. | N/A | N/A | N/A |
| Public/Private Redevelopment Opportunities | 20,000,000 | None | None | N/A | N/A |
| Idlewild Road/Monroe Road Intersection | 4,160,000 | Periodic maintenance of traffic signals and pedestrian crossings | Costs will be covered within existing capital maintenance budgets. | \$2,500 | FY2024 |
| Sidewalk and Bikeway Improvements | 8,000,000 | Periodic maintenance of additional sidewalks, curb and gutter, and bike lanes | Costs will be covered within existing Sidewalk and Curb Repair Capital Program budget. | \$3,000 | FY2020 |
| Northeast Corridor | | | | | |
| Research Drive - J.W. Clay Connector over I-85 (North Bridge #1) | 15,480,000 | Periodic bridge maintenance and repair | Maintenance costs will be covered within existing Bridge Repair Capital Program budget. | \$5,000 | FY2022 |
| University Pointe Connection - IBM Drive to Ikea Blvd (South Bridge #2) | 15,080,000 | Periodic bridge maintenance and repair | Maintenance costs will be covered within existing Bridge Repair Capital Program budget. | \$5,000 | FY2018 |
| Northeast Corridor Infrastructure (NECI) | 106,600,000 | Periodic maintenance of additional sidewalks, curb and gutter, and pedestrian crossings | Costs will be covered within existing capital maintenance budgets. Some increases in these budget may be needed over time. | \$78,000 | FY2018 |
| Applied Innovation Corridor | 28,960,000 | Much of the Applied Innovation Corridor project includes new street connections, which would require periodic repaving and maintenance of street signs and traffic signals | Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing budgets. Standard cost inflation increases may be needed over time. | \$5,000 | FY2018 |

General Community Investment Plan
Estimated Operating Impact for Approved Capital Projects (2014 - 2020 Investment Years)

| | <u>Total Capital Cost</u> | <u>Maintenance & Operations</u> | <u>Operating Cost Impact</u> | <u>Additional Annual Operating Cost</u> | <u>First Year Needed</u> |
|--|---------------------------|--|---|---|--------------------------|
| Prosperity Church Road NW Arc | 5,200,000 | Periodic repaving and maintenance of street signs and traffic signals | Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing budgets. Some cost inflation increases in these budget may be needed over time. | \$10,000 | FY2018 |
| Eastern Circumferential Road | 12,064,000 | Periodic repaving and maintenance of street signs and traffic signals | Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Signs and signals maintenance will be covered within existing budgets. Some cost inflation increases in these budget may be needed over time. | \$10,000 | FY2018 |
| Park South Drive Extension | 8,632,000 | Periodic repaving and maintenance of street signs and traffic signals | Minimal increase in street resurfacing costs offset by increase in Powell Bill revenue. Signs and signals will be covered within existing maintenance budgets. | \$1,000 | FY2020 |
| Cross Charlotte Multi-Use Trail | \$ 35,000,000 | Maintenance of Trail segments within Mecklenburg County's Greenway system will be provided by the County Parks and Recreation Department. The City may provide some maintenance support for Trail segments located along urban infrastructure such as City streets, sidewalks, and bridges. Staff anticipates CMPD will continue its current levels of patrolling in the parks and along the Greenways into the newly-constructed Trail segments without requiring additional Police Officers or equipment. CMPD may also consider locating security cameras along the Trail, similar to those currently in place along the Metropolitan section of the Little Sugar Creek Greenway. | Specific operating costs for City-maintained segments of the Trail cannot be determined until the design phase of the project is completed. Any City costs to maintain the Trail will likely be covered within the existing Sidewalk and Curb Repair and Bridge Repair Capital Program budgets. Some cost inflation increases in these budget may be needed over time. Some operating costs will be incurred to maintain CMPD security cameras. | 50000 | FY2020 |
| Sidewalks and Pedestrian Safety | \$ 60,000,000 | Continuation of existing ongoing sidewalk construction program. | Costs will be covered within existing Sidewalk and Curb Repair Capital Program budget. Some cost inflation increases in this budget may be needed over time. | \$50,000 | FY2018 |
| Upgrade Traffic Signal System Coordination | 15,000,000 | Continuation of existing capital program | Costs will be covered within existing traffic system maintenance budget. Some cost inflation increases in this budget may be needed over time. | \$2,500 | FY2018 |
| Upgrade Traffic Control devices | 19,000,000 | Continuation of existing capital program | Costs will be covered within existing traffic system maintenance budget. Some cost inflation increases in this budget may be needed over time. | \$2,500 | FY2018 |
| Repair and Replace Bridges | 14,000,000 | Continuation of existing capital program | Costs will be covered within existing Bridge Repair Capital Program budget. Some cost inflation increases in this budget may be needed over time. | \$10,000 | FY2018 |

General Community Investment Plan
Estimated Operating Impact for Approved Capital Projects (2014 - 2020 Investment Years)

