

**City of Wilmington
North Carolina**

**G.S. 160A-537(b)
REPORT**

**for the
Downtown Wilmington
Municipal Service District**

Updated: September, 2016

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Introduction

PURPOSE

The purpose of this report is to evaluate the need for additional services, facilities, or functions to be provided for a defined municipal service district in downtown Wilmington, North Carolina, and to set forth a plan for providing the necessary services. These services must be among those listed in G.S. 160A-536 and must be shown to be needed within the district “to a demonstrably greater extent than the remainder of the city.” G.S. 160A-537, excerpted below, sets forth the standards that must be met and the contents of the report required to consider the establishment of a municipal services district (MSD):

§ 160A-537. Definition of service districts.

(a) Standards. - The city council of any city may by resolution define a service district upon finding that a proposed district is in need of one or more of the services, facilities, or functions listed in G.S. 160A-536 to a demonstrably greater extent than the remainder of the city.

(b) Report. - Before the public hearing required by subsection (c), the city council shall cause to be prepared a report containing:

- (1) A map of the proposed district, showing its proposed boundaries;
- (2) A statement showing that the proposed district meets the standards set out in subsection (a); and
- (3) A plan for providing in the district one or more of the services listed in G.S. 160A-536.

The report shall be available for public inspection in the office of the city clerk for at least four weeks before the date of the public hearing.

ORGANIZATION OF THIS REPORT

Following this introductory section, and in keeping with the requirements of G.S. 160A-537 noted above, the body of this report consists of three parts:

Part One. Map of Proposed District

A map has been prepared showing the area in which additional services would be provided, and for which additional tax levy would apply to pay for the proposed services. Explanation is provided as to the rationale for determining the boundaries of the service area.

Part Two. Statement Showing that the Area is in Need of Additional Services

This section includes information and analysis, by service category, that one or more of the services, facilities or functions listed in G. S. 160A-53628 are needed to a “demonstrably greater extent” than the remainder of the city of Wilmington.

Part Three: Plan for Providing Services

This section sets forth a plan for providing, within the district, certain additional eligible services as listed in G.S. 160A-536. Included in the plan is a listing of the specific services recommended, the budget necessary to provide for the services, the necessary additional tax levy to generate the budget, and the size and composition of the MSD Advisory Committee.

This introduction includes a summary of the public review and public hearing requirements necessary for the creation of an MSD. An appendix to the report includes a summary of the public involvement efforts undertaken by Wilmington Downtown Incorporated (WDI) as part of their study authorized by City

Council, and leading to the directive to prepare this report. Also included in the appendices is a summary of input received at a special public input meeting held by the City on March 7, 2016.

BACKGROUND AND HISTORY

A recommendation to create an MSD in Wilmington was set forth in the Vision 2020 Plan for downtown Wilmington, adopted by City Council in **2004**. No action was taken, however, until **2011**, when WDI initiated a public process to explore the possibility. The initiative was suspended, however, and a decision was made not to take the concept forward to City Council, due to the economics of the “Great Recession” then in full force, as well as considerable opposition to the idea at that time.

In **February 2014**, the Development Finance Institute (DFI), a consulting group hired by the City to create a redevelopment strategy for the Water Street Parking Deck, included in its strategy a recommendation to establish an MSD for the downtown. According to DFI, an MSD would allow the city to employ favorable public financing for the project as well as the ability to provide additional services to the new development once completed.

At their regular meeting on **August 19, 2014**, Wilmington City Council passed a resolution entering into an agreement with WDI providing funds in support of a study by WDI to evaluate the establishment of a municipal service district for downtown Wilmington. WDI was to report back to City Council with a recommendation on or before May 1, 2015.

At City Council’s regular meeting on **May 5, 2015**, representatives of WDI presented an update on the MSD study, and requested an extension of time to further evaluate the merits of establishing such a district for the downtown. City Council adopted a resolution granting the extension, and specifying that WDI report back with its findings by early 2016.

