

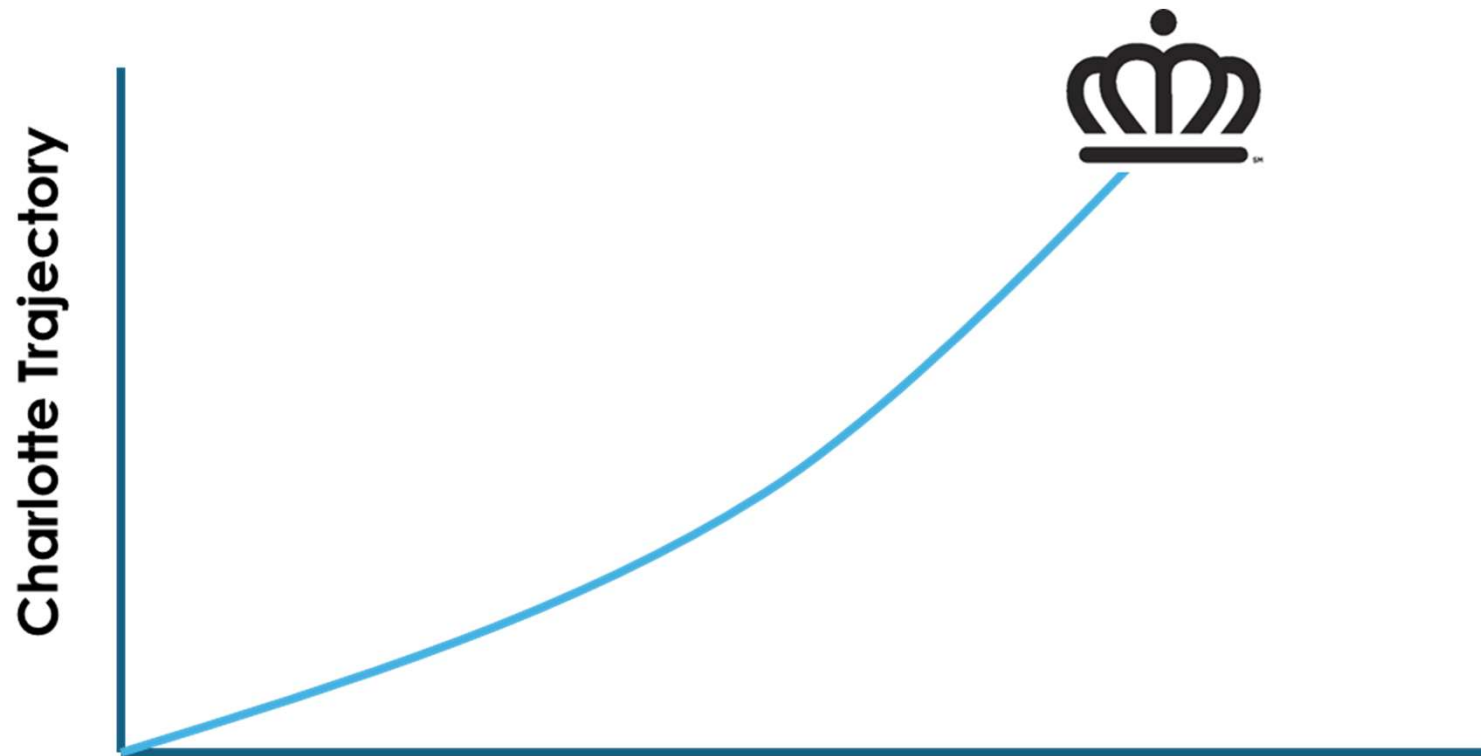
FY 2027

Proposed Budget &
2027- 2031 Capital Investment Plan

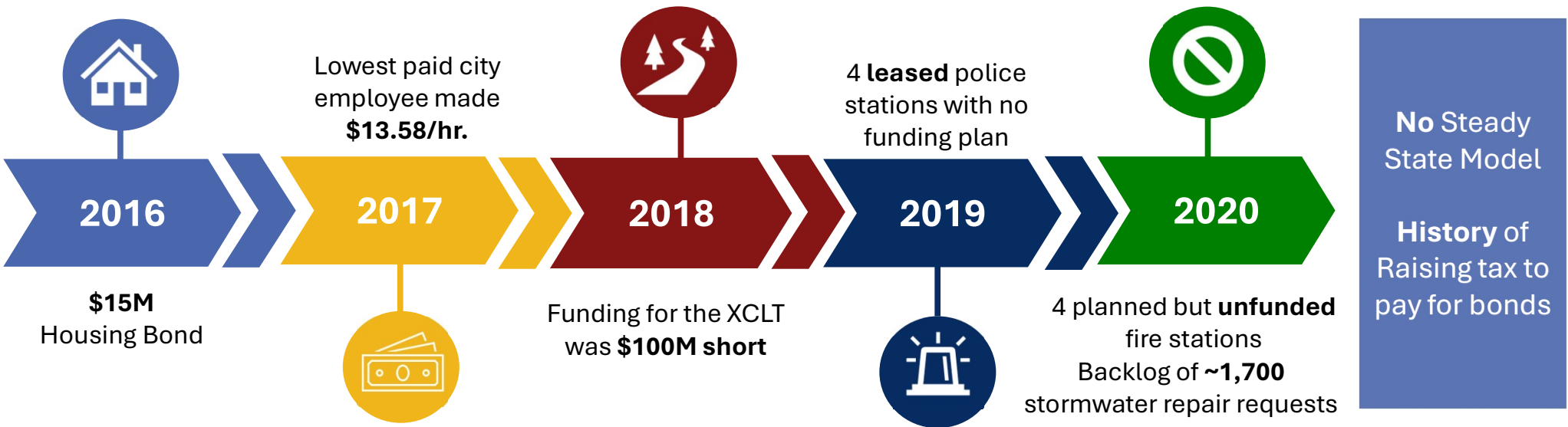
May 4, 2026



All Our Work Has Put Us on the Right Trajectory



Where we were....



We took bold steps to address these issues

Solid Foundation Allowed Charlotte to Persevere and Excel!

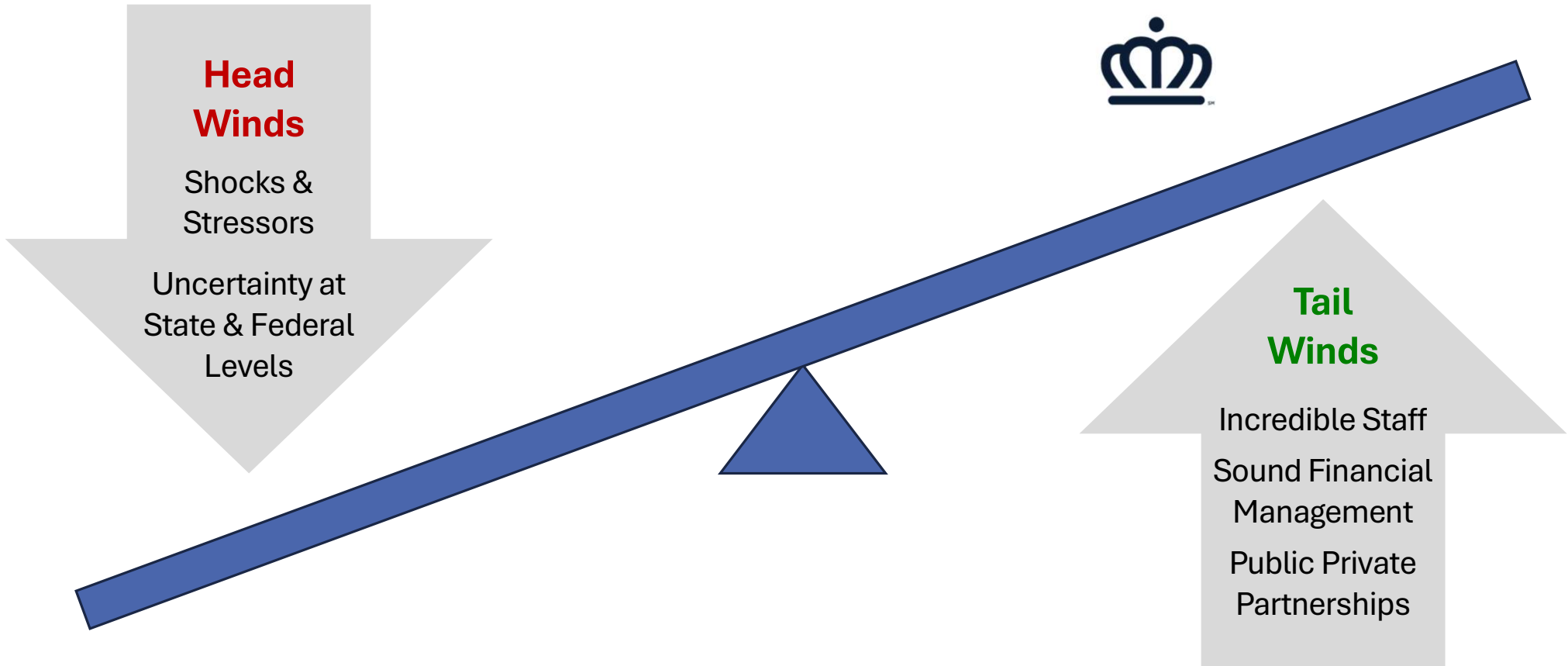


Then COVID hit us

- In 2020, when the U.S. economy and Charlotte experienced a significant shock due to the COVID-19 pandemic, the framework and financial principles that the City of Charlotte is built upon allowed us to pivot and proactively manage our way through many of the shocks and uncertainty.
- From a place of caution, we grew to be more innovative, enhanced some of our service models.

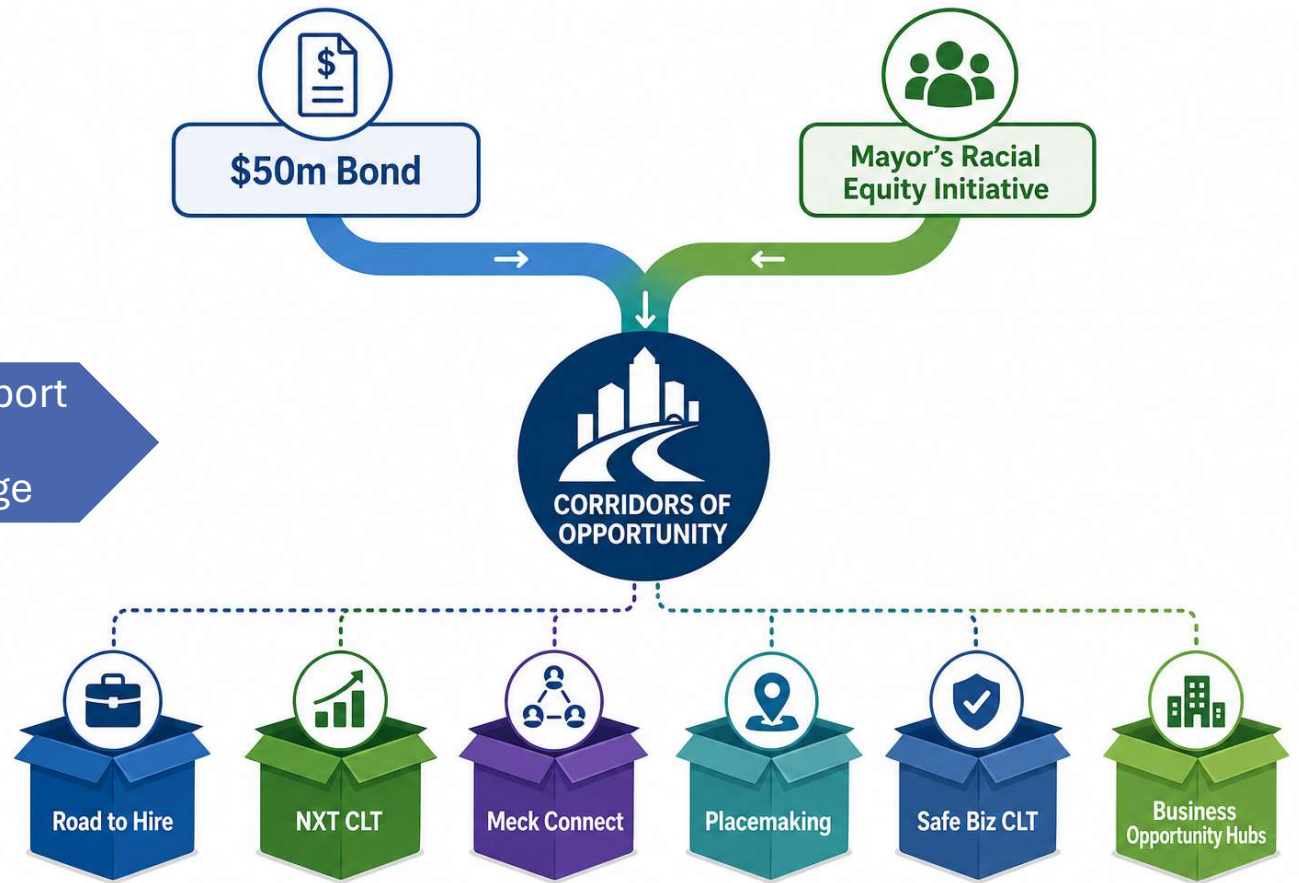


We Have Managed Through Challenges and Uncertainty



Investing in Public Private Partnerships (P3s)

