



# COMMUNITY INVESTMENT PLAN

Creating Charlotte's  
Future, Together.

## Infrastructure and the Community Investment Plan

Mike Davis, City Engineer  
Randy Harrington, Chief Financial Officer  
Debra Campbell, Assistant City Manager

February 12, 2018

Imagine, Plan, Create  
Charlotte's Future

# Outline

- ① **Infrastructure Generally**  
*Mike Davis*
- ② **How City Projects are Funded**  
*Randy Harrington*
- ③ **The Community Investment Plan**  
*Debra Campbell*



**COMMUNITY  
INVESTMENT  
PLAN**





The city is built  
on all kinds of  
different  
infrastructure

Bridges

Traffic  
Signals

Street  
Lights

Sidewalks

Streets

Drainage  
Systems

Trails

Underground Utilities

Water Lines

Sewer Lines

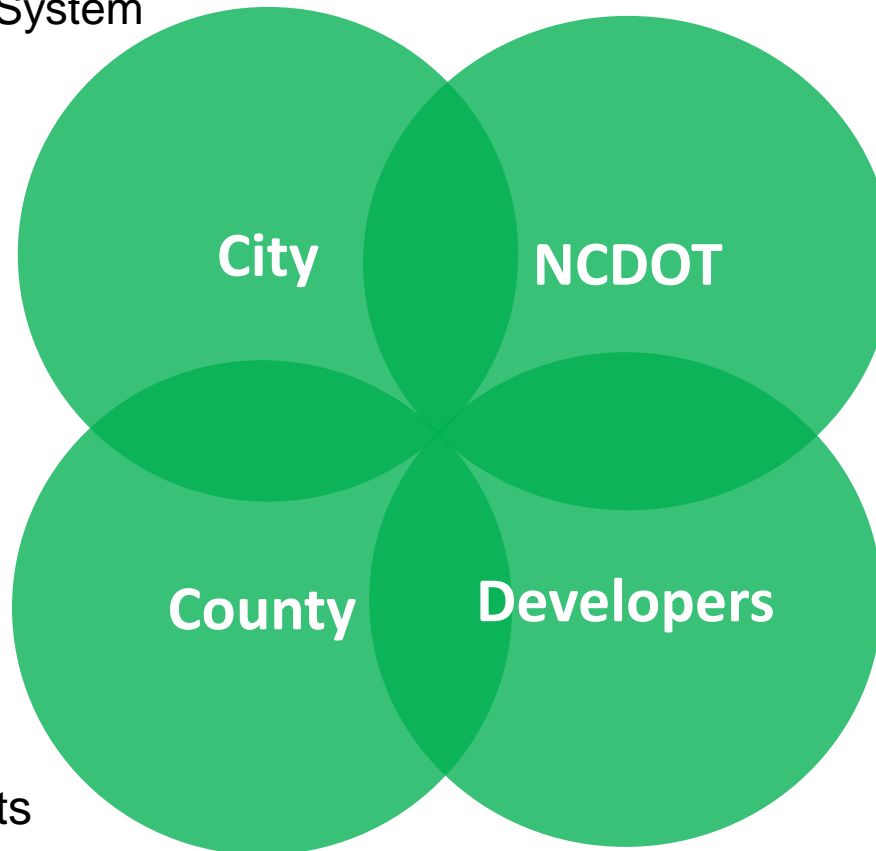
Storm Pipes

Fiber optic Cables

Private Utilities

# Who Builds Infrastructure?

- Most Thoroughfares
- Water and Sewer System
- Drainage Systems
- Bridges
- Sidewalks
- Trails



- Interstates and Highways
- Some thoroughfares
- Drainage systems associated with state roadways

- Greenways
- Drainage projects on major creeks

- Most neighborhood streets
- Water and Sewer pipes in new neighborhoods
- Drain pipes and water retention facilities
- Sidewalks



