

FY2012-2016 Capital Investment Plan

The City of Charlotte recognizes the importance of long-range capital investment planning to maintain the growth and vitality of the community. The City's Capital Investment Plan (CIP) is a five-year infrastructure plan, which matches the City's highest priority capital needs with a financing schedule. The plan includes investments in neighborhoods, housing, storm water projects, roads, transit, water and sewer projects, the airport, and government facilities.

The CIP is developed concurrently with the operating budget. Following City Council's annual retreat to establish priorities, Key Businesses and other agencies identify funding needs in support of Council's goals. Revenue projections are finalized for future years and capital needs are matched with resources based on Council Focus Areas and priorities.

Like private sector companies in an economic downturn, capital investments are one of the first expenditures to be reduced. This protects core businesses and helps to ensure ongoing operations. This capital program reflects reductions in most components of the focus areas, with exceptions in the enterprise capital programs in CATS, Aviation, and Storm Water.

In FY2007, City Council adopted a 2.67¢ property tax increase to fund three bond referendums (2006, 2008, and 2010). The three referendums funded a total of \$551 million in transportation, neighborhood improvement, and affordable housing bond projects. Currently, there is no proposed funding source for a 2012 or subsequent bond referendum.

HIGHLIGHTS OF THE FY12-16 CIP

The five-year FY12-16 CIP totals \$3,286,107,821 a 27.5% increase from the FY2011-2015 CIP. The increase totals \$708.9 million and is due to increases in CATS (\$971.2 million), Aviation (\$182.0 million), Storm Water (\$15.3 million) and Environmental Services (\$3.0 million). These increases are offset by decreases in Utilities (-\$290.4 million), and General Capital programs for Roads (-\$83.5 million), Housing and Neighborhood Development (-\$43.5 million), Facility Investments (-\$25.4 million), and Economic Development (-\$19.7 million). These reductions in the General Capital program reflect the absence of any new debt-financed projects in the FY12-16 CIP.

General Government

This program includes funding for neighborhoods, housing, roads, economic development, environment, and municipal facilities capital projects.

General Government capital projects are funded through a variety of sources:

- Debt capacity: 6.50¢ of the property tax rate
- Pay-As-You-Go: 1.20¢ of the property tax rate
- Capital Reserve: funding above 16% in the General Fund's unrestricted fund balance. In FY12, funding of \$18.4 million is reserved for potential State budget actions. If no negative impacts result from the State's adopted budget, these reserves will be used to fund "severe" risk corporate technology investments and address increased losses in the Risk Fund.
- Capital Fund balances
- One-time (non-recurring) revenues
- Interest earnings
- Asset Management property sales
- Grant funding

The General Government program totals \$277.1 million. Funding highlights of the program are as follows:

Housing and Neighborhoods

- \$65.0 million for housing programs
- \$29.0 million for neighborhood improvements
- \$7.5 million for sidewalks
- \$6.0 million for the affordable housing
- \$5.0 million for area plan improvements

Transportation

- \$11.2 million for Farm-to-Market Roads
- \$8.0 million for intersection improvements
- \$9.1 million for Beatties Ford Road widening (Capps Hill Mine to Sunset)
- \$2.0 million for Freedom Drive widening (Edgewood to Lundy)

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Economic Development

- \$10.0 million for business corridor revitalization strategy
- \$2.3 million for business corridor pedscape infrastructure
- \$2.0 million programmed for reserve for economic development initiatives

Environment

- \$10.5 million for tree removal, replacement, trimming, and cankerworm protection
- \$6.0 million for environmental services

Facility Investments

- \$25.5 million for building and roof maintenance
- \$14.8 million for Enterprise Resource Planning
- \$10.0 million for technology investments
- \$6.0 million for Joint Communications Center

Storm Water

This program funds repairs to private properties with flooding problems and improvements in the public right-of-way drainage system. The program totals \$252.0 million and is fully financed through storm water fees. Major projects include:

- \$117.8 million for flood control projects in neighborhood water basins
- \$54.0 million for storm water repairs
- \$34.6 million for stream restoration/mitigation
- \$22.7 million for minor storm water projects
- \$12.9 million for pollution control projects

Charlotte Area Transit System (CATS)

This program includes funding for maintenance and expansion of the existing bus, special transportation, circulator, community, and regional transportation systems. The program also includes planning, design, and construction of rapid transit. The program totals \$1.3 billion and is fully financed through the one half-cent sales tax and federal and state capital grants. Major projects include:

- \$888.7 million for the LYNX Blue Line Extension
- \$227.2 million for the North Corridor Commuter Rail (Red Line)
- \$85.0 million for bus and special transportation vehicle replacement
- \$29.4 million for preventative maintenance

Water and Sewer

This program includes funding for maintenance and expansion of the existing system of water and sewer mains and water and sewer treatment plants. The program totals \$489.6 million and is fully financed from water and sewer fees. Major projects include:

- \$108.5 million for water and sewer line rehabilitation and replacement
- \$51.5 million for water and sewer street main extensions
- \$47.5 million for water line rehabilitation/replacement
- \$25.7 million for the Northeast water transmission main
- \$20.0 million for Briar Creek relief sewer

Aviation

This program includes funding for maintenance and expansions to the airfield, terminal, cargo, and parking areas. The program totals \$981.8 million and is fully funded from airline, cargo, and general aviation revenues, commercial leases, and federal grants. Major projects include:

- \$198.0 million for terminal lobby expansion
- \$140.0 million for New Hourly Parking Deck
- \$125.0 million for International Terminal Phase I
- \$75.5 million for Fourth Parallel Runway
- \$50.0 million for Concourse B expansion
- \$45.0 million for the Inline Baggage System

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Capital Investment Plan Program Policies

Improving the quality of life of its citizens is the City of Charlotte's mission and the foundation of the Capital Investment Plan. The Plan's goal is to maintain or replace high priority infrastructure as needed. By facilitating economic development, enhancing the tax base, and protecting the community's safety and environmental resources, the Capital Investment Plan benefits all segments of the community and supports all roles of municipal government.

City Council's policies for developing and implementing the Capital Investment Plan

1. Evaluate capital projects requests according to the following priorities:

1st priority: Maintenance and/or retrofitting of existing infrastructure

2nd priority: Replacement of existing infrastructure

3rd priority: Expansion of existing infrastructure

4th priority: New infrastructure

2. Develop and implement a capital program based on Smart Growth principles:

- Maintain land use planning
- Sustain effective land use decisions
- Strengthen neighborhoods
- Build a competitive economic edge
- Design for livability
- Safeguard the environment
- Expand transportation choices
- Use public investment as a catalyst

3. Preserve the existing tax base, a fundamental principle for City capital investment decision-making

4. Affirm neighborhoods as a foundation of the community and emphasize a reinvestment program for all neighborhoods

5. Form partnerships with citizens and businesses to leverage public dollars and make the community one of choice for living, working, and leisure activities

6. Serve as a platform for economic development through the funding of priority projects in targeted investment areas

7. Provide a balanced capital plan which funds the highest priority community needs in a variety of program areas

8. Anticipate infrastructure and facility needs resulting from future changes in the City's boundaries and density that are consistent with Council's development and growth policies

9. Comply with applicable federal and state mandates

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CAPITAL INVESTMENT PLAN: STRATEGIES AND POLICIES

This section includes an overview of the process used in development of the CIP program and policies.

Capital Planning

The FY12-16 Capital Investment Plan was developed within the context of the City's Corporate Scorecard objectives of:

- Neighborhoods
- Provide transportation choices
- Safeguard the environment
- strengthen and promote economic opportunity
- Develop collaborative solutions
- Invest in infrastructure
- Maintain the AAA credit rating

Process Components

The CIP process is an instrument for maximizing strategic leverage in achieving City Council's priorities as identified at their Annual Retreat and included in Council's focus area plans and priorities.

- Initial planning for the CIP began in fall 2010, with a review of the CIP process.
- In December, the Mid-Year CIP status report was completed.
- In January, Key Businesses completed and submitted CIP requests for the FY2012-2016 CIP.
- Between February and April 2011, several internal collaborative meetings were held to develop capital program recommendations.

The CIP Staff Review Team, comprised of representatives from selected Key Businesses, continues to be involved in capital program development and identification and implementation of collaborative citywide opportunities. This process provides a formal mechanism through which Key Businesses share information and develop collaborative solutions for both planning and implementing capital projects.

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Capital Investment Plan Financial Policies

1. General government debt policies:

- Diversify revenue sources dedicated to capital formation and debt service
- Maintain a balanced mix of financing strategies for funding capital projects without an excessive reliance on any one source. Examples of financing strategies include:
 - Pay-As-You-Go
 - Grants
 - Debt
- Provide for issuance of additional debt at reasonable time intervals without increasing taxes, and timed in such a way as to avoid erratic impacts on tax rate changes
- Maintain the highest credit ratings by scheduling and issuing debt that sustains reasonable ratios (e.g., percent of outstanding debt to assessed value)

2. Maintain revenues dedicated to the capital plan in the Municipal Debt Service Fund:

- Allocation of the property tax rate
- Investment (interest) income
- Sales Tax (one-half cent)
- Other miscellaneous revenues including ABC profits, beer and wine license revenues, and a contribution from Mecklenburg County for its share of debt costs remaining from the consolidation of Park and Recreation

3. Maintain the Municipal Debt Service Fund Balance at an adequate level to cover debt costs:

- The ratio of debt service fund balance to actual annual debt service costs will be approximately 50%.

4. Use the Pay-As-You-Go Tax Fund in conjunction with long-term debt financing to finance capital projects

5. Dedicate asset sales to the Capital Investment Plan:

- The retirement of any outstanding debt on sold assets will be the first use of sale proceeds.