Budget Workshop

| | <u>Total Capital Cost</u> | <u>Maintenance & Operations</u> | <u>Operating Cost Impact</u> | <u>Additional Annual Operating Cost</u> | <u>First Year Needed</u> |
|--|---------------------------|--|---|---|--------------------------|
| Joint Communications Center | 68,000,000 | Annual, ongoing facility maintenance and operations of a 73,400 square foot building. All occupants of the Joint Communications Center (Police 911, Fire 911, County Sheriff Communications, City Data Center, CDOT Traffic Cameras, CharMeck 311, and the City's Emergency Operations Center) are currently housed in various existing City and County facilities. Current operating and maintenance budgets for each of the operations moving into the Joint Communications Center will be consolidated to support the operations of the new facility. | Moderate cost increases are expected and are currently being calculated. Offsetting savings of approximately \$750,000 per year will occur from elimination of annual lease payments for the City Data Center and Charmeck 311. It is feasible to expect that any additional operation and maintenance costs above those currently budgeted in the various operations will be less than the (\$750,000) cost reduction from eliminating lease payments. A net overall reduction in costs is possible. | \$0 | FY2018 |
| 6 Police Division Stations | 60,900,000 | Each Station will require annual, ongoing facility maintenance and operations for buildings ranging between 10,000 - 12,000 square feet | Operating and maintenance costs for each new Station will range between \$150,000 - \$250,000 per year. Where new City-owned Stations will replace existing leased facilities, current operating and maintenance budgets for the leased facilities will continue for the new Stations, with a moderate level of additional expenses. One of the six funded new stations will be for a newly-created Police Division that will require approximately 100 new positions. | \$8,716,000 | FY2017 |
| Land Purchase for Future Fire Stations | 4,000,000 | Periodic landscape and grounds maintenance | Minimal, non-recurring costs to provide landscaping for maintain vacant parcels. | \$500 | FY2018 |
| Sweden Road Maintenance Yard Replacement | 22,620,000 | Annual, ongoing facility maintenance and operations for a vehicle maintenance building replacing an existing facility | Moderate additional costs above expenses currently budgeted for existing building being replaced | \$113,000 | FY2024 |
| Northeast Equipment Maintenance Facility | 8,580,000 | Annual, ongoing facility maintenance and operations for a new vehicle maintenance building | Full operating and maintenance budget will be required for this new facility, including Salary & Benefits for four additional positions. Operating costs for current Equipment Maintenance facilities range from approximately \$300,000 - \$500,000 per year. | \$580,967 | FY2022 |
| Housing Diversity | \$ 60,000,000 | Continuation of existing capital program | No additional costs | \$0 | N/A |
| Comprehensive Neighborhood Improvement Program | \$ 120,000,000 | Periodic maintenance of additional sidewalks, curb and gutter, landscaping, and pedestrian crossings | Initial maintenance costs will be covered within existing capital maintenance budgets. At full completion of all five CNIP Community areas, the capital maintenance budgets will require additional funding to fully support the new infrastructure. | \$100,000 | FY2024 |
| Total Capital Cost | \$ 816,396,000 | Total Estimated Additional Annual Operating Costs | | \$9,771,967 | |
| | | Total Annual Operating Costs (Excluding New Police Division Staffing) | | \$1,271,967 | |

**Estimated Operating Impact
For FY2015 - FY2019 Potential New Considerations**

| <u>Project</u> | <u>Capital Cost</u> | <u>Project Description</u> | <u>Performance Impact</u> | <u>Operating Cost Impact</u> | <u>Additional Annual Operating Expense</u> |
|---|---------------------|--|--|--|--|
| FY2015 - FY2019 CIP - Potential New Considerations | | | | | |
| Neighborhoods & Housing Diversity | | | | | |
| A New Home (Rental Assistance Endowment) | 8,000,000 | The Rental Assistance endowment is a public/private partnership between the City and Foundation for the Carolinas designed to provide short-term rental assistance for up to 24 months to families and veterans earning up to 50% (\$32,100) of the Area Median Income. | The City is working with the Foundation for the Carolinas on determining overall performance measurements and expectations for the program. | There have been no direct operating impacts identified at this time related to this project. | \$0 |
| Total Neighborhoods & Housing Diversity | 8,000,000 | | | Total Additional Annual Operating Costs | \$0 |
| Transportation | | | | | |
| Neighborhood Transportation Program | 37,500,000 | The Approved FY2014-FY2018 CIP omits several previously funded programs that provided opportunities to leverage outside agency projects and address smaller, unique neighborhood transportation mobility and safety needs. The following six programs provided options to respond to City Council and the community quickly as changing and unforeseen conditions would arise: • Traffic Calming – neighborhood speed humps, all-way stop signs, and roundabouts • Traffic Safety – respond to traffic safety concerns based on crash data and concerns from the community • State Highway Participation – enhancing State projects to build complete streets for the community • Minor Roadway – small roadway and intersection projects • Public/Private Participation – leveraging private development to minimize future construction costs • Bicycle Program – provides bikeways, overland connectors to the County’s greenway system, and supports Bike Charlotte. | Between 2002 and 2010, these six programs received a total of \$65.5 million in Street Bond funding through five bond referenda. This request would provide \$37.5 million over the next five years. | Periodic street resurfacing and maintenance of additional speed humps, sidewalks, curb and gutter, landscaping, street signs, traffic signals, and bike lanes. Increase in street resurfacing costs will be offset by increase in Powell Bill revenue. Periodic maintenance will be covered within existing operating and capital budgets already established for these programs. Standard cost inflation increases in these budget may be needed over time. Actual operating cost increase amounts will be determined as projects are designed. | \$50,000 |
| Total Transportation | 37,500,000 | | | Total Additional Annual Operating Costs | \$50,000 |
| Facilities/Infrastructure/Equipment | | | | | |
| Americans with Disabilities Act (ADA) Investments | 800,000 | In early 2012, the City hired a consultant to evaluate the City’s most publicly used facilities and programs to determine its level of compliance with ADA laws. Over the course of 2012, the consultant evaluated over 50 facilities. Based on the consultant’s report, these improvements can be categorized as: Approach and Entrance, Access to Goods and Services, Restrooms, Miscellaneous Features (i.e. drinking fountains, etc.). | Based on the consultants findings, the City’s facilities are in relatively good shape, however, there is room for improvement. Since being out of compliance with ADA laws exposes the City of Charlotte to the risk of litigation, the City should carefully consider each of the consultant’s recommendations, prioritize the list of buildings to be improved, and design/construct the appropriate solution. | Staff recommends hiring an architect to review the report, assist the City in prioritizing improvements, and designing the corrective measures. The City can then award construction contracts based on a strategic phasing plan. At this time, no cost estimates for this work exists, but, estimates and schedules can be developed during the first year of funding. | TBD |