# Charlotte's Role in Infrastructure

## Charlotte City Council

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graph TD; A[Charlotte City Council] --> B[Others]; A --> C[City];
```

### Others

- Development Regulations (Subdivision, Zoning, UDO)
- Rezoning Petitions
- Public private partnerships
- Other Partners – NCDOT, County (interlocal agreements)

### City

- Charlotte Water
- CATS
- CDOT
- Aviation
- Engineering & Property Management

# How the City Builds Projects

## Project Phase

## Council Action

### Project Selection

### Plan Adoption

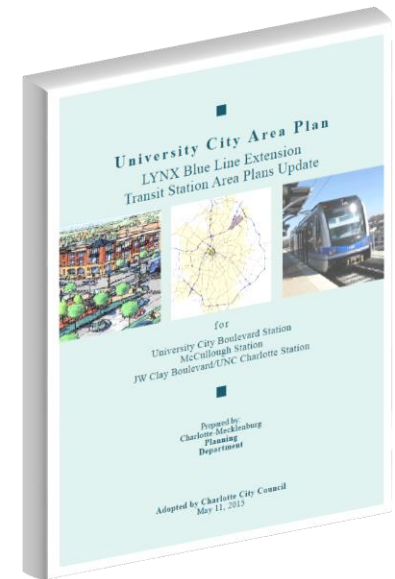
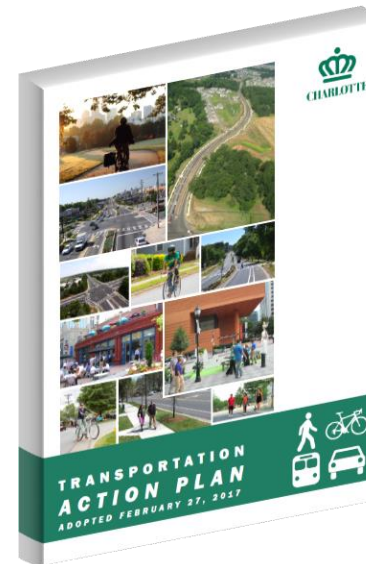
Includes area plans, Transportation Action Plan, etc.

### Project Planning and Design

### Project Implementation

### Community Investment Plan (CIP) Adoption

Identifies projects and programs with budgets



# How the City Builds Projects

## Project Phase

## Council Action

Project Selection

### Planning Contract Approval

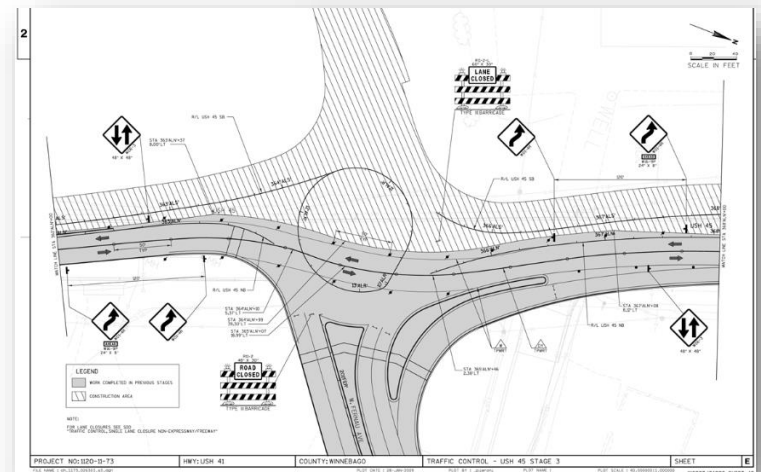
Begins community engagement process, defines scope of project

Project Planning and Design

### Design Contract Approval

Begins engineering of the project and creates construction drawings

Project Implementation



# How the City Builds Projects

## Project Phase

## Council Action

Project Selection

### Real Estate Purchase Approvals

Provides the City the land rights to construct the project

Project Planning and Design

### Construction Contract Awards

Hires private contractor to build project

Project Implementation





# Affordable Housing Project Delivery



- Affordable housing is an important component of the Community Investment Plan
- Housing Trust Fund is funded by bond funds
- City works in partnership with developers and non-profits to build units



Renaissance  
West

# Many Infrastructure Items on Next 3 Agendas

	Aviation	Water/ Sewer	Transportation	Transit	Storm Water	Housing
Private Development		✓	✓			
Financing		✓	✓	✓	✓	✓
Planning	✓		✓			
Design		✓	✓			
Real Estate		✓	✓		✓	
Construction	✓	✓	✓	✓	✓	

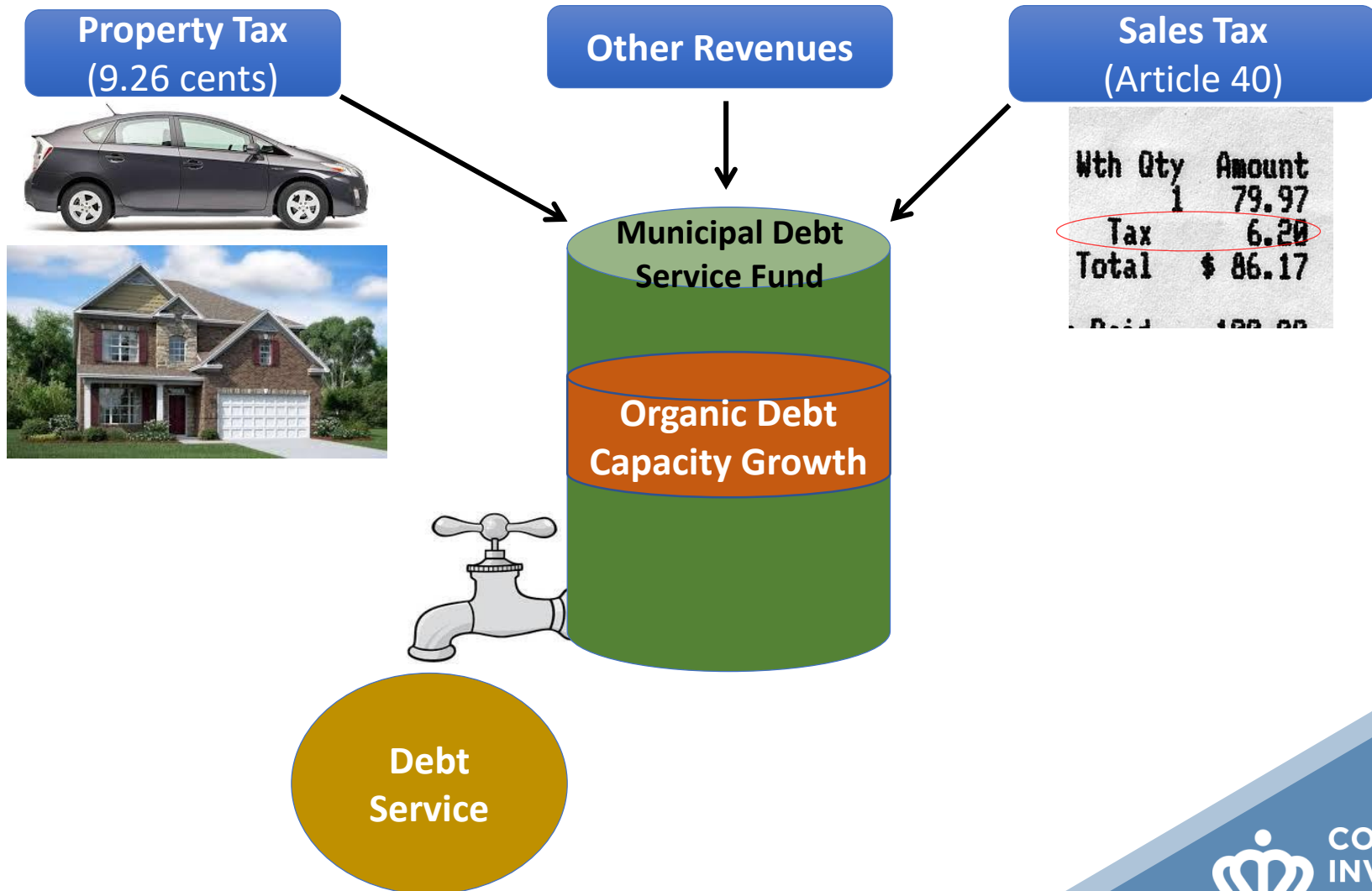
# Types of General Capital Investments

	Equipment & Vehicles	Capital Repair & Maintenance	Community Investments (Major Infrastructure)
<b>Examples</b>	Police vehicles, fire trucks, and garbage trucks	Roof repairs, fire station renovations, and tree replacement	Transportation, Neighborhoods, Affordable Housing
<b>Budget Location</b>	General Fund (Capital Equipment Replacement)	Pay-As-You-Go Fund	Municipal Debt Service Fund
