

CITY OF CHARLOTTE

MUNICIPAL SERVICE DISTRICT 5 (UNIVERSITY CITY) REQUEST FOR MILLAGE RATE ADJUSTMENT AND NORTHERN BOUNDARY EXPANSION

Submitted by University City Partners (UCP)
Keith Stanley, President and CEO

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I. Executive Summary

University City Partners (UCP), the contracted administrator for Municipal Service District 5 (University City), respectfully submits this report requesting City Council consideration of two coordinated actions:

- (1) an adjustment to the MSD5 millage rate from \$0.0262 to \$0.0380 per \$100 of assessed valuation, and
- (2) a northern boundary expansion to better align district boundaries with properties that directly benefit from MSD-funded services and programs.

Established in 2003, MSD5 encompasses approximately 10 square miles, making it the largest municipal service district in Charlotte by land area. UCP has served as the district's managing organization since its inception, delivering supplemental services, programming, and place-based investments across a geographically large and economically diverse area of North Charlotte. The size and distributed nature of the district create service delivery demands that differ significantly from smaller, more compact MSDs.

Despite its scale and continued growth in residents, employment, and development activity, MSD 5 remains tied for the lowest millage rate among Charlotte's MSDs. Over the past two decades, University City has experienced substantial expansion, including continued growth within the University Research Park and the addition of thousands of residential units. These changes have increased demand for visible, consistent district services related to cleanliness, safety, connectivity, identity, and economic competitiveness.

UCP has not requested a formal MSD millage rate increase since the district's creation. During this time, the organization has worked within existing resources to deliver services and initiatives that support district vitality and economic growth. The proposed millage adjustment is intended to establish a more sustainable baseline of service delivery across a large and complex district, not to position MSD 5 as a premium or highest-cost MSD. Even at the proposed rate, MSD5 would remain below the millage rate of certain peer districts in Charlotte.

If approved through the City's established process, the additional revenue generated by the millage adjustment would support measurable, outcome-focused service enhancements, including expanded district presence, improved cleanliness and appearance standards, strengthened district identity and communications, and increased planning and coordination capacity to support ongoing growth and redevelopment.

The proposed northern boundary expansion is a complementary administrative action intended to improve clarity and consistency by aligning district boundaries with on-the-ground service benefit. This adjustment would ensure that similarly situated properties are included consistently in district services, communications, and engagement efforts. Together, the proposed millage adjustment and boundary expansion are intended to ensure that MSD5 resources are scaled appropriately and applied consistently to properties that directly benefit from district services.

This submission is provided in accordance with the City of Charlotte's Municipal Service District rate change policy. If City Council directs the City Manager to initiate the formal notice and

engagement process, UCP will fully comply with all City and State requirements and will coordinate closely with City staff throughout the established timeline.

II. Purpose of This Report and Policy Alignment

This report is submitted by University City Partners (UCP) pursuant to the City of Charlotte Municipal Service District (MSD) rate change policy, which requires that requests for MSD millage rate adjustments be submitted by written report to the Mayor, City Council, and City Manager on or before February 1 for consideration in the upcoming budget cycle. The purpose of this report is to provide City Council with the information required to evaluate a proposed millage rate adjustment for MSD 5 and a related boundary expansion, and to request direction on whether to proceed with the City's formal notice and engagement process.

UCP serves as the contracted administrator for MSD 5 and manages supplemental services and district initiatives on behalf of the City. If City Council directs the City Manager to initiate the notice and feedback process, UCP will execute all required engagement activities in full compliance with City policy and applicable North Carolina statutes, and in close coordination with City staff.

This report is intended to support informed decision-making by clearly outlining the requested actions, the rationale for the proposed changes, and the service outcomes that would be enabled if approved.

III. Requested Actions

University City Partners respectfully requests City Council consideration of the following two actions related to Municipal Service District 5 (University City):

a) Millage Rate Adjustment Request

UCP requests an adjustment to the MSD 5 millage rate from \$0.0262 to \$0.0380 per \$100 of assessed valuation, effective with the FY2027 City budget, subject to City Council approval. The requested adjustment is intended to provide sustainable, recurring funding to support visible and measurable district services across a geographically large and growing district.

The proposed rate remains below the millage rate of certain peer municipal service districts in Charlotte and is structured to move MSD 5 toward a more appropriate baseline of service capacity relative to its size, complexity, and economic role within the City.

Estimated net new revenue associated with the proposed rate adjustment will be provided following final confirmation of the MSD tax base and modeling assumptions and will be incorporated into the City's review and engagement materials.

b) Northern Boundary Expansion Request

UCP also requests City Council consideration of a northern boundary expansion for MSD 5 to better align the district boundary with properties that directly benefit from MSD-funded services, programs, and district-level investments.

The proposed expansion is intended to correct boundary gaps, improve administrative clarity, and ensure consistent inclusion of similarly situated properties within district services, communications, and engagement efforts. Proposed boundary maps and a parcel-level table summarizing assessed values and estimated MSD impact will be provided in the City-preferred format as part of this submission.

IV. District Overview and Statement of Need

District Context and Scale

Municipal Service District 5 encompasses approximately 10 square miles, making it the largest municipal service district in Charlotte by land area. This geographic scale differentiates University City from other MSDs in the City, which are more compact and concentrated.

The size and distributed nature of MSD 5 directly affect service delivery and operational demands. Services related to cleanliness, visibility, safety support, and corridor presence must be deployed across multiple activity centers, employment nodes, and transportation corridors. As a result, resource density, rather than millage rate alone, is a key factor in evaluating the district's ability to deliver baseline services effectively.

Current Rate Position and Peer Context

Despite its size and complexity, MSD 5 is currently tied for the lowest millage rate among Charlotte's municipal service districts, a position that has remained unchanged for many years.

When viewed on a revenue-per-square-mile basis, the impact of this rate position becomes more pronounced. University City's large geographic footprint results in substantially lower revenue density than smaller MSDs such as South End and SouthPark. Even at the proposed millage rate, MSD 5 would continue to operate with lower revenue per square mile than these peer districts, reflecting the challenge of delivering consistent district services across a large service area.

Why a Rate Adjustment Now

UCP has not requested a formal MSD millage rate increase since the establishment of MSD 5 in 2003. During this period, University City has experienced sustained growth in residential development, employment density, and visitor activity, including significant expansion within the University Research Park and the addition of thousands of new residential units.

These changes have increased demand for district services related to cleanliness, safety, mobility, identity, and economic competitiveness. UCP has demonstrated its ability to deploy MSD resources effectively through targeted, outcome-driven investments, including the Small Business Initiative, which in 2025 delivered direct investment to locally owned businesses, expanded district-wide engagement, and strengthened safety and visibility within key commercial corridors.

The proposed millage adjustment builds on this foundation by providing the recurring capacity necessary to scale proven efforts and respond to continued growth across University City.

V. Part A: Millage Rate Adjustment Submission Elements

Map of the District (Current Boundaries)

Appendix A includes a current map of MSD 5 boundaries in the City-preferred format.

Statement of Need and Requested Property Tax Rate

UCP requests an adjustment to the MSD 5 millage rate from \$0.0262 to \$0.0380 per \$100 of assessed valuation. The requested rate is intended to establish a more sustainable baseline of service delivery across a geographically large and complex district while remaining below the millage rate of certain peer municipal service districts in Charlotte.

Tax Impact Transparency (Illustrative Examples)

The proposed millage rate adjustment applies only to the MSD portion of a property's overall tax bill and does not affect City, County, or other tax rates. While the adjustment represents an increase to the MSD line item, the absolute dollar impact for most MSD rate payers remains modest when viewed in the context of total property tax obligations.

Illustrative examples of annual MSD impact at the proposed rate include:

- A property assessed at \$10 million: approximately \$1,180 annually
- A property assessed at \$25 million: approximately \$2,950 annually
- A property assessed at \$50 million: approximately \$5,900 annually

More detailed parcel-level impacts will be documented as part of the City-directed engagement and review process.

Current Services and Outcomes

University City Partners delivers MSD-funded services and initiatives across four core pillars that support district vitality, economic competitiveness, and quality of life: events and activation; connectivity and mobility; economic development; and marketing and promotions. These efforts are documented through regular reporting to the UCP Board of Directors and Executive Committee.

A central component of UCP's economic development work is the Small Business Initiative, which provides targeted investment, marketing support, and technical assistance to locally owned businesses. In 2025, UCP directly supported more than 200 small businesses and delivered over \$150,000 in direct investment for safety improvements, signage, branding, and marketing assets. During the same period, the MSD business database expanded by more than 20 percent, reflecting increased district-wide engagement.

Additional detail, metrics, and documentation supporting current services are provided in the appendices.

Service Enhancements Enabled by the Requested Rate

If approved, the requested millage adjustment would allow UCP to address identified service and capacity gaps that cannot be met within the current revenue structure. Additional funding would be guided by desired outcomes and implemented in coordination with City staff.

Key outcome areas include:

Safety, Cleanliness, and District Presence

Expanded, visible district presence focused on cleanliness, hospitality, and issue identification, with intended outcomes including improved perceptions of safety, faster resolution of maintenance issues, and more consistent corridor-level coverage.

Arts, Activation, and Placemaking

Increased capacity for public space activation, wayfinding, signage, public art, and programming across multiple sub-areas of MSD 5 to strengthen district identity and economic vitality.

Planning and District Coordination

Improved district-level planning and coordination capacity to align public and private investment, support redevelopment readiness, and strengthen coordination with City initiatives across a large and decentralized district.