**Estimated Operating Impact
For FY2015 - FY2019 Potential New Considerations**

| <u>Project</u> | <u>Capital Cost</u> | <u>Project Description</u> | <u>Performance Impact</u> | <u>Operating Cost Impact</u> | <u>Additional Annual Operating Expense</u> |
|--|---------------------|--|---|--|--|
| CMPD Central Division Station | 7,500,000 | CMPD was notified in September 2013 by the building's management company, Lincoln Harris, that the lease for the Central Division Facility would not be renewed after March 31, 2014. Bank of America currently owns the facility and they are looking to sell the property due to regulatory requirements. The current station occupies the property that is bounded by North Tryon Street, East 7th Street, North College Street and Charlotte Housing Authority's Hall House. The CMPD Central Division has occupied this space since August 2001. The City is exploring an option to purchase the building from Bank of America to avoid relocating the Central Division Station. The current location meets CMPD's station location priorities of high visibility, major thoroughfare location, and easy access for the citizens of Charlotte. Approximately 100 officers operate out of the Central Division office. | The City's Real Estate Division is also exploring potential new locations for Central Division. They have reviewed available facilities for lease as well as different options to purchase land for the construction of a new division office. Buying land and constructing a new division office within the same Uptown footprint is estimated to cost between \$12.0 - \$15.5 million. Land requirements for an Uptown station would require roughly 1.5 acres and land costs would range between \$65-125 per square foot (\$4.5-\$8.0 million). Design and construction of the station and parking deck would increase costs by an additional \$7.5 million. Currently, CMPD pays \$1 a year in rent for the Central Division and Bank of America covers all maintenance costs for the 9,060 square feet of space occupied by the Central Division station within the existing Lease agreement. | Upon purchasing the building, the City will become responsible for maintaining the 1.2 acres of land and the entire 20,558 square foot building. Off setting revenues could be expected through leasing of approximately 10,000 square feet of surplus space in the building. Leasing a comparable size facility within the Central Division boundaries is expected to cost approximately \$180,000 - \$200,000 annually and a one-time cost of approximately \$2.4 million to upfit a leased facility for use as a police station. | \$180,000 |
| Asset Recovery and Disposal (ARD) and Commissioning/Decommissioning (CDC) Facility - Wilkinson Blvd. | 3,000,000 | In July 2011 City Council approved a five-year lease with The Matlock Family Trust for the property located at 5550 Wilkinson Boulevard in the amount of \$216,000 per year with 2% annual rate increases to combine two Shared Services' operations - Asset Recovery and Disposal (ARD) and Commissioning/Decommissioning (CDC). Shared Services Fleet Management Division receives and commissions new vehicles (installs decals, lighting, radio and other special equipment) and decommissions (removal of same) all vehicles prior to disposal. Decommissioned vehicles are transferred to the Asset Recovery & Disposal (ARD) Operation for disposition, with the majority sold by public auction. The current leased facility is a single-tenant industrial building with the acreage needed to combine CDC and ARD operations. This request will fund the purchase of the Wilkinson Blvd Facility. | Co-locating the ARD and CDC operations decreases logistical problems and operational expenses. Ownership of the facility will eliminate any future lease requirements as well as mitigate risks associated with lease stability for this critical facility. | The current Lease agreement does not provide for any operating and maintenance support from the building owner. All operating and maintenance costs are currently budgeted within Shared Services' annual operating budget. The current \$216,000 annual lease payment could potentially be reallocated to support debt payments for the \$3.0M purchase, which would result in a cost recovery period of approximately 14 years. In addition, purchasing now versus sometime in the future is advantageous to the City in that the property's purchase price will only increase as property values continue to recover. | \$0 |

