
***Questions and Answers from
March 3rd
City Council Budget Workshop***

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***Future of Solid Waste
Services
Questions and Answers***

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FUTURE OF SOLID WASTE SERVICES

When did the Solid Waste Fee originate and how has its purpose evolved?

In 1984, the City of Charlotte and Mecklenburg County entered into a solid waste inter-local agreement where the city became the lead agency charged with solid waste collections and Mecklenburg County became responsible for solid waste disposal. This agreement included the transfer of city landfills to county ownership. As part of the agreement, the county did not charge the city for tipping fees (cost per ton to dump) and instead assessed a residential disposal fee, billed at the same time as property taxes, to cover the cost of using the landfills. In 1996, the original terms of the agreement ended. At that time, the county eliminated single-family and multi-family residential disposal fees and the city began to incur tipping fees and started charging a Solid Waste Disposal Fee on the annual property tax bill. The initial fees were the same as those charged by the county, \$38.00 for single-family residences and \$23.00 for multi-family residences. In June 2015, City Council adopted an Ordinance change to allow the fee to be used for both solid waste collection and disposal activities. The city does not levy, as of 2015, the annual Solid Waste Fee on the property tax bill for any properties that do not receive city-provided solid waste services. The Solid Waste Fee increased by \$7.06, \$12.00, and \$9.60 in FY 2019-2021, respectively, and is currently \$67.66 for both single and multi-family residences

Do other North Carolina cities have enterprise funds for their Solid Waste Services departments? What is the county's model for Solid Waste? Are there going to be any changes to the county's waste-related fees in this year's budget?

The following table provides a brief overview of the funding structure of the Solid Waste Services departments in the next ten-largest North Carolina cities:

| City | Structure | Annual Solid Waste Fee |
|---------------|---|------------------------|
| Cary | General Fund; Division of the Public Works Department | \$234.00 |
| Concord | General Fund; Department in the Public Works infrastructure unit | \$26.88 |
| Durham | Enterprise Fund; Majority of revenue from property taxes | \$90.00* |
| Fayetteville | Enterprise Fund; Majority of revenue from fees | \$225.00 |
| Greensboro | Hybrid; Collections funded by the General Fund, disposal funded by an Enterprise Fund | \$30.00 |
| Greenville | Enterprise Fund; Majority of revenue from fees | \$192.00 |
| High Point | Enterprise Fund; Majority of revenue from fees | \$168.00 |
| Raleigh | Enterprise Fund; Majority of revenue from fees | \$228.60* |
| Wilmington | Enterprise Fund; Majority of revenue from fees | \$256.32 |
| Winston-Salem | Hybrid; Collections funded by the General Fund, disposal funded by an Enterprise Fund | \$65.00* |

**Includes optional fees for yard waste or recycling*

Mecklenburg County's preliminary FY 2022 budget projections include a \$6.00 per household increase to the annual solid waste availability fee. The current fee is \$39.50 for each residential property. The availability fee from the county is not for refuse or recycling collection but covers the entire cost of

residential recycling processing and community outreach and waste reduction education. Refuse disposal costs at the Speedway Landfill are rising \$1.15 per ton in accordance with contractual obligations.

How sustainable are our recycling practices going forward, given that the percentage of recyclables actually being recycled across the country is very low? How would you describe Charlotte’s recycling efforts at the moment? How many of our recyclables are being recycled?

The City of Charlotte is part of a larger, regional recycling system owned by and operated at the direction of Mecklenburg County, who does not charge the city a fee for disposal of recycled material. Mecklenburg County residents have not experienced changes in the type of recyclables accepted during the pandemic. The county is in the process of upgrading the Materials Recycling Facility (MRF) and will be able to sort and process different materials in the near future. The City of Charlotte’s recycling practices will remain sustainable as long as the current program structure with Mecklenburg County continues.

As far as enhancing sustainability for individual recycled materials, one limiting factor is that 22-24 percent of recyclables currently received by the County are contaminated with non-recyclable materials such as food scraps or other debris, and thus cannot be recycled. Additionally, the market for use of recycled materials is consistently evolving. The City of Charlotte, in partnership with Envision Charlotte, has attempted to innovate in this space with the creation of the Innovation Barn. The Innovation Barn will be a hub of exploration and experimentation centered on the ideas of sustainable design and zero-waste recycling. Whereas the county’s improvements to the MRF will allow for more efficient processing of “traditional” recyclables, the Innovation Barn will explore new ways to process materials that are currently difficult to recycle, such as fabrics and certain types of glass. The Innovation Barn will then supply these recycled materials directly to a vendor for immediate reuse, ensuring that the materials are used at their highest value. Initial projects at the Innovation Barn include targeted improvements to the recycling of air packaging pillows (through a partnership with Sealed Air), plastic bottles (through a partnership with Coca Cola), and plastic take out containers. The Innovation Barn will expand on these projects once it goes into full operation this year.

How much of Solid Waste Service’s budget is devoted to right-of-way litter pickup? How has COVID-19 impacted litter pickup, and as we come out of COVID-19, are there things we can begin doing to improve our right-of-way cleaning? Can we have the Keep Charlotte Beautiful committee give us recommendations for improving our right-of-way cleaning?

| Five-year history of Solid Waste litter pickup costs | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
| Capital Outlay | - | - | \$13,536.04 | - | - |
| Operating Expenses | \$527,903.13 | \$537,065.07 | \$534,690.47 | \$900,093.74 | \$770,156.60 |
| Personal Services | \$1,629,124.22 | \$1,769,843.57 | \$1,943,799.01 | \$2,162,842.79 | \$2,247,942.91 |
| Special Events | (\$85,388.41) | (\$58,514.45) | (\$99,533.25) | (\$84,330.79) | (\$40,296.19) |
| Grand Total | \$2,071,638.94 | \$2,248,394.19 | \$2,392,492.27 | \$2,978,605.74 | \$2,977,803.32 |

Solid Waste Services (SWS) spends approximately \$3 million annually on right-of-way (ROW) litter picking, which is roughly 4.4 percent of the overall SWS annual operating budget of \$67.7 million. During FY 2021, SWS began a partnership with the Center for Employment Opportunities (CEO), a reentry employment

provider that connects formerly incarcerated individuals with job-readiness training and transitional employment. This partnership with CEO supports a daily crew dedicated to state-road litter pick up.