6. Maintain the General Government fund balance at 16% of the operating budget:

- Funding in excess of 16% of the General Fund balance is dedicated to Pay-As-You-Go capital expenses, unless otherwise directed by Council.

7. Maintain the Enterprise Funds' capital plans on a self-sustaining basis:

- Water and Sewer, Storm Water, and Aviation capital projects are financed from revenues generated from user fees and charges.
- The Water and Sewer rate study assumes maintenance of debt service coverage as required in Revenue Bond financing documents.
- Charlotte Area Transit System projects are supported by federal and state grants, and the one-half cent sales tax dedicated to transit.

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CAPITAL FINANCING: BONDS AND PAY-AS-YOU-GO

Major components of the Capital Investment Plan financing include existing authorized debt, additional debt capacity, and Pay-As-You-Go Revenues.

Existing General Government Bond Status

- The Capital program includes \$91.4 million in 2010 Street, Neighborhood, and Housing Bonds, all programmed in FY2012 through FY2014.
 - \$61.4 million in Street Improvement Bonds
 - \$25.0 million in Neighborhood Improvement Bonds
 - \$5.0 million in Affordable Housing Bonds

- The FY12-16 CIP includes \$18.2 million in previously authorized Certificates of Participation (COPs) for financing as follows:
 - \$6.0 million for Joint Communications Center
 - \$4.2 million for Eastway Police Station
 - \$4.2 million for Steele Creek Police Station
 - \$2.4 million for Sweden Road Vehicle Maintenance Shop
 - \$2.0 million for Reserve for Economic Development Initiatives

- The Capital program also includes \$2.0 million in prior bonds and \$1.9 million in prior COPs programmed for Freedom Drive Widening and Fire Investigations facility, respectively.

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Pay-As-You-Go and Current Revenues

The Pay-As-You-Go Fund (PAYG) provides cash investments for relatively small capital projects. The PAYG Fund includes the PAYG property tax, a portion of the City's auto and sales taxes, and other current (non-recurring) revenues. This mix of revenues supports the financial policy of diversified revenue sources for the Capital Investment Plan.

The PAYG capital program includes \$50.7 million in FY12 revenues, a \$7.6 million decrease, or 13.0% from the FY11 CIP. This decrease is the net result of the elimination of FY11 one-time revenues of \$10.8 million in I-277 land sales and a \$1.8 million (33.6%) increase in Vehicle Rental Tax revenues.

Below is a summary of the FY12 Pay-As-You-Go revenues:

- \$25.2 million from Auto and Sales Taxes
- \$9.9 million from PAYG Property Tax
- \$7.5 million from General Capital fund balance
- \$7.0 million from Vehicle Rental Tax
- \$1.2 million from Interest and Other Income

The Pay-As-You-Go Fund property tax rate for FY12 is recommended at 1.20¢, a decrease of 0.06¢ reflecting the revised revenue-neutral tax rate.

Major projects funded by Pay-As-You-Go in FY12:

- \$18.4 million for the City's Maintenance of Effort (MOE) contribution to Transit
- \$7.0 million for cultural facilities, county and towns' portion of the vehicle rental tax, and road planning, design, and right-of-way
- \$4.7 million for building and roof maintenance
- \$4.3 million for Enterprise Resource Planning
- \$4.2 million for Innovative Housing
- \$2.1 million for Tree Management Program, including trimming and removal (\$1.4 million) and tree replacement (\$0.7 million)

The next page provides detailed information on Pay-As-You-Go program revenues and expenditures.

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Pay-As-You-Go Schedule

PROJECT TITLE	Revised FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	TOTAL
Pay-As-You-Go Revenues							
Property Tax	\$9,425,588	\$9,860,583	\$ 9,959,189	\$ 10,058,781	\$ 10,209,662	\$ 10,362,807	\$50,451,022
Property Tax - Synthetic TIF	63,017	69,161	72,819	96,372	153,062	198,816	\$590,230
PAYG Fund - Interest Income	713,000	722,000	1,140,000	1,140,000	1,140,000	1,140,000	\$5,282,000
Sales Tax	11,650,000	12,232,500	12,782,963	13,294,281	13,826,052	14,379,094	\$66,514,890
Auto Tax	12,750,000	13,014,650	13,014,650	13,112,260	13,210,602	13,309,681	\$65,661,843
Vehicle Rental Tax *	5,211,453	6,961,887	7,240,363	7,529,977	7,831,176	8,144,423	\$37,707,826
Capital Fund Balance	7,353,526	7,516,318	8,483,885	2,323,009	623,308		\$18,946,520
Grant Program Income***	400,000	370,000	370,000	370,000	370,000	370,000	\$1,850,000
Sale of Land (I-277 Ramps)	10,775,000						\$0
Sale of Land (Central Yard)				2,000,000			\$2,000,000
TOTAL REVENUES	\$58,341,584	\$50,747,099	\$53,063,868	\$49,924,680	\$47,363,862	\$47,904,821	\$249,004,331
EXPENDITURES							
Contribution to MTC (MOE) **	\$18,400,000	\$18,400,000	\$18,400,000	\$18,400,000	\$18,400,000	\$18,400,000	\$92,000,000
<u>Vehicle Rental Tax Projects:</u>							
- Contribution to Cultural	3,802,276	5,079,393	5,282,569	5,493,871	5,713,626	5,942,171	\$27,511,630
- County/Towns Share	458,608	612,646	637,152	662,638	689,143	716,709	\$3,318,289
- Road Planning/Design/ROW	950,569	1,269,848	1,320,642	1,373,468	1,428,407	1,485,543	\$6,877,907
Synthetic TIF Projects	56,715	62,247	65,540	86,738	124,721	156,350	\$495,596
Neighborhood Grants	200,000	200,000	200,000	200,000	200,000	200,000	\$1,000,000
Innovative Housing ***	4,198,108	4,233,108	4,233,108	4,233,108	4,233,108	4,233,108	\$21,165,540
Innovative Housing - Lakewood CDC	60,000						\$0
HOME Grant Match ***	985,308	974,857	974,857	974,857	974,857	974,857	\$4,874,285
In Rem Remedy - Residential	550,000	550,000	550,000	550,000	550,000	550,000	\$2,750,000
<u>I-277 Interchange Projects:</u>							
- Reimburse Loan from Debt Service	6,000,000						\$0
- Reimburse State of NC	4,775,000						\$0
Sidewalk and Curb Repairs	550,000	550,000	550,000	550,000	550,000	550,000	\$2,750,000
Business Corridor Revitalization	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	\$10,000,000
Environmental Services Program	600,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	\$6,000,000
Tree Trimming and Removal Program	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	\$7,000,000
Tree Replacement Program	700,000	700,000	700,000	700,000	700,000	700,000	\$3,500,000
Building Maintenance	3,350,000	3,400,000	3,550,000	3,650,000	3,700,000	3,750,000	\$18,050,000
Roof Replacement Program	1,200,000	1,300,000	1,400,000	1,500,000	1,600,000	1,600,000	\$7,400,000
Parking Lot/Deck Repairs	300,000	300,000	300,000	300,000	300,000	300,000	\$1,500,000
Government Plaza Maintenance	600,000	650,000	650,000	700,000	750,000	750,000	\$3,500,000
Consolidated Fire Headquarters	600,000						\$0
Providence Police Station	700,000						\$0
Fire Station Renovations		400,000	400,000	400,000	400,000	400,000	\$2,000,000
CDOT Salt Shed Replacement	750,000						\$0
Louise Ave Equipment Maintenance Sh	195,000	915,000					\$915,000
Landscape and Median Renovation	250,000	250,000	250,000	250,000	250,000	250,000	\$1,250,000
Technology Investments	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	\$10,000,000
Enterprise Resource Planning (ERP)	1,000,000	4,300,000	7,000,000	3,300,000	200,000	0	\$14,800,000
Disparity Study	310,000						\$0
Library Contingency	1,400,000						\$0
TOTAL EXPENDITURES	\$58,341,584	\$50,747,099	\$53,063,868	\$49,924,680	\$47,363,862	\$47,558,738	\$248,658,247

* Effective FY07, Vehicle Rental Tax replaced portion of MOE support from Property/Sales Tax for cultural facilities.

** Maintenance of Effort (MOE)

*** Includes annual program income (Innovative = \$100,000; HOME = \$270,000)

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Preliminary Public Art Schedule

<u>Project Title</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>TOTAL</u>
Neighborhood Improvements - Streetscape	\$700,000	\$900,000	\$900,000			\$2,500,000
Area Plan Projects	2,500,000	2,500,000				5,000,000
Pedestrian and Traffic Safety	1,000,000					1,000,000
Business Corridor/Pedscape Infrastructure	2,300,000					2,300,000
Eastway Police Station	3,600,000					3,600,000
Steele Creek Police Station	3,600,000					3,600,000
Fire Investigations Renovation	1,140,000					1,140,000
TOTAL	\$14,840,000	\$3,400,000	\$900,000	\$0	\$0	\$19,140,000

FY12-16 General Art Allocations

Neighborhood Improvements - Streetscape*	7,000	9,000	9,000			25,000
Area Plan Projects	25,000	25,000				50,000
Pedestrian and Traffic Safety	10,000	0				10,000
Business Corridor/Pedscape Infrastructure	23,000					23,000
Eastway Police Station	36,000					36,000
Steele Creek Police Station	36,000					36,000
Fire Investigations Renovation	11,400					11,400
TOTAL	\$148,400	\$34,000	\$9,000	\$0	\$0	\$191,400

REVENUES

Neighborhood Improvement Bonds	7,000	9,000	9,000			25,000
Street Bonds	58,000	25,000				83,000
Certificates of Participation	83,400					83,400
TOTAL	\$148,400	\$34,000	\$9,000	\$0	\$0	\$191,400

Aviation public art funding is calculated at year-end. Aviation public art funding at FY10 year-end was \$36,570.