**Estimated Operating Impact
For FY2015 - FY2019 Potential New Considerations**

| <u>Project</u> | <u>Capital Cost</u> | <u>Project Description</u> | <u>Performance Impact</u> | <u>Operating Cost Impact</u> | <u>Additional Annual Operating Expense</u> |
|--|---------------------|--|---|--|--|
| CDOT Transportation Operations Facility Replacement | 5,000,000 | The existing facility located on Craig Avenue houses signs, traffic signals and pavement marking services. The building was constructed in 1977 and no longer is adequate to support these services currently provided by a staff of 60. | Deficiencies with current facility: • Sign Fabrication/ Storage/Delivery and Traffic Signal Assembly areas were not designed for process/materials flow and result in conflicts within functional areas as well as with other activities. • No training/assembly room • No conference rooms for meetings or performance appraisals • Crew chiefs/supervisors are located in mobile units/parking lot • No showers • Off-site 7,000 sf ² warehouse-inadequate/inefficient. | All operating and maintenance costs for the current facility are budgeted within CDOT's annual operating budget. A new, larger and more functional facility will require additional operating and maintenance costs. | \$50,000 |
| Charlotte Vehicle Operations Center (CVOC) Facility -- Risk Management | 2,100,000 | The Charlotte Vehicle Operations Center (CVOC) opened in 2003 in response to the identified need for vehicle operations and driver training along with the increasing number of vehicle claims. The CVOC facility has also proven to be a valuable asset for non-vehicle training such as Civil Emergency Training and Mobile Field Hospitals for the Democratic National Convention. The CVOC facility is currently running over capacity. The City's Risk Management Division, with the support of Charlotte Mecklenburg Police, Charlotte Fire Department, Charlotte Area Transit, Charlotte Department of Transportation, and solid Waste Services, is proposing to develop the nine acres owned by the City adjacent to CVOC. The proposal is to extend the perimeter road around the additional acreage and build a large flat concrete pad in the middle. | Since 2003 the facility has saved the City an estimated \$5.6 million and prevented an estimated 2,400 vehicle claims. Since opening, the number of employees driving city vehicles has increased to over 5,450, and the number of vehicles in the fleet has increased to over 3,800. Miles driven per year by City employees has increased to over 52 million. On average there are over 120 training requests annually that can not be honored due to increasing facility use and scheduling conflicts. This has resulted in the inability to adequately offer annual driver retraining for most departments. 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. | Current annual operating costs for the Charlotte Vehicle Operations Center is \$108,890. It is anticipated that minimal additional costs will be incurred to maintain the extended perimeter road and additional concrete pad. | \$10,000 |
| CMGC Elevator Upgrade | 1,160,000 | The design of operational control and leveling components and motors of elevator equipment has changed significantly since the installation of our equipment 24 years ago. Equipment today is far more reliable and energy efficient. Otis has worked diligently to improve performance of these elevators however we experience more entrapments and service interruptions in these elevators than all others. Our elevators are heavily used by staff and the public. | Improved efficiency of elevators | Operating and maintenance costs to maintain the elevators is currently budgeted. The upgrade will likely reduce those costs | \$0 |

**Estimated Operating Impact
For FY2015 - FY2019 Potential New Considerations**

| <u>Project</u> | <u>Capital Cost</u> | <u>Project Description</u> | <u>Performance Impact</u> | <u>Operating Cost Impact</u> | <u>Additional Annual Operating Expense</u> |
|---|---------------------|--|--|---|--|
| CMGC Space Reconfiguration (all floors) | 20,600,000 | This project will provide the planning fees for new space utilization standards for each floor of the CMGC occupied by the City of Charlotte (not floors occupied by the County or School Board). The request also includes construction estimates for the reconfiguration of up to two floors of the CMGC. For this request, construction and furniture replacement is estimated to cost \$1.6M per floor. This estimate assumes that each floor will be performed in multiple phases since the occupants cannot vacate an entire floor at one time. Future requests will be submitted to reconfigure the remaining floors. Fiscal Years 13-16 represent the conversion of up to two floors per year. | Reconfiguration will likely result in greater densities per floor, which should delay or eliminate the need for some rental space outside the CMGC. | Operation and maintenance costs to reconfigure the Government Center have been already budgeted in Engineering's annual operating budget. These renovations will not require additional operating costs. In some cases, the upgrades and facility improvements will reduce operating costs. | \$0 |
| CMGC South Plaza Waterproofing | 350,000 | Project provides funding for waterproofing of the CMGC plaza planter area adjacent to 3rd Street above the mechanical room where the CMGC chillers are located. The waterproofing is original to the building and has reached the end of its useful life and has already begun leaking into the mechanical room. | The consequence of not funding the project is the continued deterioration of the waterproofing material, which will increase the severity of leaks into the mechanical equipment room and parking areas under the plaza. | Operating and maintenance costs to maintain the Plaza area is currently budgeted. Waterproofing will eliminate the current cost to repair water damage. | \$0 |
| CMGC HVAC Improvement Program | 8,000,000 | This program plan supports capital improvement expenses related to HVAC and air distribution systems at the Charlotte-Mecklenburg Government Center. Modifications to the 25-year old ductwork and fan systems technologies have been made over the years with satisfactory results. These future planned improvements will evaluate overall system performances and design new equipment and operating systems to meet more current energy conservation measures and that are based on future increased occupancy levels and floorplan changes throughout the building. | Failure to support funding for these projects could result in an outdated facility with significantly higher operational and maintenance needs that cannot sustain occupancy demands nor achieve energy savings. | Operating and maintenance costs to maintain the HVAC System is currently budgeted. Upgrading and improving the HVAC will result in more efficient use of utilities and lower operating costs. | \$0 |
| CMGC Plaza Renovation | 1,200,000 | This project provides for the removal of the fountains and associated infrastructure. The fountains will be replaced with a redesign of pavers and landscaping features. The artwork within the fountains will be removed and reset elsewhere in the plaza. Repairs to the existing drainage infrastructure will be made. | The new features to be incorporated into the plaza will decrease maintenance costs and allow for more efficient usage of this public space. | Operating and maintenance costs to maintain the fountains are currently budgeted. The replacement pavers and landscaping will be less costly to maintain, and costs to operate the fountains will be eliminated. | \$0 |
| CMGC - Upgrade Security and A/V Equipment | 325,000 | Upgrade to CMGC security throughout the building and A/V equipment in shared conference rooms. We will also move much of the equipment to the 3rd floor server center which will reduce energy costs. | Project replaces servers, cameras, DVR's, etc. that are 3 years past their projected service life. | Some minimal additional operating costs are expected to maintain the additional security and A/V equipment, which is expected to be offset by saving in energy costs. | \$2,500 |