In response to COVID-19, SWS has operated with smaller crews to respect social distancing and protect employees from exposure. As core residential service resources were limited by COVID-19, SWS' Special Services (including ROW cleaning) were diverted to supplement increased residential garbage, yard waste, and bulky item collection demands due to stay-at-home and work-from-home orders. Both staff allocation and equipment maintenance supporting automated processes and services deemed essential were prioritized ahead of any specialized services. As the community recovers from COVID-19, the ROW cleaning crew size will be restored along with collection capacity. SWS has continued to maintain the annual performance objective to: "Maintain a clean City for all residents" by achieving a Keep Charlotte Beautiful Assessment of < 2.0 (Scale of 1-4; a lower score is favorable).

Keep Charlotte Beautiful (KCB) administers the voluntary Adopt-A-City-Street (AACS) program. The program has seen a 33% decrease in reported cleanups during COVID-19. In effort to provide convenient, safe access to clean up supplies, KCB has applied CARES funding to supply at least 125 active AACS groups with permanent clean-up supplies.

What is stopping the city from requiring paper bags for leaf pickup?

SWS' Budget Workshop presentation introduced a plan to transition from plastic to paper bags for residential yard waste collection. Beginning on July 5, SWS will leave a note when picking up plastic bags that the city will no longer accept them beginning on August 2. In anticipation of this, SWS will begin a communications strategy in April informing residents of this upcoming change. This will include communication via social media, the city's website, text message (to subscribers), and other available means. SWS has previously conducted targeted pilot projects and partnered with Mecklenburg County to advance the usage of paper yard waste bags. As a reminder, paper bags:

- Are accepted at the Mecklenburg County Compost Facility, whereas plastic bags are not;*
- Eliminate need for workers to stand by truck and open plastic bags with a knife;*
- Are biodegradable, whereas commonly used plastic bags are not; and*
- Work in conjunction with any consideration of yard waste bins in the future.*

There are a lot of state-owned roads in District Four. What is the plan to partner with others to maintain those streets? Is there a schedule for cleaning streets, are they cleaned based on complaints, or is it sporadic?

SWS has responsibility for litter collection along city-maintained streets and rights-of-way and is not currently resourced to maintain any state-owned roads within the city limits, as the North Carolina Department of Transportation (NCDOT) took over responsibility for these collections in 2006. To maintain city streets, SWS provides routine litter control activities and street sweeping with routes and frequency determined by trash patterns, service request calls, and field staff observations. All major and minor city thoroughfares are cleaned at least quarterly.

SWS has also recently partnered with the Center for Employment Opportunities to add a daily crew to support state-road litter pickup. State roads are cleaned based on complaints and requests. Due to the

rapid increase in number and density of residential units, many more residents are living along all city corridors, both city- and state-maintained. SWS proactively partners with community property management and their onsite staff and City Code enforcement to identify and initiate targeted outreach to assist with problem areas on or near state roads.

Additionally, Keep Charlotte Beautiful (KCB) staff are frequently notified of visual litter on state-maintained roads and are aware of NCDOT capacity issues impacting remediation. In an effort to lend additional support, KCB volunteers are now authorized by NCDOT to conduct cleanups on non-highway state-maintained roads. This is a voluntary supplemental effort and is insufficient to replace NCDOT's remediation responsibilities within Charlotte's city limits. Thus far, KCB groups contacted have responded enthusiastically; there are currently spring cleanups scheduled for North Tryon Street, University City Blvd, North Graham Street, and West Sugar Creek Road.

***Americans with Disabilities Act
Facility Plan
Questions and Answers***

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AMERICANS WITH DISABILITIES ACT FACILITY PLAN

Have we looked at the Pregnancy Discrimination Act as part of this ADA assessment? What is our city infrastructure like for pregnant women, specifically in regard to nursing rooms?

The city is working to improve access to city owned facilities consistent with the requirements outlined in the Americans with Disabilities Act (ADA). This includes anyone who is or may become pregnant. The Pregnancy Discrimination Act (PDA) is an amendment of the Civil Rights Act, and since pregnancy qualifies as a temporary disability, a violation of the PDA may also be a violation of the ADA.

The city is required to provide an appropriate space for nursing mothers other than a restroom when needed. Since 2010, the City of Charlotte has provided additional breaks for nursing mothers. With a grant obtained by the Benefits and Wellness Division of the city's Human Resources Department, a Nursing Room located in the Charlotte-Mecklenburg Government Center was designed to provide a space for nursing mothers. This room is located on the basement level. Additionally, other city facilities have allotted a proper space and/or will arrange for one to be allotted for use at the time of need.

Does the city have a plan to ensure equitable hiring of individuals with disabilities?

Several actions are taken to ensure equitable hiring at the City of Charlotte. Applicants are afforded reasonable accommodations to assist with the application process, including translators. Education is one of the key tools utilized to assist applicants, employees, and specifically hiring managers on anti-discrimination of persons with known or perceived disabilities. The city provides training for hiring managers that includes an interactive learning about the Americans with Disabilities Act (ADA) and specifically their role and responsibilities to both internal and external applicants seeking hire or a position transfer. In 2020 the ADA modules were updated for both New Employee Orientation and the Quality and Excellence in Supervision Training. During the height of the pandemic last summer, HR staff participated in ADA training by Disability Rights and Resources while participating in the city's ADA Transitional Plan. This training covered not only the basics of the law, but best practices under Title I, including but not limited to the ADA Amendment Act, Accommodations, and Job Interviews. Human Resources professionals attend continuing education training hosted by the Equal Employment Opportunities Commission (EEOC). That training was hosted by the Regional Director of the EEOC as recently as February and March 2020.

Does the city have a plan for improving CATS STS, specifically in regard to transportation within a half-mile of a bus stop? Has the city changed its eligibility for STS, or is that an ongoing conversation?

The ADA requires transit systems to provide paratransit (STS) services to individuals that meet the eligibility for ADA and live within three quarters (3/4) mile of a transit line. This is the minimum federal requirement and transit agencies can go beyond those requirements at their own expense. ADA Services make up seven percent of CATS Adopted FY 2021 Operating Budget and account for one percent of the estimated ridership in the FY 2021 Budget. The Metropolitan Transit Commission (MTC) has periodically considered amending its policy to expand paratransit services beyond the ¾ mile requirement but due to budgetary constraints have not changed CATS policy to go beyond the requirements of ADA.

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***Capital Investment Plan
Priorities
Questions and Answers***

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CAPITAL INVESTMENT PLAN PRIORITIES

Can we see a list of sidewalk projects that are pending, along with where they are ranked on the priority list?

The City Council-adopted City of Charlotte Sidewalk Installation Policy provides guidance to ensure resources are applied to the thoroughfare locations most critical to safety and walkability. Staff use the following four criteria outlined in the policy to score all thoroughfare sidewalk candidate segments: safety, congestions, connectivity, and leverage.