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CAPITAL INVESTMENT PLAN OVERVIEW

Housing and Neighborhood Development

Funding is decreasing by \$43.5 million, or -27.9%. This decrease is due primarily to elimination of \$39.0 million in prior year appropriations of 2008 and 2010 bonds for Neighborhood Improvements, Sidewalks, and Affordable Housing, and a \$5.9 million reduction in CDBG and HOME grant funding.

Transportation

Funding is increasing by \$887.7 million, or 195.9%. This increase is the net result of elimination of \$87.2 million in prior year appropriations of 2008 and 2010 street bonds for the Roads Program and a \$971.2 million increase in CATS capital program.

Economic Development

Funding is increasing by \$162.3 million, or 19.5%. This increase is the net result of the elimination of \$17.8 million in prior year appropriations of 2010 bonds and COPs for general economic development programs, and a \$182.0 million increase in the Aviation capital program.

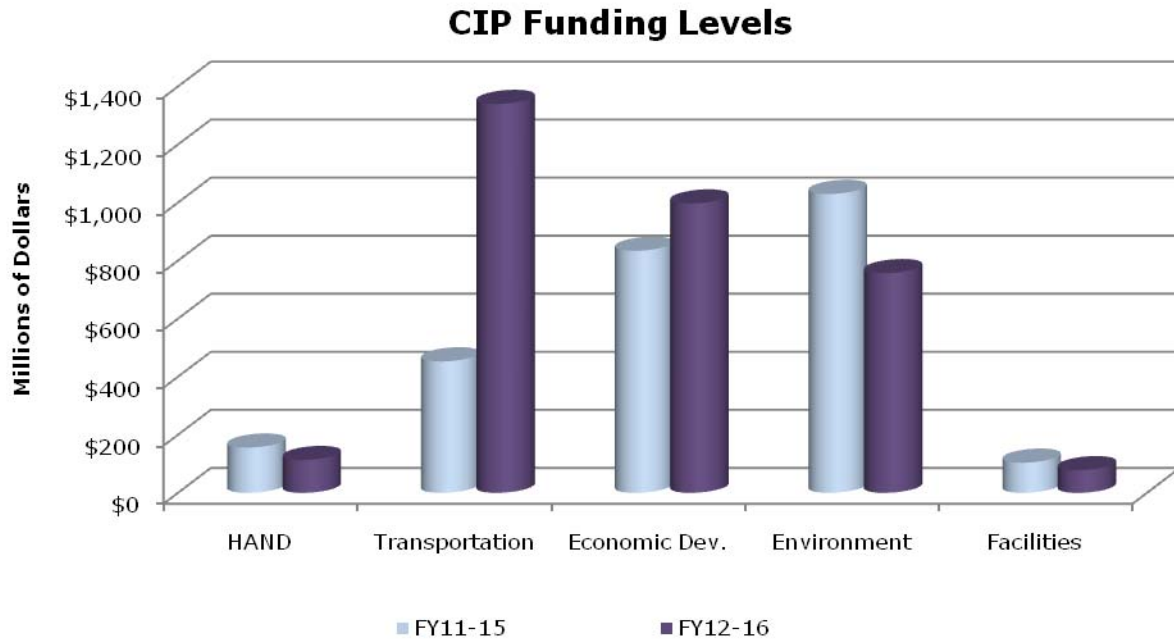
Environment

Funding is decreasing by \$272.2 million, or -26.4%. This change is due to a \$290.4 million reduction in the Water and Sewer capital program, partially offset by a \$15.3 million increase in the Storm Water capital program and \$3.0 million increase in the Environmental Services program.

Facility Investments

The Facility Investments 5-year Program is decreasing \$25.4 million, or -24.5% due primarily to elimination of \$19.8 million in prior year appropriations of COPs for investments in public safety facilities.

The next few pages provide a comparison of the FY11-15 CIP to the FY12-16 CIP and a summary for each program area.



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This section provides comparative information regarding changes for each program area from the FY11-15 CIP to the FY12-16 CIP.

Housing and Neighborhood Development

The Housing Program decreases \$14.5 million, or -17.0%, due primarily to elimination of prior year appropriations of 2010 bonds for affordable housing (\$10.0 million), and a \$5.9 million reduction in CDBG and HOME Grant income. The remaining \$5.0 million in 2010 Affordable Housing bonds are programmed for the continuation of the Affordable Housing Program.

The Neighborhood Improvement Program decreases \$29.0 million, or -41.1%, due to elimination of prior year appropriations of 2008 and 2010 bonds (\$29.0 million), including funding for Boulevard Homes Neighborhood Improvement Project, Area Plan Projects, and the Sidewalk Program. The remaining 2010 Neighborhood and Street bonds are programmed for the continuation of the Neighborhood Improvement Program (\$25.0 million), Sidewalk Program (\$7.5 million), Area Plan Projects (\$5.0 million), and the Traffic Calming and Pedestrian Safety Programs (\$3.0 million).

Transportation

The Roads Program is decreasing \$83.5 million, or -60.2%, due to elimination of prior year appropriations of 2008 bonds (\$13.2 million) and 2010 bonds (\$74.0 million). The remaining \$43.6 million in 2010 Street bonds are programmed for the continuation of the Roads Program approved in the FY11-15 CIP. The program has been adjusted with one modification: addition of \$2.0 million to complete the Freedom Drive Widening project.

The Charlotte Area Transit System (CATS) Program is increasing \$971.2 million, or 308.8%. This increase is due to an increase in anticipated grant funding for the LYNX Blue Line Extension and the North Corridor Commuter Rail (Red Line). The program includes \$888.7 million for the LYNX Blue Line Extension and \$227.2 million for construction of the Red Line.

Economic Development

The Economic Development Program is decreasing by \$19.7 million, or -57.1%. This decrease is due to elimination of \$11.8 million in prior year appropriations of 2010 Street Bonds for the North Tryon Redevelopment and Business Corridors/Pedscape Infrastructure, and \$6.0 million in COPs for Reserve for Economic Development Initiatives. The remaining \$2.3 million in 2010 Street bonds are programmed for the continuation of the Business Corridor/Pedscape Infrastructure Program.

Aviation is increasing by \$182.0 million, or 22.8%. The five-year \$982.0 million program includes \$198.0 million for expansion to the Terminal Lobby, \$140.0 million for the a new Hourly Parking Deck, \$125.0 million for the International Terminal construction, \$75.5 million for the Fourth Parallel Runway, \$50.0 million for expansion of Concourse B, and \$45.0 million for an In-Line Baggage System.

Environment

The Environmental Services Program totals \$16.5 million over five years, an increase of \$3.0 million over the FY11-15 program. The increase is due to additional funding provided for ongoing monitoring of underground fuel storage tanks, monitoring and testing of closed landfills at York and Statesville Roads, Phase I and II environmental assessments for buildings and roads, and other EPA-mandated work.

The Storm Water Program is increasing \$15.3 million, or 6.4%. The 5-year \$252.0 million program includes \$117.8 million for flood control projects in neighborhoods, \$54.0 million for storm water repairs on private and public rights-of-way, \$34.6 million for stream restoration and mitigation, \$22.7 million for minor storm water projects, and \$12.9 million for pollution control projects.

The Water and Sewer Program is decreasing \$290.4 million, or -37.2%. Major projects include: \$108.5 million for water and sewer line rehabilitation and \$51.5 million for water and sewer street main extensions.

Facility Investments

The Facility Investments five-year Program totals \$78.1 million. The program is decreasing \$25.4 million, or -24.5%, due primarily to elimination of \$19.8 million in prior year appropriations of COPs for investments in public safety facilities. The Facility Investments program also continues funding at FY11 levels for on-going maintenance and renovation of City facilities and technology investments, including the Enterprise Resource Planning (ERP) Program. One new project is added to renovate an existing facility to house Fire Investigations operations on the site of the new Fire Headquarters facility.

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AMENDED AND NEW GENERAL GOVERNMENT CAPITAL PROJECTS

This section provides a description of programs and projects that have been amended or are new to the FY12-16 Capital Investment Plan.

Amended Projects

Joint Communications Centers - This project provides partial funding for a proposed Joint 911 Communications Center. The new facility will co-locate various communications operations to provide increased operational efficiencies and infrastructure cost savings. Potential occupants include 911 operations for the Charlotte Fire Department and Charlotte-Mecklenburg Police Department, CharMeck 311, a dedicated Emergency Operations Center (EOC), Mecklenburg County Sheriff's Department, Mecklenburg County MEDIC, CDOT's traffic cameras, and the City's Data Center. This will be a complex facility, both in developing an organizational support structure and in the use of technology, and a programming study will be conducted to develop a more refined project scope and cost estimate. In the current FY11-15 CIP, \$6.0 million is programmed for the purchase of land for the Center. In November 2010 City Council approved the allocation of \$4.0 million from the 911 Fund balance to purchase the land and conduct the programming study. The FY12-16 CIP reprograms the \$6.0 million to other costs associated with completing this project. The \$6.0 million will be financed from Certificates of Participation. Remaining project elements will be addressed in a future CIP.

Freedom Drive Widening - This project provides additional funding for the completion of the existing project to widen Freedom Drive from Edgewood Road (at I-85) to Lundy Lane. Original plans called for widening Freedom Drive from I-85 to the City Limits. In 2005 the scope was reduced to 2.6 miles (I-85 to Little Rock Road), and in 2009 was reduced further to 1.75 miles (I-85 to Toddville/Lundy Lane). With the latest reduction in scope, construction cost estimates were reduced in 2009 to ensure the overall project costs stayed within existing funding. In 2011 construction cost estimates had to be increased by approximately \$2.0 million due to changes in asphalt depth requirements by NCDOT, and the unexpected need for additional concrete barriers, sewer replacements, and drainage revisions. This project will be funded with prior Street Bonds from savings in completed road projects.