**Estimated Operating Impact
For FY2015 - FY2019 Potential New Considerations**

| <u>Project</u> | <u>Capital Cost</u> | <u>Project Description</u> | <u>Performance Impact</u> | <u>Operating Cost Impact</u> | <u>Additional Annual Operating Expense</u> |
|--|---------------------|---|--|--|--|
| CMGC Parking Deck Office | 120,000 | Project funds the construction of a new parking deck manager's office by building a block wall structure on top of 2-3 existing parking spaces. The need for this project is due in part to the addition of electrical equipment serving electric vehicle charging stations and solar panels in the parking deck electrical room, which is where the existing office is located. | The consequence of not funding the project is the continued use of unsatisfactory office space for the parking deck management staff. Additional electrical work implemented in the future will only increase the amount of equipment in the office area. | The parking deck net revenue for less than one year is sufficient to cover the cost of this project. | \$0 |
| Carpet, Relocations, Furniture & Fixtures | 1,200,000 | This project replaces common area furniture in City Hall and the CMGC including benches, tables and chairs, Chamber Seating, repainting of CMGC, relocations/churn and other needs throughout the facility that are more than 25 years old and need replacing. | This project would update furniture and other fixtures throughout the Government Center that are original to the building. Maintenance and repair costs will be reduced as the useful life on the fixtures has run its course. | Operation and maintenance costs for these improvements are currently budgeted in Engineering's annual operating budget. These renovations will not require additional operating costs. In some cases, the upgrades and facility improvements will reduce operating costs. | \$0 |
| CMGC Blinds Replacement | 800,000 | The blinds in the building are 25 years old. Breakage will begin to occur without a replacement program. | Replacing all of the 25 year old blinds will decrease the cost of repair and maintenance of the current blinds | Operation and maintenance costs for replacement of the blinds are currently budgeted in Engineering's annual operating budget. These renovations will not require additional operating costs. Installation of new blinds will reduce operating costs. | \$0 |
| CMGC Basement Parking Security Renovations | 400,000 | The CMGC loading dock gate is the scissor gate that secures the building after hours. It separates the area near the old county courthouse, underground parking area and the entrance to the loading area from the City loading dock and back door. The gate is 52 feet wide and 15 feet high with an additional 10 foot high solid barrier to prevent trespassers from climbing the gate or squeezing through the bars. The gate is operated with a control panel in the control room and operates on a series of motors and chain drives to open and close the gate. The gate was manufactured overseas 25 years ago and original repair parts are no longer available. | If the gate should break while open, the back entrance to the CMGC basement would be less secure especially after hours when fewer security staff are on duty. If it breaks while closed a forklift must be used to push the door open possibly causing additional damage. If needed, repair parts must be custom fabricated which can take 4 to 6 weeks to complete. This leaves the facility vulnerable and requiring additional security staff to monitor the area. | Minimal costs associated with the ongoing maintenance of the new security gate | \$0 |
| CMGC Re-Caulking (exterior) | 1,100,000 | This is a systematic replacement of the original window sealant/caulk for the exterior of the building. In a November 28, 2012 report by REI Engineers, a waterproofing consultant, REI recommends replacing the sealant within the next two years. That report also provided a cost estimate for the replacement of the sealant. This funding request is based on that cost estimate. It is anticipated that it will take 5-6 months to remove and replace the sealant on the building. | The current sealant/caulk has exceeded it's original 20 years life expectancy and is now 26 years old. | Operation and maintenance costs for re-caulking CMGC is currently budgeted in Engineering's annual operating budget. This building improvement will not require additional operating costs. In some cases, the upgrades and facility improvements will reduce operating costs. | \$0 |