<b>Type of Funding</b>	Cash and/or short-term lease-purchase financing (3-5 years)	Cash	Long-term debt financing (20 yrs.); General Obligation Bonds and Certificates of Participation (COPs)
<b>Primary Funding Sources</b>	All general taxes; grants (e.g. Urban Area Security Initiative)	Property and sales taxes	Property and sales taxes





# How is the General Community Investment Plan Funded?



# Primary Methods to Finance the General CIP

## ▶ General Obligation Bonds

- ▶ Referendum required
- ▶ Debt secured by the “full faith and credit” of the City
- ▶ Ex: Affordable Housing, Transportation, and Neighborhood investments



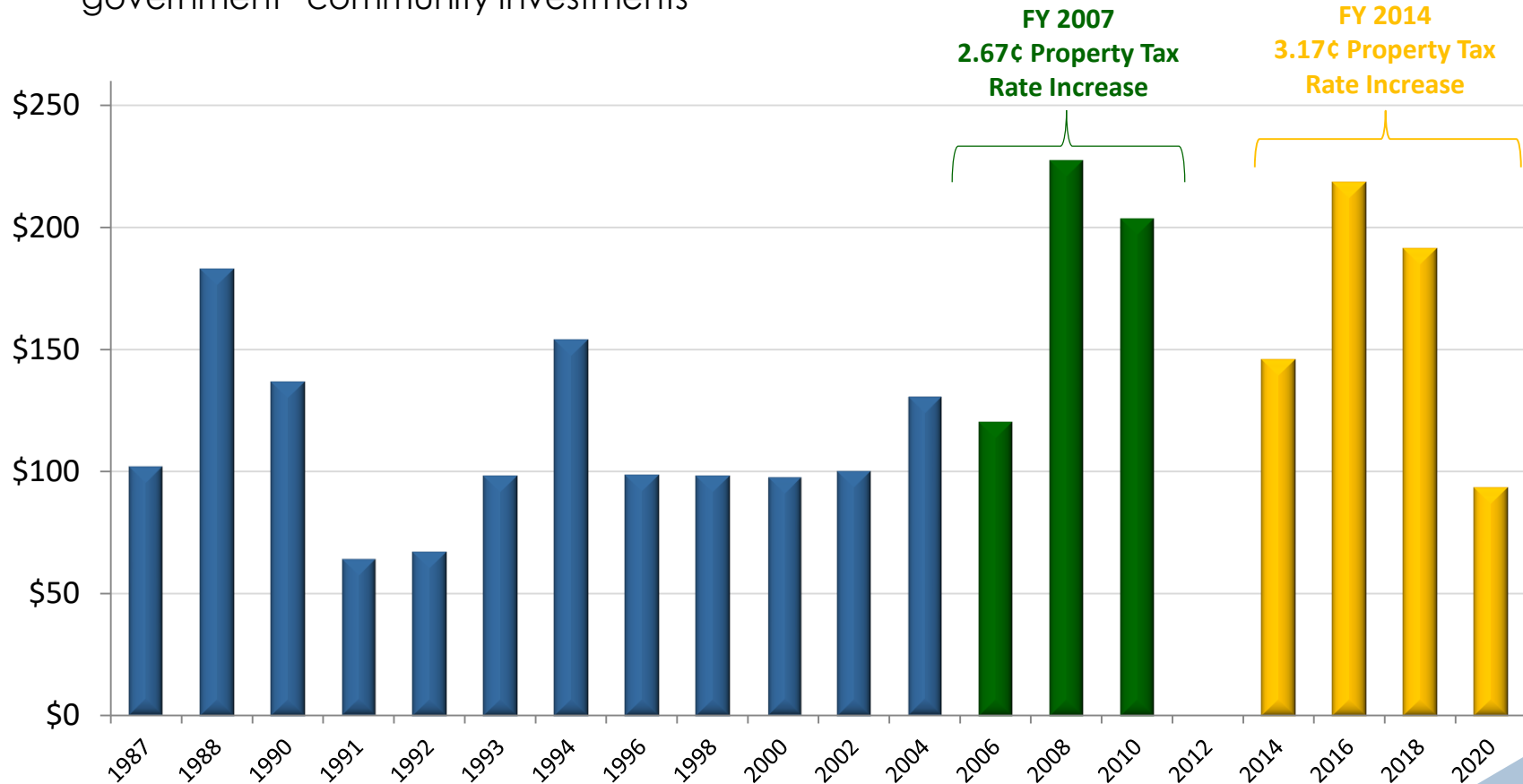
## ▶ Certificates of Participation/COPs

- ▶ Referendum not required
- ▶ Debt secured by collateral
- ▶ Ex: Public safety buildings and other general government facilities



# Bond Referendum History

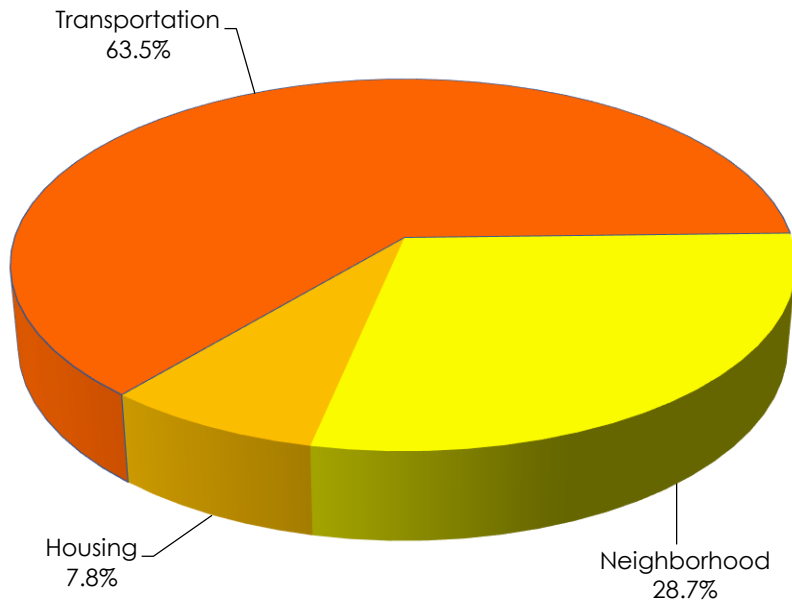
Charlotte has a long history of using General Obligation Bonds to fund it's "general government" community investments





# General Community Investment Plan 2018 Investments

## 2018 Bond Referendum



Total: \$191.5 million\*

## 2018 Investments

### Transportation (\$121.5 million):

- Streets, Intersections, Bridges
- Streetscapes, Pedestrian Improvements
- Sidewalks, Bikeways,
- Traffic Controls, Signals, Signs

### Neighborhoods (\$55.0 million):

- Streets, intersections
- Sidewalks, bikeways, pedestrian trails
- Streetscapes, curb and gutter
- Public open space, landscaping, lighting

### Affordable Housing (\$15.0 million):

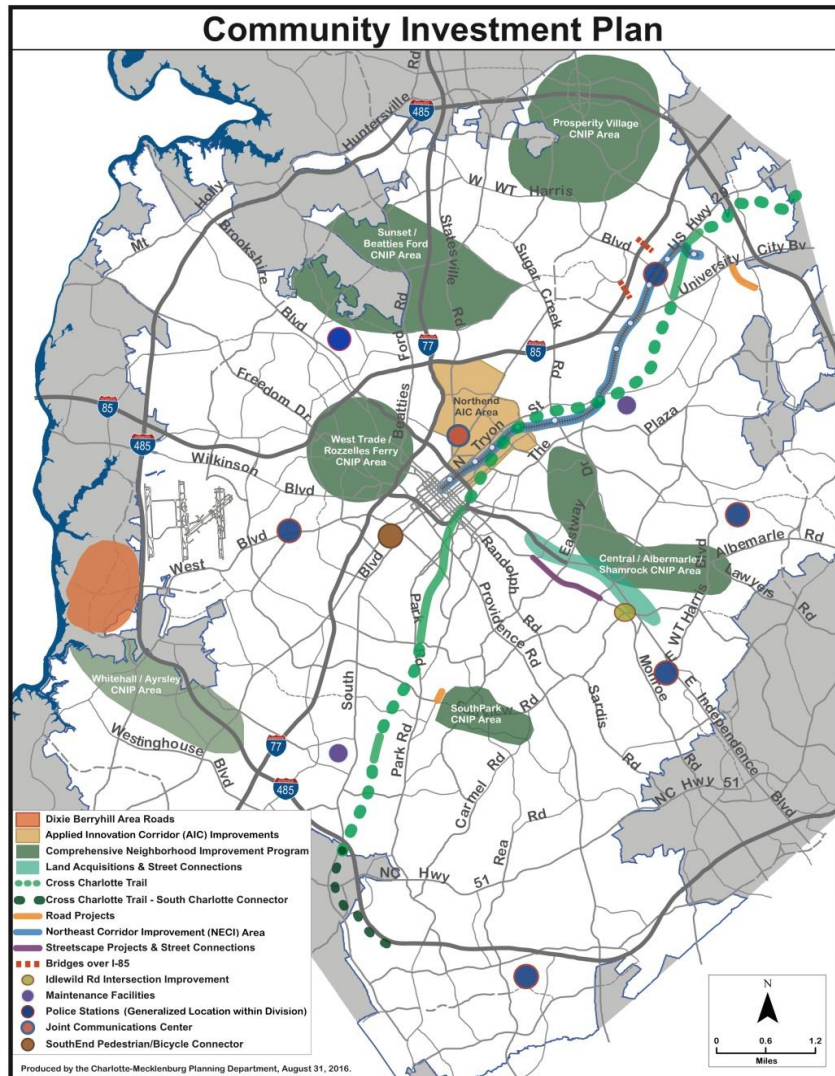
- Low/moderate income affordable housing
- New & Rehabilitated Multi-family housing
- Homeless Supportive Services

# Community Investment Plan

*Community Investment Plan is a **long-range investment program** needed to meet the demands of our growing community*



# Comprehensive Community Investments for a Growing City



FY 2018 – 2022 Community Investment Plan (CIP) continues the Council-approved **\$884.5 million** capital program occurring over four bond cycles (2014 – 2020), including:

- \$249.5 million approved in 2014 ✓
- \$295.4 million approved in 2016 ✓
- **\$219.8 million programmed in 2018**
- **\$119.9 million programmed in 2020**

Note: Totals include General Obligation Bonds and Certificates of Participation (COPS)



# 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:

**Creating jobs and growing the tax base**

**Leveraging public and private investments**

**Enhancing public safety**

**Enhancing transportation choices and mobility**

**Ensuring housing diversity**

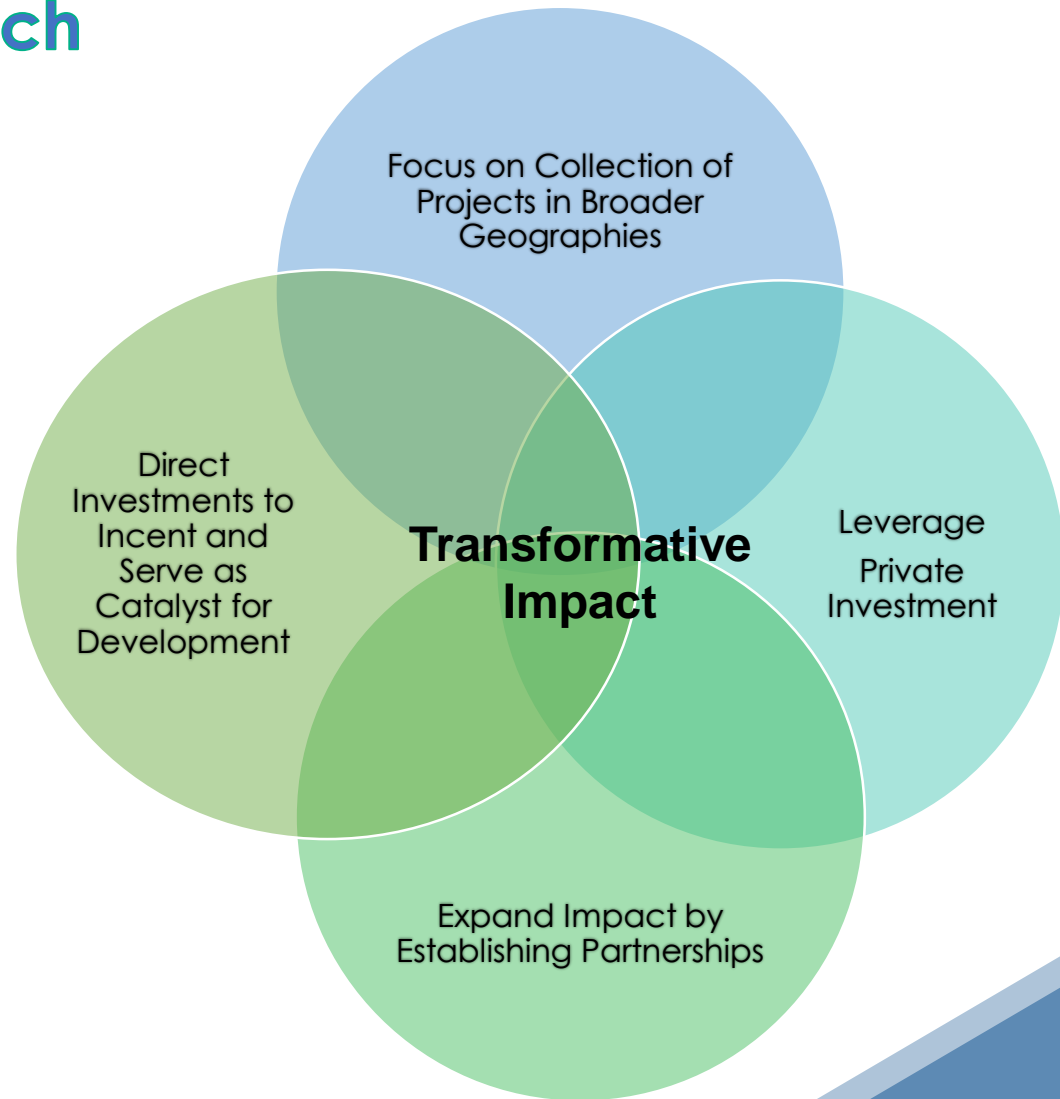