Plan to Provide New or Expanded Services

UCP proposes a phased, City-aligned approach to implementing any new or expanded services enabled by the requested millage adjustment. This approach does not presume implementation prior to City Council authorization and includes:

- **Readiness and validation**, including confirmation of process requirements and financial assumptions
- **Outcome definition and service design**, including performance metrics and reporting standards
- **City-directed engagement**, if authorized, conducted strictly in accordance with City policy
- **Engagement synthesis and Council consideration** as part of the annual budget process

This phased framework ensures accountability, policy compliance, and alignment with City direction.

Engagement Readiness (Pending City Council Direction)

Consistent with City policy, engagement related to the proposed millage rate adjustment and boundary expansion will occur only if City Council directs the City Manager to initiate the notice and feedback process. If authorized, UCP will execute required engagement activities in close coordination with City staff and in accordance with prescribed timelines and documentation standards.

VI. Part B: Northern Boundary Expansion Request

The proposed northern boundary expansion for MSD 5 is intended to better align district boundaries with current service delivery areas and properties that directly benefit from MSD-funded services. Over time, development patterns and infrastructure investments have resulted in boundary gaps that create inconsistencies in service coverage and stakeholder inclusion.

The proposed expansion is not intended to materially alter the nature of MSD services, but rather to improve administrative clarity, equity, and long-term planning alignment. Proposed boundary maps and parcel-level data will be provided in the City-preferred format and validated in coordination with City staff.

If approved, UCP will integrate the expansion area into service planning, communications, and engagement activities in a manner consistent with existing district operations.

VII. Governance and Accountability

University City Partners will manage any approved millage adjustment and boundary expansion with clear governance, accountability, and implementation controls. These controls are intended to ensure fiscal responsibility, scope discipline, and transparency for City partners and MSD rate payers.

Key controls include phased authorization for any external consultant support, defined decision points to pause or adjust scope if conditions change, and regular reporting aligned with service deliverables and the City's annual budget adoption process. UCP's Board of Directors will continue to provide oversight consistent with its fiduciary responsibilities.

VIII. Working Timeline

The following dates reflect key milestones outlined in City policy and confirmed through coordination with City staff. All dates are subject to City Council direction and staff coordination.

- **February 1, 2026:** Submission of report to City Council
- **Late February 2026 (following Council direction):** Notice to proceed with rate payer engagement, if authorized
- **March 2026:** City-directed engagement period and preparation for EDW Committee review
- **April 2026:** City Council consideration of the proposed MSD 5 millage rate as part of the FY2027 budget process
- **May–June 2026:** City Council consideration of the proposed northern boundary expansion and final budget adoption

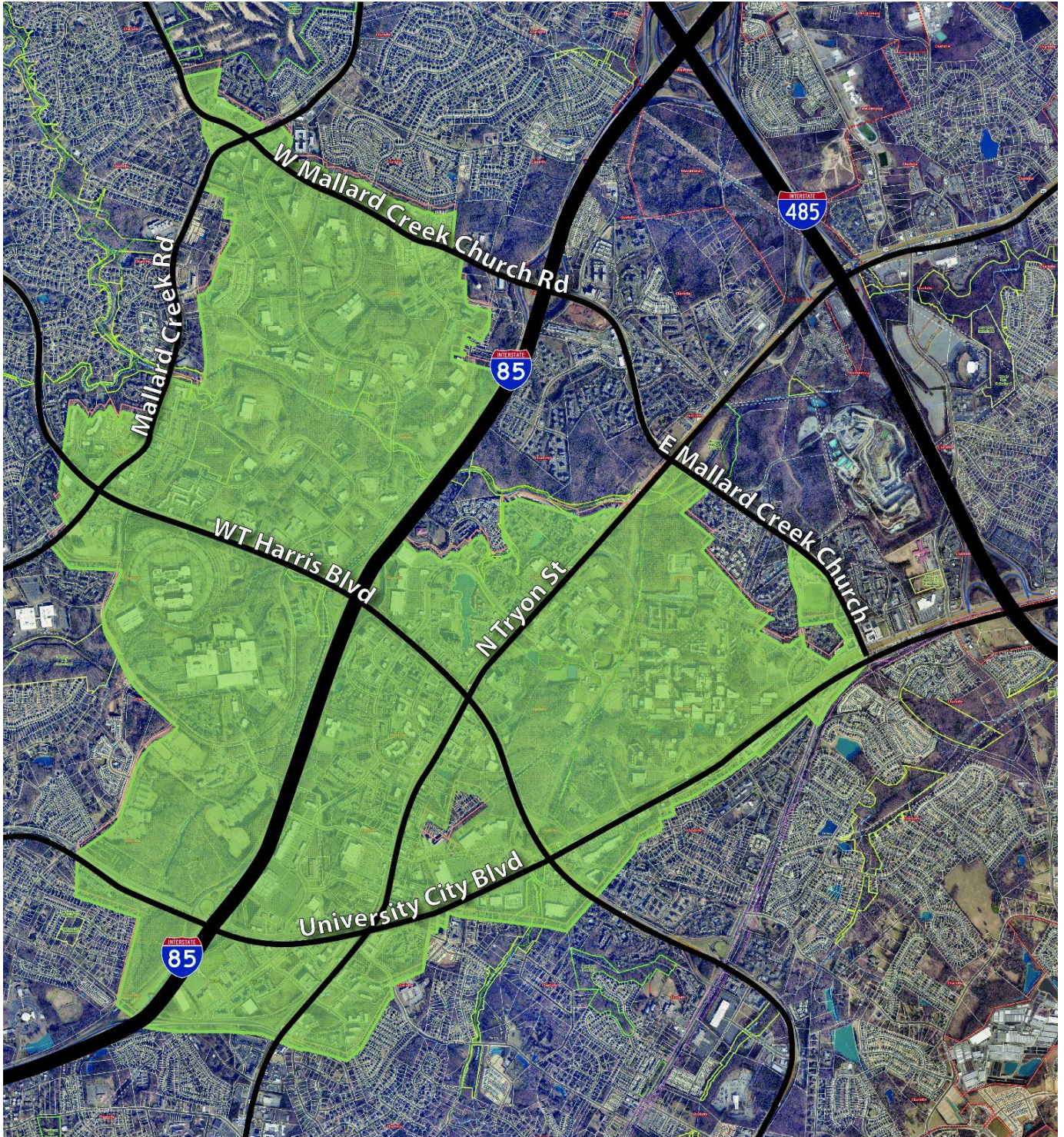
UCP will refine the sequencing and deliverables following confirmation of the final workflow and engagement requirements from City staff.

IX. Appendices

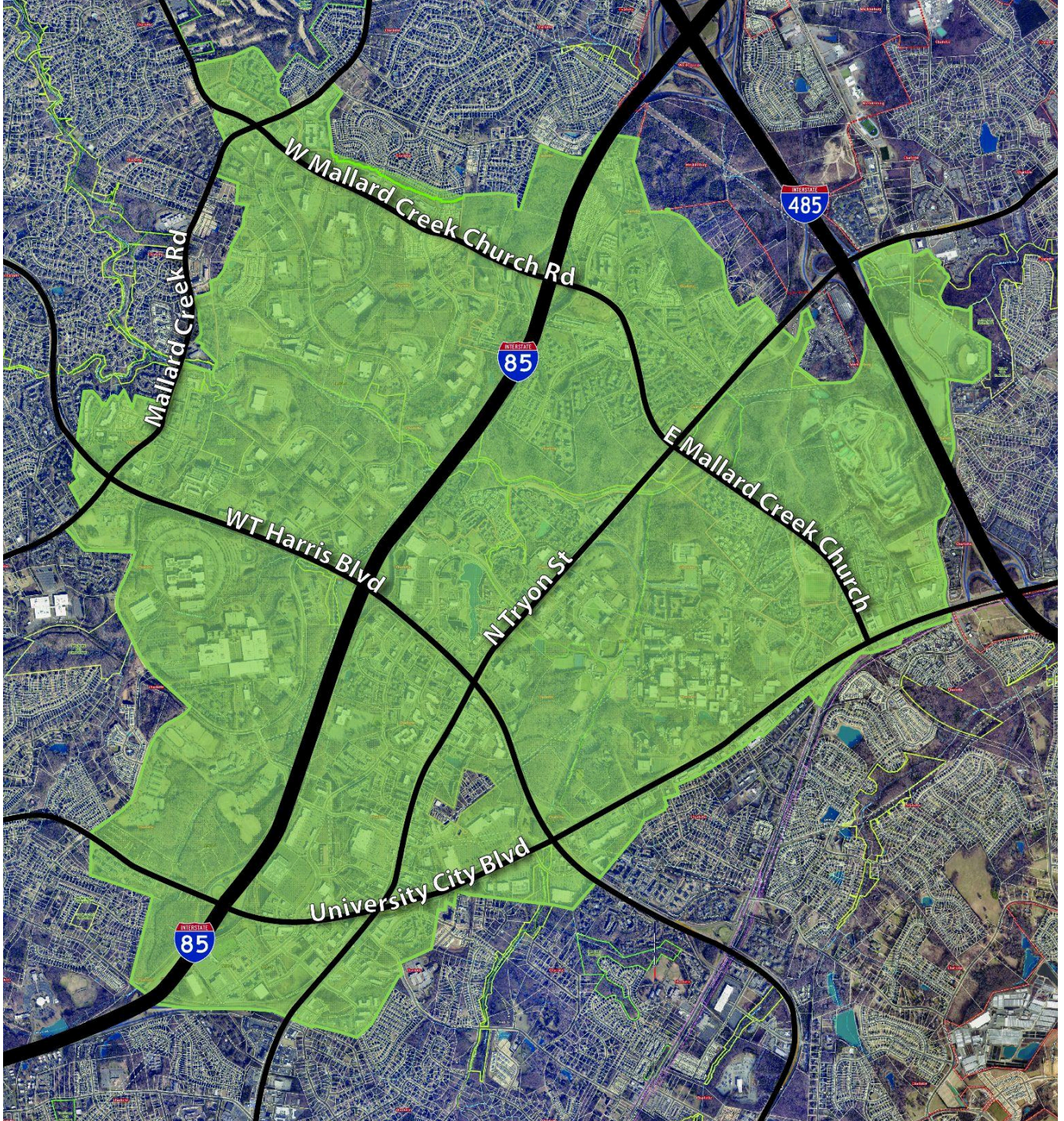
The following appendices are provided to support City review and staff analysis:

- **Appendix A:** Current MSD 5 boundary map
- **Appendix B:** Proposed northern boundary expansion map
- **Appendix C:** Parcel list and assessed values for the proposed expansion area
- **Appendix D:** MSD 5 timeline and City process milestones
- **Appendix E:** UCP service highlights and outcomes across core service areas
- **Appendix F:** Revenue model assumptions and estimated net new revenue at the proposed millage rate
- **Appendix G:** Small Business Initiative program documentation

Appendix A Current MSD Boundary Map



Appendix B Proposed Northern Boundary Expansion Map



Appendix C Parcel List

And Accessed Values for the Proposed Expansion

Revised 6-4-26

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
02901104	\$2,781,800	\$1,057	10/03/2022
02901105	\$528,000	\$201	06/05/2019
02901120	\$56,973,400	\$21,650	12/30/2021
02901169	\$2,098,000	\$797	06/14/2021
02901177	\$2,396,200	\$911	11/27/2019
02901178	\$347,600	\$132	11/27/2019
02901179	\$0	\$0	08/19/2014
02901181	\$2,548,400	\$968	03/03/2017
02901184	\$775,900	\$295	09/16/2022
02902101	\$3,754,200	\$1,426.60	02/07/1975
02902121	\$4,702,100	\$1,786.80	09/13/2018
02902124	\$4,747,700	\$1,804.13	12/27/2017
02902202	\$449,900	\$170.96	12/23/2024
02903101	\$23,065,400	\$8,764.85	02/02/2015
02903113	\$157,000	\$59.66	03/02/2022
02903116	\$2,778,100	\$1,055.68	04/18/2016
02903117	\$73,606,300	\$27,970.39	12/02/2021
02903121	\$2,164,900	\$822.66	05/04/1990
02903123	\$28,789,400	\$10,939.97	02/02/2015
02903130	\$712,200	\$270.64	09/20/2012
02903131	\$80,260,600	\$30,499.03	09/27/2021
02903133	\$3,368,300	\$1,279.95	07/11/2023
02903134	\$2,175,600	\$826.73	05/15/2001
02903135	\$1,574,500	\$598.31	08/02/2011
02903136	\$1,842,300	\$700.07	11/04/2024
02903137	\$1,931,500	\$733.97	08/24/2005
02903139	\$12,748,900	\$4,844.58	09/03/2025
02903142	\$194,461	\$73.90	10/11/2022
02903192	\$43,177,600	\$16,407.49	12/02/2021
02903193	\$14,542,500	\$5,526.15	12/10/2020
02903194	\$40,657,100	\$15,449.70	12/10/2020
02903195	\$9,502,700	\$3,611.03	12/10/2020
02903502	\$222,120	\$84.41	08/18/2022
02911103	\$310,300	\$117.91	10/28/2024

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
02911104	\$1,176,300	\$446.99	03/25/2021
02911105	\$1,600	\$0.61	12/27/2019
02911107	\$123,900	\$47.08	07/12/2022
02911108	\$739,900	\$281.16	08/31/2016
02911201	\$210,315	\$79.92	12/22/2020
02936124	\$61,861,200	\$23,507	07/13/2006
02965102	\$92,681,800	\$35,219.08	11/19/2021
02965103	\$94,112,000	\$35,762.56	08/20/2004
02965105	\$196,400	\$74.63	04/25/2006
02965110	\$771,100	\$293.02	08/20/2004
02965111	\$2,357,300	\$895.77	09/29/2004
02965201	\$272,200	\$103.44	07/29/2011
02965202	\$265,500	\$100.89	03/09/2023
02965203	\$282,900	\$107.50	08/24/2021
02965204	\$270,500	\$102.79	11/02/2020
02965205	\$278,200	\$105.72	11/25/2015
02965206	\$258,300	\$98.15	06/28/2005
02965207	\$265,100	\$100.74	02/11/2022
02965208	\$260,100	\$98.84	07/24/2023
02965209	\$313,600	\$119.17	01/27/2023
02965210	\$284,900	\$108.26	10/24/2022
02965211	\$270,500	\$102.79	01/06/2016
02965212	\$300,600	\$114.23	08/17/2015
02965213	\$270,600	\$102.83	03/30/2021
02965214	\$276,500	\$105.07	10/31/2013
02965215	\$287,800	\$109.36	06/19/2020
02965216	\$263,700	\$100.21	08/24/2015
02965217	275,200	\$104.58	05/05/2006
02965218	\$267,000	\$101.46	12/15/2021
02965219	\$285,500	\$108.49	08/26/2021
02965220	\$285,200	\$108.38	12/23/2020
02965221	\$265,400	\$100.85	04/10/2019
02965222	\$261,600	\$99.41	11/06/2009
02965223	\$282,400	\$107.31	05/02/2022
02965224	\$283,300	\$107.65	05/10/2019
02965225	\$336,000	\$127.68	07/31/2020
02965226	\$284,900	\$108.26	09/23/2020
02965227	\$289,500	\$110.01	09/30/2005

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
02965228	\$284,900	\$108.26	02/25/2022
02965229	\$313,800	\$119.24	03/03/2021
02965230	\$296,100	\$112.52	08/23/2005
02965231	\$282,800	\$107.46	03/31/2017
02965232	\$272,600	\$103.59	02/14/2019
02965233	\$278,300	\$105.75	08/23/2005
02965234	\$280,800	\$106.70	01/04/2010
02965235	\$296,700	\$112.75	08/23/2005
02965236	\$289,000	\$109.82	04/29/2011
02965237	\$276,900	\$105.22	08/26/2013
02965238	\$290,500	\$110.39	11/14/2017
02965239	\$276,900	\$105.22	07/30/2021
02965240	\$297,200	\$112.94	10/26/2021
02965241	\$294,300	\$111.83	06/18/2008
02965242	\$272,900	\$103.70	03/21/2019
02965243	\$284,900	\$108.26	12/07/2018
02965244	\$282,100	\$107.20	10/22/2020
02965250	\$0	\$0.00	02/07/2002
02965253	\$0	\$0.00	04/30/2002
02965258	\$0	\$0.00	02/07/2002
02965261	\$0	\$0.00	02/07/2002
02965263	\$0	\$0.00	02/07/2002
02965265	\$0	\$0.00	02/07/2002
02965301	\$291,400	\$110.73	06/03/2024
02965302	\$271,000	\$102.98	08/25/2004
02965303	\$282,800	\$107.46	02/12/2021
02965304	\$271,000	\$102.98	09/23/2024
02965305	\$275,500	\$104.69	02/23/2009
02965306	\$291,500	\$110.77	09/07/2018
02965307	\$294,700	\$111.99	05/08/2018
02965308	\$282,900	\$107.50	05/18/2005
02965309	\$284,700	\$108.19	03/03/2005
02965310	\$282,900	\$107.50	03/03/2005
02965311	\$295,700	\$112.37	09/28/2012
02965312	\$308,900	\$117.38	05/06/2020
02965313	\$271,000	\$102.98	05/16/2018
02965314	\$274,900	\$104.46	10/08/2015
02965315	\$289,400	\$109.97	07/27/2022
02965316	\$278,600	\$105.87	11/01/2016
02965317	\$294,700	\$111.99	07/23/2009
02965318	\$292,300	\$111.07	01/16/2018
02965319	\$284,900	\$108.26	04/13/2021