*A prioritized list of 242 thoroughfare sidewalk segments for further analysis is attached in **Attachment 1**. The lengths of the segments listed range from 0.5 miles to 3 miles. Currently, construction of sidewalk projects cost between \$3 million and \$5 million per mile, so it is important to note that some of these segments may be broken down into multiple projects to ensure the costs are feasible within the Sidewalk and Pedestrian Safety Program and that the highest-priority projects are being constructed per the Council-adopted policy.*

Can you provide a frame of reference for what the overall need is for congestion mitigation and street resurfacing? What is the backlog for these projects, too?

The Congestion Mitigation program funds targeted, quick-win projects to mitigate traffic congestion and improve traffic flow. Staff use the High Congestion List, which is a list of Charlotte's most congested signalized intersections that is updated annually, to identify potential projects. Staff also use routine signal analysis and knowledge of transportation network operations to identify opportunities resulting in the greatest benefit.

*A map showing the identified high congestion intersections is attached in **Attachment 2**. Each intersection is color coded based on the level of the congestion as it relates to peak times. Individual projects within the 2020 bond-funded Congestion Mitigation Program are still being identified but will be focused in University City, Steele Creek, and South Charlotte.*

Street resurfacing occurs annually and is funded through a combination of Powell Bill funding from the North Carolina Department of Transportation (NCDOT), General Obligation Bonds, and Pay-As-You-Go cash. Due to revenue shortfalls associated with COVID-19, NCDOT reduced Powell Bill funding in fiscal year 2021. The city's portion of Powell Bill funding was reduced.

The city measures the condition of streets by the Pavement Condition Rating (PCR), which is guided by the Institute of Transportation Research and Education (ITRE). The ITRE utilizes a 100-point scale developed by North Carolina State University to standardize pavement rating across North Carolina. A PCR of 100 to 91 represents very good pavement condition; 90 to 81 represents good condition; 80 to 66 represents fair condition; 65 to 51 represents poor condition; and 50 or below represents very poor pavement condition. The city's target PCR range is 86 to 88; the FY 2021 PCR is 82.2, a slight improvement over the FY 2020 PCR of 82.1, but still below the target range.

Charlotte currently has 5,445 total lane miles. The city estimates about 150 lane miles will be resurfaced by the end of FY 2021, or about three percent of all lane miles, for a total cost of \$13.6 million. In a typical year without a Powell Bill funding cut, the city would anticipate receiving approximately an additional \$6

million, which would have allowed for an additional 65 lane miles to be resurfaced. In order to achieve the target PCR range, it is estimated that the city would need to resurface about seven percent of the total lane miles per year. Staff are conducting a pilot evaluation with asphalt rejuvenation, a product applied to streets within three years of resurfacing that extends the life of the pavement by an estimated five years.

Can you provide the last five years' spending on public-private partnerships so that we can have a baseline for seeing if our budget for such partnerships needs to change?

The following table summarizes the funds committed through public private partnerships approved by City Council over the past five years. Please note that the investments reimburse the private sector for building or delivering a public good (roads, streetscape improvements, public parking, etc.). While an investment may be approved in FY 2020, the actual expenditures related to that project may not occur until 2024 or later.

| Public Private Partnership Investments, City Council Approved Projects, FY 2017-FY 2021 | | | | | |
|--|--------------------|---------------------|----------------|---------------------|---------------------|
| | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
| Tax Increment Grants | \$1,590,327 | \$18,000,000 | \$0 | \$25,000,000 | \$5,370,628 |
| Capital Improvement Program (Bonds) | \$0 | \$32,200,000 | \$0 | \$17,500,000 | \$32,800,000 |
| Total | \$1,590,327 | \$50,200,000 | \$0 | \$42,500,000 | \$38,170,628 |

Tax Increment Grants amount reflects estimated city-only investment; Public Private Partnerships(P3) associated with Corridors of Opportunity excluded. Corridors of Opportunity P3s over the last year are entirely different types of partnerships. They frequently don't include capital projects (e.g., public infrastructure) and focus more on the property (e.g., land, building, etc.). None of these types of P3s incorporates tax increment grants or capital investments (like Camp North End or Ballantyne Reimagined).

Project breakdown for Fiscal Year 2018 and Fiscal Year 2020 Capital Improvement Program (Bonds) are below:

- *FY 2018, River District (\$17.2M) + Camp North End (\$15M) = \$32,200,000*
- *FY 2020, Ballantyne Reimagined (\$17.5M) = \$17,500,000*

***Storm Water and Water
Budget Outlook
Questions and Answers***

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STORM WATER AND WATER BUDGET OUTLOOK

Can we see an update on the backlog/waiting list for stormwater projects? What is the status of service requests that are still in the pipeline?

In FY 2020, Storm Water Services committed to initiate a forecasted 1,690 projects to resolve outstanding minor repair requests over five years. This plan, referred to as the 5-Year Surge, represents an 83 percent increase in production over the baseline projection when the plan was implemented. Storm Water Services is on target to meet this goal. By the end of FY 2021, a total of 526 projects are expected to be resolved.

Critical storm drainage improvement projects are those that require repairs to the city storm drainage system located within city streets and rights-of-way to protect the traveling public. Resources are assigned to design and construct these projects with little or no wait time.

High priority storm drainage improvement projects require repairs to the city storm drainage system. In 2019, there were 470 high priority projects awaiting assignment; currently there are 41. It is important to note that Storm Water Services is continuously investigating drainage concerns and identifying projects over time. Since 2019, a total of 555 projects have been assigned resources.

At the end of the 5-Year Surge, Storm Water Services will have the productivity capabilities to resolve approximately 400 repair requests per year, which is projected to be greater than the repair requests identified annually. During the remaining years of the 5-Year Surge, Storm Water Services will continue its transition from a request-based program to an asset management-based program to maintain and improve the overall drainage system. This includes:

- Inspecting all critical city-maintained assets, including large pipe systems located under roadways, and adding small pipe inspections in FY 2022.*
- Expanding preventative maintenance operations to extend the service life of the city storm drainage system.*
- Prioritizing drainage system needs based upon risk (the likelihood and consequence of failure) in order to address critical needs and system maintenance.*

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Attachments

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Thoroughfare Sidewalk Segments by Pedestrian Program Ranking