At Council’s regular meeting on **February 2, 2016**, representatives of WDI presented their final report and recommendation concerning the establishment of the MSD, with a target date of July 1, 2016. At the same meeting, City Council then passed a resolution accepting the report from WDI and directing the City Manager to schedule a public hearing to consider the establishment of an MSD in keeping with the WDI recommendation. In passing the resolution, it was noted that as part of the public process to establish an MSD, certain legal requirements would need to be met including, most importantly, a report satisfying the North Carolina General Statutes concerning MSDs.

On March 7, 2016 the City of Wilmington held a special public input meeting to continue the process of public engagement concerning the possible establishment of an MSD for the downtown. Approximately 35 people attended the meeting in City Hall. Representatives of various city departments were present at the meeting to discuss city services, to answer questions, and to receive input from interested citizens.

At Council’s regular meeting on September 6, 2016, City Council passed a resolution identifying the City Clerk as the designee for the city to mail notices to all property owners in the proposed district and to certify to Council that said mailing was completed.

PUBLIC NOTICE, REVIEW AND HEARING REQUIREMENTS

North Carolina General Statutes set forth the public review and hearing requirements necessary for consideration to establish an MSD. Specifically, G.S. 160A-537(c) and (d), excerpted below, set forth the due process requirements for establishing an MSD:

(c) **Hearing and Notice.** - The city council shall hold a public hearing before defining a new service district under this section. Notice of the hearing shall state the date, hour, and place of the hearing and its subject, and shall include a map of the proposed district and a statement that the report required by subsection (b) is available for public inspection in the office of the city clerk. The notice shall be published at least once not less than one week before the date of the hearing. In addition, it shall be mailed at least four weeks before the date of the hearing by any class of U.S. mail which is fully prepaid to the owners as shown by the county tax records as of the preceding January 1 (and at the address shown thereon) of all property located within the proposed district. The person designated by the council to mail the notice shall certify to the council that the mailing has been completed and his certificate is conclusive in the absence of fraud.

(d) **Effective Date.** - Except as otherwise provided in this subsection, the ordinance defining a service district shall take effect at the beginning of a fiscal year commencing after its passage, as determined by the city council. If the governing body in the ordinance states that general obligation bonds or special obligation bonds are anticipated to be authorized for the project, it may make the ordinance effective immediately upon its adoption or as otherwise provided in the ordinance. However, no ad valorem tax may be levied for a partial fiscal year.