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
02965320	\$281,300	\$106.89	07/12/2005
02965321	\$295,700	\$112.37	07/17/2023
02965322	\$293,100	\$111.38	02/01/2006
02965323	\$293,600	\$111.57	05/26/2017
02965324	\$288,900	\$109.78	09/26/2019
02965325	\$301,800	\$114.68	07/12/2023
02965326	\$284,700	\$108.19	11/22/2016
02965327	\$282,000	\$107.16	11/30/2006
02965328	\$288,100	\$109.48	09/02/2021
02965329	\$284,900	\$108.26	10/13/2017
02965330	\$292,700	\$111.23	07/15/2016
02965331	\$293,500	\$111.53	01/10/2020
02965332	\$282,400	\$107.31	07/02/2021
02965333	\$286,600	\$108.91	05/27/2020
02965334	\$293,900	\$111.68	01/21/2022
02965335	\$283,900	\$107.88	08/14/2025
02965336	\$281,300	\$106.89	05/23/2006
02965337	\$299,900	\$113.96	04/26/2019
02965338	\$289,800	\$110.12	02/12/2015
02965339	\$291,300	\$110.69	05/28/2015
02965340	\$277,600	\$105.49	02/07/2014
02965341	\$284,900	\$108.26	06/23/2017
02965342	\$298,500	\$113.43	12/11/2023
02965343	\$281,000	\$106.78	04/30/2025
02965344	\$341,100	\$129.62	06/30/2021
02965345	\$271,000	\$102.98	08/01/2016
02965346	\$296,800	\$112.78	04/13/2018
02965347	\$300,100	\$114.04	10/01/2002
02965348	\$271,100	\$103.02	12/11/2002
02965349	\$278,400	\$105.79	04/22/2015
02965350	\$273,200	\$103.82	12/18/2018
02965351	\$312,900	\$118.90	08/03/2018
02965352	\$295,000	\$112.10	04/22/2021
02965353	\$285,500	\$108.49	06/14/2018
02965354	\$290,400	\$110.35	09/27/2019
02965355	\$287,300	\$109.17	04/04/2025
02965356	\$286,400	\$108.83	12/16/2019
02965357	\$316,100	\$120.12	04/03/2020
02965358	\$285,100	\$108.34	03/28/2003
02965359	\$290,100	\$110.24	11/12/2021
02965360	\$285,100	\$108.34	03/24/2011

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
02965361	\$294,500	\$111.91	11/09/2021
02965362	\$300,200	\$114.08	07/31/2003
02965363	\$286,800	\$108.98	04/18/2018
02965364	\$293,900	\$111.68	06/15/2021
02965365	\$298,000	\$113.24	10/11/2022
02965366	\$298,700	\$113.51	11/05/2021
02965367	\$300,100	\$114.04	11/15/2005
02965368	\$285,100	\$108.34	01/27/2022
02965369	\$286,900	\$109.02	09/14/2021
02965370	\$288,500	\$109.63	12/10/2021
02965371	\$298,100	\$113.28	12/30/2016
02965372	\$285,500	\$108.49	07/09/2021
02965373	\$288,000	\$109.44	06/22/2004
02965374	\$270,500	\$102.79	12/11/2014
02965375	\$288,100	\$109.48	10/28/2010
02965376	\$299,900	\$113.96	05/13/2016
02965377	\$0	\$0.00	02/07/2002
02965378	\$0	\$0.00	02/07/2002
02965380	\$0	\$0.00	02/07/2002
02965386	\$0	\$0	10/28/2005
02965387	\$0	\$0.00	10/28/2005
02977101	\$75,000	\$29	10/28/2024
02977102	\$75,000	\$29	10/28/2024
02977103	\$75,000	\$29	10/28/2024
02977104	\$75,000	\$29	10/28/2024
02977105	\$75,000	\$29	10/28/2024
02977106	\$75,000	\$29	10/28/2024
02977107	\$75,000	\$29	10/28/2024
02977108	\$75,000	\$29	10/28/2024
02977109	\$75,000	\$29	10/28/2024
02977110	\$75,000	\$29	10/28/2024
02977111	\$75,000	\$29	10/28/2024
02977112	\$75,000	\$29	10/28/2024
02977113	\$75,000	\$29	10/28/2024
02977114	\$75,000	\$29	10/28/2024
02977115	\$75,000	\$29	10/28/2024
02977116	\$75,000	\$29	10/28/2024
02977117	\$75,000	\$29	10/28/2024

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
02977118	\$75,000	\$29	10/28/2024
02977119	\$75,000	\$29	10/28/2024
02977120	\$75,000	\$29	10/28/2024
02977121	\$75,000	\$29	10/28/2024
02977122	\$75,000	\$29	10/28/2024
02977123	\$75,000	\$29	10/28/2024
02977124	\$75,000	\$29	10/28/2024
02977125	\$75,000	\$29	10/28/2024
02977126	\$75,000	\$29	10/28/2024
02977127	\$75,000	\$29	10/28/2024
02977128	\$75,000	\$29	10/28/2024
02977129	\$75,000	\$29	10/28/2024
02977130	\$75,000	\$29	10/28/2024
02977131	\$75,000	\$29	10/28/2024
02977132	\$75,000	\$29	10/28/2024
02977133	\$75,000	\$29	10/28/2024
02977135	\$75,000	\$29	10/28/2024
02977136	\$75,000	\$29	10/28/2024
02977137	\$75,000	\$29	10/28/2024
02977138	\$75,000	\$29	10/28/2024
02977139	\$75,000	\$29	10/28/2024
02977140	\$75,000	\$29	10/28/2024
02977141	\$75,000	\$29	10/28/2024
02977143	\$75,000	\$29	10/28/2024
02977144	\$75,000	\$29	10/28/2024
02977145	\$75,000	\$29	10/28/2024
02977146	\$75,000	\$29	10/28/2024
02977147	\$75,000	\$29	10/28/2024
02977148	\$75,000	\$29	10/28/2024
02977149	\$75,000	\$29	10/28/2024
02977150	\$75,000	\$29	10/28/2024
02977151	\$75,000	\$29	10/28/2024
02977152	\$75,000	\$29	10/28/2024
02977153	\$75,000	\$29	10/28/2024
02977154	\$75,000	\$29	10/28/2024
02977155	\$75,000	\$29	10/28/2024
02977156	\$75,000	\$29	10/28/2024
02977157	\$75,000	\$29	10/28/2024

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
02977158	\$75,000	\$29	10/28/2024
02977159	\$75,000	\$29	10/28/2024
02977160	\$75,000	\$29	10/28/2024
02977161	\$75,000	\$29	10/28/2024
02977162	\$75,000	\$29	10/28/2024
02977163	\$75,000	\$29	10/28/2024
02977164	\$75,000	\$29	10/28/2024
02977165	\$75,000	\$29	10/28/2024
02977166	\$75,000	\$29	10/28/2024
02977167	\$75,000	\$29	10/28/2024
02977168	\$75,000	\$29	10/28/2024
02977169	\$75,000	\$29	10/28/2024
02977170	\$75,000	\$29	10/28/2024
02977171	\$75,000	\$29	10/28/2024
02977172	\$75,000	\$29	10/28/2024
02977173	\$75,000	\$29	10/28/2024
02977174	\$75,000	\$29	10/28/2024
02977175	\$75,000	\$29	10/28/2024
02977176	\$75,000	\$29	10/28/2024
02977177	\$75,000	\$29	10/28/2024
02977178	\$75,000	\$29	10/28/2024
02977179	\$75,000	\$29	10/28/2024
02977180	\$75,000	\$29	10/28/2024
02977181	\$75,000	\$29	10/28/2024
02977182	\$75,000	\$29	10/28/2024
02977183	\$39,000	\$15	10/28/2024
02977201	\$75,000	\$29	10/28/2024
02977202	\$75,000	\$29	10/28/2024
02977203	\$75,000	\$29	10/28/2024
02977204	\$75,000	\$29	10/28/2024
02977205	\$75,000	\$29	10/28/2024
02977206	\$75,000	\$29	10/28/2024
02977207	\$75,000	\$29	10/28/2024
02977208	\$75,000	\$29	10/28/2024
02977209	\$75,000	\$29	10/28/2024
02977210	\$75,000	\$29	10/28/2024
02977211	\$75,000	\$29	10/28/2024
02977212	\$75,000	\$29	10/28/2024

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
02977213	\$75,000	\$29	10/28/2024
02977214	\$75,000	\$29	10/28/2024
02977215	\$75,000	\$29	10/28/2024
02977216	\$75,000	\$29	10/28/2024
02977217	\$75,000	\$29	10/28/2024
02977218	\$75,000	\$29	10/28/2024
02977219	\$75,000	\$29	10/28/2024
02977220	\$75,000	\$29	10/28/2024
02977221	\$75,000	\$29	10/28/2024
02977222	\$75,000	\$29	10/28/2024
02977223	\$75,000	\$29	10/28/2024
02977224	\$75,000	\$29	10/28/2024
02977225	\$75,000	\$29	10/28/2024
02977226	\$75,000	\$29	10/28/2024
02977227	\$75,000	\$29	10/28/2024
02977228	\$75,000	\$29	10/28/2024
02977229	\$75,000	\$29	10/28/2024
02977230	\$75,000	\$29	10/28/2024
02977231	\$75,000	\$29	10/28/2024
02977232	\$75,000	\$29	10/28/2024
02977233	\$75,000	\$29	10/28/2024
02977234	\$75,000	\$29	10/28/2024
02977235	\$75,000	\$29	10/28/2024
02977236	\$75,000	\$29	10/28/2024
02977237	\$75,000	\$29	10/28/2024
02977238	\$75,000	\$29	10/28/2024
02977239	\$75,000	\$29	10/28/2024
02977240	\$75,000	\$29	10/28/2024
02977241	\$75,000	\$29	10/28/2024
02977242	\$75,000	\$29	10/28/2024
02977243	\$75,000	\$29	10/28/2024
02977244	\$75,000	\$29	10/28/2024
02977245	\$75,000	\$29	10/28/2024
02977246	\$75,000	\$29	10/28/2024
02977247	\$75,000	\$29	10/28/2024
02977248	\$75,000	\$29	10/28/2024
02977249	\$75,000	\$29	10/28/2024
02977250	\$75,000	\$29	10/28/2024