Attachment 1

As of March 15, 2021

| Project Name | Begin | End | Pedestrian Program Ranking | Total Points | Council District |
|-------------------------------------|----------------------------|---------------------------------|----------------------------|--------------|------------------|
| Grier Rd. | Orr Rd. | Newell-Hickory Grove Rd. | 1 | 96 | 1, 4, 5 |
| W Tyvola Rd. | Billy Graham Pkwy. | Rubine St. | 2 | 92 | 2, 3 |
| Valleydale Rd. | Coulwood Drive | Oakshire Cir | 3 | 87 | 2 |
| Rocky River Rd | Food Lion driveway | 2400 Rocky River Rd | 4 | 86 | 4 |
| Kuykendall | Providence Rd | White Hemlock Ln | 5 | 86 | 7 |
| Bellhaven Blvd. | Mt. Holly-Huntersville Rd. | Valleydale Rd. | 6 | 85 | 2 |
| E WT Harris | Old Concord Rd. | University City Blvd. | 7 | 84 | 4 |
| Old Concord Rd. | WT Harris Blvd. | Mallard Creek Church Rd. | 8 | 81 | 4 |
| N. Hoskins Rd. | Cricketeer Dr. | Canyon Creek Ln. | 9 | 81 | 2 |
| Rea Rd. | Piper Station Dr. | Piper Glen Dr. | 10 | 81 | 7 |
| Atando Av | Ware Av | Cornelius St. | 11 | 80 | 1 |
| McCullough Drive | Ikea Blvd | University Executive Park Drive | 12 | 79 | 4 |
| Little Rock Rd. | Wilkinson Blvd. | I-85 SB ramps | 13 | 79 | 3 |
| W WT Harris Blvd. | Mallard Creek Rd. | W Sugar Creek Rd. | 14 | 79 | 2, 4 |
| Yorkmont Rd. | Tyvola Rd. | Beam Rd. | 15 | 78 | 3 |
| University City Blvd. | WT Harris Ramps | WT Harris ramps | 16 | 78 | 4 |
| Old Concord Rd. | Newell-Hickory Grove Rd. | WT Harris Blvd. | 17 | 78 | 3, 4 |
| Yorkmont Rd. | Tryon St. | Price Ln. | 18 | 78 | 3 |
| N. Davidson St. | Craighead Rd. | Sugar Creek Rd. | 19 | 78 | 1 |
| Valleydale Rd. | Jordans Pond Ln. | Fred D Alexander Rd. | 20 | 77 | 2 |
| Brown-Grier Rd. | Steele Creek Rd. | Sandy Porter Rd. | 21 | 77 | 3 |
| Little Rock Rd. | Robert Smith Park | Paw Creek Rd. | 22 | 77 | 3 |
| Archdale Drive | Little Sugar Creek | 2901 Archdale Dr | 23 | 76 | 6 |
| Orr Rd. | Orr Industrial Ct. | University Commerce Pl. | 24 | 76 | 1 |
| IBM Dr. (Eastern Half) | Neal Rd. | W WT Harris Blvd. | 25 | 76 | 4 |
| Old Concord Rd. | WT harris Ramps | WT Harris Ramps | 26 | 76 | 4 |
| E WT Harris Blvd. | Grier Rd. | Rocky River Rd. | 27 | 76 | 4 |
| Sandy Porter Rd. | Williams Glenn Rd. | Brown-Grier Rd. | 28 | 75 | 3 |
| Hovis Rd. | Rozzelles Ferry Rd. | Brookshire Blvd. | 29 | 75 | 2 |
| Steele Creek Rd. | Sledge Rd. | S. Tryon St. | 30 | 75 | 3 |
| WT Harris Blvd. | University City Blvd. | N Tryon St. | 31 | 74 | 4 |
| Idaho Dr. | Brookshire Bv | Coronet Way | 32 | 73 | 2 |
| DeArmon Rd. | Mineral Ridge Way | Hampton Place Dr. | 33 | 73 | 4 |
| Hovis Rd. | Tar Heel Rd. | Rozzelles Ferry Rd. | 34 | 73 | 2 |
| Tilley Morris Rd | McKee Rd | Roundabout | 35 | 72 | 7 |
| Robinson Church Rd. | WT Harris Blvd. | City Limits (near Alanbrook | 36 | 72 | 5 |
| Sardis Rd. | Brackenbury Ln. | Morningdale Rd. | 37 | 72 | 6, 7 |
| Steele Creek Rd. | Steele Oaks Dr. | Brown-Grier Rd. | 38 | 72 | 3 |
| Steele Creek Rd. | Walker Branch Dr. | Hamilton Rd. | 39 | 72 | 3 |
| Harrisburg Rd. | Misenheimer Rd. | Cambridge Commons | 40 | 72 | 5 |
| 36th St | Tryon St | Davidson St | 41 | 71 | 1 |
| Little Rock Rd. | Tuckaseegee Rd. | Keeter Dr. | 42 | 71 | 3 |
| Westinghouse Blvd. | Granite St. | Texland Blvd. | 43 | 71 | 3 |
| Providence Rd. | Ferncliff Rd. | Wendover Rd. | 44 | 71 | 6 |
| Kuykendall | Drayton Hall Ln | McKee Rd | 45 | 70 | 7 |
| Pineville-Matthews Rd. (North Side) | Rea Rd. | McPherson Dr. | 46 | 70 | 7 |
| Steele Creek Rd. | Westinghouse Blvd. | Collingham Dr. | 47 | 70 | 3 |
| Hebron St. | South Blvd. | Denmark Rd. | 48 | 70 | 3 |
| Toddville Rd. | Freedom Dr. | Rozzelles Ferry Rd. | 49 | 70 | 2, 3 |
| Kuykendall Rd | White Hemlock Ln | Drayton Hall Ln | 50 | 69 | 7 |
| Mallard Creek Rd. | Sawgrass Ridge Pl. | Johnston-Oehler Rd. | 51 | 69 | 4 |
| Johnston Rd. | Brixham Hill Dr. | Ballantyne Crossing | 52 | 69 | 7 |
| Kenilworth Ave | East Blvd | Ordermore Ave | 53 | 68 | 1 |
| Lakeview Road | Beatties Ford Rd | Reames Rd | 54 | 68 | 2 |
| Yorkmont Rd. | Byrum Dr. | Oak Lake Blvd. | 55 | 68 | 3 |
| Nations Ford Rd. | Crompton St. | Woody Ridge | 56 | 68 | 3 |