Partnerships support
transformative
community change



Investing in Partnerships with Public, Private, and Philanthropic Entities



THE RIVER DISTRICT



ECONOMIC DEVELOPMENT PARTNERSHIP of NORTH CAROLINA

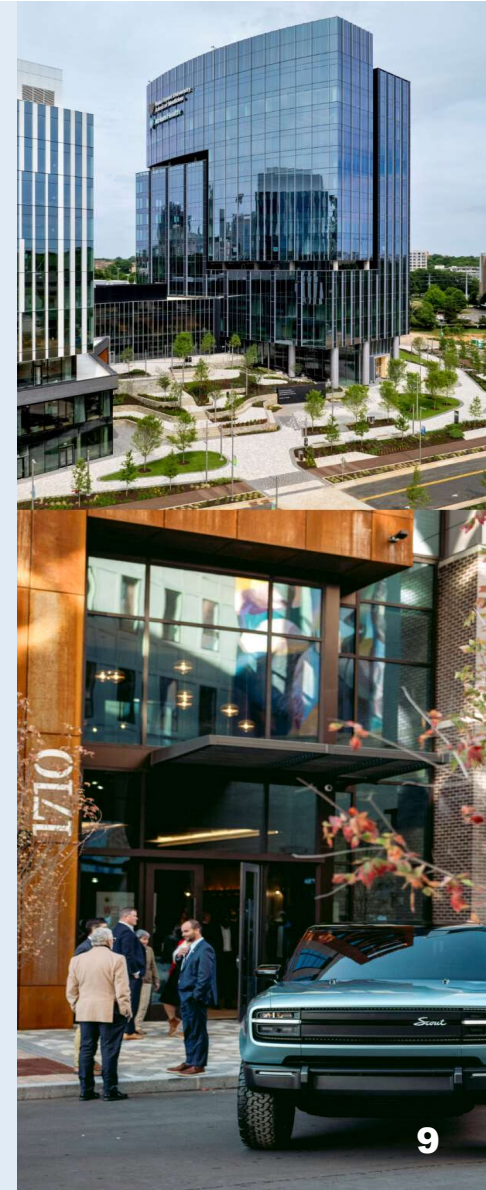




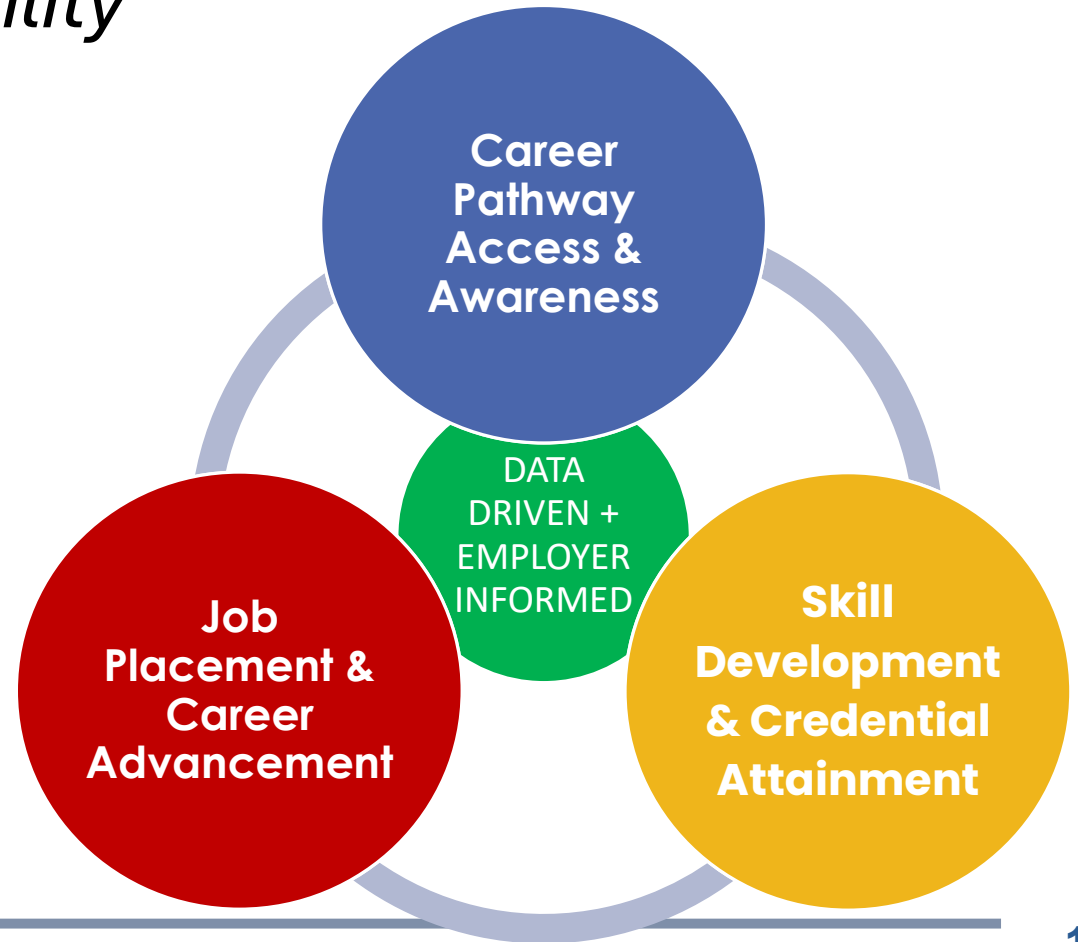
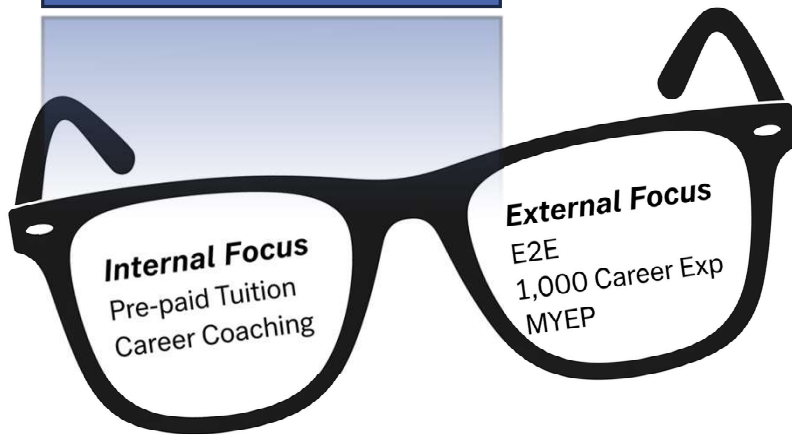
Economic Development

Since 2020, public-private partnerships and development agreements have **deployed nearly \$150 million in public investment to leverage more than \$4 billion in private capital**

Notable examples include Pearl Innovation District, Ballantyne Reimagined, Eastland Yards, and Providence Square.