**Estimated Operating Impact
For FY2015 - FY2019 Potential New Considerations**

| <u>Project</u> | <u>Capital Cost</u> | <u>Project Description</u> | <u>Performance Impact</u> | <u>Operating Cost Impact</u> | <u>Additional Annual Operating Expense</u> |
|--|---------------------|--|--|--|--|
| CMGC Fitness Center Renovation | 800,000 | Wellness programs help slow healthcare cost increases before chronic health conditions become extremely costly. The fitness center in the CMGC is a part of the City's wellness program. The facility experiences heavy use and needs updating and expansion. | Staff is working to develop indicators to measure the performance impact of the proposed project. | Building maintenance for all of CMGC, including the Fitness Center is currently budgeted. An expanded facility will continue to be maintained within the existing budget. Operating costs for any additional fitness equipment will be covered through user fees. | \$0 |
| TreesCharlotte | 1,000,000 | This program complements the tree trimming & removal program by providing an additional \$200,000 annually to replant and replace removed trees. This program also supports the Neighborhood Tree Co-op Program and is an integral part of meeting the City's 50% canopy by 2050. | Staff is working to develop indicators to measure the performance impact of the proposed project. | The existing Tree Management program funding can support the additional tree plantings. | \$0 |
| Fire Station Renovations | 500,000 | This request will provide \$100,000 in additional annual funding for station renovations needed to upfit and renovate existing facilities. The Pay-As-You-Go Capital Program currently funds \$400,000 annually for Fire Station Renovations, which allows for the upfit of one fire station per year. This request will bring the total annual funding to \$500,000. Renovations include appropriate facilities for women, proper decontamination areas and working physical fitness rooms. | Many current Fire facilities are older and continue to need modernization. The additional funding will enable better utilization of Fire Station space and allow more stations to be updated. | Operation and maintenance costs for each Fire Station are already budgeted in the Fire Department annual operating budget. These renovations will not require additional operating costs. In some cases, the upgrades and facility improvements will reduce operating costs. | \$0 |
| Infill Fire Station - Hidden Valley | 7,700,000 | This project provides for land acquisition, design and construction of a fire station for fire protection in the Hidden Valley area | To address fire service response deficiencies and bring this area into alignment with the performance target of 1st due company on scene arriving in 6 minutes or less 80% of the time. The area to be covered by this Infill station currently has a response time of 1st due on scene in 6 minutes or less only 57% of the time. | One additional Fire Company will be required to operate the infill station, including 18 Firefighting positions, and operating and maintenance expenses to support the facility and personnel. One new Fire Engine will also be required, at a one-time cost of approximately \$536,000. | \$1,669,947 |
| Infill Fire Station - Clanton and I-77 | 7,700,000 | This project provides for land acquisition, design and construction of a fire station to provide fire protection in the area around Clanton and I-77. | To address fire service response deficiencies and bring this area into alignment with the performance target of 1st due company on scene arriving in 6 minutes or less 80% of the time. The area to be covered by this Infill station currently has a response time of 1st due on scene in 6 minutes or less only 52.5% of the time. | One additional Fire Company will be required to operate the infill station, including 18 Firefighting positions, and operating and maintenance expenses to support the facility and personnel. One new Fire Engine will also be required, at a one-time cost of approximately \$536,000. | \$1,669,947 |