**Providing integrated neighborhood improvements**



# Background and Approach

## New Paradigm

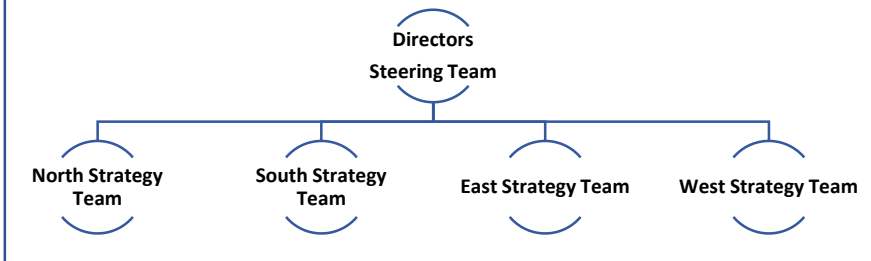
- In 2011, the Charlotte City Manager outlined a **new paradigm** for the way the City prepares & develops its future capital plans
- Key to the approach was ability to **leverage** public & private investments as **catalysts** for **transformative change** & economic growth
- Renamed the program **from Capital Investment to Community Investment Plan** to signal to the community that its “our” plan
- Increased **collaboration** across City and County departments
- Enhanced **community engagement** with residents and other partners to better understand community **needs, plans and roles**



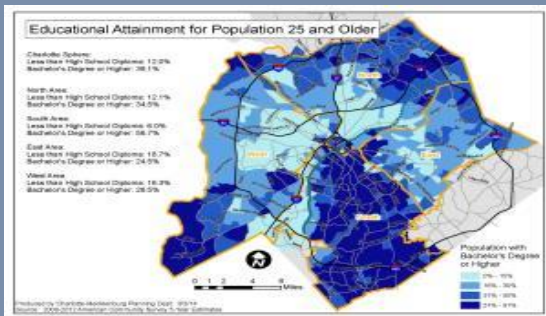
# Community Investment Plan Organizational Framework

- Formed broad, **geographically-based interdepartmental strategy teams**
- Teams used data to assess and analyze areas to: 1) identify deficiencies & opportunities, 2) develop goals and strategies, 3) determine projects and investments that could have transformative impacts

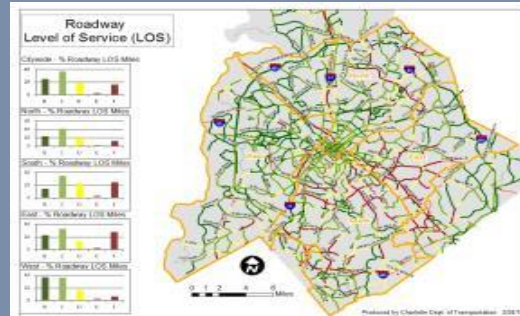
## Organizational Framework



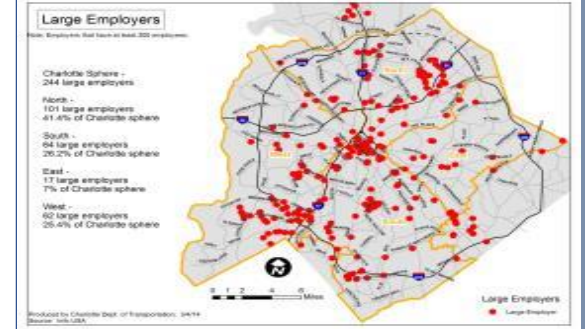
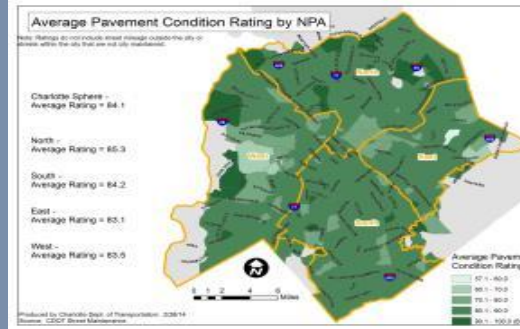
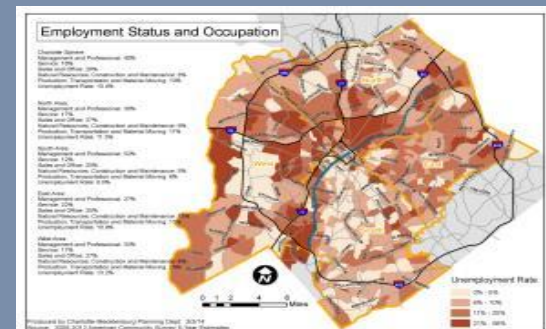
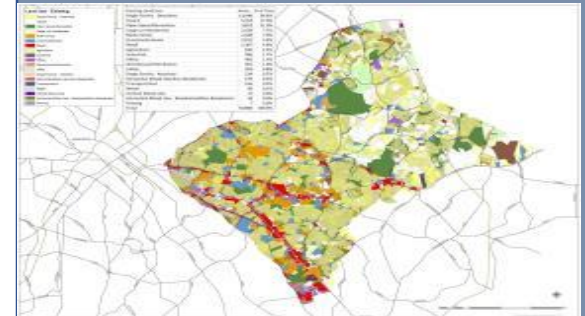
## People



## Places



## Partners





The city's comprehensive, holistic view of neighborhood and community needs collectively address three broad community impacts:

## LIVABILITY

- Protecting the environment
- Enhancing public safety
- Increasing availability of housing for all economic levels
- Improving neighborhood amenities

## GETTING AROUND

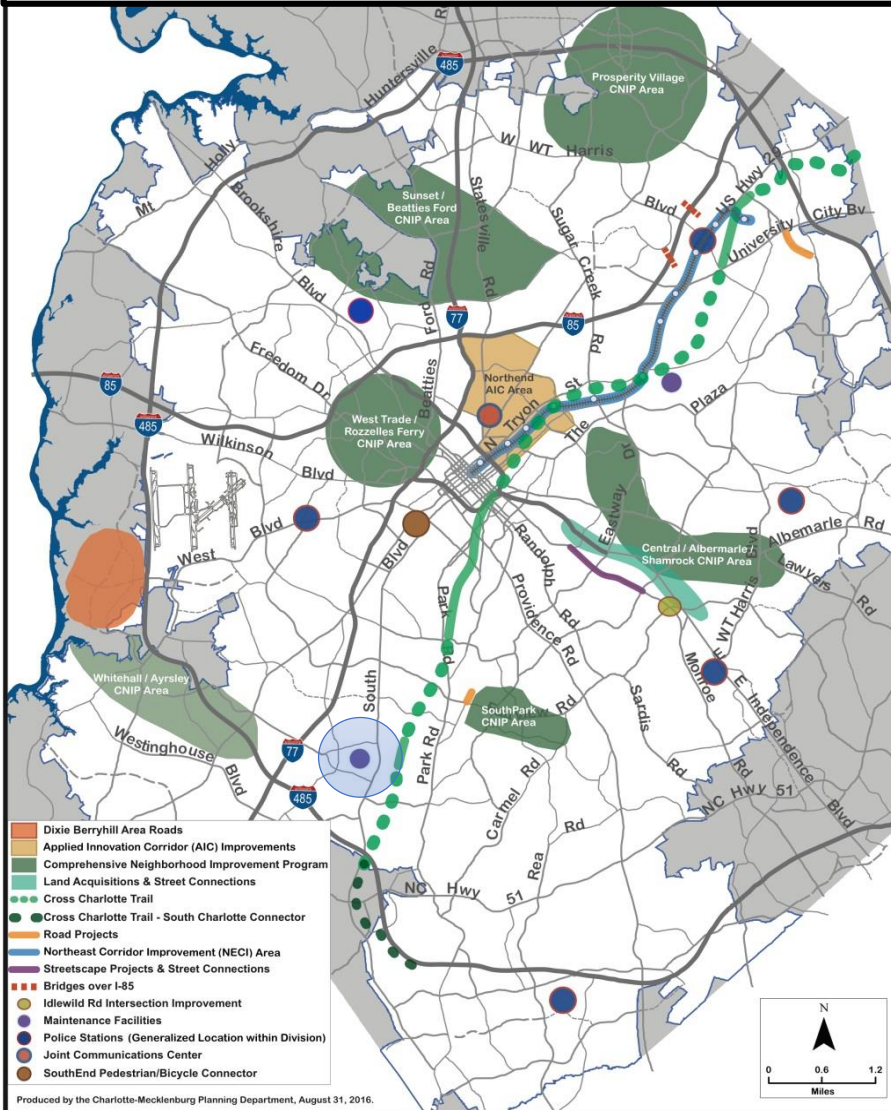
- Providing transportation choices
- Enhancing transit access
- Connecting sidewalks and trails
- Replacing and improving bridges
- Improving and constructing new streets

## JOB GROWTH

- Stimulating the economy
- Attracting global businesses
- Increasing entrepreneurial and employment opportunities
- Investing in the area around the Airport's Intermodal Facility

# CIP Projects Livable Communities

## 2014–2020 COMMUNITY INVESTMENT PLAN



### Examples:

- ▶ Comprehensive Neighborhood Improvement Program (CNIP) (\$130.0M)
- ▶ Housing Diversity Program (\$60.0M)
- ▶ Six Police Stations (\$60.9M)
- ▶ Joint Communications Center (\$76.3M)
- ▶ Northeast Equipment Maintenance Facility (\$8.6M)