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
02977251	\$75,000	\$29	10/28/2024
02977252	\$75,000	\$29	10/28/2024
02977253	\$75,000	\$29	10/28/2024
02977254	\$75,000	\$29	10/28/2024
02977255	\$75,000	\$29	10/28/2024
02977256	\$75,000	\$29	10/28/2024
02977257	\$75,000	\$29	10/28/2024
02977258	\$75,000	\$29	10/28/2024
02977259	\$75,000	\$29	10/28/2024
02977260	\$75,000	\$29	10/28/2024
02977261	\$75,000	\$29	10/28/2024
02977262	\$75,000	\$29	10/28/2024
02977263	\$75,000	\$29	10/28/2024
02977264	\$75,000	\$29	10/28/2024
02977265	\$75,000	\$29	10/28/2024
02977266	\$75,000	\$29	10/28/2024
02977267	\$75,000	\$29	10/28/2024
02977268	\$75,000	\$29	10/28/2024
02977269	\$75,000	\$29	10/28/2024
02977270	\$75,000	\$29	10/28/2024
02977271	\$75,000	\$29	10/28/2024
02977272	\$75,000	\$29	10/28/2024
02977273	\$75,000	\$29	10/28/2024
02977274	\$75,000	\$29	10/28/2024
02977275	\$75,000	\$29	10/28/2024
02977276	\$75,000	\$29	10/28/2024
02977277	\$75,000	\$29	10/28/2024
02977278	\$75,000	\$29	10/28/2024
02977279	\$75,000	\$29	10/28/2024
02977280	\$75,000	\$29	10/28/2024
02977281	\$75,000	\$29	10/28/2024
02977282	\$75,000	\$29	10/28/2024
02977283	\$75,000	\$29	10/28/2024
02977284	\$75,000	\$29	10/28/2024
02977285	\$75,000	\$29	10/28/2024
02977286	\$75,000	\$29	10/28/2024
02977287	\$75,000	\$29	10/28/2024
02977288	\$75,000	\$29	10/28/2024

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
02977289	\$5,700	\$2	10/28/2024
02977290	\$9,100	\$3	10/28/2024
02977301	\$75,000	\$29	10/28/2024
02977302	\$75,000	\$29	10/28/2024
02977303	\$75,000	\$29	10/28/2024
02977304	\$75,000	\$29	10/28/2024
02977305	\$75,000	\$29	10/28/2024
02977306	\$75,000	\$29	10/28/2024
02977307	\$75,000	\$29	10/28/2024
02977308	\$75,000	\$29	10/28/2024
02977309	\$75,000	\$29	10/28/2024
02977310	\$75,000	\$29	10/28/2024
02977311	\$75,000	\$29	10/28/2024
02977312	\$75,000	\$29	10/28/2024
02977313	\$75,000	\$29	10/28/2024
02977314	\$75,000	\$29	10/28/2024
02977315	\$75,000	\$29	10/28/2024
02977316	\$75,000	\$29	10/28/2024
02977317	\$75,000	\$29	10/28/2024
02977318	\$75,000	\$29	10/28/2024
02977319	\$75,000	\$29	10/28/2024
02977320	\$75,000	\$29	10/28/2024
02977321	\$75,000	\$29	10/28/2024
02977322	\$75,000	\$29	10/28/2024
02977323	\$75,000	\$29	10/28/2024
02977324	\$75,000	\$29	10/28/2024
02977325	\$75,000	\$29	10/28/2024
02977326	\$75,000	\$29	10/28/2024
02977327	\$75,000	\$29	10/28/2024
02977328	\$75,000	\$29	10/28/2024
02977329	\$75,000	\$29	10/28/2024
02977330	\$75,000	\$29	10/28/2024
02977331	\$75,000	\$29	10/28/2024
02977332	\$75,000	\$29	10/28/2024
02977333	\$75,000	\$29	10/28/2024
02977334	\$75,000	\$29	10/28/2024
02977335	\$75,000	\$29	10/28/2024
02977336	\$75,000	\$29	10/28/2024

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
02977337	\$75,000	\$29	10/28/2024
02977338	\$75,000	\$29	10/28/2024
02977339	\$75,000	\$29	10/28/2024
02977340	\$75,000	\$29	10/28/2024
02977341	\$75,000	\$29	10/28/2024
02977342	\$75,000	\$29	10/28/2024
02977343	\$75,000	\$29	10/28/2024
02977344	\$75,000	\$29	10/28/2024
02977345	\$75,000	\$29	10/28/2024
02977346	\$75,000	\$29	10/28/2024
02977347	\$75,000	\$29	10/28/2024
02977348	\$75,000	\$29	10/28/2024
02977349	\$75,000	\$29	10/28/2024
02977350	\$75,000	\$29	10/28/2024
02977351	\$75,000	\$29	10/28/2024
02977352	\$75,000	\$29	10/28/2024
02977401	\$75,000	\$29	10/28/2024
02977402	\$75,000	\$29	10/28/2024
02977403	\$75,000	\$29	10/28/2024
02977404	\$75,000	\$29	10/28/2024
02977405	\$75,000	\$29	10/28/2024
02977406	\$75,000	\$29	10/28/2024
02977407	\$75,000	\$29	10/28/2024
02977408	\$75,000	\$29	10/28/2024
02977409	\$75,000	\$29	10/28/2024
02977410	\$75,000	\$29	10/28/2024
02977411	\$75,000	\$29	10/28/2024
02977412	\$75,000	\$29	10/28/2024
02977413	\$75,000	\$29	10/28/2024
02977414	\$75,000	\$29	10/28/2024
02977415	\$75,000	\$29	10/28/2024
02977416	\$75,000	\$29	10/28/2024
02977417	\$75,000	\$29	10/28/2024
02977418	\$75,000	\$29	10/28/2024
02977419	\$75,000	\$29	10/28/2024
02977420	\$75,000	\$29	10/28/2024
02977421	\$75,000	\$29	10/28/2024
02977422	\$75,000	\$29	10/28/2024

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
02977423	\$75,000	\$29	10/28/2024
02977424	\$75,000	\$29	10/28/2024
02977425	\$75,000	\$29	10/28/2024
02977426	\$75,000	\$29	10/28/2024
02977427	\$75,000	\$29	10/28/2024
02977428	\$75,000	\$29	10/28/2024
02977429	\$75,000	\$29	10/28/2024
02977430	\$75,000	\$29	10/28/2024
02977431	\$75,000	\$29	10/28/2024
02977432	\$75,000	\$29	10/28/2024
02977433	\$75,000	\$29	10/28/2024
02977434	\$75,000	\$29	10/28/2024
02977435	\$75,000	\$29	10/28/2024
02977436	\$75,000	\$29	10/28/2024
02977437	\$75,000	\$29	10/28/2024
02977438	\$75,000	\$29	10/28/2024
02977439	\$75,000	\$29	10/28/2024
02977440	\$75,000	\$29	10/28/2024
02977441	\$75,000	\$29	10/28/2024
02977442	\$75,000	\$29	10/28/2024
02977443	\$75,000	\$29	10/28/2024
02977444	\$75,000	\$29	10/28/2024
02977445	\$75,000	\$29	10/28/2024
02977446	\$75,000	\$29	10/28/2024
02977447	\$75,000	\$29	10/28/2024
02977501	\$1,515,100	\$575.74	10/28/2024
02977502	\$75,000	\$29	10/28/2024
02977503	\$75,000	\$29	10/28/2024
02977504	\$75,000	\$29	10/28/2024
02977505	\$75,000	\$29	10/28/2024
02977506	\$75,000	\$29	10/28/2024
02977507	\$75,000	\$29	10/28/2024
02977508	\$75,000	\$29	10/28/2024
02977509	\$75,000	\$29	10/28/2024
02977510	\$75,000	\$29	10/28/2024
02977511	\$75,000	\$29	10/28/2024
02977512	\$75,000	\$29	10/28/2024
02977513	\$75,000	\$29	10/28/2024

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
02977514	\$75,000	\$29	10/28/2024
02977515	\$75,000	\$29	10/28/2024
02977516	\$75,000	\$29	10/28/2024
02977517	\$75,000	\$29	10/28/2024
02977518	\$75,000	\$29	10/28/2024
02977519	\$75,000	\$29	10/28/2024
02977520	\$75,000	\$29	10/28/2024
02977521	\$75,000	\$29	10/28/2024
02977522	\$75,000	\$29	10/28/2024
02977523	\$75,000	\$29	10/28/2024
02977524	\$75,000	\$29	10/28/2024
02977525	\$75,000	\$29	10/28/2024
02977526	\$75,000	\$29	10/28/2024
02977527	\$75,000	\$29	10/28/2024
02977528	\$75,000	\$29	10/28/2024
02977529	\$75,000	\$29	10/28/2024
02977530	\$75,000	\$29	10/28/2024
02977531	\$75,000	\$29	10/28/2024
02977532	\$75,000	\$29	10/28/2024
02977533	\$75,000	\$29	10/28/2024
02977534	\$75,000	\$29	10/28/2024
02977535	\$75,000	\$29	10/28/2024
02977536	\$75,000	\$29	10/28/2024
02977537	\$75,000	\$29	10/28/2024
02977538	\$75,000	\$29	10/28/2024
02977539	\$75,000	\$29	10/28/2024
02977540	\$75,000	\$29	10/28/2024
02977541	\$75,000	\$29	10/28/2024
02977542	\$75,000	\$29	10/28/2024
02977543	\$75,000	\$29	10/28/2024
02977544	\$75,000	\$29	10/28/2024
02977545	\$75,000	\$29	10/28/2024
02977546	\$75,000	\$29	10/28/2024
02977547	\$75,000	\$29	10/28/2024
02977548	\$75,000	\$29	10/28/2024
02977549	\$75,000	\$29	10/28/2024
02977550	\$75,000	\$29	10/28/2024
02977551	\$75,000	\$29	10/28/2024