Environmental Services - This program provides funding to support environmental expenses incurred by the City due to the ownership of property and buildings. The program is driven by federal and state Environmental Protection Agency (EPA) mandated regulations. Projects supported by this funding include the maintenance of former City landfills, underground storage tank permitting, leak-detection and tank upgrade/replacement projects, asbestos-in-buildings surveys/removals, Phase I and II environmental property audits, environmental work to support proposed Economic Development projects, rapid response to discovered environmental contamination, ongoing state/federal EPA reporting obligations, and the remediation of the City's legacy contaminated properties. Projected annual expenditures of \$1.2 million have been supported by remaining balances from 1993 Environmental Bonds, supplemented by \$600,000 per year from the Pay-As-You-Go program. The Environmental Bonds have now been depleted and PAYGO funding is being increased from \$600,000 to \$1.2 million per year to maintain current funding levels.

CDBG and HOME Programs - The Community Development Block Grant (CDBG) and HOME Investment Partnership Program (HOME) are federal awards to the City of Charlotte. These grants are used to assist in relocating individuals and families displaced through housing code enforcement or other local government action; support acquisition and housing development through rehabilitation, new construction, down payment assistance and home purchase assistance; and provide remedial education and after school enrichment activities for low and moderate income children. For the FY12-16 CIP, funding for CDBG and HOME has been reduced by 16% and 12% respectively. These reductions will lower the City's grant revenue by \$1,181,580 per a year, or \$5.9 million over the 5-year capital program. To compensate for this loss of revenue, the City will reduce the amount of funding dedicated to the Neighborhood Revitalization Fund (Housing Rehabilitation Program) and reallocate some of the remaining funds to a new Emergency Temporary Housing Program to replace the current Housing Relocation Program. The PAYGO program will also be affected by these grant reductions as Innovative Housing funds from PAYGO will be used to offset some of the reduced grant funding. These changes will not affect the City's relationship with the Housing Partnership or After School Enrichment Programs, as the funding for those programs will remain unchanged.

New Projects

Fire Investigations Facility - This project provides funding to renovate a building on the site of the new Fire Headquarters campus to house the Fire Investigation Task Force. The building was acquired in connection with the land purchased for the Headquarters facility. This project continues efforts to consolidate Fire Department operations together near the new Headquarters campus. Fire Investigation is currently located on South Boulevard, in an old fire station. The current facility houses members of the Fire Department, Police Department, federal Bureau of Alcohol, Tobacco and Firearms, and the State Bureau of Investigations. Space is limited at this facility, and it can no longer be effectively modified to accommodate the number of individuals assigned. Renovation of the building will be funded at \$1.9 million and is proposed to be financed from prior Certificates of Participation available from savings from completed fire station construction projects.

FY2012-2016 Capital Investment Plan

Program Category	FY2012	FY2013	FY2014	FY2015	FY2016	FY12-16 CIP	%	FY11-15 CIP
HOUSING AND NEIGHBORHOOD DEVELOPMENT								
Housing	\$ 18,191,282	\$ 13,191,282	\$ 13,191,282	\$ 13,191,282	\$ 13,191,282	70,956,410	-17.0%	\$ 85,470,128
Neighborhoods	\$ 19,200,000	12,700,000	9,200,000	200,000	200,000	41,500,000	-41.1%	70,500,000
Total Housing and Neighborhood Development	\$ 37,391,282	\$ 25,891,282	\$ 22,391,282	\$ 13,391,282	\$ 13,391,282	\$ 112,456,410	-27.9%	\$ 155,970,128
TRANSPORTATION								
Roads	\$ 47,369,848	\$ 1,870,642	\$ 1,923,468	\$ 1,978,407	\$ 2,035,543	55,177,907	-60.2%	\$ 138,650,287
Charlotte Area Transit	\$ 86,625,166	137,060,971	245,209,260	355,030,416	461,797,166	1,285,722,979	308.8%	314,537,317
Total Transportation	\$ 133,995,014	\$ 138,931,613	\$ 247,132,728	\$ 357,008,823	\$ 463,832,709	\$ 1,340,900,886	195.9%	\$ 453,187,604
ECONOMIC DEVELOPMENT								
Economic Development	\$ 4,862,247	\$ 2,565,540	\$ 2,586,738	\$ 2,624,721	\$ 2,156,350	14,795,596	-57.1%	\$ 34,469,805
Aviation	\$ 228,388,246	290,604,867	134,119,266	203,406,875	125,250,000	981,769,254	22.8%	799,809,259
Total Economic Development	\$ 233,250,493	\$ 293,170,407	\$ 136,706,004	\$ 206,031,596	\$ 127,406,350	\$ 996,564,850	19.5%	\$ 834,279,064
ENVIRONMENT								
Environmental Services	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	16,500,000	22.2%	\$ 13,500,000
Storm Water	\$ 48,600,000	44,900,000	57,200,000	41,000,000	60,300,000	252,000,000	6.4%	236,735,000
Water	\$ 67,572,575	52,632,400	39,947,400	32,807,400	66,220,400	259,180,175	-14.2%	301,942,000
Sewer	\$ 50,327,000	49,678,000	59,050,000	33,550,000	37,765,500	230,370,500	-51.8%	478,038,100
Total Environment	\$ 169,799,575	\$ 150,510,400	\$ 159,497,400	\$ 110,657,400	\$ 167,585,900	\$ 758,050,675	-26.4%	\$ 1,030,215,100
FACILITY INVESTMENTS	\$ 32,235,000	\$ 15,550,000	\$ 12,100,000	\$ 9,200,000	\$ 9,050,000	\$ 78,135,000	-24.5%	\$ 103,540,000
TOTAL PROGRAM	\$ 606,671,364	\$ 624,053,702	\$ 577,827,414	\$ 696,289,101	\$ 781,266,241	\$ 3,286,107,821	27.5%	\$ 2,577,191,896
GENERAL GOVERNMENT	\$ 125,158,377	\$ 49,177,464	\$ 42,301,488	\$ 30,494,410	\$ 29,933,175	\$ 277,064,913	-37.9%	\$ 446,130,220

FY2012-2016 Capital Investment Plan

<u>Program Category</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>TOTAL</u>
GENERAL GOVERNMENT REVENUES SUMMARY						
BONDS						
Prior Street Bonds	\$2,000,000					\$2,000,000
2010 Street Bonds	57,850,000	3,500,000				61,350,000
2010 Neighborhood Bonds	7,000,000	9,000,000	9,000,000			25,000,000
2010 Housing Bonds	5,000,000					5,000,000
COPs - Joint Communication Center	6,000,000					6,000,000
COPs - Fire Investigations	1,900,000					1,900,000
COPs - Eastway Police Station	4,200,000					4,200,000
COPs - Steele Creek Police Station	4,200,000					4,200,000
COPs - Sweden Road Shop	2,420,000					2,420,000
COPs - Reserved for ED Initiatives	500,000	500,000	500,000	500,000		2,000,000
Total Bonds	\$ 91,070,000	\$ 13,000,000	\$ 9,500,000	\$ 500,000	\$ -	\$ 114,070,000
TAXES						
Property Tax	\$9,860,583	\$9,959,189	\$10,058,781	\$10,209,662	\$10,362,807	50,451,022
Property Tax - Synthetic TIF	69,161	72,819	96,372	153,062	198,816	590,230
Interest Income	722,000	1,140,000	1,140,000	1,140,000	1,140,000	5,282,000
Sales Tax	7,153,107	7,500,394	7,800,410	8,112,426	8,436,923	39,003,260
Auto Tax	963,891	1,217,861	1,579,599	1,952,635	2,337,395	8,051,380
Capital Fund Balance	7,516,318	8,483,885	2,323,009	623,308		18,946,520
Total Taxes	\$ 26,285,060	\$ 28,374,147	\$ 22,998,171	\$ 22,191,093	\$ 22,475,941	\$ 122,324,412
GRANTS						
Community Dev Block Grant	4,358,311	4,358,311	4,358,311	4,358,311	4,358,311	21,791,555
Community Dev HOME Grant	2,475,006	2,475,006	2,475,006	2,475,006	2,475,006	12,375,030
Total Grants	\$ 6,833,317	\$ 6,833,317	\$ 6,833,317	\$ 6,833,317	\$ 6,833,317	\$ 34,166,585
FUND BALANCES, LOAN REPAYMENTS AND OTHER						
Innovative Housing Income	100,000	100,000	100,000	100,000	100,000	500,000
CDBG Program Income	400,000	400,000	400,000	400,000	400,000	2,000,000
HOME Program Income	270,000	270,000	270,000	270,000	270,000	1,350,000
Affordable Housing Income	200,000	200,000	200,000	200,000	200,000	1,000,000
Sale of Land (portion of Central Yard)			2,000,000			2,000,000
Total Fund Balances, Loan Repayments and Other	\$ 970,000	\$ 970,000	\$ 2,970,000	\$ 970,000	\$ 970,000	\$ 6,850,000
TOTAL GENERAL GOVERNMENT REVENUES	\$ 125,158,377	\$ 49,177,464	\$ 42,301,488	\$ 30,494,410	\$ 30,279,258	\$ 277,410,997