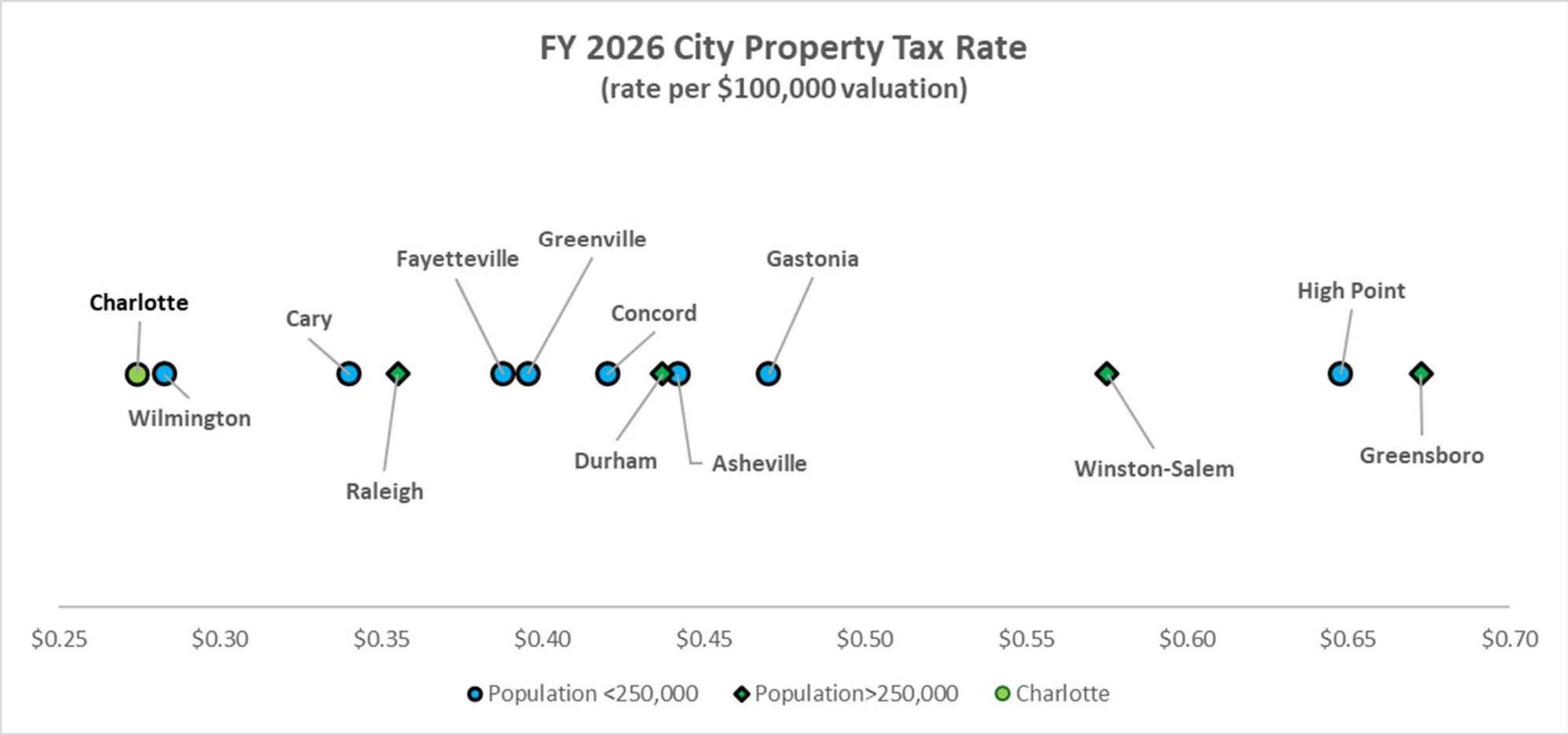


Investing in the Workforce: *Promoting Upward Mobility*



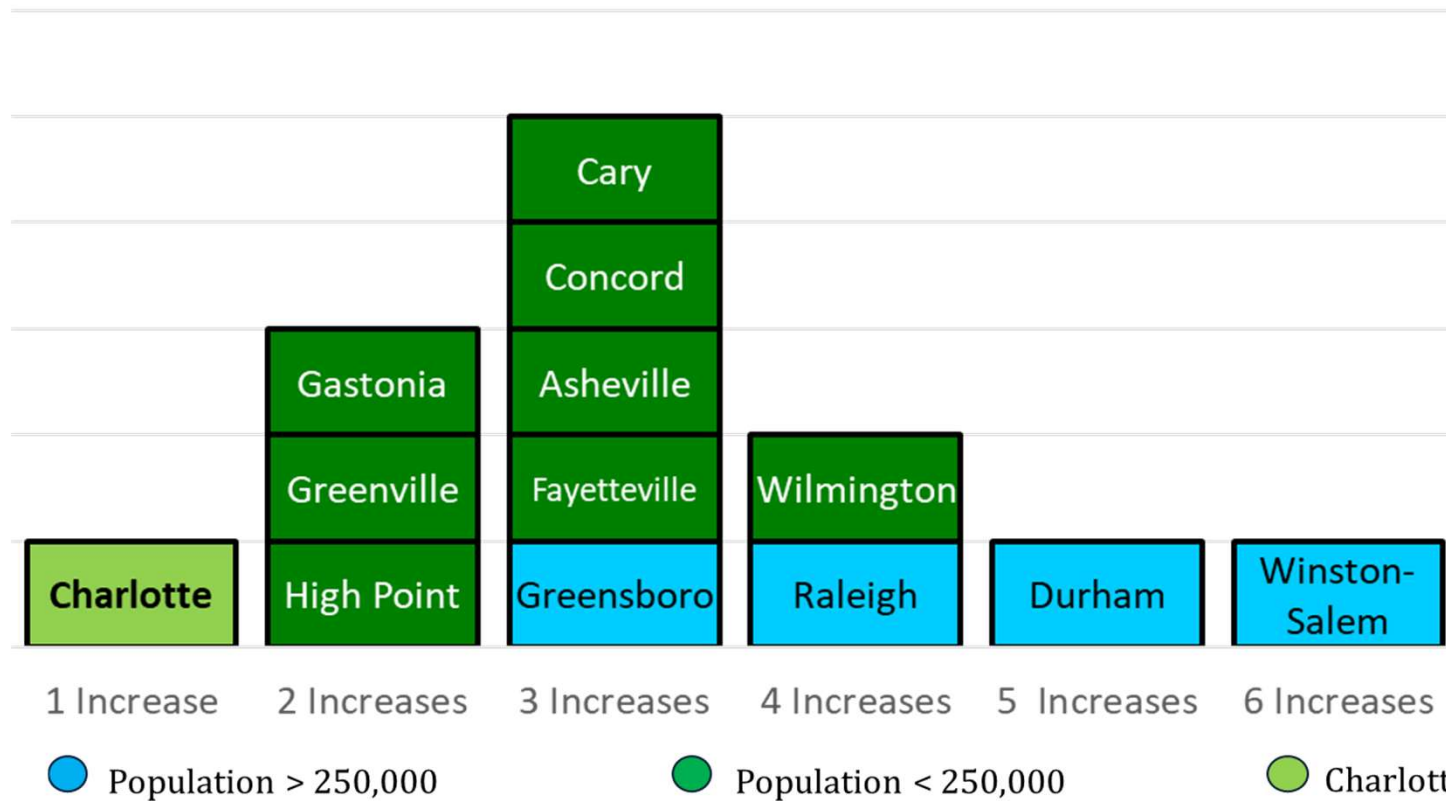
**We did all this while maintaining
the lowest property tax rate of NC
cities**

Property tax rates across NC peer cities



NC Peer cities: Charlotte lowest # of Property Tax Increases

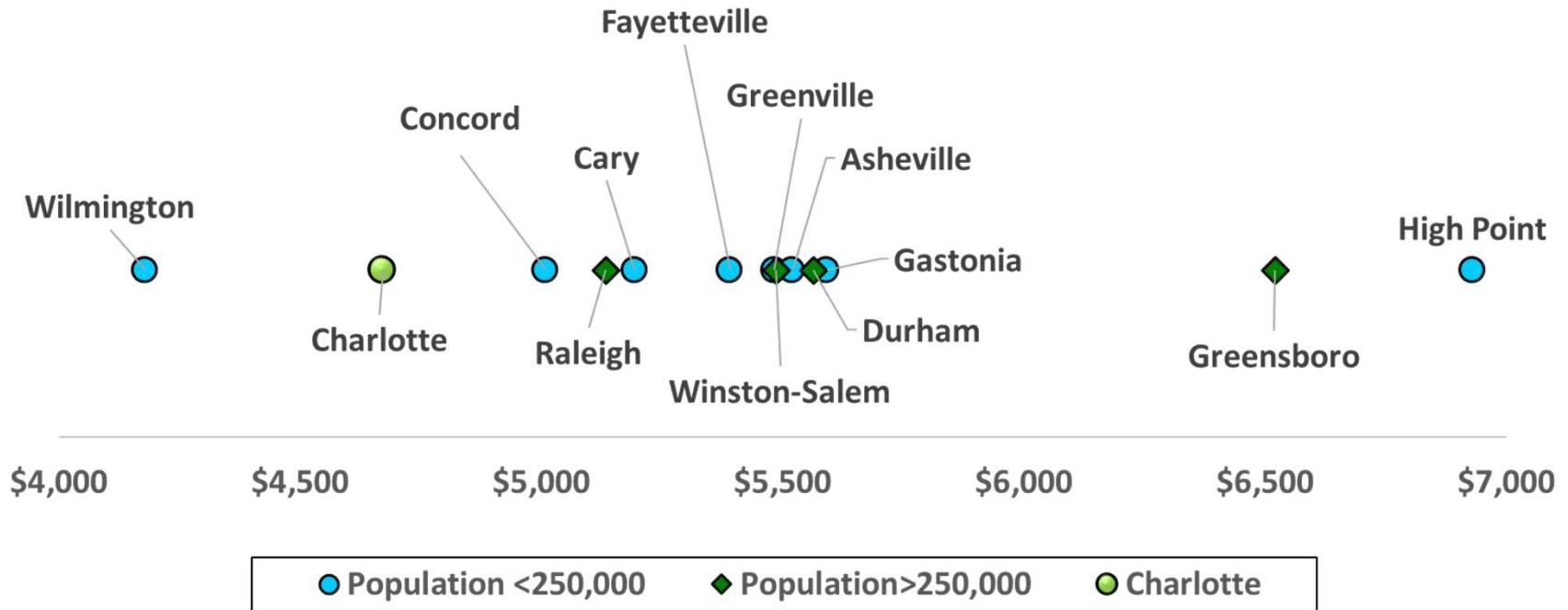
Number of Property Tax Increases FY 2020-FY 2026



Cost of Government

Charlotte Mecklenburg basic government services are more affordable than our peers, based on cost of City and County taxes and fees

FY 2026 Total Cost of Government Services: Typical Household



Includes city property taxes, county property taxes, water/wastewater, stormwater, solid waste, and local sales tax

Charlotte-Mecklenburg Regional Impact



Economic Engine

Charlotte is home to **7 Fortune 500 companies**: Bank of America, Lowe's, Honeywell, Nucor, Truist Financials, Sonic Automotive, and Duke Energy.



Tourism Center

In 2024, CRVA activities generated approximately **\$1.1 billion in economic impact**.



Talent Pipeline

From 2023 to 2024, the Charlotte region added **24,200 jobs** to the local economy representing 32.6% of the state's job gains



**Mecklenburg County produces
~22% of NC's total GDP**

2025 NC Association of County Commissioners Report

Charlotte is Good for North Carolina

#6
Busiest Airport
in the World
CNBC 2022, 2023, 2025

#1
State for Doing
Business
CNBC 2022, 2023, 2025

#2
Best City For
Company
HQs
Site Selection 2025, 2026


#18
Highest
Congested
Metro in U.S.
*INRIX 2025 Global
Traffic Scorecard*

157
People Moving
to Region Daily
*Charlotte Regional
Business Alliance*

#2
Largest Job
Growth in U.S.
*U.S. Department
of Labor, 2026*

#14
Largest City by
Population
U.S. Census Bureau

#8
Best Big City
to Live in U.S.
*U.S. News & World Report
2025-26*

 **CITY of CHARLOTTE**

Received Direction from Council at the 2026 Annual Strategy Meeting

- Shoring up core services
- Focusing on Public Safety
- Being Forward Thinking with Housing and Economic Development
- Investing in Mobility+
- Implementing a tax rate that supports community needs



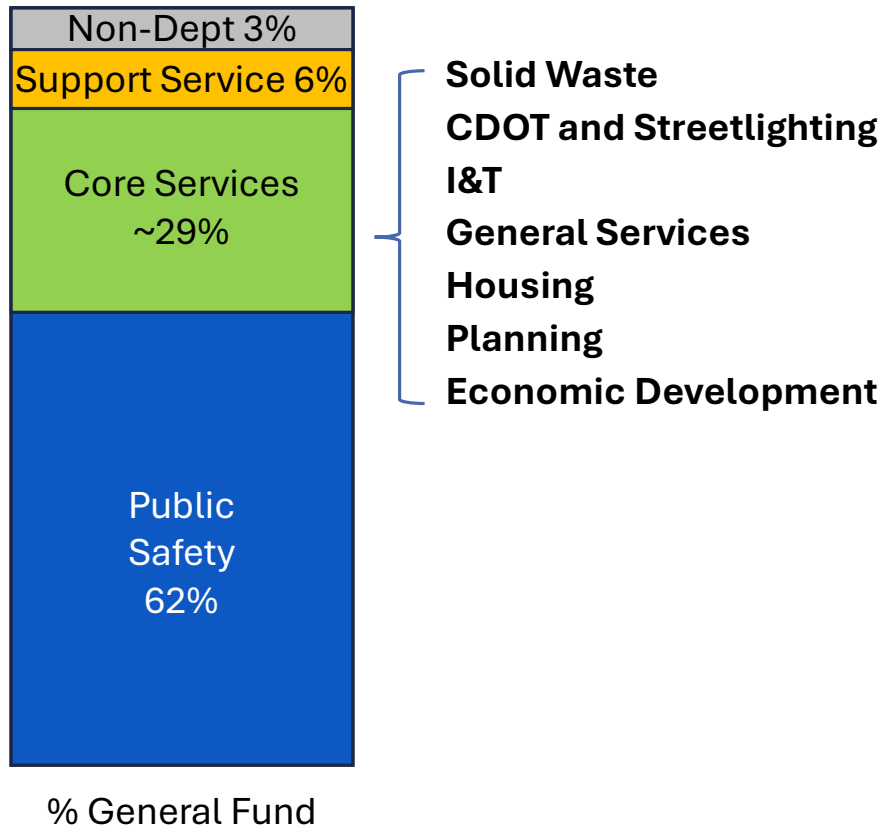
Shoring Up Core Services



General Fund: Public Safety and Additional Core Services

General Fund budget provides core services with 62% dedicated to Public Safety

This is what we do!



This is how we show up:

1st Qtr 2026: Overall crime fell 23%, including an 18% drop in violent crime and a 23% decrease in property crime.

Investments in 911 improved call answer times during FY 2026

- Percent of 911 calls answered within 10 seconds or less at 92% from January-March 2026

188 community events hosted by Housing and Neighborhood Services for upward mobility in first six months of FY 2026

87.6M gallons of wastewater treated on average per day by Charlotte Water

CLT - Named most financially efficient airport for 3rd consecutive year



Keeping an Eye on Performance: Measures and Input for Highlighting Progress and to Track Areas for Improvement

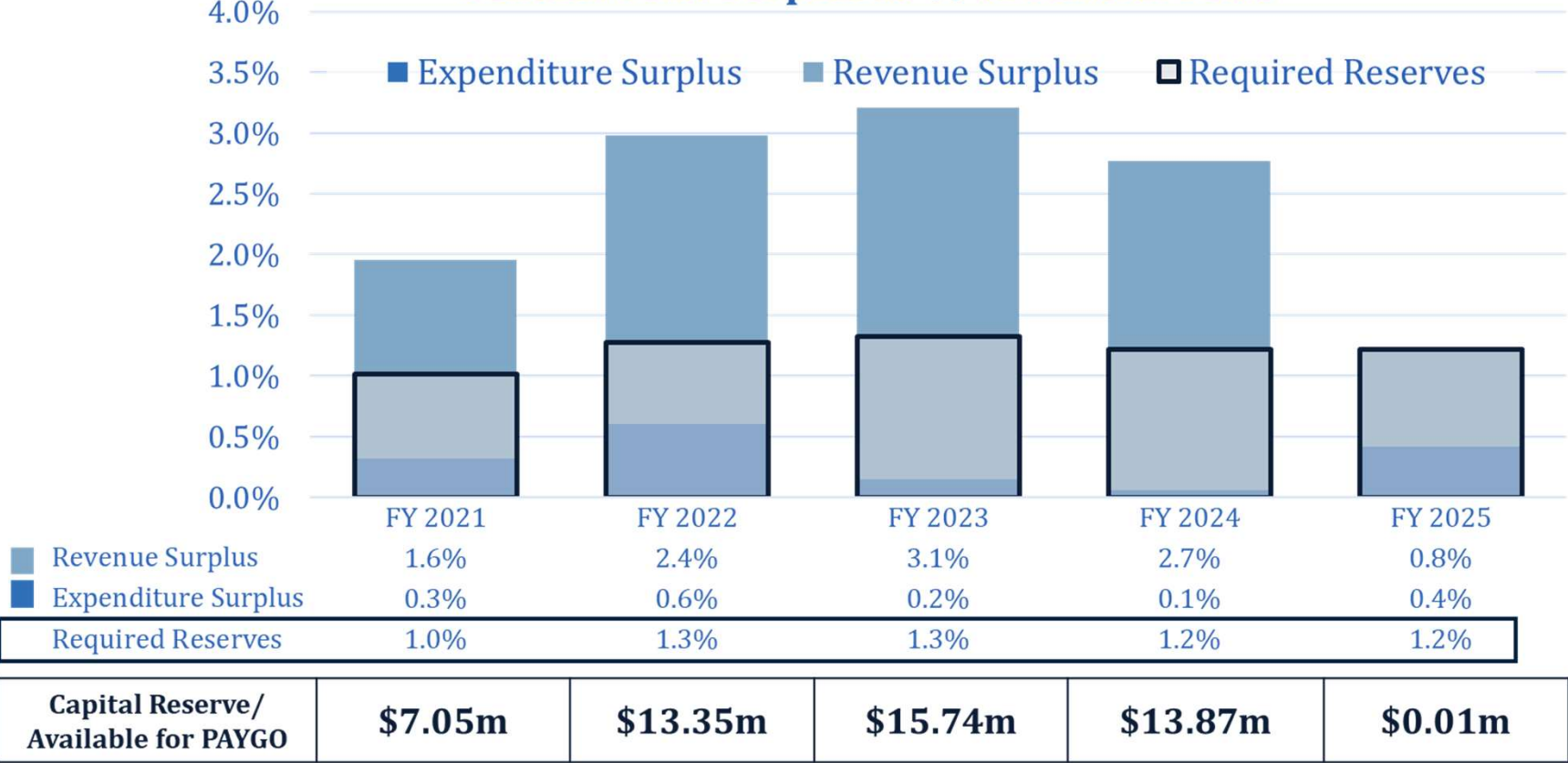
Focused areas of improvement based on FY 2025 Year-end results:

- Fleet availability
- 311 capacity
- Public Safety Response times

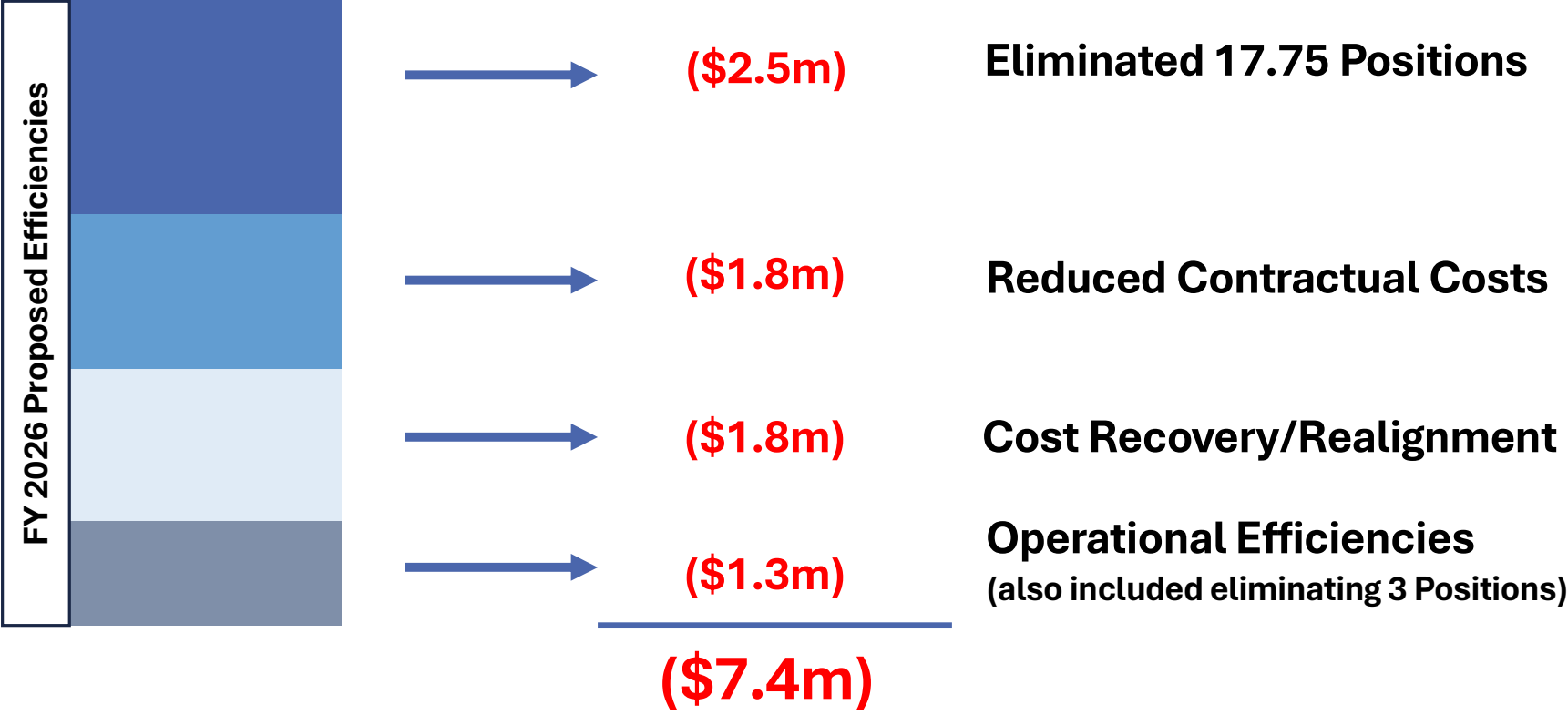


There is a Challenge in Providing Exceptional Core Services, Keeping the Tax Rate Low, Meeting Performance Goals, and Keeping the Budget Structurally Balanced...

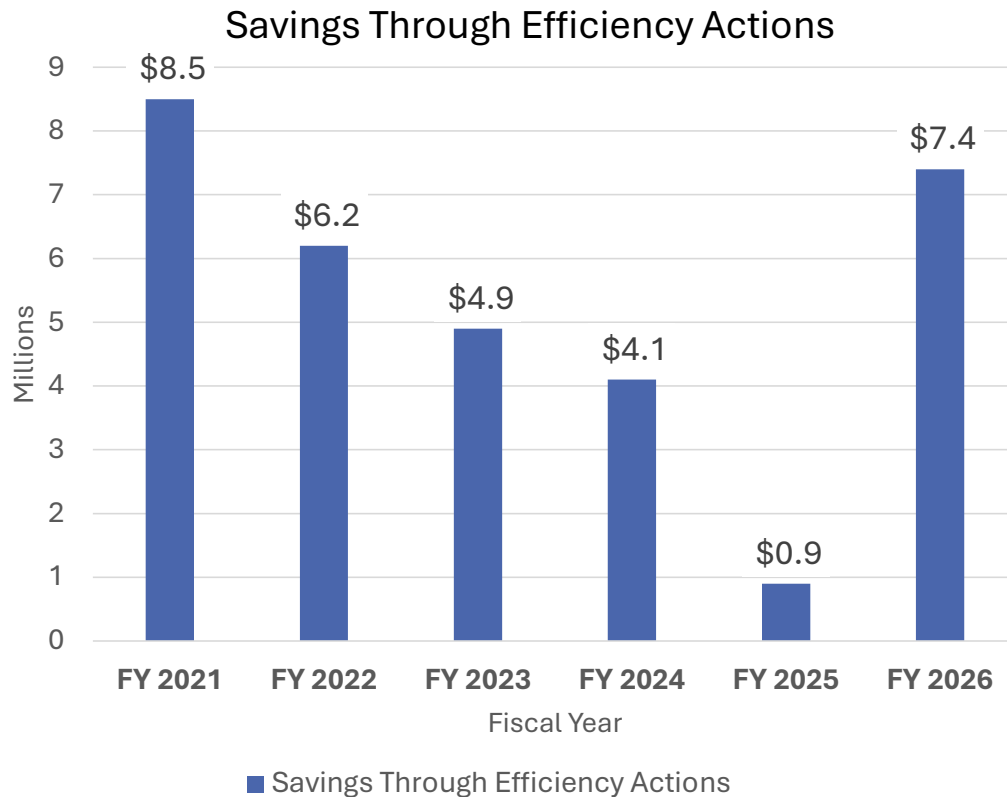
General Fund Surplus as % of General Fund



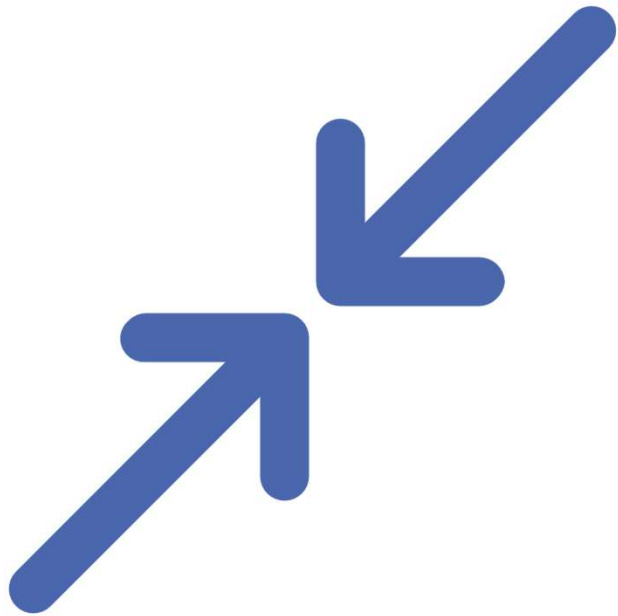
The Current Fiscal Year is Challenging: FY 2026 Efficiencies Implemented



Achieved all we can within current resources



- Annually review services and processes, technology advances, best practices
- Margins are very thin, do not want to see a service decline
- Need to make critical investments in core services
 - Firehouses, fleet replacements, solid waste crews



Making Ends Meet: Several Considerations Made When Assessing Options

- We ended FY 2025 with \$10,000 balance
- We made FY 2026 reductions of \$7.4 M during budget development
- Margins now *too thin*, it is proving to be a tough challenge to meet FY 2026 budget and maintain 16% reserves

Moving Forward in FY
2027: Putting More
Fuel in the Tank



Ensuring Services for our community:

Core Service Investments & Enhancements (\$18.75M+)



\$5.65M for Modernizing and Securing Technology Infrastructure & Maintaining Technology Assets



\$1.2M in multiple other core service needs



\$1.8M for Solid Waste Service increased contract costs and 3 new Crews



\$0.5M Additional staff and operating funds for Animal Care



\$0.8M Funding for more street lighting and higher costs



\$2.7M in increasing fleet funding and an on-going increase of \$2M for purchasing vehicles



\$0.9M Ramping up internal service to support Mobility



Adding an additional \$3.2M to maintain city-owned facilities



Public Safety: Investing to Enhance Safety for All

Advancing services for the needs of our community requires additional resources

Police Investments:

- Pay increase
- Overtime, retirement, and other personnel expenses
- Additional cars for take-home vehicles
- Vehicle Replacements
- Dash cameras and radios
- Continuing CARES contract
- Software, licenses, and equipment

Fire Investments:

- Pay increase
- Overtime, retirement, and other personnel expenses
- New Engine No. 46
- Vehicle replacements
- Civilian support and technician positions
- Software, licenses, and equipment
- Turnout gear replacements

Enhanced Public Safety
Investments: **\$85 M**

=

3.64¢

Property Tax
increase

Just like any other year, try to minimize the impact of cost increases on residents



Finding Efficiencies

- Process Improvements
- Reviewing services and needs
- Technology solutions



Prudent financial management and planning

- COPs for facilities
- Financing for vehicles and capital equipment
- Multi-year funding plans



Less pressure on property tax revenue

Movement of Revenues to Current Needs



City of Charlotte Budget Principles

1. The city will adopt a balanced budget. The budget process will begin by first evaluating available revenues. Funds for operating and capital expenditures will then be budgeted where there is the greatest community need.