# Livable Communities

## Comprehensive Neighborhood Improvement Program



Create places for people to live, work and play



Enhance connectivity for people to get around



Increase mobility for pedestrians and bicyclists



Improve access to greenways and parks

### Background

Expansion of the **traditional Neighborhood Improvement Program (NIP)**, intended to address significant infrastructure deficiencies within established neighborhoods

### CNIP Program Goals

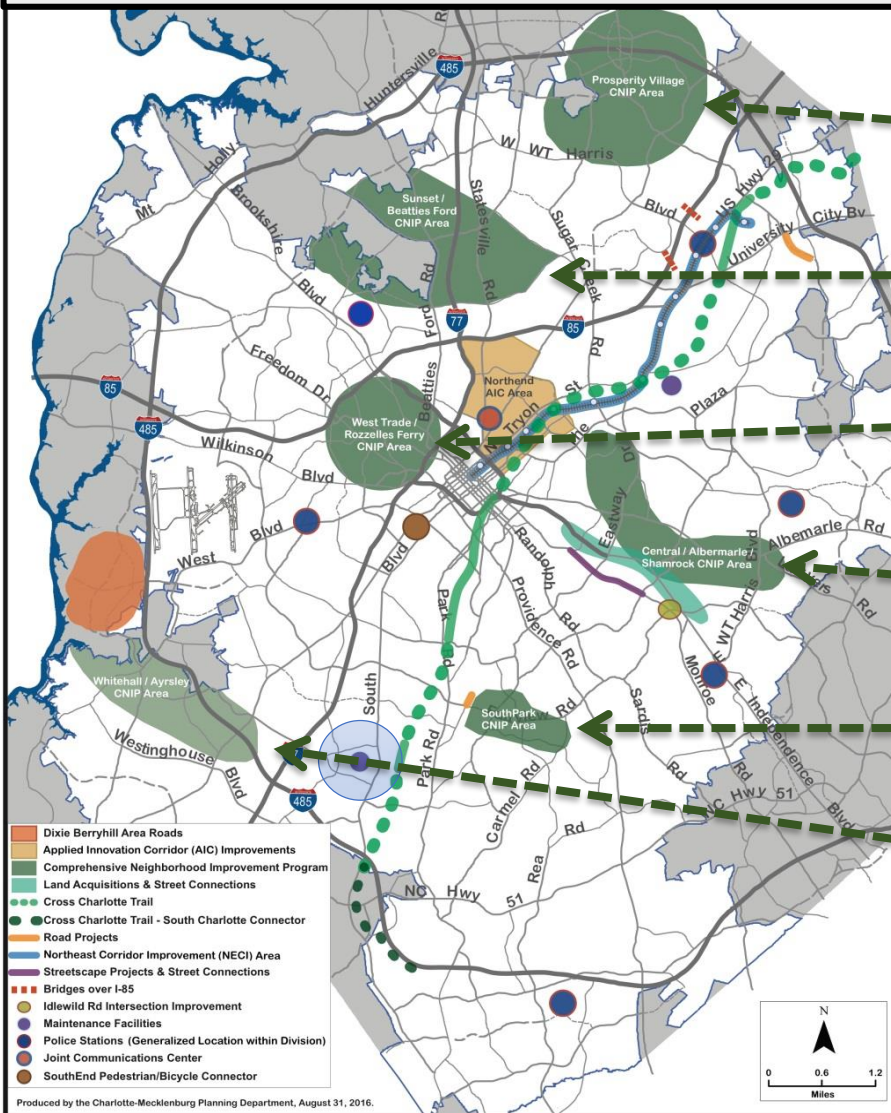
- Better **multi-modal connections** between neighborhoods, community assets, & major employment, institutional, and retail areas
- Easy **accessibility to transit** & the larger regional network of streets
- Successful **public/private partnerships** that leverage investments & catalyze changes occurring in neighborhoods
- **Enhanced engagement with residents** in determining which investments meet our collective aspirations



# Livable Communities

## Comprehensive Neighborhood Improvement Program

### 2014–2020 COMMUNITY INVESTMENT PLAN



**Prosperity Village**  
(\$30M)

**Sunset/Beatties Ford**  
(\$20M)

**West Trade/Rozzelles Ferry**  
(\$20M)

**Central/Albemarle/Shamrock**  
(\$20M)

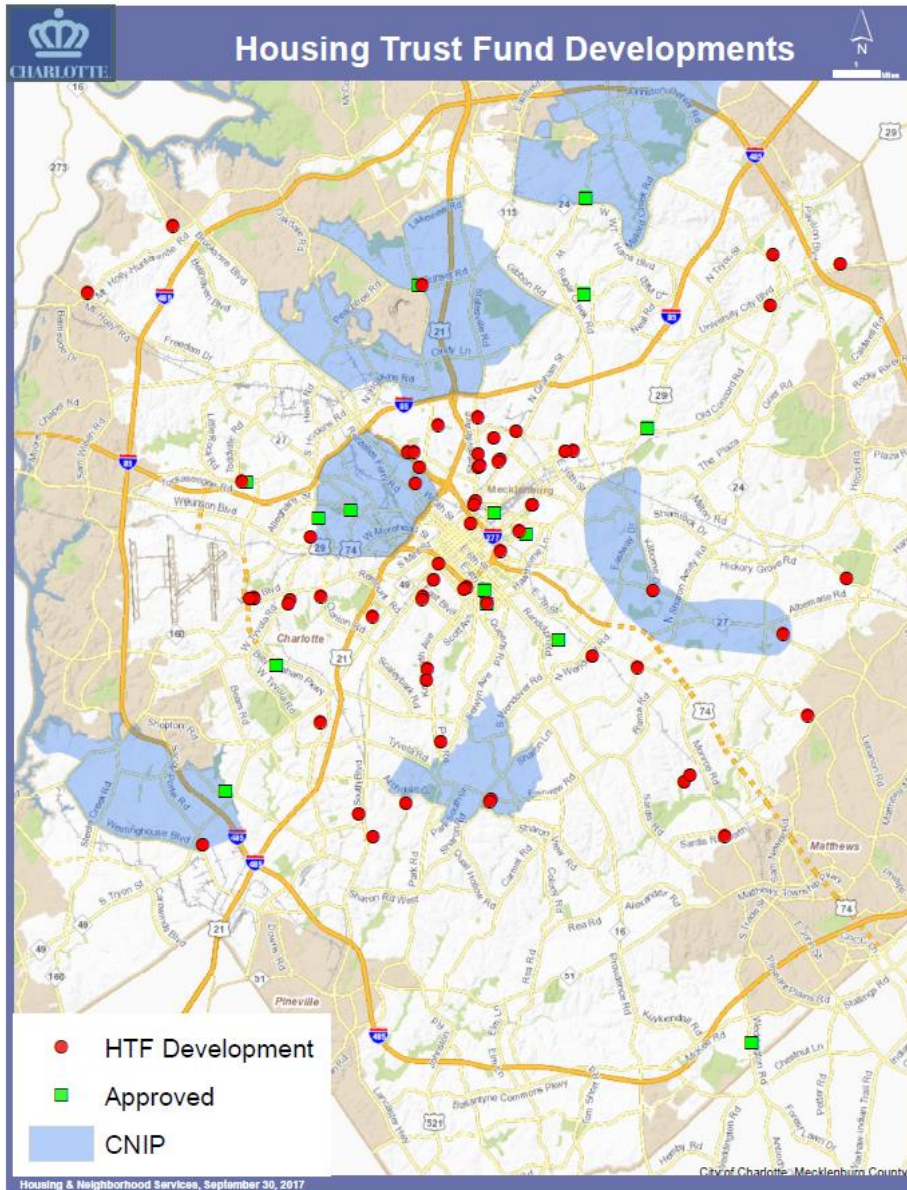
**SouthPark**  
(\$10M)

**Whitehall/Ayrsley**  
(\$30M)



# Livable Communities

## Housing Diversity Program



### Program Goals

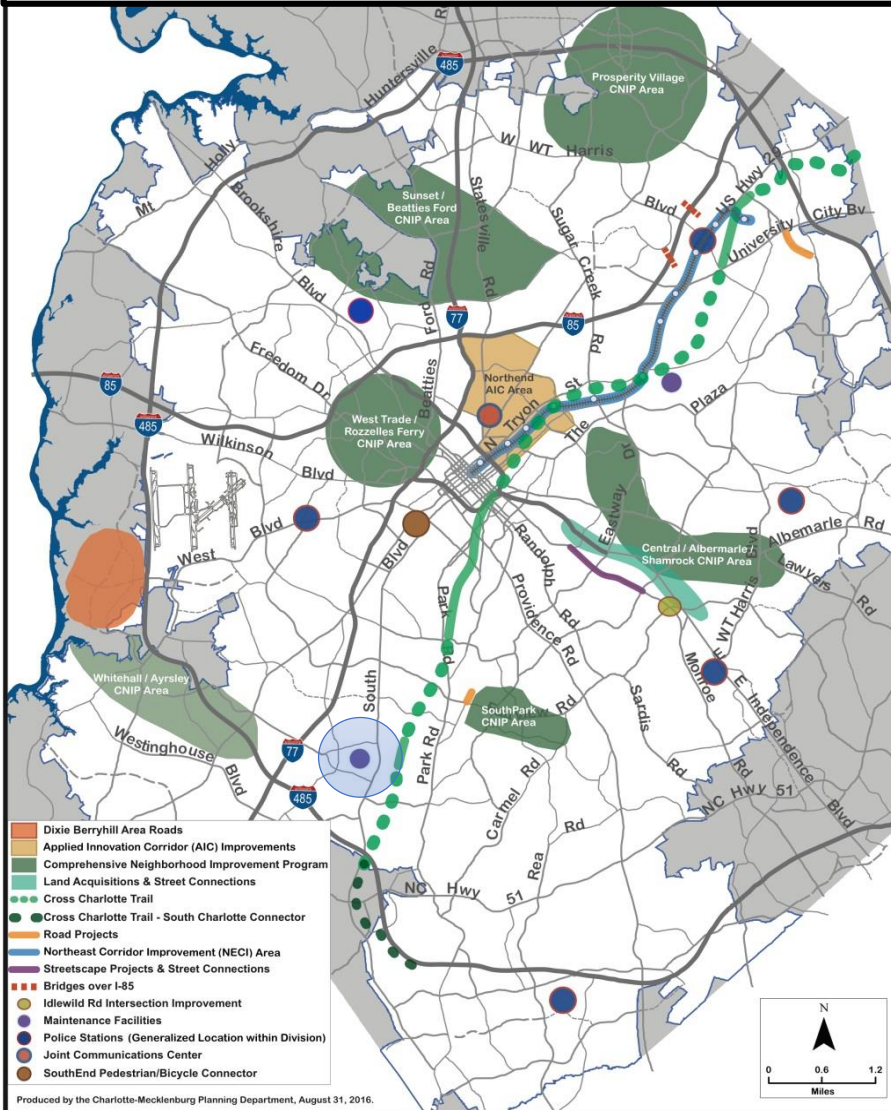
- ▶ Focus improvements in **targeted geographic areas**
- ▶ Create **diverse housing types**
- ▶ Leverage other **City investments**
- ▶ Encourage **private investment**

### Program Tools

- ① Land Acquisition (Locational Policy)
- ② Tax Credit Set-Aside
- ③ Supportive Services Housing
- ④ Incentive-Based inclusionary Housing
- ⑤ Single-Family Rehabilitation and Acquisition (Foreclosure/Blighted)
- ⑥ Multi-Family Rehabilitation and Acquisition

# CIP Projects Getting Around

## 2014–2020 COMMUNITY INVESTMENT PLAN

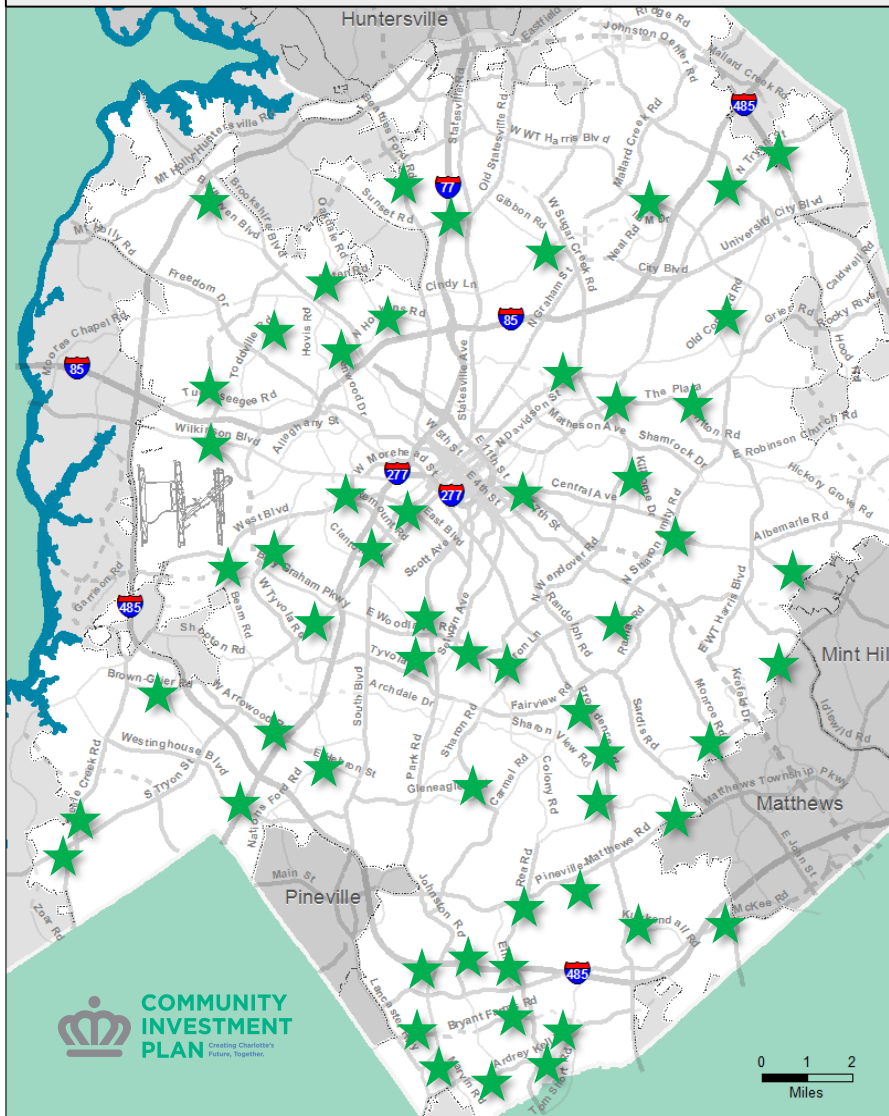


### Examples:

- ▶ Sidewalk & Pedestrian Safety Program (\$60.0M)
- ▶ Neighborhood Transportation Program (\$10.2M)
- ▶ Northeast Corridor Infrastructure (\$106.6M)
- ▶ Cross Charlotte Trail (\$38.0M)
- ▶ Southeast Corridor Sidewalk & Bikeway Improvements (\$8.0M)
- ▶ Repair & Replace Bridges (\$14.0M)
- ▶ Traffic Control & Signal Systems (\$34.0M)

# Getting Around Sidewalk & Pedestrian Safety Program

## CURRENT ACTIVE PEDESTRIAN PROJECTS



## Program Overview

- ▶ Ongoing City-wide program
- ▶ **\$15.0M** programmed in each Bond Referenda
- ▶ Governed by the City's Sidewalk Policy