FY2012-2016 Capital Investment Plan

<u>Program Category</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>TOTAL</u>
ENTERPRISE FUNDS REVENUES SUMMARY						
STORM WATER						
Storm Water Revenue Bonds	\$ 10,600,000	\$ 6,900,000	\$ 19,200,000	\$ -	\$ 17,300,000	54,000,000
Storm Water Pay-As-You-Go	32,000,000	34,000,000	34,000,000	37,000,000	39,000,000	176,000,000
Storm Water Fund Balance	2,000,000					2,000,000
Storm Water Program Income	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Total Storm Water	\$ 48,600,000	\$ 44,900,000	\$ 57,200,000	\$ 41,000,000	\$ 60,300,000	\$ 252,000,000
CHARLOTTE AREA TRANSIT SYSTEM (CATS)						
Federal Transit Grants	\$ 33,528,733	\$ 62,208,880	\$ 142,383,417	\$ 157,364,199	\$ 131,048,980	\$ 526,534,209
Contribution from Charlotte Center City Partners	110,936					110,936
Certificates of Participation		19,418,662	39,974,967	56,310,689	64,295,682	180,000,000
NCDOT Transit Grants	28,126,768	27,765,171	42,322,876	72,815,528	66,833,504	237,863,847
Other Revenues Potential P3 Funding			528,000	47,540,000	177,619,000	225,687,000
Other Revenue (City of Charlotte)	8,750,000	8,750,000				17,500,000
CATS Operating Budget Contribution	16,108,729	18,918,258	20,000,000	21,000,000	22,000,000	98,026,987
Total CATS	\$ 86,625,166	\$ 137,060,971	\$ 245,209,260	\$ 355,030,416	\$ 461,797,166	\$ 1,285,722,979
WATER AND SEWER						
Water Revenue Bonds	\$ 38,077,000	\$ 35,928,000	\$ 36,200,000		\$ 22,215,500	\$ 132,420,500
Sewer Revenue Bonds	50,667,000	35,347,000	14,867,000	6,150,000	19,650,000	126,681,000
Water/Sewer Operating Fund	29,155,575	31,035,400	47,930,400	60,207,400	62,120,400	230,449,175
Total Water and Sewer	\$ 117,899,575	\$ 102,310,400	\$ 98,997,400	\$ 66,357,400	\$ 103,985,900	\$ 489,550,675
AVIATION						
Revenue Bonds	\$ 164,436,392	\$ 218,040,017	\$ 115,949,266	\$ 149,544,219	\$ 94,125,000	\$ 742,094,894
FAA Grants and Funding	37,751,854	50,364,850	11,350,000	44,032,656	21,375,000	164,874,360
Excluded Cost Centers	3,700,000	4,200,000	6,150,000	3,100,000	3,750,000	20,900,000
State Funding			670,000	6,730,000	6,000,000	13,400,000
Transportation Security Admin Funding	22,500,000	18,000,000				40,500,000
Total Aviation	\$ 228,388,246	\$ 290,604,867	\$ 134,119,266	\$ 203,406,875	\$ 125,250,000	\$ 981,769,254
TOTAL CIP REVENUES	\$ 606,671,364	\$ 624,053,702	\$ 577,827,414	\$ 696,289,101	\$ 781,612,324	\$ 3,286,453,905

FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
Housing and Neighborhoods						
<u>Housing</u>						
Affordable Housing	\$ 5,200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 6,000,000
Community Dev BLOCK GRANT	4,758,311	4,758,311	4,758,311	4,758,311	4,758,311	23,791,555
Community Dev HOME GRANT	3,449,863	3,449,863	3,449,863	3,449,863	3,449,863	17,249,315
Innovative Housing Program	4,233,108	4,233,108	4,233,108	4,233,108	4,233,108	21,165,540
In Rem Remedy - Residential	550,000	550,000	550,000	550,000	550,000	2,750,000
Total Housing	\$ 18,191,282	\$ 13,191,282	\$ 13,191,282	\$ 13,191,282	\$ 13,191,282	\$ 70,956,410
<u>Neighborhoods</u>						
Neighborhood Improvements	\$ 7,000,000	\$ 9,000,000	\$ 9,000,000			\$ 25,000,000
Neighborhood Matching Grants	200,000	200,000	200,000	200,000	200,000	1,000,000
Area Plan Projects	2,500,000	2,500,000				5,000,000
Traffic Calming Program	1,000,000	1,000,000				2,000,000
Pedestrian and Traffic Safety Program	1,000,000					1,000,000
Sidewalk Program	7,500,000					7,500,000
Total Neighborhoods	\$ 19,200,000	\$ 12,700,000	\$ 9,200,000	\$ 200,000	\$ 200,000	\$ 41,500,000
TOTAL HOUSING AND NEIGHBORHOOD DEVELOPMENT	\$ 37,391,282	\$ 25,891,282	\$ 22,391,282	\$ 13,391,282	\$ 13,391,282	\$ 112,456,410
HOUSING AND NEIGHBORHOOD DEVELOPMENT REVENUE SUMMARY						
2010 Street Bonds	\$ 12,000,000	\$ 3,500,000				\$ 15,500,000
2010 Neighborhood Bonds	7,000,000	9,000,000	9,000,000			25,000,000
2010 Affordable Housing Bonds	5,000,000					5,000,000
Pay-As-You-Go Fund	5,587,965	5,587,965	5,587,965	5,587,965	5,587,965	27,939,825
Community Dev Block Grant	4,358,311	4,358,311	4,358,311	4,358,311	4,358,311	21,791,555
HOME Grant	2,475,006	2,475,006	2,475,006	2,475,006	2,475,006	12,375,030
Innovative Housing Program Income	100,000	100,000	100,000	100,000	100,000	500,000
Community Development Program Income	400,000	400,000	400,000	400,000	400,000	2,000,000
HOME Program Income	270,000	270,000	270,000	270,000	270,000	1,350,000
Affordable Housing Bonds Program Income	200,000	200,000	200,000	200,000	200,000	1,000,000
TOTAL REVENUES	\$ 37,391,282	\$ 25,891,282	\$ 22,391,282	\$ 13,391,282	\$ 13,391,282	\$ 112,456,410

FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
TRANSPORTATION						
Roads						
Bridge Program	\$ 1,000,000					\$ 1,000,000
Farm-to-Market Road Improvement Program:						
Johnston-Oehler Road Improvements	11,200,000					11,200,000
Minor Roadway Improvement Program	750,000					750,000
Intersection Improvements Program:						
McKee Road/Providence Road	6,000,000					6,000,000
Arrowood Road/Nations Ford Road	2,000,000					2,000,000
Public-Private Participation Program	1,500,000					1,500,000
Thoroughfare and Street Projects:						
Beatties Ford (Capps Hill Mine to Sunset)	9,100,000					9,100,000
Freedom Drive Widening (Edgewood to Lundy)	2,000,000					2,000,000
Center City Transportation Plan	2,000,000					2,000,000
Non-System Residential Streets	1,000,000					1,000,000
State Highway Participation Program	1,500,000					1,500,000
Street Connectivity Program	2,000,000					2,000,000
Traffic Control Devices Upgrade Program	2,000,000					2,000,000
Traffic Flow Enhancement Program (arterial signal system coordination)	2,500,000					2,500,000
Bicycle Program	1,000,000					1,000,000
Sidewalk and Curb and Gutter Repairs	550,000	550,000	550,000	550,000	550,000	2,750,000
Road Planning/Design/ROW	1,269,848	1,320,642	1,373,468	1,428,407	1,485,543	6,877,907
Total Roads	\$ 47,369,848	\$ 1,870,642	\$ 1,923,468	\$ 1,978,407	\$ 2,035,543	\$ 55,177,907
Charlotte Area Transit System						
Buses - Replacement	24,867,082	10,479,186	11,475,397	14,359,802	13,160,843	74,342,310
STS Vans - Replacement	2,070,076	2,048,936	2,108,280	2,171,528	2,236,674	10,635,494
Vanpool Vans - Replacement	408,476	420,730	433,352	446,352	459,743	2,168,653
Transit Centers	99,785	449,704	-	-	-	549,489
Special Transit Services Facility Rehabilitation	1,110,131	1,059,636	-	-	-	2,169,767
Park and Ride Lots	979,735	3,924,555	1,300,000	700,000	3,000,000	9,904,290
Bus Facility Improvements	4,100,501	806,649	702,500	717,500	752,500	7,079,650
Asset Maintenance	650,000	650,000	650,000	650,000	650,000	3,250,000
Marketing/Station Kiosk Advertising	375,500					375,500
Preventive Maintenance (Bus/STS)	6,000,000	6,000,000	3,898,066	3,108,445	3,910,377	22,916,888
Preventive Maintenance (Rail)	1,500,000	1,500,000	500,000	500,000	500,000	4,500,000
Preventive Maintenance (Other Facilities)	1,000,000	1,000,000	-	-	-	2,000,000
Rail and Rail Facilities	4,388,648	2,708,200	2,848,140	3,015,323	1,601,549	14,561,860
Service Vehicles	430,400	234,900	351,600	300,000	159,400	1,476,300
Safety & Security Equipment	1,043,263	983,120	656,570	676,257	775,202	4,134,412
Technology Improvements	2,203,208	1,393,581	773,385	743,490	1,175,027	6,288,691
North Corridor Commuter Rail (Red Line)	896,278	639,337	528,000	47,540,000	177,619,000	227,222,615
LYNX Blue Line Extension (BLE)	33,832,000	102,104,000	218,309,000	279,364,000	255,046,000	888,655,000
Transit Bridge Program	225,000	200,000	250,000	300,000	300,000	1,275,000
Future corridor planning and construction	445,083	458,437	424,970	437,719	450,851	2,217,060
Total Charlotte Area Transit	\$ 86,625,166	\$ 137,060,971	\$ 245,209,260	\$ 355,030,416	\$ 461,797,166	\$ 1,285,722,979
TOTAL TRANSPORTATION	\$ 133,995,014	\$ 138,931,613	\$ 247,132,728	\$ 357,008,823	\$ 463,832,709	\$ 1,340,900,886

FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
TRANSPORTATION REVENUE SUMMARY						
Prior Street Bonds	\$ 2,000,000					\$ 2,000,000
2010 Street Bonds	43,550,000					43,550,000
Pay-As-You-Go Fund	1,819,848	1,870,642	1,923,468	1,978,407	2,035,543	9,627,907
Total Revenue Roads	\$ 47,369,848	\$ 1,870,642	\$ 1,923,468	\$ 1,978,407	\$ 2,035,543	\$ 55,177,907
Federal Transit Grants	33,528,733	62,208,880	142,383,417	157,364,199	131,048,980	526,534,209
Contribution from Charlotte Center City Partners	110,936					110,936
Certificates of Participation		19,418,662	39,974,967	56,310,689	64,295,682	180,000,000
NC DOT Transit Grants	28,126,768	27,765,171	42,322,876	72,815,528	66,833,504	237,863,847
Other Revenues Potential P3 Funding			528,000	47,540,000	177,619,000	225,687,000
General Government Participation	8,750,000	8,750,000				17,500,000
CATS Operating Budget Contribution	16,108,729	18,918,258	20,000,000	21,000,000	22,000,000	98,026,987
Total Revenue Transit	\$ 86,625,166	\$ 137,060,971	\$ 245,209,260	\$ 355,030,416	\$ 461,797,166	\$ 1,285,722,979
TOTAL TRANSPORTATION REVENUES	\$ 133,995,014	\$ 138,931,613	\$ 247,132,728	\$ 357,008,823	\$ 463,832,709	\$ 1,340,900,886

ECONOMIC DEVELOPMENT

Economic Development

Business Corridors/Pedscape Infrastructure	\$ 2,300,000					\$ 2,300,000
Business Corridor Revitalization Strategy	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Reserved for Economic Initiatives	500,000	500,000	500,000	500,000		2,000,000
Synthetic Tax Increment Financing (property taxes)	62,247	65,540	86,738	124,721	156,350	495,596
Total Economic Development	\$ 4,862,247	\$ 2,565,540	\$ 2,586,738	\$ 2,624,721	\$ 2,156,350	\$ 14,795,596

ECONOMIC DEVELOPMENT REVENUE SUMMARY

2010 Street Bonds	\$ 2,300,000					\$ 2,300,000
Pay-As-You-Go Fund	2,062,247	2,065,540	2,086,738	2,124,721	2,156,350	10,495,596
Certificates of Participation	500,000	500,000	500,000	500,000		2,000,000
Total Revenue General ED	\$ 4,862,247	\$ 2,565,540	\$ 2,586,738	\$ 2,624,721	\$ 2,156,350	\$ 14,795,596

FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
Aviation						
<u>Airfield Projects</u>						
Fourth Parallel Runway		\$ 5,000,000	\$ 7,000,000	\$ 45,000,000	\$ 18,500,000	\$ 75,500,000
Runway Status Light System	775,000	725,000				1,500,000
Deicing Facility	2,000,000					2,000,000
Rehabilitation Runway 18L	300,000	5,700,000				6,000,000
Rehabilitation Runway 18C-36C	17,864,857					17,864,857
Taxiway 'D' Extension - South		8,000,000				8,000,000
West Boulevard Relocation			670,000	6,730,000	6,000,000	13,400,000
Terminal Ramp Expansion (West)	1,564,025	5,119,800		11,576,875	10,000,000	28,260,700
Storm Drain Rehabilitation - Phase II	2,473,589					2,473,589
Total Airfield Projects	\$ 24,977,471	\$ 24,544,800	\$ 7,670,000	\$ 63,306,875	\$ 34,500,000	\$ 154,999,146
<u>Terminal Complex Projects</u>						
Concourse 'E' Expansion - Phase VIII	5,000,000	13,500,000				18,500,000
Concourse 'E' Baggage Transfer Station	650,000	850,000				1,500,000
Concourse 'E' Jet Bridges	5,204,167	5,204,167	5,204,166			15,612,500
Communications Infrastructure	4,000,000					4,000,000
In-Line Baggage System	25,000,000	20,000,000				45,000,000
East Terminal Expansion	12,517,303					12,517,303
Terminal Building Expansion (West)		2,904,900	7,595,100			10,500,000
Consolidated Fuel Farm Expansion	2,300,000	5,400,000				7,700,000
Terminal Lobby Expansion	8,000,000	70,000,000	75,000,000	45,000,000		198,000,000
New Hourly Parking Deck	65,000,000	75,000,000				140,000,000
Public Parking Surface Lot Expansion	2,234,305					2,234,305
Elevated Commercial Roadway	15,000,000	3,500,000				18,500,000
Passenger Vehicle Lanes	500,000		18,000,000	10,000,000		28,500,000
Rental Car Storage Facility	6,000,000	14,000,000				20,000,000
International Terminal Phase I			5,000,000	60,000,000	60,000,000	125,000,000
Concourse B Expansion			3,000,000	20,000,000	27,000,000	50,000,000
Total Terminal Complex	\$ 151,405,775	\$ 210,359,067	\$ 113,799,266	\$ 135,000,000	\$ 87,000,000	\$ 697,564,108
<u>Miscellaneous Aviation Projects</u>						
Master Plan Land Acquisition	10,000,000	10,000,000				20,000,000
Noise Compatibility Program	2,000,000	2,000,000	2,000,000	2,000,000		8,000,000
Master Plan Update	2,000,000					2,000,000
Vehicle Wash Facility	530,000					530,000
Storm Water Facilities		2,226,000				2,226,000
Airport Entrance Road Connection	15,000,000	5,000,000				20,000,000
Roadway Signage Project	1,050,000	2,100,000				3,150,000
Airport Office Relocation	500,000					500,000
Air Traffic Control Tower	17,225,000	27,775,000				45,000,000
Total Miscellaneous Aviation Projects	\$ 48,305,000	\$ 49,101,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ 101,406,000
<u>General Aviation Projects</u>						
Bank of America Road Relocation	1,500,000					1,500,000
Fixed Base Operator (FBO) Terminal Canopy		1,000,000				1,000,000
FBO Terminal Expansion			1,150,000	1,850,000		3,000,000
FBO Ramp Expansion			3,000,000			3,000,000
General Aviation Maintenance Hangar			3,500,000			3,500,000
GADO Site Redevelopment				1,250,000	3,750,000	5,000,000
Total General Aviation Projects	\$ 1,500,000	\$ 1,000,000	\$ 7,650,000	\$ 3,100,000	\$ 3,750,000	\$ 17,000,000
<u>Cargo Development Projects</u>						
Cargo Ramp Expansion (Buildings 6 & 7)	-	3,200,000	3,000,000			\$ 6,200,000
Cargo Buildings #8	200,000	2,400,000				2,600,000
Old Terminal Loop Road	2,000,000					2,000,000
Total Cargo Development	\$ 2,200,000	\$ 5,600,000	\$ 3,000,000	\$ -	\$ -	\$ 10,800,000
TOTAL AVIATION	\$ 228,388,246	\$ 290,604,867	\$ 134,119,266	\$ 203,406,875	\$ 125,250,000	\$ 981,769,254

FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
AVIATION REVENUE SUMMARY						
Revenue Bonds	\$ 164,436,392	\$ 218,040,017	\$ 115,949,266	\$ 149,544,219	\$ 94,125,000	\$ 742,094,894
FAA Grants and Funding	37,751,854	50,364,850	11,350,000	44,032,656	21,375,000	164,874,360
Excluded Cost Centers	3,700,000	4,200,000	6,150,000	3,100,000	3,750,000	20,900,000
State Funding			670,000	6,730,000	6,000,000	13,400,000
Transportation Security Admin Funding	22,500,000	18,000,000				40,500,000
Total Revenue Aviation	\$228,388,246	\$290,604,867	\$134,119,266	\$203,406,875	\$125,250,000	\$981,769,254
TOTAL REVENUES	\$233,250,493	\$293,170,407	\$136,706,004	\$206,031,596	\$127,406,350	\$996,564,850

ENVIRONMENT

Environmental Services

Environmental Services Program	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 6,000,000
Tree Trimming & Removal Program	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	7,000,000
Tree Replacement Program	700,000	700,000	700,000	700,000	700,000	3,500,000
Total Environmental Services	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 16,500,000

ENVIRONMENTAL SERVICES REVENUE

General Pay-As-You-Go Fund	3,300,000	3,300,000	3,300,000	3,300,000	3,300,000	16,500,000
TOTAL REVENUES	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 3,300,000	\$ 16,500,000

Storm Water

Storm Water Repairs to Existing Drains	\$ 11,000,000	\$ 10,000,000	\$ 11,000,000	\$ 11,000,000	\$ 11,000,000	\$ 54,000,000
Storm Water Pollution Control	3,800,000	2,100,000	1,900,000	2,500,000	2,600,000	12,900,000
Storm Water Stream Restoration	5,300,000	5,700,000	3,100,000	5,900,000	4,600,000	24,600,000
Minor Storm Water Projects	800,000	1,400,000	1,700,000	4,200,000	5,500,000	13,600,000
Storm Water Flood Control	3,900,000	6,700,000	4,700,000	7,000,000	7,700,000	30,000,000