| Project Name | Begin | End | Pedestrian Program Ranking | Total Points | Council District |
|------------------------|--------------------------------|-----------------------------------|----------------------------|--------------|------------------|
| Hucks Rd. | Hucks Landing Dr. | Browne Rd. | 57 | 68 | 3 |
| Providence Rd. | Vernon Dr. | Providence Dr. | 58 | 68 | 6 |
| Steele Creek Rd. | City Limits (Riverdale Dr.) | Brown-Grier Rd. | 59 | 67 | 3 |
| WT Harris Blvd. | Old Statesville Rd. | I-77 | 60 | 67 | 2 |
| Pavilion Blvd. | University City Blvd. | Harris Houston Rd. | 61 | 67 | 4 |
| Lawyers Rd. | Maplewood Ln. | City Limit | 62 | 67 | 5 |
| W WT Harris Blvd. | N. Tryon St. | I-85 | 63 | 67 | 4 |
| Research Dr. | 9140 Research Dr. (Greenway) | 8901 Research Dr. (EPRI Driveway) | 64 | 67 | 4 |
| Donald Ross Rd. | West Blvd. | Wilkinson Blvd. | 65 | 66 | 3 |
| Blakeney Heath Rd. | Charnwood Ct. | Ellington Park Dr. | 66 | 66 | 7 |
| IBM Dr. (western half) | W. WT Harris Blvd. | Neal Rd. | 67 | 66 | 2, 4 |
| Hucks Rd. | Old Statesville Rd. | Hucks Landing Rd. | 68 | 66 | 3 |
| Tyvola Rd. | Yorkmont Rd. | Billy Graham Pkwy. | 69 | 65 | 3 |
| Arrowood Rd. | I-77 NB Ramps | I-77 SB Ramps | 70 | 65 | 3 |
| Weddington Rd. | McKee Rd. | Beacon Forest Dr. | 71 | 64 | 7 |
| Old Concord Rd. | N Tryon St. | Rocky River Rd. | 72 | 64 | 1, 4 |
| Mallard Creek Rd. | Polk and White Rd. | Sawgrass Risge Pl. | 73 | 64 | 4 |
| Rozzelles Ferry Rd. | Hoskins Rd. | Hovis Rd. | 74 | 64 | 2 |
| Sandy Porter Rd. | 3533 Sandy Porter Rd. | Brown-Grier Rd. | 75 | 64 | 3 |
| Tilley Morris Rd | Roundabout | County line | 76 | 63 | 7 |
| Old Statesville Rd. | Statesville Rd. | City Limits (Hucks Rd.) | 77 | 63 | 2, 4 |
| Weddington Rd. | Plantation Center Dr. | I-485 | 78 | 63 | 7 |
| Rozzelles Ferry Rd. | Old Mount Holly Rd. | Valleydale Rd. | 79 | 63 | 2, 3 |
| Mount Holly Rd. | Freedom Dr. | City Limits | 80 | 63 | 2, 3 |
| Brookshire Blvd. | North Dakota St. | Oakdale Rd. | 81 | 63 | 2 |
| Margaret Wallace Rd. | Sam Newell Rd. | Idlewild Rd. | 82 | 63 | 5 |
| Providence Rd. West | Johnston Rd. | Edindale Dr. | 83 | 63 | 7 |
| Johnston Rd. | Ardrey Kell Rd. | SC State Line | 84 | 63 | 7 |
| Bellhaven Blvd. | Brookshire Blvd. | Valleydale Rd. | 85 | 62 | 2 |
| Oakdale Rd. | Peachtree Rd. | City Limits | 86 | 62 | 2 |
| Arrowood Rd. | Whitehall Executive Center Dr. | Sandy Porter Rd. | 87 | 62 | 3 |
| Arrowood Rd. | Bramblewood Rd. | I-77 | 88 | 62 | 3 |
| Pavilion Blvd. | N Tryon St. | Harris Houston Rd. | 89 | 62 | 4 |
| Salome Church Rd. | Stoney View Dr. | City Limit | 90 | 62 | 4 |
| WT Harris Blvd. | Lake Spring Ave. | Mt Holly-Huntersville | 91 | 61 | 2 |
| McKee Rd. | Davis Dr. | Weddington Rd. | 92 | 61 | 7 |
| WT Harris Blvd. | I-85 | Mallard Creek Rd. | 93 | 61 | 2, 4 |
| Robinson Church Rd. | Plott Rd. | Hood Rd. | 94 | 60 | 5 |
| Johnston Rd. | Ballantyne Crossing Pkwy. | Providence Rd. West | 95 | 60 | 7 |
| Johnston Rd. | Providence Rd. | Marvin Rd. | 96 | 60 | 7 |
| Tom Short Rd. | Bryant Farms Rd. | Guinevere Dr. | 97 | 60 | 7 |
| WT Harris Blvd. | W Sugar Creek Rd. | Old Statesville Rd. | 98 | 60 | 2 |
| Westinghouse Blvd. | S Tryon St. | Steele Creek Rd. | 99 | 60 | 3 |
| Tuckaseegee Rd. | Little Rock Rd. | Toddville Rd. | 100 | 60 | 3 |
| Hovis Rd. | S Hoskins Rd. | Wildwood Ave. | 101 | 60 | 2 |
| Valleydale Rd. | Hidden Creek Dr. | Coulwood Dr. | 102 | 60 | 2 |
| Tuckaseegee Rd. | Larry Dr. | Little Rock Rd. | 103 | 59 | 3 |
| Mt Holly Huntersville | Canter Post Dr. | Riverview Dr. | 104 | 59 | 2 |
| McKee Rd. | Kuykendall Rd. | Davis Dr. | 105 | 59 | 7 |
| Oakdale Rd. | Auten Rd. | Peachtree Rd. | 106 | 59 | 2 |
| Weddington Rd. | Walker Rd. | County Line | 107 | 59 | 7 |
| Cindy Ln. | Statesville Rd. | Beatties Ford Rd. | 108 | 58 | 2 |
| Eastfield Rd. | Foggy Meador Rd. | 12400 Eastfield Rd. | 109 | 58 | 4 |
| Freedom Dr. | Eagles Landing Dr. | Mount Holly Rd. | 110 | 58 | 3 |
| Lakeview Rd. | City Limits | Reames Rd. | 111 | 58 | 2 |
| Nations Ford Rd. | Downs Rd. | Westinghouse Blvd. | 112 | 58 | 3 |