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
02977552	\$75,000	\$29	10/28/2024
02977553	\$75,000	\$29	10/28/2024
02977554	\$75,000	\$29	10/28/2024
02977555	\$75,000	\$29	10/28/2024
02977556	\$75,000	\$29	10/28/2024
02977557	\$75,000	\$29	10/28/2024
02977558	\$75,000	\$29	10/28/2024
02977559	\$75,000	\$29	10/28/2024
04715216	\$732,100	\$278	12/06/2011
04717118	\$1,944,200	\$738.80	12/03/2002
04718104	\$5,337,100	\$2,028.10	08/09/2024
04718107	\$257,400	\$97.81	06/30/2015
04718108	\$63,508,500	\$24,133.23	11/18/2022
04718111	\$75,153,400	\$28,558.29	12/16/2021
04718122	\$2,905,000	\$1,103.90	11/03/2021
04718123	\$41,666,200	\$15,833.16	02/28/2013
04718125	\$300,600	\$114.23	11/30/2007
04718142	\$6,237,400	\$2,370.21	03/14/2017
04718143	\$4,916,400	\$1,868.23	07/12/2016
04718147	\$14,684,700	\$5,580.19	02/28/2013
04718148	\$932,300	\$354.27	01/24/2018
04718150	\$42,061,600	\$15,983.41	02/26/2021
04726101	\$0	\$0.00	04/01/1988
04726102	\$360,700	\$137.07	01/21/2020
04726103	\$384,500	\$146.11	05/22/1998
04726104	\$344,200	\$130.80	01/24/2023
04726105	\$330,300	\$125.51	8/16/1990
04726107	\$352,300	\$133.87	12/16/2016
04726108	\$333,300	\$126.65	06/02/1998
04726109	\$323,200	\$122.82	10/07/2005
04726110	\$347,600	\$132.09	10/21/2016
04726111	\$357,900	\$136.00	04/25/2016
04726112	\$385,300	\$146.41	09/08/2023
04726113	\$363,900	\$138.28	08/16/2017
04726115	\$358,000	\$136.04	07/31/2015
04726117	\$377,200	\$143.34	12/03/2020
04726118	\$361,500	\$137.37	05/09/1994
04726119	\$339,200	\$128.90	01/19/2021

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
04726120	\$353,400	\$134.29	08/03/2020
04726121	\$333,300	\$126.65	11/12/2014
04726122	\$324,800	\$123.42	10/15/2012
04726123	\$352,000	\$133.76	07/02/2013
04726124	\$331,200	\$125.86	12/17/2019
04726125	\$399,500	\$151.81	04/26/2022
04726126	\$366,200	\$139.16	11/30/2020
04726127	\$357,300	\$135.77	02/14/2012
04726128	\$334,200	\$127.00	07/01/2024
04726129	\$318,700	\$121.11	07/01/2008
04726130	\$359,500	\$136.61	07/31/2020
04726131	\$389,600	\$148.05	10/13/2022
04726132	\$318,600	\$121.07	02/11/2020
04726133	\$373,600	\$141.97	01/07/2021
04726134	\$402,000	\$152.76	02/13/2020
04726135	\$368,600	\$140.07	05/17/2024
04726138	\$370,700	\$140.87	08/30/2018
04726139	\$318,600	\$121.07	01/25/2017
04726140	\$342,400	\$130.11	07/23/2003
04726141	\$427,100	\$162.30	04/19/2024
04726197	\$0	\$0.00	04/01/1997
04729138	\$8,767,300	\$3,331.57	09/30/1998
04732102	\$24,800	\$9.42	12/31/1996
04732103	\$51,615,700	\$19,613.97	06/13/2022
04732104	\$11,487,400	\$4,365.21	02/26/1986
04732201	\$240,500	\$91.39	02/16/1999
04732202	\$233,200	\$88.62	11/15/2010
04732203	\$215,100	\$81.74	07/10/2025
04732204	\$188,400	\$71.59	03/07/2023
04732205	\$256,600	\$97.51	01/29/2016
04732206	\$255,900	\$97.24	06/22/2007
04732207	\$226,800	\$86.18	08/25/2011
04732208	\$227,700	\$86.53	07/24/2024
04732209	\$256,200	\$97.36	06/10/2008
04732210	\$258,600	\$98.27	07/31/2018
04732211	\$215,100	\$81.74	10/28/2019
04732212	\$188,400	\$71.59	09/28/2015
04732213	\$220,900	\$83.94	12/16/2022

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
04732214	\$255,900	\$97.24	09/17/2020
04732215	\$251,700	\$95.65	03/06/2015
04732216	\$231,400	\$87.93	05/10/2007
04732217	\$197,800	\$75.16	07/27/2023
04732218	\$226,000	\$85.88	02/12/2019
04732219	\$256,100	\$97.32	06/28/2016
04732220	\$305,500	\$116.09	07/05/2022
04732221	\$266,000	\$101.08	08/09/2022
04732222	\$246,700	\$93.75	05/08/2023
04732223	\$246,700	\$93.75	01/11/2007
04732224	\$275,100	\$104.54	11/21/2022
04732225	\$297,700	\$113.13	07/03/2025
04732226	\$251,700	\$95.65	05/11/2023
04732227	\$229,500	\$87.21	11/06/2019
04732228	\$234,300	\$89.03	04/15/2024
04732229	\$255,300	\$97.01	10/27/2017
04732230	\$300,200	\$114.08	08/29/2017
04732231	\$267,400	\$101.61	09/29/2025
04732232	\$246,700	\$93.75	02/07/2019
04732233	\$266,500	\$101.27	06/07/2017
04732234	\$302,100	\$114.80	07/21/2020
04732235	\$296,900	\$112.82	09/23/2022
04732236	\$246,500	\$93.67	06/15/2006
04732237	\$266,300	\$101.19	05/21/2010
04732238	\$246,200	\$93.56	07/11/2006
04732239	\$302,100	\$114.80	03/06/2025
04732240	\$255,900	\$97.24	04/12/2012
04732241	\$226,000	\$85.88	09/29/2009
04732242	\$188,000	\$71.44	10/02/2020
04732243	\$216,400	\$82.23	05/17/2019
04732244	\$253,100	\$96.18	04/06/2022
04732245	\$264,000	\$100.32	11/21/2017
04732246	\$232,600	\$88.39	08/27/2021
04732247	\$228,000	\$86.64	04/19/2010
04732248	\$269,200	\$102.30	03/30/2021
04732249	\$261,900	\$99.52	12/21/2018
04732250	\$188,400	\$71.59	04/05/2019
04732251	\$215,500	\$81.89	01/29/2024

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
04732252	\$261,600	\$99.41	12/29/2017
04732253	\$296,300	\$112.59	07/19/2021
04732254	\$246,400	\$93.63	07/10/2025
04732255	\$274,100	\$104.16	11/26/1997
04732256	\$246,400	\$93.63	06/12/2012
04732257	\$299,800	\$113.92	12/06/2004
04732258	\$297,700	\$113.13	01/17/2006
04732259	\$246,000	\$93.48	11/07/2014
04732260	\$271,200	\$103.06	03/07/2001
04732261	\$247,100	\$93.90	10/22/2020
04732262	\$302,400	\$114.91	09/06/2019
04732263	\$255,900	\$97.24	03/21/2025
04732264	\$231,600	\$88.01	09/28/2007
04732265	\$188,400	\$71.59	07/31/2006
04732266	\$215,300	\$81.81	12/29/2017
04732267	\$255,600	\$97.13	03/31/1999
04732268	\$256,800	\$97.58	03/30/2012
04732269	\$188,400	\$71.59	11/21/2006
04732270	\$215,200	\$81.78	11/12/2025
04732271	\$257,200	\$97.74	04/28/2005
04732272	\$256,300	\$97.39	06/29/2009
04732273	\$188,400	\$71.59	08/28/1997
04732274	\$215,100	\$81.74	07/21/2014
04732275	\$260,200	\$98.88	08/22/1997
04732276	\$255,800	\$97.20	07/02/2007
04732277	\$226,400	\$86.03	07/23/1997
04732278	\$188,400	\$71.59	10/21/1999
04732279	\$214,600	\$81.55	11/18/2021
04732280	\$251,700	\$95.65	07/02/2007
04732281	\$309,300	\$117.53	11/25/2024
04732282	\$245,300	\$93.21	08/12/2014
04732283	\$247,200	\$93.94	11/22/2019
04732284	\$302,000	\$114.76	03/28/2022
04732285	\$0	\$0.00	06/27/1997
04732297	\$0	\$0.00	01/07/1998
04732298	\$0	\$0.00	12/31/1998
04738101	\$259,700	\$98.69	12/05/2005
04738102	\$117,800	\$44.76	10/02/2023