**Estimated Operating Impact
For FY2015 - FY2019 Potential New Considerations**

| <u>Project</u> | <u>Capital Cost</u> | <u>Project Description</u> | <u>Performance Impact</u> | <u>Operating Cost Impact</u> | <u>Additional Annual Operating Expense</u> |
|--|---------------------|---|--|---|--|
| Zoning Ordinance Study and Revisions | 1,081,540 | The last comprehensive update of Charlotte's Zoning Ordinance was more than two decades ago. That update to the ordinance focused on better regulation of greenfield development, which was the predominant development type at the time. Our community has changed tremendously since then, and most of our current development is urban infill and redevelopment, creating a mismatch between the greenfield emphasis of the ordinance and the type of urban development we are now trying to facilitate. This has resulted in frequent, piecemeal ordinance changes in an attempt to address changing conditions and policy direction. | A comprehensive update of the Charlotte Zoning Ordinance will result in a customer-friendly ordinance that will make it easy to implement Council adopted development policy and that results in quality, sustainable development. The project will be undertaken in two phases and the duration will be four years. | Capital costs to support the zoning ordinance update will include \$750,000 for consultant services (\$400,000 in FY15 and \$350,000 in FY17), and \$331,540 for one Planning Coordinator position for a four year term to manage the ordinance update (\$82,885 per year for 4 years). | \$0 |
| Police/Fire Academy Land | 230,000 | Purchase a seven acre plot of land adjacent to the Police and Fire Training Academy on Beam Road. The land is immediately adjacent to the CMPD K-9 Unit training grounds and behind the CMPD Firing Range. Acquisition of this property at this extremely reasonable price will provide the City with multiple options for future use, including as a potential site for Animal Care and Control and/or the CMPD Impound Lot should those operations need to vacate their current locations at the Airport associated with any future, new runway construction. | Staff is working to develop indicators to measure the performance impact of the proposed project. | Minimal, non-recurring costs to provide landscaping for maintain vacant parcels. | \$1,000 |
| Fire Apparatus - Station 28 ladder and Station 42 engine | 1,384,027 | Purchase one new Engine and one new Ladder truck as part of the Fire Department's request to add an Engine Company to the Eastland Fire Station to support the Eastland Mall area, and a Ladder Company at Station 28 to support Northlake Mall. | The addition of the engine and ladder trucks will help address excessive call load, help improve the ability to attain both critical departmental response time goals and to ensure reliable coverage for the Eastland and North Lake mall areas. | Additional vehicle maintenance and fuel costs will be incurred to operate the two additional Fire trucks. | \$100,500 |
| Total Facilities/Infrastructure/Equipment | 74,050,567 | | | Total Additional Annual Operating Costs | \$3,683,894 |
| Technology | | | | | |
| Myers Street Data Center Expansion | 1,637,134 | To convert office space at Myers St into Data Center space. Cost includes: construction of data center floors and walls; 30 racks; HVAC, 2 generators; 2 100kW UPS and Fire Suppression. | Current Myers Street Data Center is 95% full. With current growth the existing space will be unable to add additional equipment through FY2015. | Additional costs expected to operate new HVAC, generator, and Uninterruptible Power Supplies (UPS) equipment. | \$23,000 |
| 311/Government Center Network Infrastructure Upgrade | 1,318,953 | The City business is increasingly dependent on technology use, the network infrastructure in use in CMGC and 311 is past end-of-life and needs to be replaced to support network connectivity of client devices. Without this investment staff will continue to get complaints about connectivity issues that we are unable to remediate. | Switches in the Charlotte-Mecklenburg Government Center (CMGC) are over 10 years old. Cisco no longer provides support for these Switches. Switches also need to be upgraded to support Voice over Internet Protocol (VoIP). | Additional cost for Smartnet | \$200,000 |

**Estimated Operating Impact
For FY2015 - FY2019 Potential New Considerations**

| <u>Project</u> | <u>Capital Cost</u> | <u>Project Description</u> | <u>Performance Impact</u> | <u>Operating Cost Impact</u> | <u>Additional Annual Operating Expense</u> |
|---|----------------------|---|--|---|--|
| Public Safety Radio Network (Redundancy) | 1,132,044 | Public Safety Agencies in Mecklenburg County including CMPD, CFD, Medic, SWS, CMUD and others depend on the reliable use of a radio system for the dispatch and response to citizen issues. Failure of the Primary Site used by these agencies would put citizen lives at risk. This request seeks to mitigate the risk to citizens by providing a failover capability for the Public Safety Communications System (Radio). | This will be for disaster recovery, so there will be no impact unless a disaster occurs at the Master site. This will improve the Disaster Recovery time from greater than 2 weeks to less than 2 hours. | Ongoing maintenance will be \$20,000 per year after the first year. | \$20,000 |
| E-Agenda | 250,000 | Provides the capability to provide future City Council Business, Zoning, and Workshop Agendas in an electronic format. Project also includes overhauling the "back of house" business processes associated with developing Council Business, Zoning, and Workshop documents. | Avoid the printing costs and manual labor associated with the production of 500,000 pages that are printed annually through the current agenda process. It is a highly manual, labor-intensive, cross-departmental effort to create and publish the current agenda. The electronic process would reduce amount of paper, make it document retention more convenient, easier document management, and it is consistent with national best practices, including use of specific apps to simplify accessibility of information on mobile devices. | Ongoing software hosting and licenses | \$25,000 |
| Resiliency, Redundancy, Security, & Ongoing Equipment | 60,854,199 | Innovation & Technology system-wide capital needs, including: network devices, services, computers, firewall equipment, security infrastructure and hardware, network redundancy equipment, Broadband Technology Opportunities Program (BTOP) equipment, and radio network equipment and redundancy. | These system-wide upgrades and replacements are critical to providing adequate technology infrastructure and facility expansion or improvement to support the City's core services, meet required customer service levels, maintain business continuity and resiliency, and comply with legal obligations. | Additional operating and maintenance costs, including additional staff, will be required to maintain all upgraded and expanded equipment and infrastructure | \$8,500,000 |
| Total Technology | \$ 65,192,330 | | | Total Additional Annual Operating Costs | \$8,768,000 |