- ▶ Implements area plan recommendations
- ▶ Connects employment, housing, retail and services



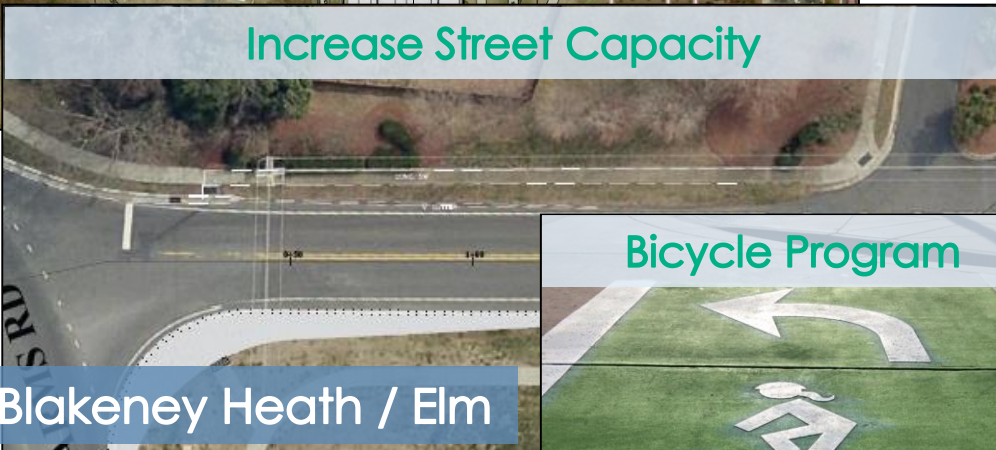
# Getting Around Neighborhood Transportation Program

## Traffic Safety / Increase Street Capacity



Ardrey Kell / US 521

## Increase Street Capacity



Blakeney Heath / Elm

## Bicycle Program



Bike Facilities

## Program Purpose

- ✓ Traffic Safety
- ✓ Increase street capacity
- ✓ Public/private partnerships
- ✓ Bicycle Program
- ✓ Traffic calming

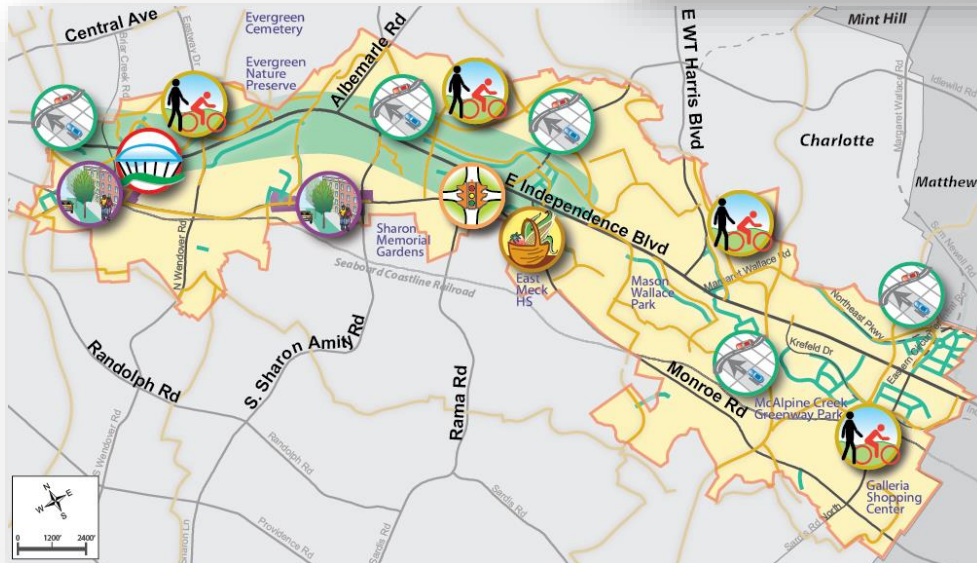
## Bond Funding

\$5.2M (2014) & \$5.0M (2016)



# Job Growth Southeast Corridor

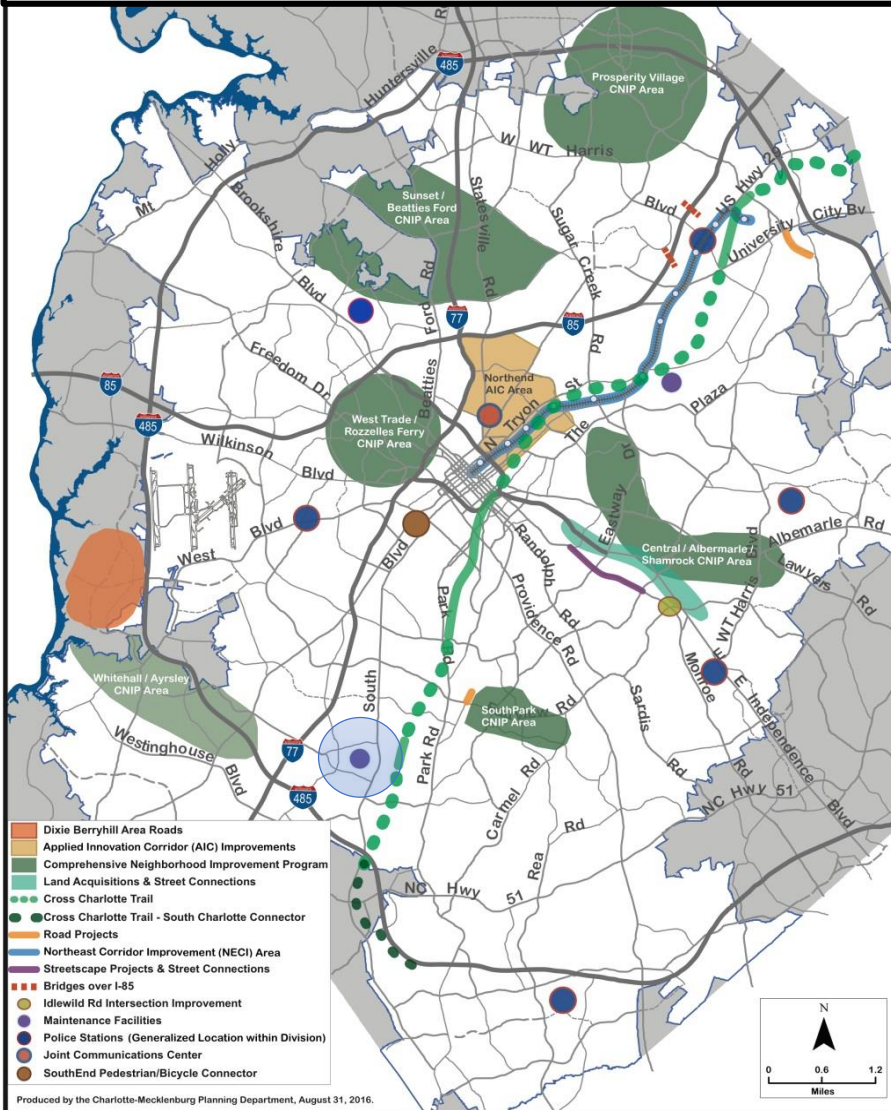
## Monroe / Idlewild Road Intersection



## Sidewalk and Bikeway Improvements

# CIP Projects Job Growth

## 2014–2020 COMMUNITY INVESTMENT PLAN



### Examples:

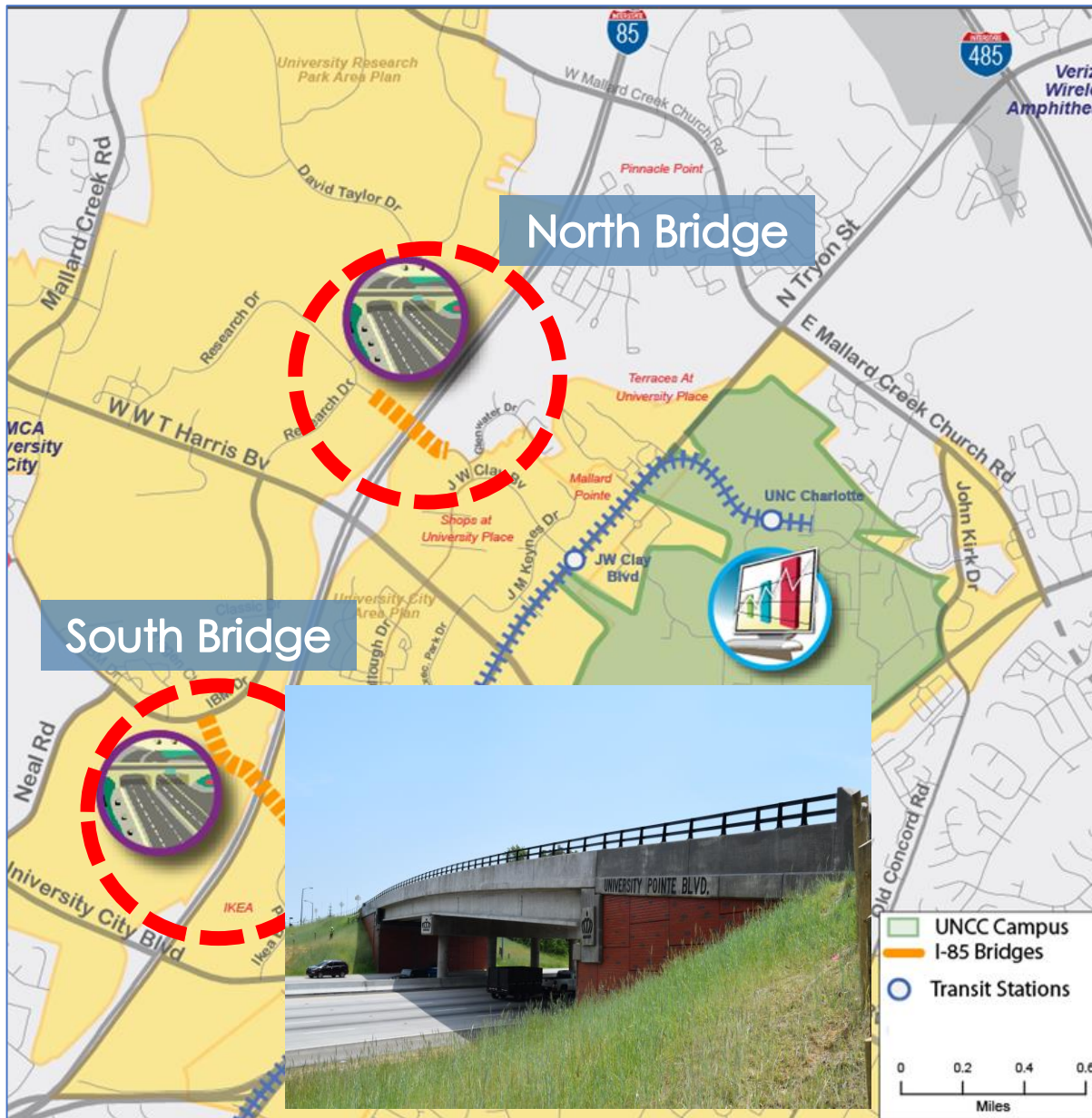
- ▶ Bridges Over I-85 (North & South) (\$30.6M)
- ▶ Applied Innovation Corridor (AIC) (\$29.0M)
- ▶ Public-Private Redevelopment (Independence/Central/Eastland Corridor) (\$20.0M)
- ▶ Monroe Road Streetscape (\$10.4M)
- ▶ Southeast Corridor Land Acquisition & Street Connections (\$25.0M)
- ▶ Dixie Berryhill Area Roads (\$44.7M)
- ▶ Bojangles/Ovens Area Redevelopment (\$25.0M)



# Job Growth

## North and South Bridge

- ▶ Local Connections
  - Employment centers
  - Blue Line Extension (BLE) stations
  - UNCC
- ▶ Bike & pedestrian facilities
- ▶ Alternatives to highly congested major thoroughfares
- ▶ Recommended in 2 Area Plans



# Job Growth

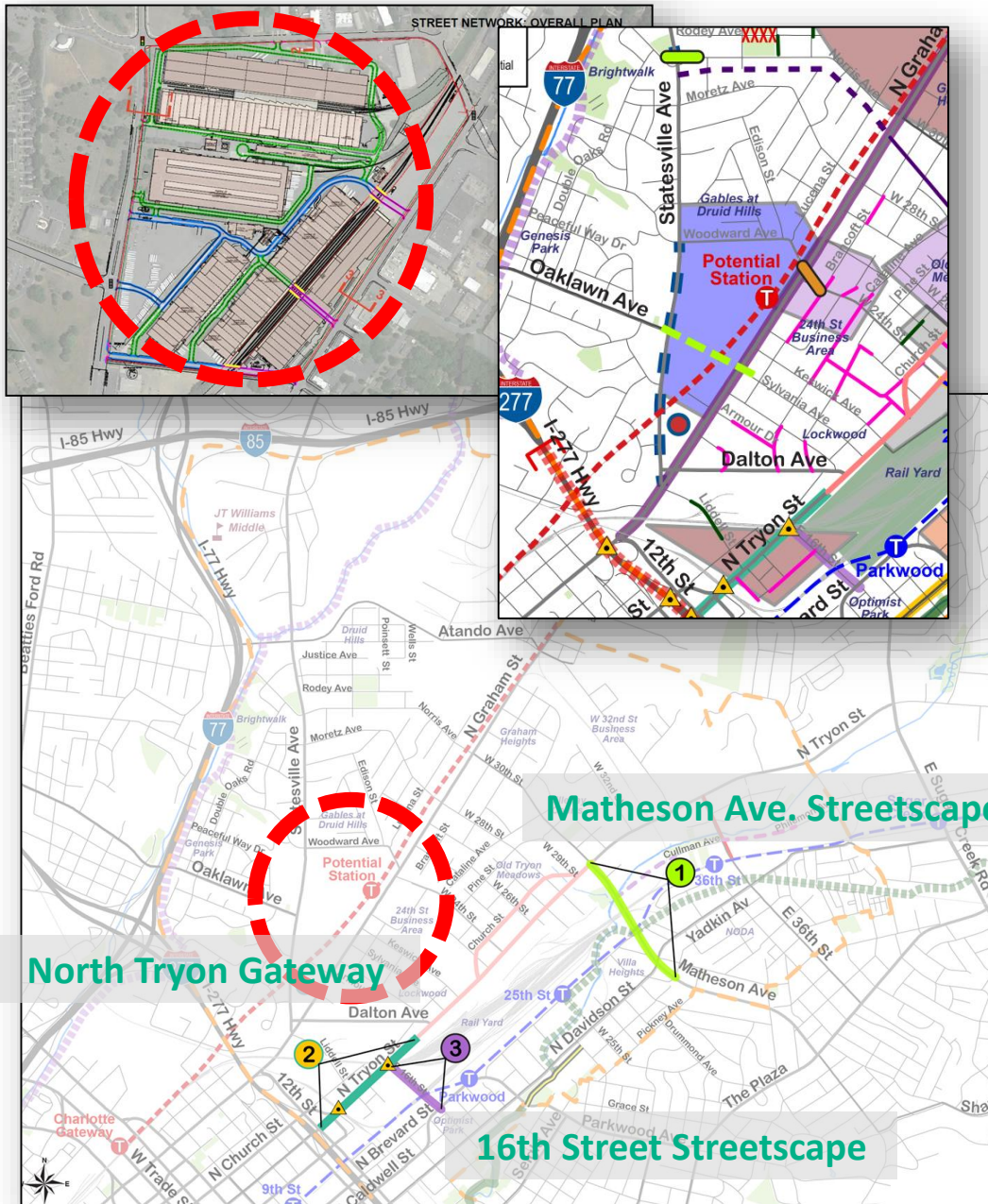
## Applied Innovation Corridor/ Camp North End

### Program Goals

- ▶ Creating revitalized urban community as a “foundation”
- ▶ Improve connectivity, including bike/ped, & aesthetic streetscapes
- ▶ Enhance place-making & gateway features to/from Uptown
- ▶ Improve perception of the surrounding area
- ▶ Complement & leverage public and private investment

### P3 Opportunity

- ▶ ATCO Mixed-use Development
- ▶ Adaptive reuse of existing building stock
- ▶ \$15M Infrastructure Reimbursement Agreement (Approved 9/2017)





# What Have We Learned?

- Community infrastructure needs far outpace available resources
- Community Engagement is critical for ensuring projects meet community expectations and desires, and this engagement can take time
- Project delivery is not as fast as we would like
- Construction cost escalation and other factors are impacting ability to deliver projects within original cost estimates
- Voter support for community investment plan has increased