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
04738103	\$95,000	\$36.10	11/25/2025
04738104	\$153,000	\$58.14	12/21/2016
04738105	\$158,400	\$60.19	09/14/2007
04738107	\$56,141,400	\$21,333.73	01/13/2022
04738109	\$1,653,200	\$628.22	09/13/1996
04738110	\$1,461,500	\$555.37	02/07/1975
04738201	\$79,900	\$30.36	12/30/1985
04738202	\$666,600	\$253.31	08/29/1986
04738203	\$9,042,700	\$3,436.23	06/03/2021
04738204	\$164,300	\$62.43	09/02/1986
04738205	\$290,300	\$110.31	10/26/2023
04738206	\$264,300	\$100.43	09/08/1975
04738207	\$127,700	\$48.53	09/08/1975
04738208	\$169,200	\$64.30	07/08/1991
04738209	\$166,600	\$63.31	04/26/2022
04738210	\$199,800	\$75.92	07/01/2022
04738211	\$85,500	\$32.49	06/23/1983
04738212	\$301,400	\$114.53	11/24/1998
04738213	\$107,700	\$40.93	11/05/2021
04738214	\$492,900	\$187.30	06/15/2018
04738215	\$369,200	\$140.30	04/30/1984
04738298	\$183,100	\$69.58	11/29/2022
04738299	\$5,700	\$2.17	08/21/2001
04741201	\$4,095,700	\$1,556	08/09/2021
04743102	\$3,318,800	\$1,261.14	08/06/2024
04743103	\$55,000	\$20.90	10/18/1988
04744101	\$5,354,300	\$2,034.63	08/06/2024
04744102	\$7,536,700	\$2,863.95	12/22/2020
04744103	\$48,847,000	\$18,561.86	02/09/2024
04932104	\$954,800	\$362.82	03/02/2015
04932111	\$1,683,400	\$639.69	03/25/1982
04932112	\$1,002,600	\$380.99	11/26/1973
04932113	\$13,445,300	\$5,109.21	09/16/2024
04932114	\$27,217,100	\$10,342.50	05/26/2021
04932118	\$28,653,000	\$10,888.14	12/23/2024
04932201	\$171,257	\$65.08	04/29/2016
04938101	\$301,800	\$114.68	04/22/1996
04938102	\$310,300	\$117.91	09/03/2025

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
04938103	\$293,600	\$111.57	06/11/2004
04938104	\$331,900	\$126.12	04/24/2025
04938105	\$335,000	\$127.30	10/04/2016
04938106	\$284,500	\$108.11	06/19/2006
04938107	\$294,700	\$111.99	06/24/1994
04938108	\$306,300	\$116.39	10/02/1997
04938109	\$333,800	\$126.84	09/24/2021
04938110	\$328,500	\$124.83	04/11/2000
04938111	\$359,700	\$136.69	07/28/2009
04938112	\$311,300	\$118.29	05/07/1996
04938113	\$338,700	\$128.71	09/26/2012
04938114	\$331,400	\$125.93	04/13/2016
04938115	\$352,400	\$133.91	08/13/2025
04938116	\$298,700	\$113.51	11/05/2025
04938117	\$365,500	\$138.89	07/03/1995
04938118	\$352,300	\$133.87	12/01/2000
04938119	\$308,700	\$117.31	10/24/2013
04938120	\$306,800	\$116.58	09/22/2015
04938121	\$353,300	\$134.25	06/25/2021
04938122	\$373,000	\$141.74	12/10/1991
04938123	\$361,300	\$137.29	09/01/1995
04938124	\$318,400	\$120.99	05/16/1988
04938125	\$330,200	\$125.48	04/19/2021
04938126	\$368,300	\$139.95	03/20/2020
04938127	\$403,700	\$153.41	05/12/2025
04938128	\$306,200	\$116.36	10/25/1996
04938129	\$330,200	\$125.48	03/04/2025
04938130	\$303,900	\$115.48	04/19/2017
04938131	\$327,700	\$124.53	07/13/2018
04938132	\$252,200	\$95.84	11/05/2019
04938133	\$257,900	\$98.00	10/23/2019
04938134	\$379,700	\$144.29	07/02/1993
04938135	\$363,000	\$137.94	01/08/2015
04938136	\$368,200	\$139.92	02/26/1993
04938137	\$364,000	\$138.32	12/19/2014
04938138	\$65,000	\$24.70	09/02/2025
04938139	\$332,600	\$126.39	09/02/2025
04938140	\$372,700	\$141.63	05/19/1998

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
04938141	\$323,200	\$122.82	07/15/2005
04938142	\$276,000	\$104.88	12/19/2014
04938143	\$374,500	\$142.31	10/29/2019
04938144	\$300,600	\$114.23	12/19/2014
04938145	\$317,600	\$120.69	12/19/2014
04938146	\$342,700	\$130.23	12/19/2014
04938147	\$377,600	\$143.49	01/08/2015
04938148	\$317,300	\$120.57	01/08/2015
04938201	\$31,000,200	\$11,780.08	05/26/2022
04938398	\$0	\$0.00	08/23/1988
04938498	\$0	\$0.00	01/18/1989
05101114	\$48,189,100	\$18,311.86	06/13/2022
05101115	\$1,525,000	\$579.50	10/17/2019
05101118	\$76,757,600	\$29,167.89	08/01/2025
05101119	\$6,139,300	\$2,332.93	08/26/2020
05101120	\$2,948,500	\$1,120.43	07/03/2012
05101121	\$16,410,500	\$6,235.99	06/11/1990
05101129	\$9,190,100	\$3,492.24	12/14/2000
05101130	\$1,909,300	\$725.53	12/02/1996
05101131	\$641,600	\$243.81	02/15/2005
05101132	\$2,274,500	\$864.31	12/29/2021
05101134	\$33,411,900	\$12,696.52	06/13/2022
05101138	\$365,900	\$139.04	10/17/2019
05101139	\$615,900	\$234.04	12/31/2024
05101204	\$3,042,300	\$1,156.07	10/25/2016
05102101	\$122,000	\$46.36	02/15/1994
05102102	\$1,068,300	\$405.95	08/06/2024
05102103	\$7,416,300	\$2,818.19	03/25/1982
05102105	\$62,200	\$23.64	10/01/2021
05102107	\$1,645,600	\$625.33	09/28/2010
05102108	\$397,800	\$151.16	01/01/1975
05102109	\$703,900	\$267.48	07/16/1987
05103204	\$76,400	\$29.03	07/10/2025
05103206	\$190,100	\$72.24	08/31/1998
05103207	\$1,371,200	\$521.06	03/23/2016
05103208	\$1,523,400	\$578.89	08/14/2025
05103209	\$6,026,200	\$2,289.96	06/19/2019
05103211	\$3,359,600	\$1,276.65	08/29/2016

Parcel ID	Assessed Value	Proposed MSD Tax (0.0380 per \$100)	Last Sale Date
05103233	\$302,300	\$114.87	12/08/1995
05103234	\$2,208,000	\$839.04	04/11/1994
05103301	516,900	\$196.42	11/30/2006
05103306	\$85,100	\$32.34	02/15/1994
05104101	\$5,951,500	\$2,261.57	02/15/1994
05104201	\$1,676,300	\$636.99	12/08/1995
05104202	\$2,032,800	\$772.46	04/06/2001
05106117	\$7,477,100	\$2,841.30	04/11/1994
05106118	\$2,276,100	\$864.92	04/11/1994
05106120	\$20,100	\$8	05/22/1991
05112205	\$2,600	\$0.99	12/18/2003
05112206	\$378,900	\$143.98	09/18/2008
05112207	\$1,315,000	\$499.70	5/5/2023
05112208	\$3,044,700	\$1,156.99	06/12/2017
05112210	\$215,700	\$81.97	04/18/2019
05112211	\$298,400	\$113.39	07/30/2019
05112212	\$123,400	\$46.89	05/05/2014
05112220	\$1,497,900	\$569.20	11/18/2016
05112225	\$5,500	\$2.09	12/08/2017
05112226	\$255,800	\$97.20	04/18/2019
05112228	\$389,000	\$147.82	03/27/2008
05112599	\$36,700	\$14	07/24/1997
05133501	\$201,891	\$76.72	05/20/2008
05140102	\$1,167,600	\$443.69	08/18/2022
05140106	\$28,053,500	\$10,660.33	08/18/2022
05140107	\$2,703,700	\$1,027.41	08/18/2022
05140108	\$8,538,800	\$3,244.74	03/25/1982
05140110	\$474,100	\$180.16	06/28/2012
05141108	\$185,100	\$70	07/10/2025
05141113	\$289,200	\$110	12/05/2018
05141114	\$117,700	\$45	06/26/2018
TOTAL:	\$1,667,129,144	\$633,509.07	

Appendix D

MSD5 Timeline and City Process Milestones

The following timeline summarizes the key MSD 5 milestones based on City policy, guidance provided by Strategy and Budget staff, and materials reviewed with the UCP Executive Committee. This sequence reflects the City's established process for millage rate adjustments and boundary refinements and is intended to illustrate anticipated coordination points rather than fixed implementation commitments. All milestones remain subject to City Council direction and staff coordination.

February 1, 2026

Submission of MSD 5 millage rate adjustment and northern boundary expansion report to City Council

Late February 2026

Following City Council direction, issuance of notice to proceed with rate payer engagement, if authorized

March 2026

City directed engagement period and preparation for Economic Development and Workforce Committee review

April 2026

City Council consideration of the proposed MSD 5 millage rate adjustment as part of the FY2027 budget process

May–June 2026

City Council consideration of the proposed northern boundary expansion and final FY2027 budget adoption

UCP will refine sequencing, deliverables, and engagement logistics following confirmation of the final workflow and procedural requirements from City staff.