Area Improvements

Peterson Drive	3,500,000					3,500,000
Gaynor			4,200,000			4,200,000
Sunnyvale					8,800,000	8,800,000
Cherokee/Scotland	4,300,000					4,300,000
Wiseman		4,200,000				4,200,000
Louise	9,000,000					9,000,000
McAlway/Churchill			4,700,000			4,700,000
Robinhood-Dooley		3,300,000				3,300,000
Tillman/Blenheim	2,000,000		2,200,000			4,200,000
Myrtle/Morehead			12,500,000			12,500,000
Brentwood		7,500,000				7,500,000
Lyon Court				4,000,000		4,000,000
Kenilworth/Romany	1,000,000				4,000,000	5,000,000
Hampton Ave Minor CIP *			2,500,000			2,500,000
Hill Street Minor CIP *			2,400,000			2,400,000
Cedars East Minor CIP *			1,800,000			1,800,000
Edgewater/Rosecrest *			500,000		4,000,000	4,500,000
Princeton Minor CIP *				2,400,000		2,400,000
Parkwood *					8,100,000	8,100,000
Post Construction Control Program	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Stream Mitigation Bank	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total Storm Water	\$ 48,600,000	\$ 44,900,000	\$ 57,200,000	\$ 41,000,000	\$ 60,300,000	\$ 252,000,000

FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
STORM WATER REVENUE SUMMARY						
Revenue Bonds	\$ 10,600,000	\$ 6,900,000	\$ 19,200,000	\$ -	\$ 17,300,000	\$ 54,000,000
Storm Water Pay-As-You-Go	32,000,000	34,000,000	34,000,000	37,000,000	39,000,000	176,000,000
Storm Water Fund Balance	2,000,000					2,000,000
Program Income	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
TOTAL REVENUES	\$ 48,600,000	\$ 44,900,000	\$ 57,200,000	\$ 41,000,000	\$ 60,300,000	\$ 252,000,000
<u>WATER</u>						
Annexation						
2011 Annex. Area Water Mains	\$ 8,500,000					\$ 8,500,000
Maintain Existing Infrastructure						
CBD Water / Sewer Replacement			1,500,000		1,500,000	3,000,000
Elevated Water Storage Tank Rehabilitation	1,267,000	1,267,000	1,267,000	1,267,000		5,068,000
Franklin to Vest - Raw/Finished WM ROW		1,500,000	1,500,000			3,000,000
Valve Rehab and Replacement	1,000,000	1,000,000	1,000,000	1,000,000		4,000,000
Catawba PS to Franklin Raw Water Main		100,000				100,000
Vest Plant Rehab/Upgrades	5,000,000	1,150,000				6,150,000
WTP's and BP Stations Upgrades and Rehab	500,000		500,000	250,000		1,250,000
N Meck WTP Generator		5,500,000				5,500,000
Lee S. Dukes WTP Rehab & Upgrades		3,500,000				3,500,000
WM - Freedom / Tuckaseegee Rd. Replacement					7,200,000	7,200,000
Provide Service to Existing Residence						
Street and Minor Water Main Extensions	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	27,500,000
New Service Installation Water		3,500,000	3,500,000	3,500,000		10,500,000
Regulatory Requirements						
Water Treatment Regulatory Improvements	300,000	200,000	100,000			600,000
Support for Other Public Projects and for Utilities Operations						
Water Line Rehabilitation/Replacement	9,500,000	9,500,000	9,500,000	9,500,000	9,500,000	47,500,000
Technology Projects	1,100,000	1,100,000	850,000	850,000	850,000	4,750,000
UMS / Advantage Operations and 4.3 Upgrade	2,700,000	150,000	150,000	150,000	150,000	3,300,000
Streetcar Program Utility Improvements Phase I	2,500,000					2,500,000
Admin/Eng Bldg. Upgrades	100,000	100,000				200,000
Water Lines for Street Improv.	7,600,000	3,300,000	1,800,000	1,800,000	800,000	15,300,000
Work and Asset Management	905,575	835,400	780,400	790,400	770,400	4,082,175
AMR Replacement Program	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	8,000,000
Meter Management Technology Improvements	500,000					500,000
GIS Facilities Mapping	500,000	500,000	400,000	450,000	200,000	2,050,000

FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
Support Growth and Development						
Northeast Water Transmission Main					25,700,000	25,700,000
W.T. Harris / Albemarle Rd.					5,800,000	5,800,000
Reedy Creek Road 16" WM	1,300,000					1,300,000
882' - 978' Zone Transfer Transmission Main	9,200,000					9,200,000
960 Zone Elevated Storage	4,500,000					4,500,000
978 Booster Pump Station		5,000,000				5,000,000
NC-115/Cornelius 24" Water Main	3,000,000					3,000,000
WM: Main St. Huntersville from Gilead to Ramah Ch		800,000				800,000
882 Zone Elevated Storage	500,000	2,380,000				2,880,000
978 Zone Elevated Storage		4,150,000				4,150,000
978' North-South Transmission Main (formerly Hwy. 21 WM)			8,000,000			8,000,000
Gibbon / Nevin to Mallard Tank Transmission Main					3,000,000	3,000,000
North Tryon Transmission Main			2,000,000			2,000,000
LS Dukes WTP/Stumptown Rd. Transmission Main					3,650,000	3,650,000
Carmel Rd to NC-51 Transmission Main				2,100,000		2,100,000
Rozzelles Ferry WM				1,300,000		1,300,000
Plaza BPS Intake Transmission Main -NEWT Extension				1,250,000		1,250,000
Water Main to Plaza Tank				1,000,000		1,000,000
Plaza Rd. to W.T. Harris TM				500,000		500,000
Total Water	\$ 67,572,575	\$ 52,632,400	\$ 39,947,400	\$ 32,807,400	\$ 66,220,400	\$259,180,175
SEWER						
Annexation						
2011 Annexation Area Sewer Trunks	\$ 11,000,000					\$ 11,000,000
Maintain Existing Infrastructure						
Sanitary Sewer Line Rehabilitation	11,000,000	11,000,000	13,000,000	13,000,000	13,000,000	61,000,000
McAlpine Creek WWMF Dewatering Improveme	1,000,000	1,000,000				2,000,000
McAlpine Creek WWMF Final Clarifier Improver	150,000	750,000				900,000
McAlpine Creek WMF Rehab and Upgrades	2,500,000	2,250,000	2,000,000	1,500,000		8,250,000
Mallard WWTP Rehab and Upgrades	1,200,000	950,000	600,000	250,000		3,000,000
Lift Station Improvements	460,000					460,000
McDowell WWTP Rehab and Upgrades	500,000	1,200,000	400,000			2,100,000
Sugar WWTP Rehab and Upgrades	1,250,000	1,200,000	1,000,000	100,000		3,550,000
Site Work at All WWTPs	1,000,000	1,000,000	1,500,000	1,000,000	500,000	5,000,000
Paw Creek Force Main Replacement		2,250,000				2,250,000
Irwin WWTP Rehab and Upgrades	400,000	200,000	200,000	200,000	200,000	1,200,000
Irwin Creek WWTP Upgrade	2,227,000					2,227,000
Provide Service to Existing Residence						
Street and Minor Sewer Main Extension	6,000,000	6,000,000	6,000,000	6,000,000	-	24,000,000
New Service Installation Sewer		1,500,000	1,500,000	1,500,000		4,500,000

FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
Regulatory Requirements						
WW System Evaluation		100,000				100,000
Support for Other Public Projects and for Utilities Operations						
McAlpine Creek WWMF Methane to Power		1,873,000				1,873,000
McAlpine Creek WWMF Grease Receiving Station		3,080,000	5,000,000			8,080,000
Sewer Lines in Streets to be Widened	8,750,000	3,600,000	1,850,000	2,600,000	1,850,000	18,650,000
Support Growth and Development						
Steele Creek LS Replacement		3,000,000				3,000,000
McMullen Creek Parallel Sewer & Flow EQ			2,000,000	7,000,000		9,000,000
Ramah Creek Trunk Sewer		5,000,000				5,000,000
Matthews Commons Gravity Sewer		475,000				475,000
Wastewater Master Plan Study	750,000	750,000				1,500,000
Developer Constructed Sewer - Reimbursable	500,000	500,000	500,000			1,500,000
Briar Creek Relief Sewer			20,000,000			20,000,000
Mallard Creek WWTP Clarifier and Flood Protection	1,640,000					1,640,000
Irwins Creek Parallel Sewer		1,000,000				1,000,000
Upper McAlpine Creek Relief Sewer			500,000		4,500,000	5,000,000
McDowell Basin Trunk Sewers			3,000,000			3,000,000
Clarke's Creek to Ramah Church Road					2,900,000	2,900,000
Campus Ridge Rd. Lift Station, Force Main, & Gravity Sewer					2,500,000	2,500,000
Dixon Branch Trunk Sewer Extension					1,600,000	1,600,000
Little Sugar Creek Lift Station					1,500,000	1,500,000
McCullough Branch LS Improvements					1,500,000	1,500,000
Beaver Dam Creek West Branch Outfall					1,300,000	1,300,000
Cane Creek Outfall					1,230,500	1,230,500
North Fork of Crooked Creek					1,100,000	1,100,000
Rocky River (South Prong) to Mayes					1,100,000	1,100,000
Upper Clear Creek Tributary Sewer					1,000,000	1,000,000
South Davidson LS Replacement				400,000		400,000
Fuda Creek Trunk Sewer					850,000	850,000
Lake Road Trunk Sewer (Matthews)					625,000	625,000
Mountain Island Tributary Extension					510,000	510,000
Coffey / Taggart Creek Outfall		1,000,000				1,000,000
Total Sewer	\$ 50,327,000	\$ 49,678,000	\$ 59,050,000	\$ 33,550,000	\$ 37,765,500	\$ 230,370,500
WATER/SEWER REVENUE SUMMARY						
Water Revenue Bonds	\$ 38,077,000	\$ 35,928,000	\$ 36,200,000		\$ 22,215,500	\$ 132,420,500
Sewer Revenue Bonds	50,667,000	35,347,000	14,867,000	6,150,000	19,650,000	126,681,000
Water / Sewer Operating Fund	29,155,575	31,035,400	47,930,400	60,207,400	62,120,400	230,449,175
TOTAL REVENUES	\$ 117,899,575	\$ 102,310,400	\$ 98,997,400	\$ 66,357,400	\$ 103,985,900	\$ 489,550,675