<b>Bond Package</b>	<b>2006 Voted Yes</b>	<b>2008 Voted Yes</b>	<b>2010 Voted Yes</b>	<b>2014 Voted Yes</b>	<b>2016 Voted Yes</b>
Transportation	<b>66.56%</b>	<b>74.37%</b>	<b>63.92%</b>	<b>70.18%</b>	<b>76.83%</b>
Housing	<b>57.70%</b>	<b>62.56%</b>	<b>57.04%</b>	<b>63.59%</b>	<b>69.95%</b>
Neighborhood Improvement	<b>63.06%</b>	<b>69.74%</b>	<b>62.53%</b>	<b>71.08%</b>	<b>77.86%</b>



ImaginePlanCreate



**COMMUNITY  
INVESTMENT  
PLAN** Creating Charlotte's  
Future. Together.

**STOP**





	(2014 & 2016) Funded To Date	(2018 & 2020) To Be Funded	Total Funding	% Funded To Date
<b>PROJECTS FUNDED WITH GENERAL OBLIGATION BONDS (Requires Bond Referendum Vote)</b>				
Dixie Berryhill Area Roads	\$ 16,200,000	28,520,000	44,720,000	36.2%
Land Acquisition and Street Connections	20,000,000	5,000,000	25,000,000	80.0%
Monroe Road Streetscape	2,080,000	8,320,000	10,400,000	20.0%
Public/Private Redevelopment Opportunities (Independence Corridor/Central Eastland Corridor)	10,000,000	10,000,000	20,000,000	50.0%
Idlewild Road/Monroe Road Intersection	6,100,000		6,100,000	100.0%
Sidewalk and Bikeway Improvements	2,000,000	6,000,000	8,000,000	25.0%
Research Drive - J.W. Clay Connector over I-85 (North Bridge)	15,480,000		15,480,000	100.0%
University Pointe Connection - IBM Dr. to Ikea Blvd (South Bridge)	15,080,000		15,080,000	100.0%
Northeast Corridor Infrastructure (NECI)	52,000,000	54,600,000	106,600,000	48.8%
Applied Innovation Corridor	15,200,000	13,760,000	28,960,000	52.5%
Neighborhood Transportation Programs	10,200,000		10,200,000	100.0%
Eastern Circumferential	12,064,000		12,064,000	100.0%
Park South Drive Extension	4,000,000	4,632,000	8,632,000	46.3%
Southend Pedestrian/Bicycle Connector	2,000,000		2,000,000	100.0%
Cross Charlotte Multi-Use Trail	30,000,000	5,000,000	35,000,000	85.7%
Cross Charlotte Trail - South Charlotte Connector	3,000,000		3,000,000	100.0%
Sidewalks and Pedestrian Safety	30,000,000	30,000,000	60,000,000	50.0%
Upgrade Traffic Signal System Coordination	6,000,000	9,000,000	15,000,000	40.0%
Upgrade Traffic Control devices	11,000,000	8,000,000	19,000,000	57.9%
Repair and Replace Bridges	7,000,000	7,000,000	14,000,000	50.0%
Housing Diversity	30,000,000	30,000,000	60,000,000	50.0%
Comprehensive Neighborhood Improvement Program (CNIP)	60,000,000	60,000,000	120,000,000	50.0%
SouthPark CNIP	5,000,000	5,000,000	10,000,000	50.0%
<b>Total General Obligation Bonds</b>	<b>\$ 364,404,000</b>	<b>\$ 284,832,000</b>	<b>\$ 649,236,000</b>	<b>56.1%</b>
<b>PROJECTS FUNDED WITH CERTIFICATES OF PARTICIPATION (Does Not Require Voter Approval)</b>				