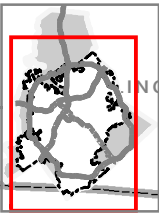
| Project Name | Begin | End | Pedestrian Program Ranking | Total Points | Council District |
|----------------------------|---|---|----------------------------|--------------|------------------|
| Ballantyne Commons Pkwy. | Providence Rd. | Annalexa Ln. | 113 | 58 | 7 |
| Oakdale Rd. | Old Plank Rd. | Auten Rd. | 114 | 57 | 2 |
| Mt Holly-Huntersville Rd. | Babbit Way | Beatties Ford Rd. | 115 | 57 | 2 |
| Mt Holly Huntersville Rd. | Babbit Way | Walden Ridge Rd. | 116 | 57 | 2 |
| Brookshire Blvd. | Oakdale Rd. | Bellhaven Rd. | 117 | 57 | 2 |
| N Tryon St. | University City Blvd. | Mallard Creek Church Rd. | 118 | 57 | 4 |
| Research Dr. | 8310 Technology Dr. | 9140 Research Dr. (Greenway) | 119 | 57 | 4 |
| Wallace Rd. | Wallace Ln. | Woodberry Rd. | 120 | 56 | 5 |
| Mt Holly-Huntersville Rd. | Northwoods Forest Dr. | Mountain Aire Cir | 121 | 56 | 2 |
| Moore's Chapel Rd. | Rhyne Rd. | Sam Wilson Rd. (City Limit) | 122 | 56 | 3 |
| West Blvd. | Airport Dr. | City limits (near ARFF Rd.) | 123 | 56 | 3 |
| W Sugar Creek Rd. | WT Harris Blvd. | Hubbard Rd. | 124 | 56 | 2 |
| Moore's Chapel Rd. | Freedom Dr. | Old Mount Holly Rd. | 125 | 56 | 3 |
| Beam Rd. | Yorkmont Rd. | Associates Ln. | 126 | 56 | 1 |
| Quail Hollow Rd. | Gleneagles Rd. | Canoebrook Rd. | 127 | 56 | 6 |
| Back Creek Church Rd. | University City Blvd. | Rosemallow Rd. | 128 | 55 | 4 |
| Mt Holly Huntersville Rd. | Bellhaven Blvd. | Mountain Aire Cir | 129 | 55 | 2 |
| Marvin Rd. | Donnington Dr. | Ardrey Kell Rd. | 130 | 55 | 7 |
| Mallard Creek Rd. | Breezewood Dr. | Johston-Oehler Rd. | 131 | 55 | 4 |
| Gibbon Rd. | Old Statesville Rd. | Brawer Farm Rd. | 132 | 55 | 2 |
| University City Blvd. | Back Creek Church Rd. | City Limit | 133 | 55 | 4 |
| Downs Rd. | Nations Ford Rd. | City Limit | 134 | 55 | 3 |
| WT Harris Blvd. | Rocky River Rd. | Old Concord Rd. | 135 | 55 | 4 |
| Wilkinson Blvd. | Little Rock Rd. | City Limit | 136 | 55 | 3 |
| Tom Sadler Rd. | Mount Holly Rd. | Mount Holly Rd. | 137 | 54 | 2 |
| David Cox Rd. | Harris Pointe Dr. | W.T. Harris Bv W | 138 | 54 | 4 |
| Eastfield Rd. | Existing sidewalk at 12400 Eastfield Rd. by Long Common Pkwy. | Highland Creek Park | 139 | 54 | 4 |
| Beatties Ford Rd. | Mt Holly-Huntersville Rd. | Woodford Bridge Dr. | 140 | 54 | 2 |
| Sunset Rd. | Oakdale Rd. | Sunset Village Dr. | 141 | 54 | 2 |
| Plaza Rd. Ext | Plott Rd. | City Limit | 142 | 54 | 4, 5 |
| Ballantyne Commons Pkwy. | Sir Francis Drake Dr. | Brittany Oaks Dr. | 143 | 54 | 7 |
| Margaret Wallace Rd. | Marshbrooke Dr. | Cedarbark Dr. | 144 | 54 | 5 |
| Tuckaseegee Rd. | Mulberry Church Rd. | Browns Ave. | 145 | 53 | 3 |
| Peachtree Rd. | Oakdale Rd. | City Limits (between Crandon Rd. and Capps Hill Mine Rd.) | 146 | 53 | 2 |
| Carowinds Blvd. | Catawba Trace | S Tryon St. | 147 | 53 | 3 |
| S Hoskins Rd. | Glenwood Dr. | Gossett Ave. | 148 | 53 | 2 |
| Ridge Rd | Highland Creek Pkwy | Edinmeadow Ln | 149 | 52 | 4 |
| Rocky River Rd | Grier Rd | Seven Oaks Drive | 150 | 52 | 4 |
| Albemarle Rd. | Wilgrove-Mint Hill Rd. | City Limits (near Denbur Dr.) | 151 | 52 | 5 |
| Mt. Holly Huntersville Rd. | Bellhaven Blvd. | Harwood Ln. | 152 | 52 | 2 |
| Sunset Rd. | Brookfield Point Dr. | Joel Turner Dr. | 153 | 52 | 2 |
| Old Sugar Creek Rd. | Wt Harris Blvd. | Connery Ct. | 154 | 52 | 2, 4 |
| Rozzelles Ferry Rd. | Brookshire Blvd. | Hart Rd. | 155 | 52 | 2 |
| W Sugar Creek Rd. | Christenbury Rd. | Hubbard Rd. | 156 | 52 | 2 |
| W Sugar Creek Rd. | Yorkford Dr. | City Limits | 157 | 52 | 4 |
| Sardis Rd. | Sardis Rd. North | Sardis View Ln. | 158 | 52 | 6, 7 |
| Ballantyne Commons Pkwy. | Sir Francis Drake Dr. | Quail Acres Rd. | 159 | 52 | 7 |
| Rea Rd. | Pineville - Matthews Rd. | Fairways Club Dr. | 160 | 52 | 7 |
| Moore's Chapel Rd. | Old Moore's Chapel Rd. | Rhyne Rd. | 161 | 51 | 3 |
| Steele Creek Rd. | City Limits | Red Spring Dr. (near Shopton Rd.) | 162 | 51 | 3 |