Appendix E

UCP Service Highlights and Outcomes

Across Core Service Areas

University City Partners delivers MSD funded services through four integrated pillars that collectively advance economic vitality, quality of life, and long term district readiness. These pillars reflect sustained work over multiple years and align with adopted City plans, the University City Strategic Vision, and the City's broader growth and mobility objectives.

Pillar 1: Arts and Activation

University City Partners leads district wide arts, cultural, and community activation efforts that strengthen identity, build community pride, and create consistent reasons for people to spend time in University City. This pillar includes signature events, recurring activations, cultural programming, and public facing initiatives that support both quality of life and economic activity.

Over the past several years, UCP has expanded the scale, consistency, and professionalism of its activation work, delivering major signature events alongside smaller, recurring programs that activate public spaces, commercial corridors, and community gathering areas. These efforts are designed to increase foot traffic, support local businesses, and provide platforms for artists, cultural organizations, and community partners.

Arts and activation also serve as strategic placemaking tools. Through programming and temporary activations, UCP helps test how spaces function, identify opportunities for longer term investment, and build momentum for future public realm improvements. Partnerships with institutional stakeholders, sponsors, and local organizations allow these efforts to scale while remaining inclusive and reflective of University City's diversity.

Pillar 2: Connectivity and Mobility

University City Partners advances connectivity and mobility by supporting a more walkable, accessible, and integrated district that aligns with transit oriented development and adopted transportation plans. While UCP does not construct infrastructure, it plays a critical coordination, advocacy, and readiness role that helps ensure City investments deliver meaningful district level benefit.

This pillar includes work related to pedestrian safety, first and last mile connectivity, greenway integration, and the relationship between employment centers, transit stations, and activity hubs. UCP regularly coordinates with City departments, institutional partners, and property owners to elevate mobility needs, identify gaps, and reinforce district priorities tied to transit and active transportation.

UCP's role also intersects with safety and cleanliness by supporting visibility, coordination, and issue escalation that improve perception and day to day experience in key corridors and activity areas. Over time, this work helps translate long range mobility plans into actionable district priorities and positions University City to benefit from future infrastructure investments.

Pillar 3: Economic Development and Land Planning

University City Partners supports economic development and land planning by strengthening University City's competitiveness as a major employment center and positioning the district for long term reinvestment and redevelopment. This pillar includes business engagement, institutional coordination, redevelopment readiness, and alignment with adopted land use and planning frameworks.

Over multiple years, UCP has expanded direct engagement with businesses, employers, and property owners, improving relationship management and responsiveness to business needs. This includes structured outreach to major employers and institutional partners such as UNC Charlotte, University Research Park stakeholders, and corporate partners, as well as ongoing engagement with small and mid sized businesses.

UCP also plays a coordinating role between the private sector and the City, helping surface issues, align expectations, and support retention and reinvestment strategies. This work is closely tied to land planning and redevelopment readiness, reinforcing adopted plans, supporting planning initiatives, and ensuring that economic development efforts align with transit, infrastructure, and placemaking investments. The focus remains on long term value creation rather than short term transactions.

Pillar 4: Marketing and Promotions

University City Partners leads district wide marketing, communications, and promotional efforts that reinforce a cohesive identity for University City and clearly communicate the value of MSD funded services. This pillar ensures that programs, partnerships, and outcomes are visible, understandable, and connected to a consistent district narrative.

Marketing and promotions support event success, business visibility, sponsor engagement, and broader perception of University City as an active and evolving district. Over several years, UCP has strengthened its communications platforms, expanded digital and traditional outreach, and improved storytelling around district initiatives, partnerships, and milestones.

This pillar also supports transparency and accountability by documenting outcomes, sharing progress, and reinforcing the connection between MSD resources and on the ground results. Marketing efforts are intentionally integrated with the other pillars so that arts and activation, mobility initiatives, and economic development work are amplified and clearly communicated to stakeholders, partners, and the broader community.

Appendix F

Revenue Model Assumptions

and Estimated Net New Revenue at the Proposed Millage Rate

Overview

This appendix summarizes the revenue modeling used to estimate the financial impact of the proposed MSD 5 millage rate adjustment and northern boundary expansion. All calculations are based on the City of Charlotte's adopted FY2026 assessed valuation and standard municipal collection assumptions to ensure consistency and comparability.

Confirmed MSD 5 Tax Base

The MSD 5 assessed valuation used for this analysis is \$6.23 billion, as adopted by the City of Charlotte in the FY2026 Budget Ordinance. A collection rate of 99 percent is applied, consistent with City practice.

Estimated Net New Revenue from Proposed Millage Rate Adjustment

The proposed adjustment from \$0.0262 to \$0.0380 per \$100 of assessed valuation represents a rate differential of \$0.0118.

Using the confirmed tax base and City collection assumptions:

- Estimated annual revenue at the current rate is approximately \$1.62 million
- Estimated annual revenue at the proposed rate is approximately \$2.34 million
- Estimated net new annual revenue from the rate adjustment is approximately \$728,000

These modeled results closely align with the City's adopted FY2026 MSD 5 revenue appropriation, confirming the accuracy of the assumptions used.

Estimated Revenue from Northern Boundary Expansion

Preliminary parcel analysis for the proposed northern boundary expansion reflects approximately \$968 million in additional assessed value, subject to final parcel confirmation.

Applying the proposed millage rate and standard collection assumptions:

- Estimated additional annual revenue from the expansion area is approximately \$364,000

Combined Net New Annual Revenue

Based on current modeling, the combined net new recurring revenue is estimated at approximately \$1.09 million annually, consisting of:

- Approximately \$728,000 from the rate adjustment within the existing boundary
- Approximately \$364,000 from the proposed boundary expansion

Final figures will be confirmed upon completion of parcel verification and GIS boundary confirmation.

Tax Impact Transparency and Distribution of Effects

The proposed millage adjustment increases the MSD rate by \$0.0118 per \$100 of assessed value. This equates to approximately \$118 annually for every \$1 million in assessed value.

Illustrative Annual Impacts

- \$500,000 property: approximately \$59
- \$1,000,000 property: approximately \$118
- \$5,000,000 property: approximately \$590
- \$10,000,000 property: approximately \$1,180
- \$25,000,000 property: approximately \$2,950
- \$50,000,000 property: approximately \$5,900

Parcel level analysis indicates that most MSD 5 rate payers are expected to experience annual increases well under \$1,000, with a substantial portion of smaller commercial properties seeing increases below \$500 per year. A property would need to exceed approximately \$8.5 million in assessed value to experience an increase greater than \$1,000 annually.

The MSD assessment represents only one component of a property's total tax obligation and does not affect City, County, or other tax rates. When viewed in the context of overall property taxes, the incremental MSD increase remains modest and proportionate.

Appendix G

Small Business Initiative Program Documentation

Program Overview

The Small Business Initiative (SBI) is a University City Partners (UCP) program supported in part by MSD 5 resources and designed to strengthen, stabilize, and grow small businesses within Municipal Service District 5 (MSD 5). The initiative provides direct financial assistance, technical support, and capacity building resources to help locally owned businesses remain competitive, resilient, and economically sustainable. SBI prioritizes businesses that contribute to the vibrancy of University City's commercial corridors and overall economic health.

Purpose and Goals

The primary purpose of the Small Business Initiative is to reduce barriers to growth for small businesses by increasing access to capital, professional services, and operational support. The program aims to:

- Support small business sustainability and long term viability
- Encourage local economic growth and job retention
- Improve business operations, safety, and visibility
- Strengthen the overall commercial ecosystem within MSD 5

Key Outcomes and Impacts (FY25 Highlights)

During FY25, the Small Business Initiative delivered measurable impact across University City, demonstrating responsible and targeted use of MSD supported resources:

- Approximately \$150,500 in SBI grant funding distributed, directly supporting 217 small businesses within MSD 5
- Successful implementation of security camera systems at the Shoppes and University City Plaza, enhancing public safety and business protection through confirmed Fusus integration
- Increased engagement and connectivity with local businesses, contributing to a 22 percent increase in active small business contacts and growing UCP's CRM database to 1,115 businesses
- Expanded outreach and storytelling through coordinated business engagement efforts, strengthening awareness of available resources and support services

High Level Metrics

- Total Investment: Approximately \$150,500 in direct grant funding
- Businesses Supported: 217 small businesses
- Business Engagement Growth: 22 percent increase in active contacts
- Safety Enhancements: Multi site security infrastructure improvements benefiting both businesses and visitors

Why the Program Matters to University City and MSD 5 Businesses

Small businesses are a foundational component of University City's economy and play a critical role in creating vibrant, walkable, and economically diverse commercial areas. The Small Business Initiative directly supports MSD 5 businesses by providing targeted financial support

and technical resources that many small operators would otherwise be unable to access independently.

By investing in business safety, operational capacity, and visibility, SBI helps reduce vulnerability, supports retention, and fosters confidence among entrepreneurs. The program also reinforces University City's position as a business friendly district and supports broader economic development goals by strengthening locally owned businesses that serve residents, employees, and visitors.

Looking Ahead

Building on the foundation established in 2025, and subject to available resources and City approval processes, University City Partners anticipates continuing to focus on:

- Supporting small business growth through continued investment in safety, infrastructure improvements, and operational capacity building
- Strengthening connections through branding support, multimedia storytelling, networking opportunities, and expanded partnerships
- Building a future business pipeline through student led engagement with UNC Charlotte, supporting businesses in areas such as funding access, marketing, and networking

University City's small business community is increasingly connected, supported, and prepared, and University City Partners remains committed to responsible stewardship of MSD resources in support of long term economic vitality.