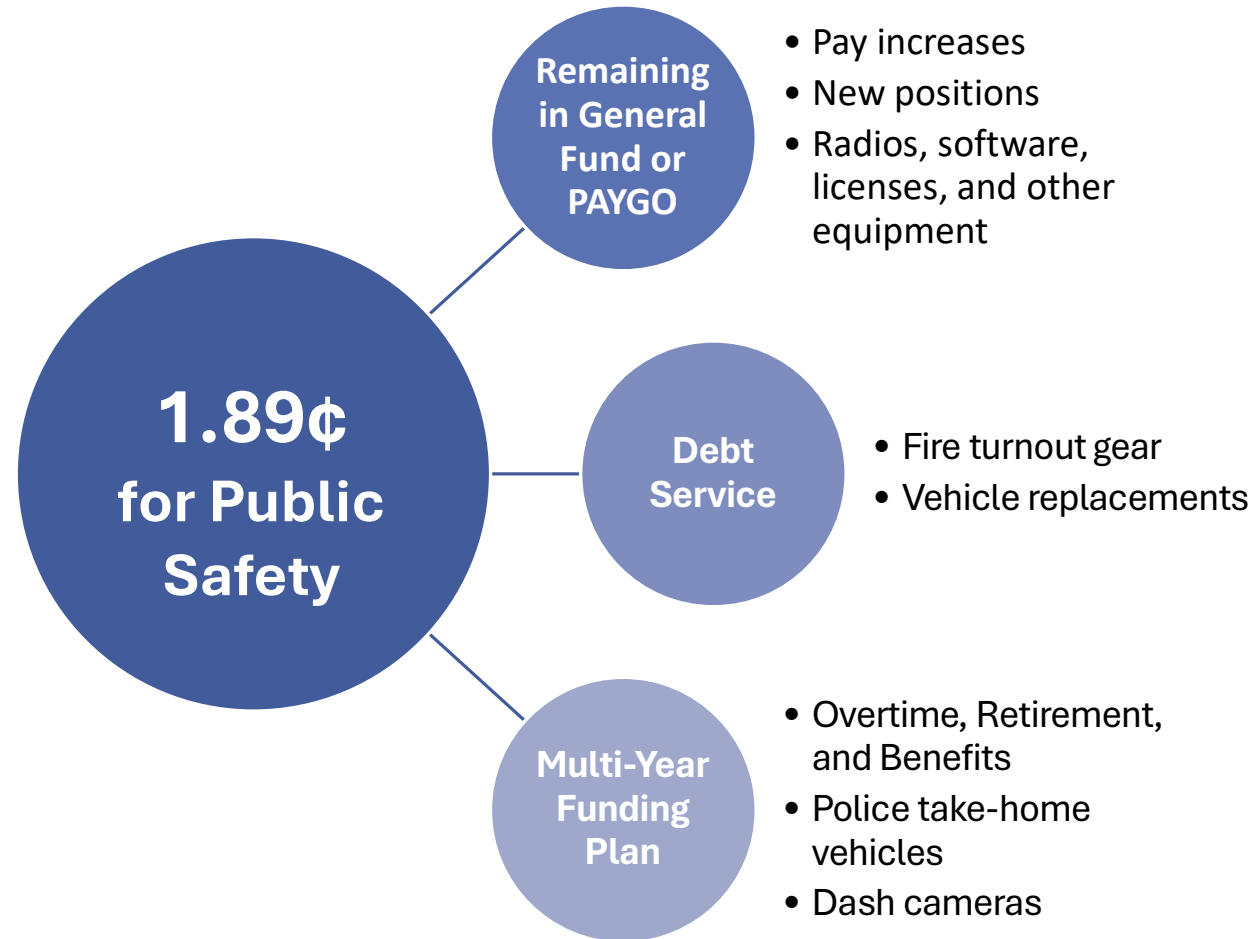


- Reallocate 1.54¢ of property tax from PAYGO and the Debt Service Fund to the General Fund to support public safety
- Move 0.25¢ of Article 42 sales tax from the Debt Service Fund to the PAYGO Fund to provide greater out-year growth potential in PAYGO to support core services such as vehicle and radio replacements
- **Dedicate all new 1¢ sales tax to the Debt Service Fund to support the financing, constructing, operating, and maintaining of roadway systems**

Outcome of all the review and analysis, funding reallocations...

Proposed 1.89¢ Property Tax increase

*\$5.71/month increase for
typical homeowner*

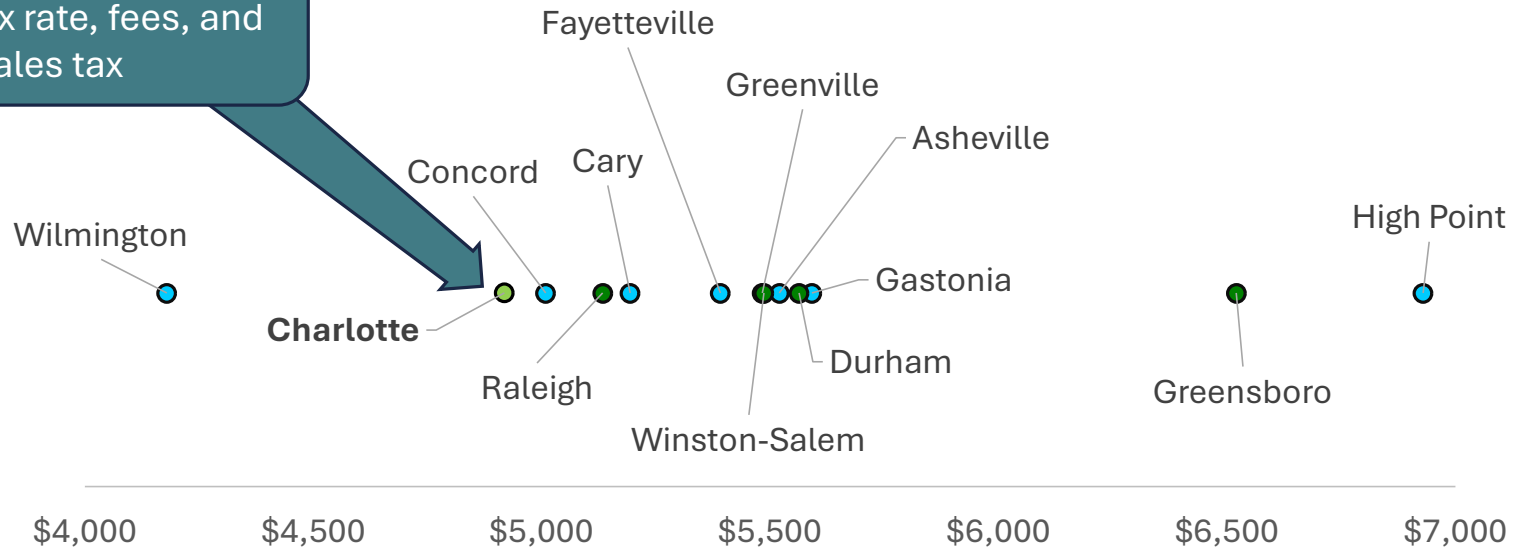


Cost of Government

Charlotte Mecklenburg basic government services are more affordable than our peers, based cost of City and County taxes and fees

Total Annual Cost of Government Services: Typical Household

Including proposed property tax rate, fees, and PAVE Act sales tax



● Population <250,000 ● Population >250,000 ● Charlotte (FY 2027 Proposed)

Proposed Investments in Public Safety



Advancing Public Safety: Recruitment & Retention for Police

- Police: 10% pay increase: for rank of Officer through Sergeants
- Continuing military, education, language incentives
 - New: Option to stack Associates Degree with Military incentive
- Continuing 2.5% incentive pay for 2nd and 3rd Shift
- Additional 35 take home vehicles for eligible officers residing in Charlotte (\$2.45m to purchase and replace take-home vehicles in PAYGO)
- Dash cameras for patrol vehicles & FTE to manage footage (\$1.1M for year 1 of 3-yr plan)
- PAYGO program for radios, vehicles, and equipment
- Right sizing funding for OT to match expanded workforce (\$1.69M)





Advancing Public Safety: Investing in Firefighters

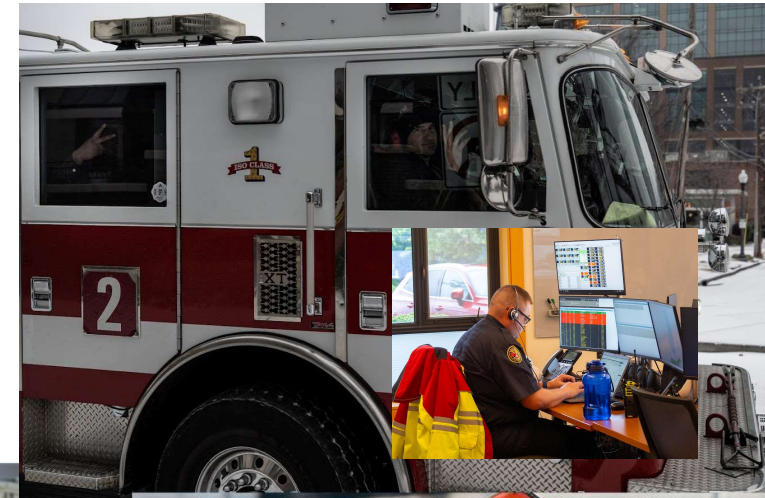
- 7% Salary Increase for Fire Public Safety Pay Plan positions
- Continuing military, education, language incentives and occupational health benefit
- **New:** Option to stack Associates Degree with Military incentive
- Continue to support Fire retirement system
- \$4M for turn out gear replacements
- Right sizing funding for OT to match expanded workforce (\$4.15M)
- 3 Field Technicians for the Operations Division Chiefs \$366,225
- Add Civilian Support to Improve Fire Training and Response Times (2 FTEs) \$225,298



Advancing Public Safety: Fire Infrastructure Investments



- New fire company: Engine 46 at Miranda Rd. Infill Station (18 FTEs) \$2,281,822
- Plans for commercial burn building in proposed FY 2027 CIP
- Apparatus Replacements: 6 Engines and 3 Ladders
- Moving forward on a schedule
 - Fire Facilities Plan: New or infill station planned for every 2 yrs
 - Long-term vehicles replacement strategy



Advancing Safety for Community Beyond Police & Fire

While police and fire at the core of our public safety strategy, we continue to advance a wide range of non-law enforcement strategies in support of community safety and vitality including:

- Strengthening city ordinances
- Investments supporting the unhoused community
- Investments in youth
- Support for violence intervention and interruption programming
- Ongoing commitment the pairing of non-sworn clinical staff with CMPD, through CARES and CPCRT
- Infrastructure investments – including enhanced street lighting – to enhance safety through the built environment
- Emerging collaborative efforts – such as Neighbors Building Neighborhoods – targeting hot spot geographies

Enhancing Community Collaborations



Youth

Road to Hire

Connecting youth to paid opportunities, career pathways, and skill development that promote long-term economic mobility



Small Businesses

Business District Organizations

Providing tools and programs that build small business capacity



International Relations

International Relations

Strengthening connections with International Communities



Neighborhoods

Neighbors Helping Neighbors

New Initiative focused on helping communities with clear needs and real momentum get the support to activate change



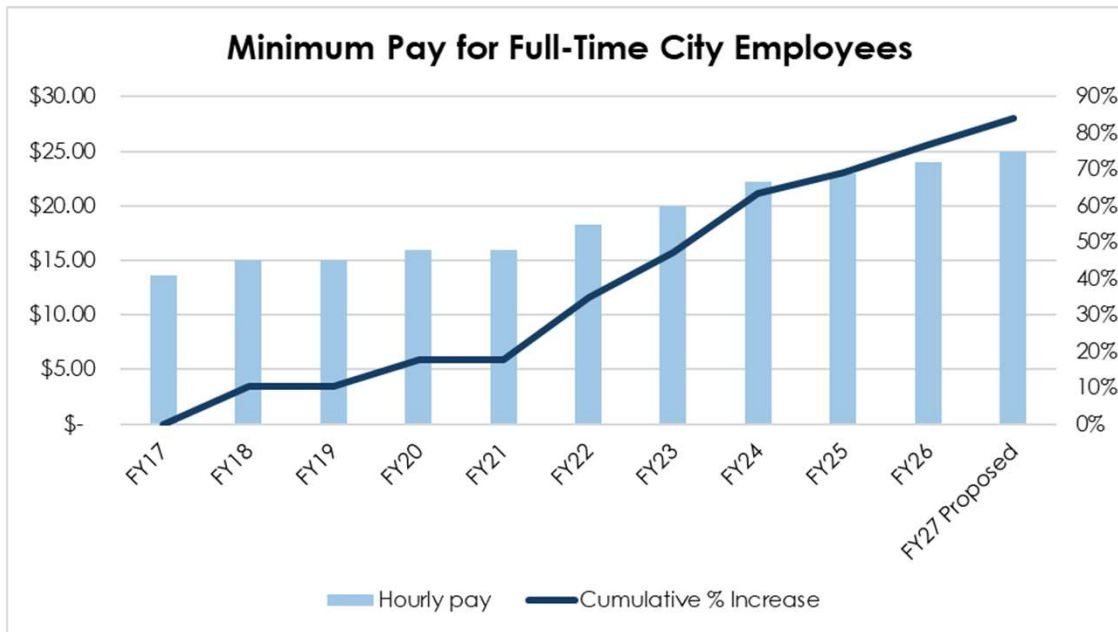


Housing and Economic Development



Focus on Our Employees

Increasing Minimum pay to \$25/Hour*



84% increase in the last 10 years

Proposed Minimum Salary for Full-Time Employees:

\$52,000

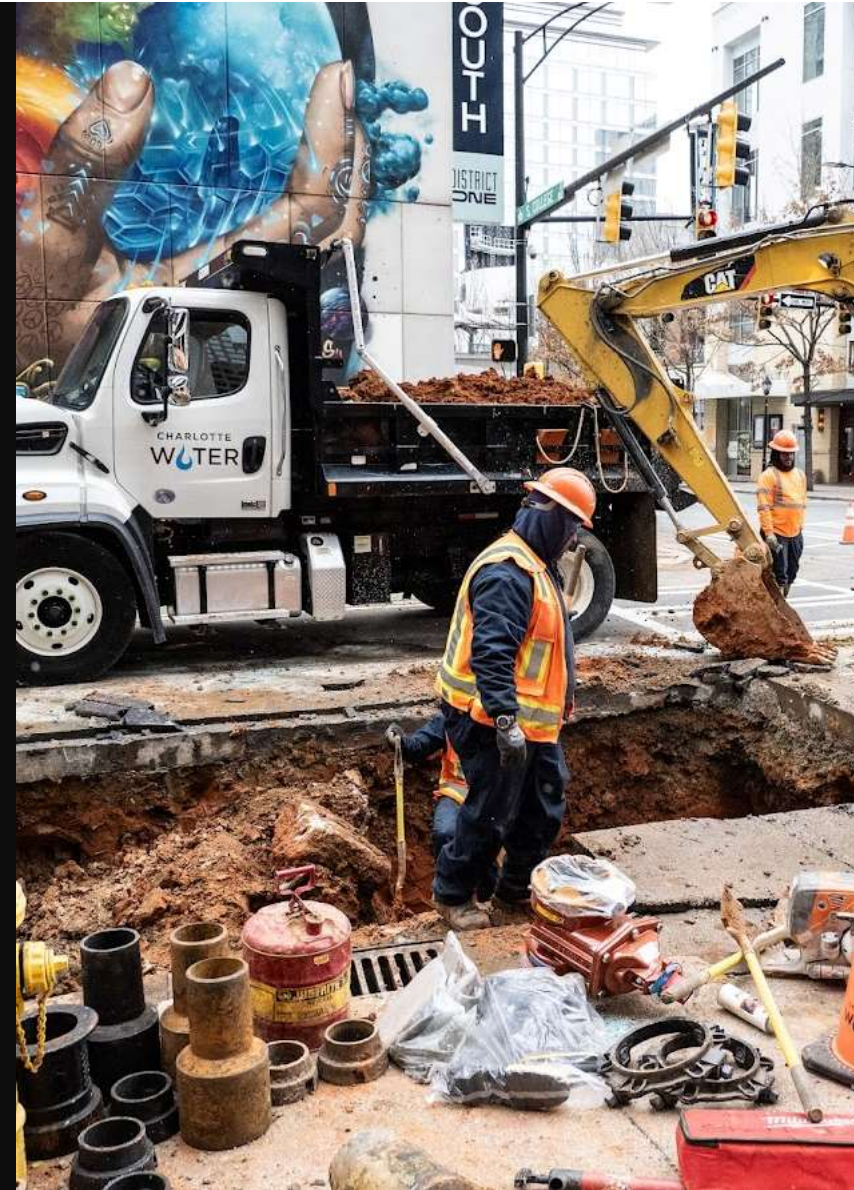


\$25/hour*

*For 40-hour permanent employees

Continuing Incentives for Our Employees

- **New: \$25/hr** minimum pay for General Employees
 - Enhanced pay for all staff
 - Restructured pay range structure for General Employees
 - Continuing:
 - 2.5% for CDL General Employees
 - 2.5% for 2nd and 3rd Shift
 - Pre-Paid Tuition Assistance and Career Coaching
 - All-Access Transit Pass
 - Career coaching
 - Rental and downpayment assistance
 - Financial counseling and assistance
-



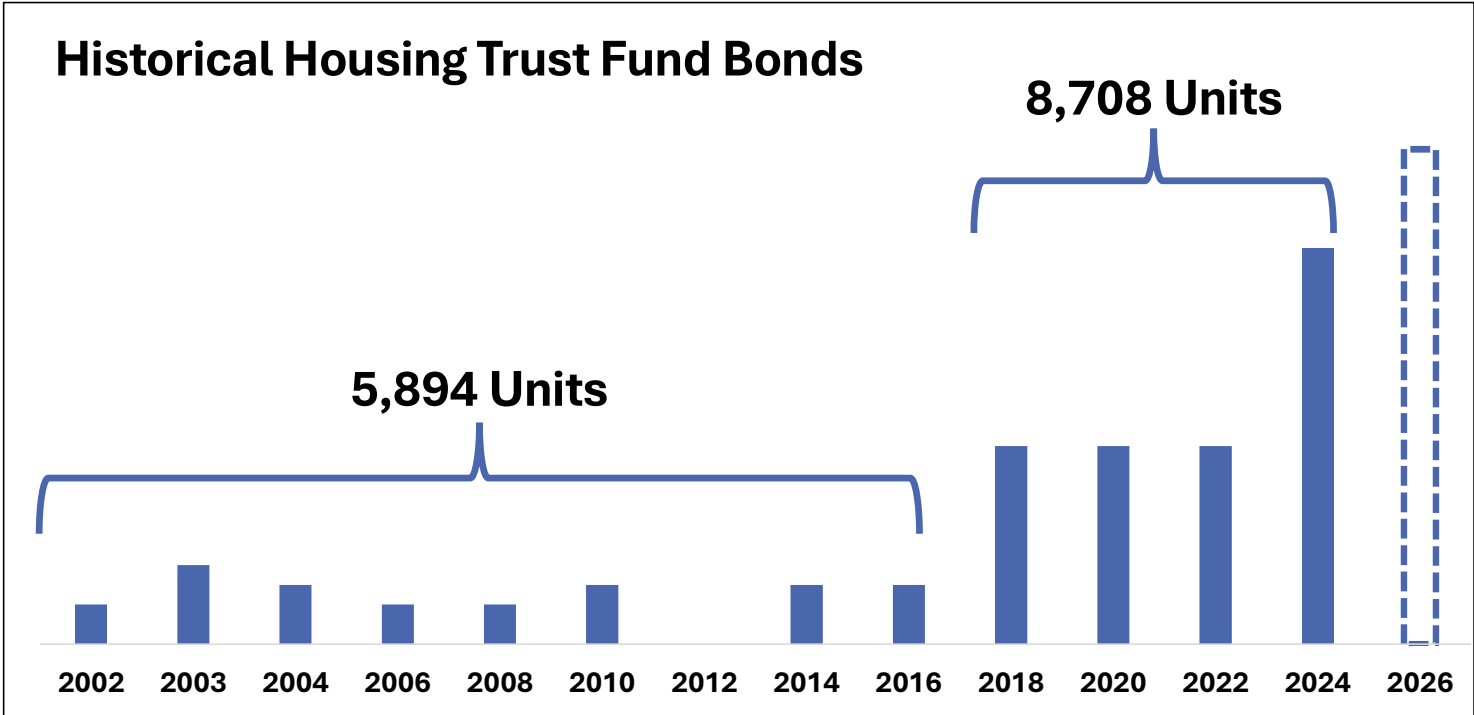
General Employees

- Raising Minimum pay to **\$25/hour** or \$52,000/yr for 40-hour week, full-time employees
- Hourly Employees: 4% (combination of market and merit adjustment)
- Salary Employees: 4% Merit Pool
- Restructured pay range structure
 - Clear Career Pathways: Leaders and employees will have greater visibility into how roles align across hourly and salaried positions.
 - Fair Market Alignment and Pay equity: Jobs with similar market value will share the same pay range

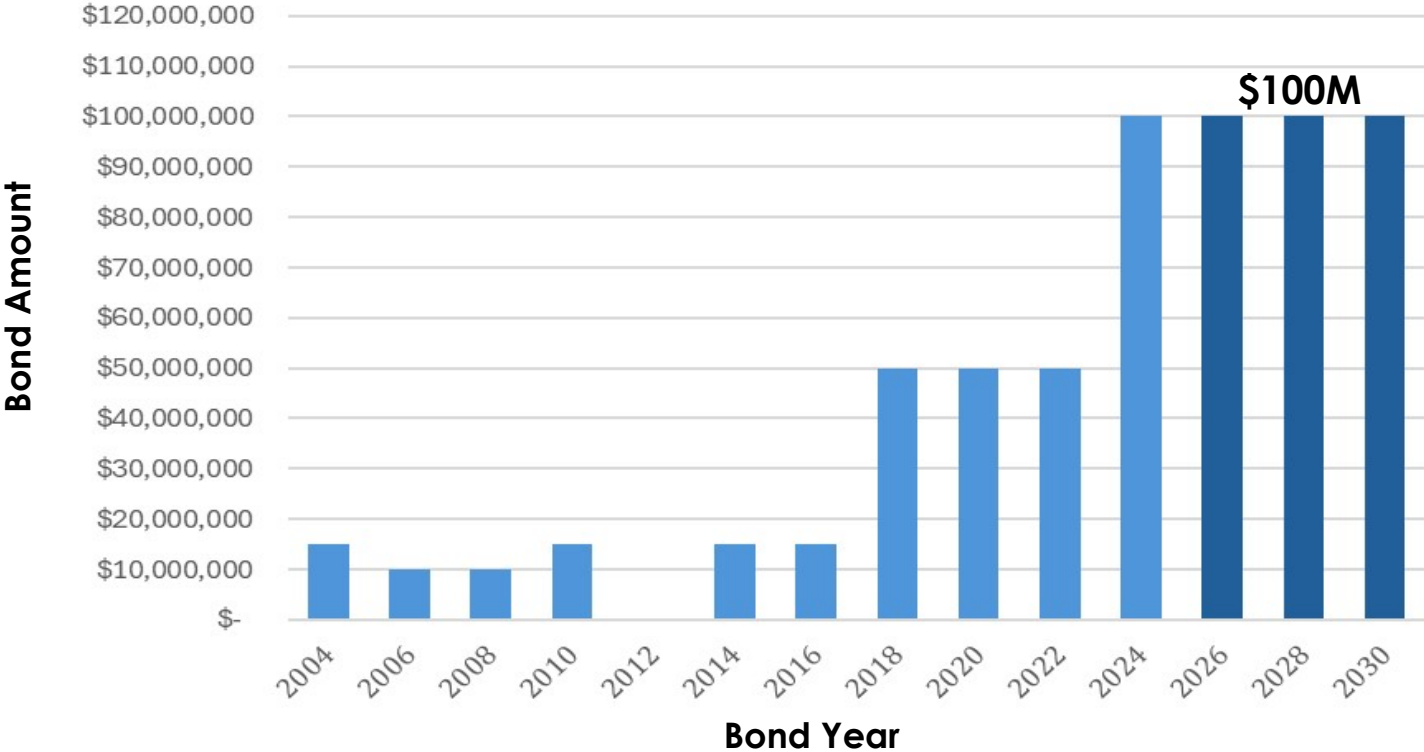


Investing in Affordable Housing

60 % of all units created since 2018

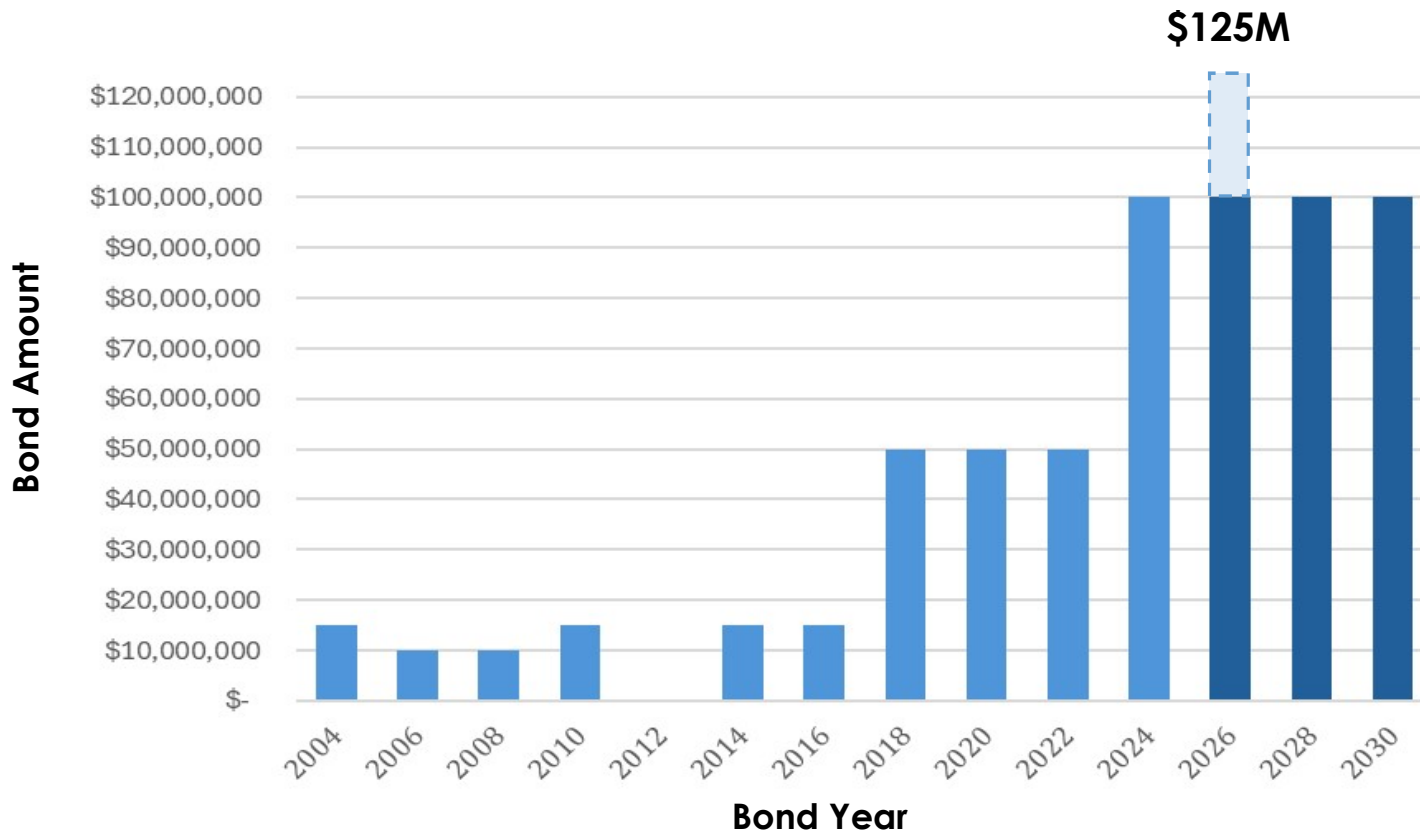


Housing bond 2026 (at new steady state)