| Project Name | Begin | End | Pedestrian Program Ranking | Total Points | Council District |
|---------------------------|-------------------------------|--|----------------------------|--------------|------------------|
| Rozzelles Ferry Rd. | Valleydale Rd. | Freedom Dr. | 163 | 51 | 2, 3 |
| W. Sugar Creek Rd. | Rockwell Blvd. | Christenbury Rd. | 164 | 51 | 2 |
| Weddington Rd. | City Limits (N of Briar Ridge | I-485 | 165 | 51 | 7 |
| Harrisburg Rd. | Robinson Church Rd. | Camp Stewart Rd. | 166 | 51 | 5 |
| Medical Plaza Dr. | 8310 Medical Plaza Dr. | 1981 JN Pease Pl. | 167 | 51 | 2, 4 |
| Orr Rd. | General Commerce Dr. | Orr Industrial Rd. | 168 | 50 | 1 |
| Steele Creek Rd. | Hamilton Rd. | SC State Line | 169 | 50 | 3 |
| Ridge Rd. | Prosperity Church Rd. | Highland Creek Pkwy. | 170 | 50 | 4 |
| Mt Holly-Huntersville Rd. | Harwood Ln. | Newfound Hollow Dr. | 171 | 50 | 2 |
| Mallard Creek Church Rd. | I-85 Overpass | N Tryon St. | 172 | 50 | 4 |
| Tuckaseegee Rd. | Westerwood Dr. | Larry Dr. | 173 | 49 | 3 |
| Sam Neely Rd. | Steele Creek Rd. | City Limit | 174 | 49 | 2 |
| Harrisburg Rd. | Camp Stewart Rd. | I-485 Ramps | 175 | 49 | 5 |
| Sharon Rd. | Ferncliff Dr. | Sharon Ln. | 176 | 49 | 6 |
| Rea Road | Colony | Summerlin Place | 177 | 48 | 7 |
| Pine Oaks Dr. | Beam Rd. | Lakeview Dr. | 178 | 48 | 3 |
| Wallace Neel Rd. | Old Dowd Rd. | City Limit | 179 | 48 | 3 |
| Shopton Rd. West | Westinghouse Blvd. | Castle Cove Rd. | 180 | 48 | 3 |
| Auten Rd. | 201 Black Satchel Dr. | Existing Sidewalk (south side) | 181 | 48 | 2 |
| Shopton Rd. | S Tryon St | City Limits (Beam Rd.) | 182 | 48 | 3 |
| Sunset Rd. | Glenlea Commons Dr. | Brookfield Pointe Dr. | 183 | 48 | 2 |
| Old Mount Holly Rd. | Freedom Dr. | Moore's Chapel Rd. | 184 | 47 | 3 |
| Josh Birmingham Pkwy. | Old Dowd Rd. | Billy Graham Pkwy. | 185 | 47 | 3 |
| Camp Stewart Rd. | Harrisburg Rd. | I-485 | 186 | 46 | 5 |
| Chesapeake Dr. | N Hoskins Rd. | Auten Rd. | 187 | 46 | 2 |
| Mount Holly Rd. | City Limits (Stoneyridge Dr.) | Mount Holly-Huntersville Rd. | 188 | 46 | 2 |
| Lakeview Rd. | Reames Rd. | Old Statesville Rd. | 189 | 46 | 2 |
| Robinson Church Rd. | Hood Rd. | Harrisburg Rd. | 190 | 46 | 5 |
| Moore's Chapel Rd. | Old Mount Holly Rd. | Claremont Rd. | 191 | 46 | 3 |
| Idlewild Rd. | Oak Dr. | Braewick Pl. | 192 | 46 | 5 |
| Rozzelles Ferry Rd. | Hovis Rd. | Old Mt. Holly Rd. | 193 | 46 | 2 |
| Sardis Rd | 229 Hillandale Dr | Sardis Pointe Rd | 194 | 45 | 7 |
| West Rocky River Rd. | Old Concord | Tryon | 195 | 45 | 4 |
| Eastfield Rd. | Asbury Chapel Rd. | Foggy Meadow Rd. | 196 | 45 | 4 |
| Back Creek Church Rd. | Rosemallow Rd. | Caldwell Rd. | 197 | 45 | 4 |
| Johnston Rd. | Marvin Rd. | Copper Mountain Blvd. | 198 | 45 | 7 |
| Ardrey Kell Rd. | Tom Short Rd. | Providence Rd. | 199 | 45 | 7 |
| Marvin Rd. | Providence Rd. West | Dixie Glen Dr. | 200 | 44 | 7 |
| Pineville-Matthews Rd. | Elizabeth Ln. | Sardis Plantation Dr. | 201 | 44 | 7 |
| Auten Rd. | Oakdale Rd. | Black Satchel Dr. | 202 | 43 | 2 |
| Steele Creek Rd. | Greycrest Ct. | Westinghouse Blvd. | 203 | 43 | 3 |
| Atando Ave. | Ware Ave. | N Graham St. | 204 | 43 | 1 |
| Park South Dr. | Round Oak Rd. | Stokes Ave. | 205 | 43 | 6 |
| Reames Rd. | Secretariat Dr. | Lakeview Rd. | 206 | 43 | 2 |
| Park South Dr. | Park Rd. | Old Reid Rd. | 207 | 43 | 6 |
| Sharon View Rd | Hardison Rd | Summer Lake Rd | 208 | 42 | 6 |
| W Sugar Creek Rd | Old Potters Rd | Mallard Creek Rd | 209 | 42 | 2 |
| Caldwell Rd. | Back Creek Church Rd. | Cabarrus County (Farmington Ridge Pkwy.) | 210 | 42 | 4 |
| Hood Rd. | Robinson Church Rd. | Plaza Rd. Extension | 211 | 42 | 5 |
| Browne Rd. | Hunter Downs Rd. | Brownstone View Dr. | 212 | 42 | 2, 4 |
| Statesville Rd. | Lake Rd. | City Limits (Metromont Pkwy.) | 213 | 41 | 2 |
| Sam Wilson Rd. | Moore's Chapel Rd. | City Limit (between Wilson Glen Dr. and West Pointe Dr.) | 214 | 41 | 3 |
| Ardrey Kell Rd. | Community House Rd. | Carson Whitley Ave. | 215 | 41 | 7 |
| Ardrey Kell Rd. | Rea Rd. | Tom Short Rd. | 216 | 41 | 7 |
| Weddington Rd. | Simfield Church Rd. | Portstewart Ln. | 217 | 40 | 7 |