Bojangles/Ovens Area Redevelopment	25,000,000		25,000,000	100.0%
Joint Communications Center	76,300,000		76,300,000	100.0%
6 Police Division Stations	35,250,000	25,650,000	60,900,000	57.9%
Land Purchase for Future Fire Stations	4,000,000		4,000,000	100.0%
Sweden Road Maintenance Yard Replacement		22,620,000	22,620,000	0.0%
Northeast Equipment Maintenance Facility	2,080,000	6,500,000	8,580,000	24.2%
<b>Hold for Charlotte Gateway Station and Other Contingencies</b>		37,865,000	37,865,000	0.0%
<b>Total Certificates of Participation</b>	<b>\$ 142,630,000</b>	<b>\$ 92,635,000</b>	<b>\$ 235,265,000</b>	<b>60.6%</b>
<b>REVISED Total All Projects</b>	<b>\$ 507,034,000</b>	<b>\$ 377,467,000</b>	<b>\$ 884,501,000</b>	<b>57.3%</b>

# Background & Approach

## Demand Impact Assessment

### Demand Impact Analysis

#### A Market-Based Approach

The Demand Impact Analysis considers both quantitative & qualitative dimensions of social, economic, environmental & infrastructure categories.

In a new era of limited geographic expansion & revenue growth for Charlotte, the Demand Impact Analysis sought to determine the extent to which CIP investments could:

- ① Affect, strengthen or improve **residential & commercial market** conditions;
- ② Impact the **future vitality & attractiveness** of the City.

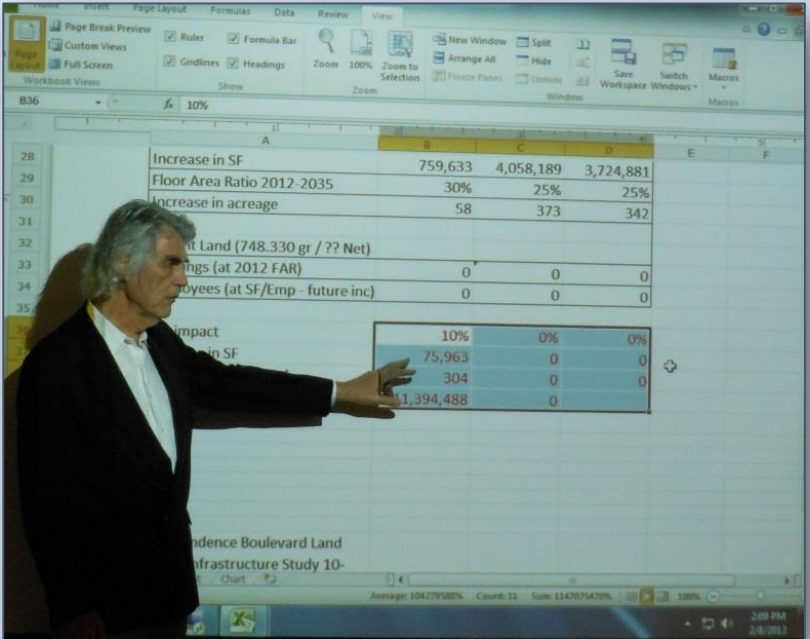


# Background & Approach

## Demand Impact Assessment

### Summary Conclusions

- ▶ Generates **\$2.2B** estimated total real estate market value.
- ▶ Supports an estimated **18,495** permanent jobs by **2035**.
- ▶ Only by an integrated approach will synergy value be realized.
- ▶ Captures value generated by over **\$5.0B** in other investments across the City.
- ▶ Creates social, economic, transportation & environmental benefits for the community.
- ▶ Strengthens competitiveness of Charlotte regionally, nationally & globally.



The image shows a man in a dark suit and white shirt pointing at a large screen displaying an Excel spreadsheet. The spreadsheet is titled 'Demand Impact Assessment' and contains data for 'Increase in SF', 'Floor Area Ratio 2012-2035', and 'Increase in acreage'. The man is standing to the left of the screen, pointing at the 'Increase in SF' row.

	A	B	C	D
Increase in SF	759,633	4,058,189	3,724,881	
Floor Area Ratio 2012-2035	30%	25%	25%	
Increase in acreage	58	373	342	
Net Land (748.330 gr / ?? Net)				
ings (at 2012 FAR)	0	0	0	
Employees (at SF/Emp - future inc)	0	0	0	
Impact	10%	0%	0%	
in SF	75,963	0	0	
	304	0	0	
	1,394,488	0	0	