**Estimated Operating Impact
For FY2015 - FY2019 Potential New Considerations**

| <u>Project</u> | <u>Capital Cost</u> | <u>Project Description</u> | <u>Performance Impact</u> | <u>Operating Cost Impact</u> | <u>Additional Annual Operating Expense</u> |
|---|-----------------------|---|---|---|--|
| Cultural Facilities | | | | | |
| Time Warner Cable Arena Improvements | 44,435,600 | This program plan supports capital repairs and capital work expenses at the Time Warner Cable Arena facility for the next 5 years. Collectively, capital work expenses include repairs, improvements and any work (including design, consulting, labor, supplies, materials, equipment and costs of permits and approvals of Governmental Authorities) reasonably necessary to perform Capital Repairs or Capital Improvements, as described in the 2003 Arena Use and Operating Agreement(s) between the City of Charlotte, Charlotte Regional Visitors Authority, and RLJ Arena Operations, LLC. This capital plan includes facility furniture/fixtures/equipment, interior renovations and finishes upgrades, commissary, mechanical and electrical technologies associated with general facility operations improvements, and with improvements associated with functionality and aesthetics of the prevailing quality of NBA arenas, NBA and collegiate standards, and all-star game hosting events. | Not funding these projects could result in loss of economic appeal for arena attractions and events, an outdated facility with typical operational and maintenance needs, and/or breach of contract per the 2003 Arena Use and Operating Agreement (Section 8.2). | Operation and maintenance costs for Arena improvements are already budgeted in the Arena's annual operating budget. These renovations will not require additional operating costs. In some cases, the upgrades and facility improvements will reduce operating costs. | \$0 |
| Bojangles Coliseum Renovations | 51,000,000 | Bojangles Coliseum was completed in 1955 at a cost of \$4M. Since that time it has hosted numerous sporting events, concerts, and graduation ceremonies. Even after several renovations, most recently in 2001, the original electrical systems, HVAC systems, and roof remain in place. In addition, the building needs upgrades to fire alarm systems, Americans with Disabilities Act requirements, asbestos removal, and updates to concession stands. Also, in order to keep the facility viable, new technology such as a center hung scoreboard, sound system, and exterior marquee must be included. (Note: these investments are not included in the currently approved \$25 million for infrastructure investments associated with repurposing the Bojangles area into an amateur sports destination. | Investments in these systems will keep this building competitive in the market place. | Operation and maintenance costs for Bojangles Coliseum are already budgeted in Bojangles annual operating budget. These renovations will not require additional operating costs. In some cases, the upgrades and facility improvements will reduce operating costs. | \$0 |
| Total Cultural Facilities | 95,435,600 | | | Total Additional Annual Operating Costs | \$0 |
| Total Potential New Considerations | \$ 280,178,497 | | | Total All Potential New Considerations Operating Cost | \$12,501,894 |

**Estimated Operating Impact
For FY2015 - FY2019 Potential New Considerations**

| <u>Project</u> | <u>Capital Cost</u> | <u>Project Description</u> | <u>Performance Impact</u> | <u>Operating Cost Impact</u> | <u>Additional Annual Operating Expense</u> |
|---|-------------------------|--|--|---|--|
| FY2015 - FY2019 CIP - Adjustments to Approved Community Investment Plan | | | | | |
| Cross Charlotte Multi-Use Trail | - | This request will advance \$5.0 million of the \$35.0 million total project budget from the 2016 Bond Referendum to the 2014 Bond Referendum | The \$5.0 million advance will allow the City to start work sooner on the Southern section of the Cross Charlotte Trail. Work will include planning, design, and real estate acquisition along the southern portions of the Trail near Park Road Shopping Center from Brandywine to Tyvola Road. Some Trail construction could also be accomplished on the northern section of the Trail in Cordelia Park. | Maintenance of Trail segments within Mecklenburg County's Greenway system will be provided by the County Park & Rec Department. The City may provide maintenance support for Trail segments located along urban infrastructure such as City streets, sidewalks, and bridges. All work planned within this \$5.0 million capital funding will be within the County Greenways and will be maintained by the County. | \$0 |
| Replace Park South Division CMPD Northwest Division (New) (FY21) (No Change in Funding) | - | To construct a second police division office for the North patrol division that meets the current and future needs of the CMPD. The new facility will accommodate the current and future needs of the CMPD by meeting the following criteria as established in CMPD's strategic plan for facilities: 1. Properly sized for current and future staffing needs; 2. Prominently located in a neighborhood as an anchor to the community that encourages revitalization; 3. Easily accessible to the public by locating on a main thoroughfare that is pedestrian friendly and served by public transportation; and 4. Creation of a "brand" for CMPD that is easily recognizable by the public while retaining an appearance that is adapted well to the surrounding community. | The North Division is currently too large to meet current standards to provide effective neighborhood policing. Accordingly, CMPD needs to split the current North Division into two smaller patrol divisions. | This new Police Division, once constructed, will require approximately 100 new Police Officers and associated vehicles and equipment to serve the Division | \$8,500,000 |
| Joint Communications Data Center | 10,000,000 + | The currently developed Joint Communications Center (JCC) program would require additional space, power, and HVAC cooling capacity to fully meet the requirements of a new primary Data Center, which is part of the co-located facility. This request allows for a build out of a primary Data Center that will serve the City for an estimated 10 years. In addition, this data center can later be repurposed as a Disaster Recovery data center should the City outgrow this space. | Moving the City's primary Data Center to the JCC will provide a larger space than the current leased facility. It will also enable the City to consolidate the Myers Street, CMPD, Fire, CDOT, and CMUD Data centers into one location for increased efficiency and economies of scale. | Additional operating costs will be determined when design work is completed. | TBD |
| Total Adjustments to Approved CIP | 10,000,000 + | | | Total Additional Annual Operating Costs | \$8,500,000 |
| Total All Capital Cost | \$ 290,178,497 + | | | Total All Operating Cost | \$21,001,894 |