New Steady State
FY 2027 – 2031 CIP
includes a \$100 million Steady State
for the Housing
Trust Fund

Housing bond 2026 (with one-time bump)



New Steady State
FY 2027 – 2031 CIP includes a *\$100 million Steady State* for the Housing Trust Fund

Plus a \$25 million one-time increase in 2026 Bond

The Moment: Mobility+

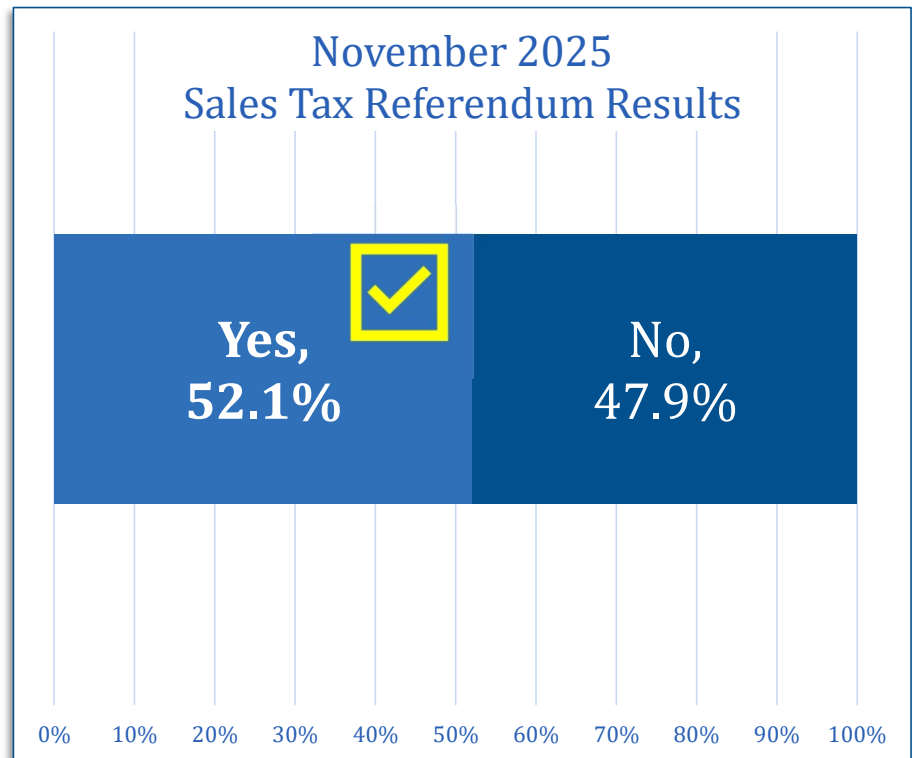
more than infrastructure

Cities/Counties where transit tax referendum failed

Location	Year
Austin, TX	2000, (passed in 2020)
Miami, FL	2002 (vote passed, but city was unable to execute transit plan)
Hillsborough County, FL (Tampa)	2010, 2014, (passed in 2018 & 2022 has implementation challenges)
San Diego County, CA	2024 (increase failed)
Nashville, TN	2018 (2024 passed)
Portland, OR	2020
Lancaster County, SC	2024, 2025
Cobb County, GA (Atlanta suburbs)	2010, 2024
Anderson County, SC	2024, 2025
Larimer County, Colorado	2024, 2025
Charleston County, SC	2024
Orange County, FL (Orlando)	2022

Roadblocks and Hurdles We Overcame

- ✓ Amended Metropolitan Transit Commission Interlocal Agreement in 2024 to ensure support of Mecklenburg County municipalities
- ✓ The city purchased a railroad! The O-Line was acquired in 2024
- ✓ P.A.V.E. Act adopted July 1, 2025
- ✓ Sales Tax Voter Referendum passed with 52% of the vote



What's Next:

2026:

- **SIA Pilot Project execution** (completing the delivery of the \$55M)
- **Advancement of Big Moves 2030 projects** (7 projects in 5 years)
- **Development of future Big Moves projects** (define & evaluate feasibility)

2026/2027:

- **Big Moves community engagement & project prioritization**

BLUEPRINT FOR
CHARLOTTE
MOBILITY INVESTMENT



PROJECT DELIVERY OUTLOOK

 CITY of CHARLOTTE

2026



- \$400M total bonds in 2024, of that \$238.3 transportation, of that \$55M toward Strategic Investment Areas (SIAs).
- Using data driven placed approach, **SIAs are successful!** On track to deliver all \$55M in two years.
- Included multi-departmental service model in deploying SIAs
- 16 SIAs and 6 corridors = 22 geographies total to replicate success
- Adding FTEs to scale up and deliver on Mobility+

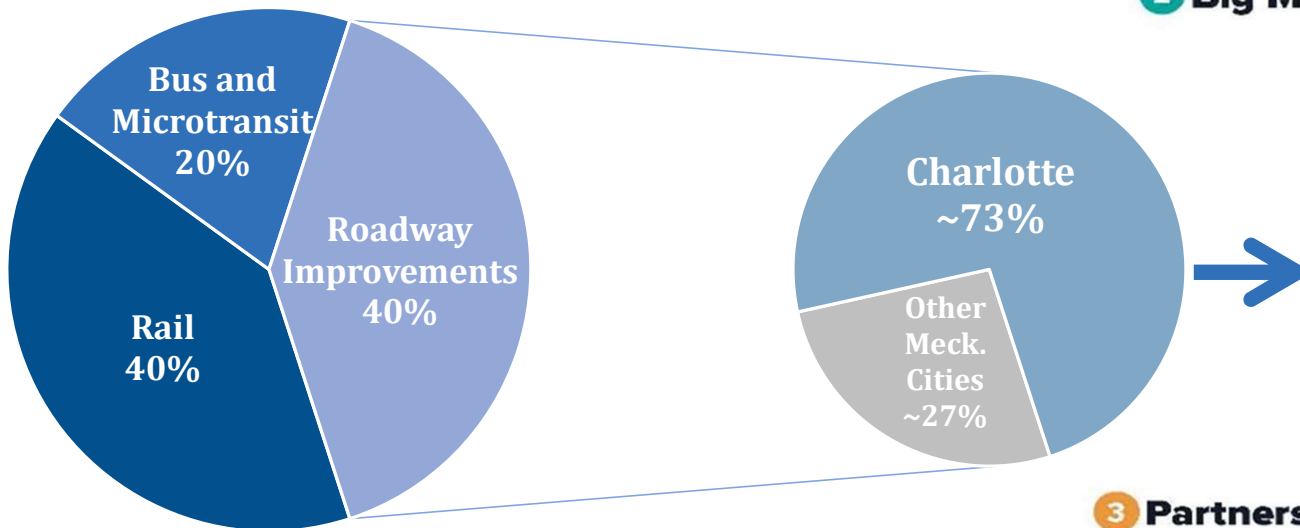


Skilled to Build: Advancing Economic Development with a multi-tiered approach

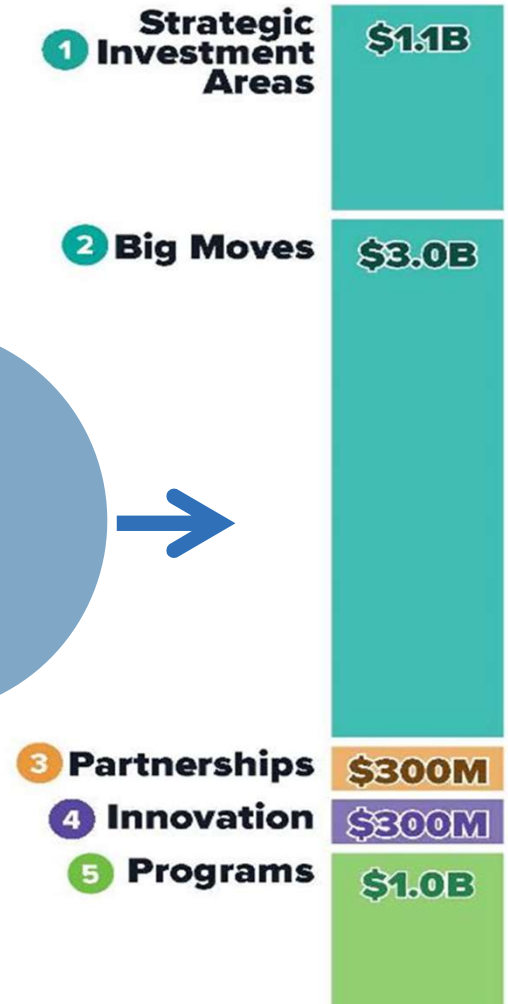
- **SMALL BUSINESS READINESS**
- **WORKFORCE DEVELOPMENT**
- **BUSINESS ENGAGEMENT**