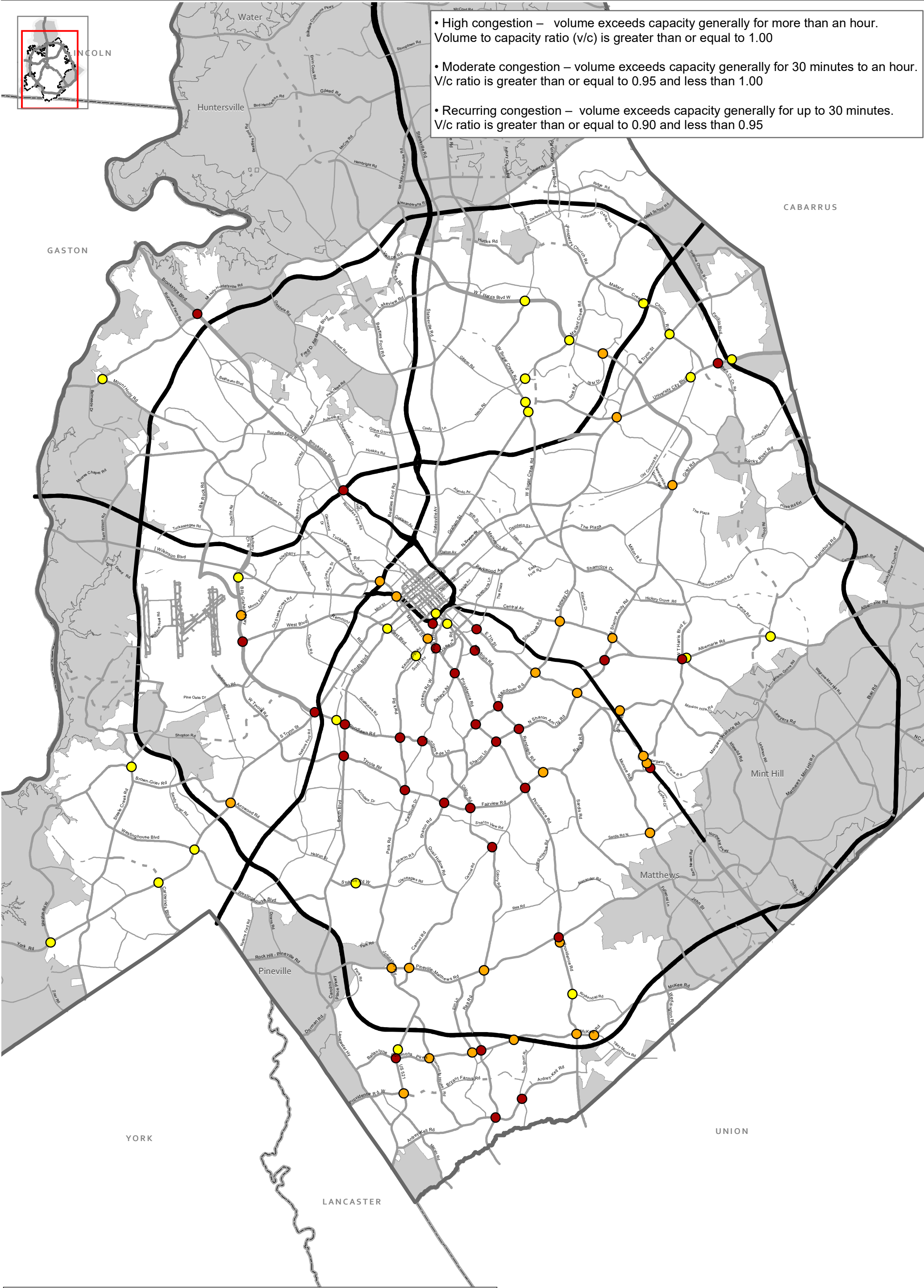
| Project Name | Begin | End | Pedestrian Program Ranking | Total Points | Council District |
|----------------------------|---------------------------------------|------------------------------------|----------------------------|--------------|------------------|
| Mt. Holly Huntersville Rd. | Beatties Ford Rd. | Fox Thorne Dr. | 218 | 40 | 2 |
| Wilkinson Blvd. | Boyer St. | Little Rock Rd. | 219 | 40 | 3 |
| Hamilton Rd. | Cumber land Cove Dr. | Smith Boyd Rd. | 220 | 39 | 3 |
| Lakeview Rd. | Statesville Rd. | Harris Blvd. | 221 | 39 | 2 |
| Hood Rd. | Plaza Rd. Ext | Rocky River Rd. | 222 | 39 | 4 |
| Marvin Rd. | Johnston Rd. | Wilklee Dr. | 223 | 39 | 7 |
| The Plaza Extension | Northridge Middle School | City Limits (Plott Rd.) | 224 | 38 | 4, 5 |
| Ardrey Kell Rd | Unnamed creek east of Travis Gulch Dr | Wade Academy Rd | 225 | 37 | 7 |
| Rocky River Rd. | Hood Rd. | I-485 | 226 | 37 | 4 |
| Westinghouse Blvd. | Steele Creek Rd. | Shopton Rd. West | 227 | 37 | 3 |
| Shopton Rd. West | Westinghouse Blvd. | City Limit | 228 | 37 | 3 |
| Steele Creek Rd. | North of Shopton Rd. | South of Byrum Dr. | 229 | 37 | 3 |
| Rea Rd. (2nd Side) | Windyrush Dr. | Cedar Croft Dr. | 230 | 37 | 7 |
| Nations Ford Rd. | Westinghouse Blvd. | SC State Line | 231 | 36 | 3 |
| McKee Rd | Weddington Rd | Carrington Forest | 232 | 35 | 7 |
| Newell-Hickory Grove Rd. | Old Concord Rd. | Grier Rd. | 233 | 35 | 1, 4 |
| Nations Ford Rd. | Wody Ridge Rd. | Hebron Ave. | 234 | 34 | 3 |
| Ardrey Kell Rd. | Marvin Rd. | Community House Rd. | 235 | 32 | 7 |
| Mallard Creek Church Rd. | Claude Freeman Dr. | I-85 Underpass | 236 | 32 | 4 |
| Atando Ave | N Tryon St | Robinson Cir | 237 | 31 | 1 |
| Pleasant Plains Rd. | McKee Rd. | County Line (near Morningwood Dr.) | 238 | 31 | 7 |
| Mt. Holly-Huntersvile Rd. | Mt. Holly Rd. | Newfound Hollow Dr. | 239 | 31 | 2 |
| Providence Rd. West | Glenfinnan Drive | Community House Rd. | 240 | 30 | 7 |
| McKee Rd | Carrington Forest Ln | Pleasant Plains Rd | 241 | 27 | 7 |
| Moores Chapel Rd. | Claremont Rd. | Old Moores Chapel Rd. | 242 | 26 | 4 |



2020 High Congestion Intersections



- High congestion – volume exceeds capacity generally for more than an hour. V/c ratio is greater than or equal to 1.00
- Moderate congestion – volume exceeds capacity generally for 30 minutes to an hour. V/c ratio is greater than or equal to 0.95 and less than 1.00
- Recurring congestion – volume exceeds capacity generally for up to 30 minutes. V/c ratio is greater than or equal to 0.90 and less than 0.95



High Congestion Intersections

High Congestion in both the AM and PM Peaks

High Congestion in either the AM or PM Peak and Moderate Congestion in the Other Peak

High Congestion in either the AM or PM Peak