FY2012-2016 Capital Investment Plan

PROJECT TITLE	FY12	FY13	FY14	FY15	FY16	TOTAL
FACILITY INVESTMENTS						
Building Maintenance Program	\$ 3,400,000	\$ 3,550,000	\$ 3,650,000	\$ 3,700,000	\$ 3,750,000	\$ 18,050,000
Roof Replacement Program	1,300,000	1,400,000	1,500,000	1,600,000	1,600,000	7,400,000
Parking Lot and Deck Repairs	300,000	300,000	300,000	300,000	300,000	1,500,000
Government Plaza Building Maintenance	650,000	650,000	700,000	750,000	750,000	3,500,000
Fire Station Renovations	400,000	400,000	400,000	400,000	400,000	2,000,000
Landscape Maintenance and Renovation	250,000	250,000	250,000	250,000	250,000	1,250,000
Land for Joint Communications Center	6,000,000					6,000,000
Fire Investigations Renovations	1,900,000					1,900,000
Eastway Police Station	4,200,000					4,200,000
Steele Creek Police Station	4,200,000					4,200,000
Sweden Road Equipment Maintenance Shop	2,420,000					2,420,000
Louise Avenue Equipment Maintenance Shop	915,000					915,000
Technology Investments	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Enterprise Resource Planning (ERP)	4,300,000	7,000,000	3,300,000	200,000		14,800,000
TOTAL FACILITY INVESTMENTS	\$ 32,235,000	\$ 15,550,000	\$ 12,100,000	\$ 9,200,000	\$ 9,050,000	\$ 78,135,000
FACILITY INVESTMENTS REVENUE SUMMARY						
COPs - Joint Communications Center	6,000,000					6,000,000
COPs - Fire Investigations	1,900,000					1,900,000
COPs - Eastway Police Station	4,200,000					4,200,000
COPs - Steele Creek Police Station	4,200,000					4,200,000
COPs - Sweden Road Shop	2,420,000					2,420,000
Pay-As-You-Go Fund	13,515,000	15,550,000	12,100,000	9,200,000	9,050,000	59,415,000
TOTAL REVENUES	\$ 32,235,000	\$ 15,550,000	\$ 12,100,000	\$ 9,200,000	\$ 9,050,000	\$ 78,135,000

FY2012-2016 Capital Investment Plan (Unfunded)

<u>KBU Rank</u>	<u>PROJECT TITLE</u>	<u>5-YEAR TOTAL</u>
Housing and Neighborhood Development		
2	Area Plan Capital improvements - partially funded (Planning)	\$ 13,500,000
11	Traffic Calming Program - partially funded (CDOT)	6,500,000
2	Pedestrian & Traffic Safety - partially funded (CDOT)	5,000,000
10	Sidewalk Construction Program - partially funded (CDOT)	35,000,000
	Total Housing and Neighborhood Development	\$ 60,000,000
Transportation		
Motorist Capacity and Safety Improvements		
1	Traffic Flow Enhancement Program (coordinated signals) - partially funded	12,000,000
3	Bridge Program - partially funded	6,000,000
4	Traffic Control Devices Upgrade Program - partially funded	10,000,000
5	Railroad Safety Improvement Program	300,000
6	Railroad Grade Crossing Improvements Program	300,000
7	Minor Roadway Improvement Program - partially funded	9,225,000
9	Street Connectivity Program - partially funded	13,000,000
13	State Highway Participation Program - partially funded	7,000,000
14	Public-Private Participation Program - partially funded	7,000,000
15	Street Lighting Program	2,000,000
17	Center City Transportation Implementation Program - partially funded	8,000,000
20	Sidewalk & Curb and Gutter Maintenance Program - partially funded	7,850,000
23	Non-System Residential Street Improvements - partially funded	5,000,000
29	Eastern Circumferential (NC 49 to Back Creek Church)	17,700,000
30	MLK Drive Extension (Graham to Cedar)	17,500,000
31	Sugar Creek Road Grade Separation at NCRR	5,000,000
32	36th Street Grade Separation at NCRR	5,000,000
33	DeWitt Lane/Scaleybark Road Extensions	5,500,000
34	Robinson Church Road FTM Road Upgrade (Harris to Ludell)	12,900,000
35	Harris Blvd/Tryon Street Interchange	5,000,000
36	Tyvola Road FTM Road Upgrade Phase 1 (West to S.Tryon)	11,900,000
37	Johnson & Wales Way.4th Street/Trade Street Improvement	6,400,000
38	Tuckaseegee Road FTM Road Upgrade (Ashley to Wilkinson)	8,300,000
39	Beam Road/Shopton Road Intersection Improvement	3,400,000
40	Ashley Road/Freedom Drive/Tuckaseegee Road Intersection Improvement	6,600,000
41	Yancey Road Extension (Old Pineville Road to South)	5,700,000
42	Shopping Center Drive (IBM Drive to Ikea Blvd)	17,900,000
43	North Tryon Parallel Street (36th St. to Old Concord)	5,500,000
44	Sardis Road North FTM Road Upgrade (Sardis to Monroe)	8,400,000
45	Rocky River Road FTM Road Upgrade (Harris to Grier)	3,500,000
46	Idlewild Road/Monroe Road Intersection Improvements	4,000,000
47	Prosperity Church Road (I-485 to Prosperity Ridge)	11,500,000
48	Parkwood Avenue/Pegram Street Intersection Improvement	7,000,000
49	Tuckaseegee Road FTM Road Upgrade Phase 2 (Ashley to Mulberry Church)	13,100,000
50	Westpark Drive Extension (Tyvola to Archdale)	10,900,000
51	Sugar Creek Road FTM Road Upgrade (Harris to Hucks)	11,600,000
52	The Plaza FTM Road Upgrade (Harris to Plott)	5,300,000
53	Eastway Blvd/Shamrock Drive Intersection Improvement	7,800,000
	Total	\$ 305,075,000

FY2012-2016 Capital Investment Plan (Unfunded)

<u>Pedestrian Pathways</u>		
16	Bike/Pedestrian Connectivity Program	2,000,000
22	Safe Routes to Schools Program	4,000,000
	Total	\$ 6,000,000

<u>Bicycle Pathways</u>		
12	Bicycle program - partially funded	5,000,000

<u>Centers, Corridors and Livable Neighborhoods</u>		
18	Air Quality and Congestion Mitigation Program	2,000,000
19	Centers and Corridors Implementation: Centers Program	4,000,000
	Total	\$ 6,000,000

Total Transportation \$ 322,075,000

Economic Development

1	Business Corridor/Pedscape Infrastructure - partially funded (Planning)	17,100,000
3	Corridor Infrastructure (Planning)	107,100,000
9	Independence Boulevard Area Plan (N&BS)	12,000,000
	Total Economic Development	\$ 136,200,000

Facility Investments

Police

1	South Division Office	8,600,000
2	Park South Division Office (New 14th Division)	8,600,000
3	University City Division Office	7,800,000
4	Northeast (North) Division Office	7,800,000
5	Westover Division Office	7,700,000
6	Academy Range Training Facility	2,750,000
7	Lake Norman Boathouse	600,000
8	Lake Wylie Boathouse	600,000
9	Lake Wylie - 21' VC Commander Boat	140,700
10	Firearms Range Live Shootouse	150,000
11	Northwest Division Office (New 15th Division)	8,400,000
12	Old Academy Renovation	2,000,000
13	North Tryon Expansion/Upfit	1,750,000
14	Helicopter Replacements	8,250,000
15	Hickory Grove Division Office	9,122,000
	Total Police	\$ 74,262,700

Fire

1	Co-Located Communication Center/EOC - partially funded	25,900,000
2	Reserve Apparatus Shelters	3,200,000
5	Infill Fire Station - Sunset & I-77	10,200,000
6	Fire Logistics Building	27,500,000
7	Fire Station 30 relocation	7,200,000
8	Fire Training Ground Improvements	7,650,000
9	Opticoms	500,000
10	Annexation Fire Station - Beatties Ford & Miranda	6,400,000
11	Annexation Fire Station - Wilkinson & Sam Wilson	5,100,000
12	Annexation Fire Station - Youngblood & McKee	6,100,000
13	Future Fire Stations	16,350,000
	Total Fire	\$ 116,100,000

FY2012-2016 Capital Investment Plan (Unfunded)

<u>Other</u>		
1	Northeast Equipment Maintenance Facility (BSS)	7,750,000
2	Combined Commissioning/Decommissioning & Auction Facility (BSS)	16,900,000
3	EMD Environmental Facilities Upgrade (BSS)	300,000
2	CMGC Space Reconfiguration (Engineering)	17,580,000
11	Government Center Exterior Re-Caulking (Engineering)	6,000,000
12	CMGC Chiller Replacement (Engineering)	1,530,000
13	CMGC Elevator Upgrade (Engineering)	1,155,000
15	City Hall Elevator Replacement (Engineering)	250,000
18	CMGC Plaza Workstation Replacement (Engineering)	3,600,000
21	Cemetery Roads Renovation (Engineering)	2,350,000
	Total Other	\$ 57,415,000
	Total Facility Investments	\$ 247,777,700
	Total FY2012-2016 Unfunded Project Requests	\$ 766,052,700

Note: Project estimates were developed from various sources and have varying levels of accuracy due to different levels of engineering and planning detail to date on the projects. The estimates were developed over the last five years and for the most part do not include inflation factors. Inflation factors for construction and especially real estate are not easily predicted and are highly dependent on the assumed date of construction.

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