New sales tax in FY 2027



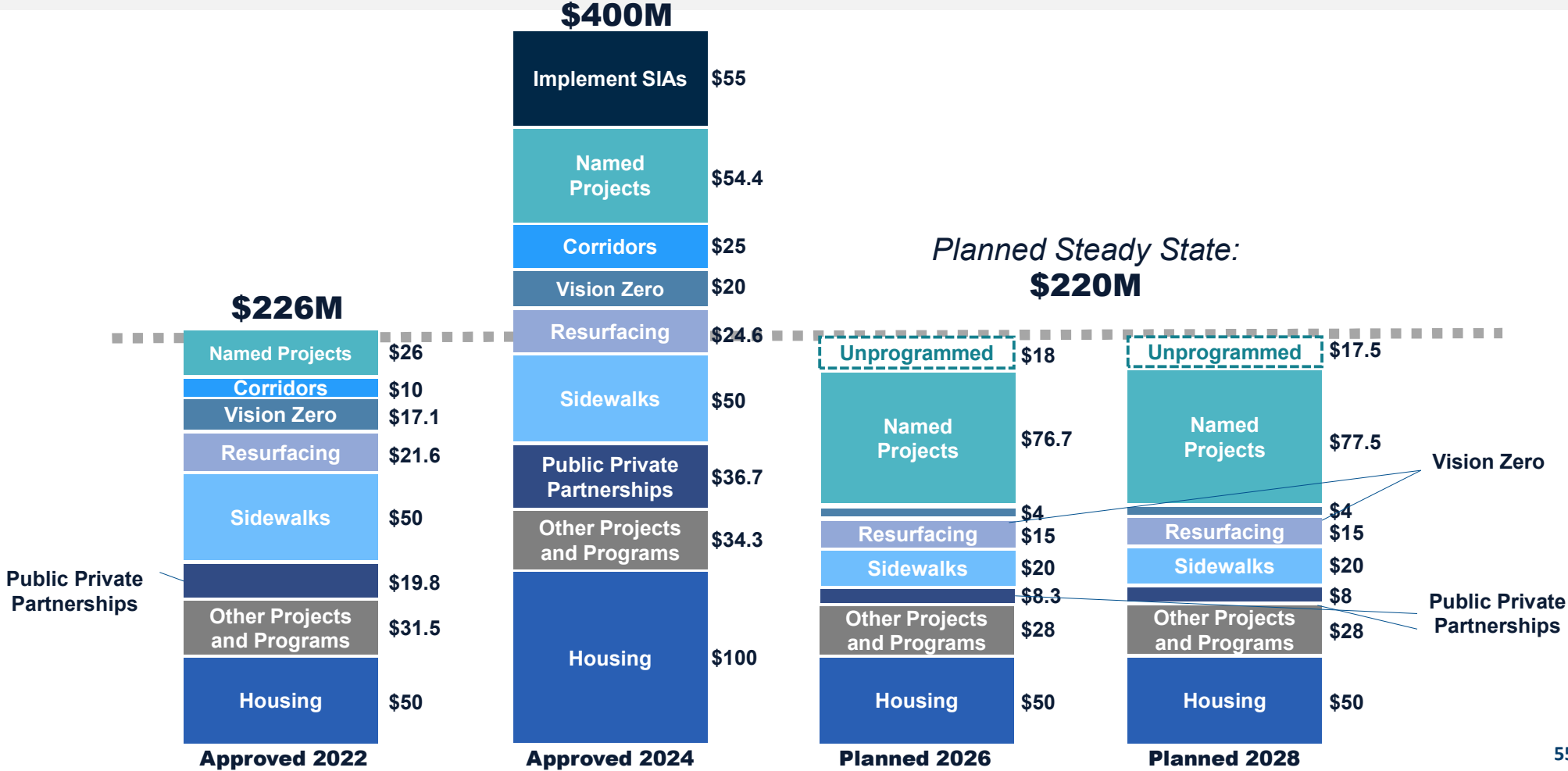
Potential Scale of Investment



\$5.7B
over 30 years

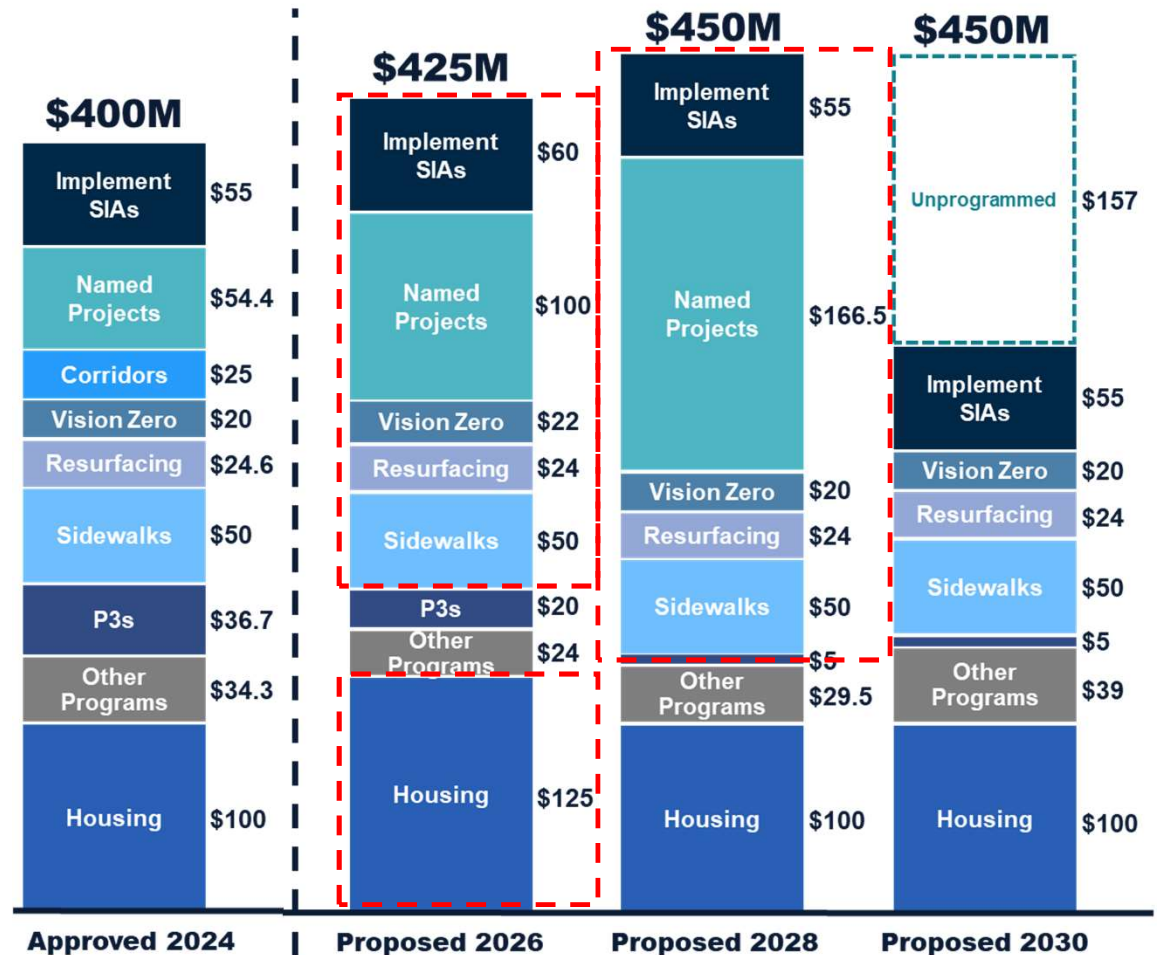
\$100M
in FY 2027

General Obligation Bonds: 2022, 2024 Approved; 2026 Previously Planned Bond Schedule



Previously Approved/Planned Bonds vs. FY 2027 – 2031 CIP Proposed Bonds

- \$266.5 M to complete seven "Big Moves" projects by 2030
- Continued investments in Vision Zero, Sidewalks, and Strategic Investment Areas
- Additional \$5M in Strategic Investment Areas for targeted street resurfacing opportunities
- Additional \$2M in Vision Zero to address priority areas
- **Largest housing bond in city history**



A Framework for Future Transportation Investment

**2026
Bond**
Transportation
&
Neighborhoods



Safety	Vision Zero	System-wide Programs
Mode Choice	Bicycle Pedestrian & Sidewalk NEW Transit Supportive	
Partnership & Leverage	Public-Private Partnership Congestion Mitigation NEW State Participation	
Asset Management & Maintenance	Street Resurfacing Bridge NEW Orphan Roads	
Innovation & Operations	Intelligent Transportation Systems (ITS) Traffic Control NEW Mobility Innovation	
Strategic Investment Areas	Targeted investment for community-focused outcomes	Place-based Programs
Big Moves	Large scale projects advancing city-wide impact	

Defining the next 10 years of projects:

Big Moves

Define

Define the scope and intent of potential projects for evaluation and community input.



— 2026 - 2027 —

Design

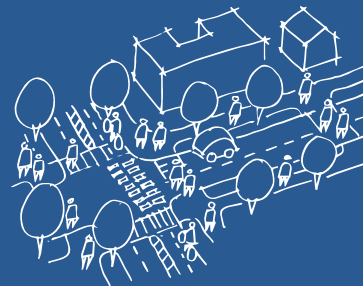
Design projects through feasibility and Advanced Planning for **Delivery**.



— 2027 - 2035 —

Deliver

Deliver project through final design and construction.



Prioritization

Begins with project definition and continues through design.

On-going and integral to the design process.

Quantitative

- High Injury Network
- Transportation Disadvantaged Index
- Transit Network
- Pedestrian Network
- Bicycle Network
- Street & Roadway Network - Congestion
- Activity Centers
- Greenway Network

Qualitative

- Community informed engagement
- Geographic balance & area needs
- Partnerships & funding leverage
- Readiness, feasibility & schedule risk
- Timing with other capital investment

Partnership with Foundation for the Carolinas: connecting community



FOUNDATION FOR
THE CAROLINAS



Engaging Community

- Increasing understanding of what City of Charlotte does
- How to engage, opportunities for input and involvement
- Topical discussions (i.e. Affordable Housing)



Serving Our Region



Aviation

5% of state's GDP
7th busiest airport (airport operations)
53.6M passengers (2025)



Charlotte Area Transit

Manages the state's only light rail system
Serves a 5-county area



Water and Storm Water

Serves 1.2M customers daily (Water)
48,000+ ft. of pipe installed or rehabbed (Storm Water)

Staff transition effective
January 1, 2027

CATS transitioning into the Metropolitan Public Transportation Authority



Fees Increases Needed to Maintain Service Levels



	Typical User Monthly Fee	Monthly Increase
Solid Waste	\$11.38	\$1.35
Water/Sewer	\$81.21	\$4.41
Storm Water	\$11.30	\$0.48
Total	\$103.89	\$6.24

Up to this point
we have been
building a foundation
to **Gear Up!**

*People
Places
Policies
Plans*



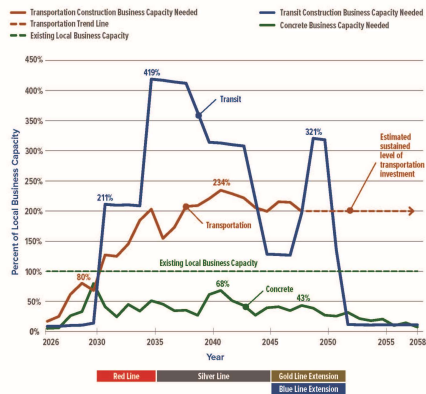
Time is now! Doubling Down with Mobility+

We are locked in
and focused on the
opportunity

**Expanding our
Approach**
To building economic mobility

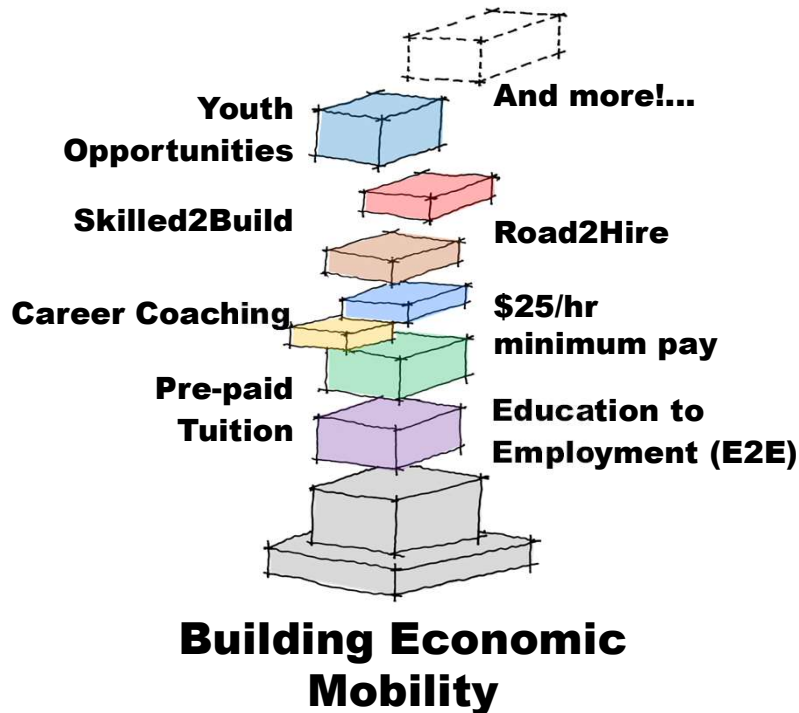
To Meet the Moment
Investing in people, small
businesses, and our region

Figure 4 - Local Construction Business Capacity*



Business capacity is only about **50% of projected demand** for road construction.

Workforce demand in key occupations is **expected to increase 20-90%** in the next 10 years



Local businesses can scale into prime and subcontracting roles, **expanding workforce** pipelines and **multiplying regional economic impact**.

Proposed FY 2027 Budget



Proposed FY 2027 Budget (Net of Transfers)	
General Fund	\$1,042,600,000
Reimbursements and transfers to Other Funds	(\$73,001,752)
Sub-total General Fund	\$969,598,248
Aviation	\$1,034,222,870
Charlotte Area Transit System (CATS)	\$506,771,288
Charlotte Water	\$875,736,882
Storm Water	\$128,275,711
Sub-total Enterprise Funds	\$2,545,006,751
General Capital Investment Plan	\$479,022,000
General Capital Debt Service	\$96,800,276
Pay-As-You-Go Funds	\$74,717,901
Sub-Total Capital Investments	\$650,540,177
Special Revenue Funds	\$193,833,529
Debt Service - Special Revenue Funds	\$38,884,843
Sub-Total Special Revenue	\$232,718,372
Internal Service Funds	\$90,630,215
Total All Funds	\$4,488,493,763



- May 11 – Public Hearing
- May 18 – Budget Adjustments
- June 1 – Straw Votes
- June 8 – Budget Adoption

Advancing core community services across Charlotte



Providing a Strong Public Service Framework to Advance Opportunity for All