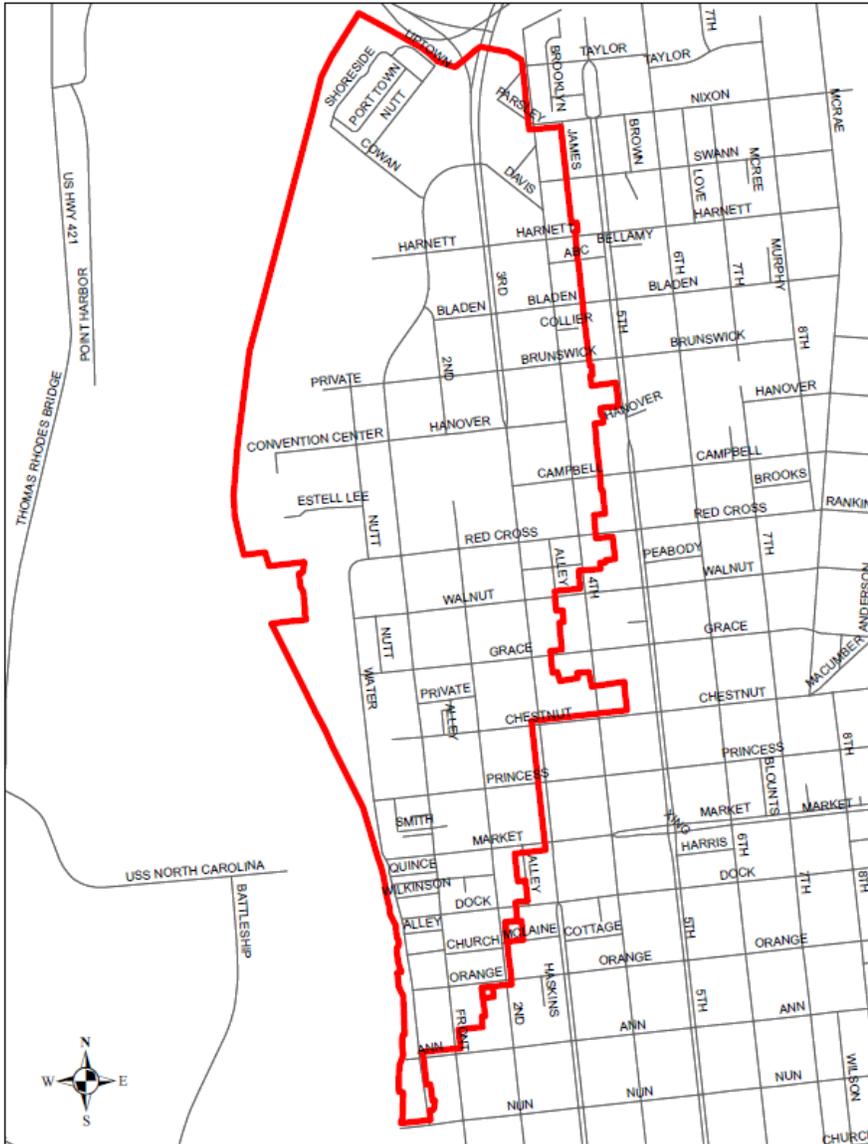
WDI's report to City Council on February 2, 2016, recommended that the proposed MSD, if approved, should become effective July 1, 2016 in keeping with statutory requirements. At the same meeting, City Council then passed a resolution accepting the report from WDI and directing the City Manager to schedule a public hearing to consider the establishment of an MSD in keeping with the WDI recommendation. On September 6, 2016 City Council passed a resolution directing the City Clerk to send notice of the public hearing to all property owners within the proposed district. Subsequent to Council directive, a public hearing has been scheduled for October 18, 2016 and the following dates and actions leading up to a new hearing and effective date of the district have been identified:

- | | |
|--------------------|--|
| September 7, 2016 | Notice of public hearing to be delivered to newspaper of general circulation |
| September 8, 2016 | City Clerk to mail a Notice of Public Hearing to all property owners in the district stating the date, hour and place of the hearing and its subject and including a map of the proposed district and a statement that the report is available for public inspection in the office of the City Clerk |
| September 9, 2016 | City staff delivers MSD Report to City Clerk |
| September 11, 2016 | Notice of public hearing to be published in newspaper of general circulation |
| October 18, 2016 | Hold public hearing at regular meeting of City Council |
| November 1, 2016 | Second reading if ordinance passes first reading on October 18 th |
| July 1, 2017 | If approved by City Council, the MSD would be established and made effective as of the beginning of the next fiscal year. The process of advertising for proposals from outside agencies who may wish to bid to manage and provide services to the district could begin. |

The balance of this report provides for the three elements required by state law for consideration of establishing a municipal service district: (1) a map of the proposed district (2) a statement showing need for additional services and (3) a plan for providing services.

Part One: Map of Proposed District:

The map below shows the defined service area for the proposed municipal service district. The area is generally bounded by the Cape Fear River on the west, the Isabell Holmes Bridge to the north, the North Fourth/Brooklyn Arts District to the east and reaches south as far as Chandler’s Wharf along the river. The area includes approximately 271 acres and 540 separate parcels of land. Not coincidentally, the borders of the district fully coincide with the central business district zoning area of the City. The purpose statement for the Central Business District, as set forth in the City’s Land Development Code, is shown to the right of the map and reads in part:



“This (zoning) district is established to create and maintain a high density commercial, office, service and residential area meeting city, county and regional needs. It encourages the full utilization of public services and contributes to the economic base of the city. According to Wilmington Vision 2020: A Waterfront Downtown Plan, the CBD is envisioned to be a living, working, learning and mixed-use community. The intent of the design standards is to recognize and respect historic resources; to preserve and respect existing historic buildings; to preserve the cohesive character of the downtown area made by compatible, sympathetic development and to provide an enhanced pedestrian experience.”

(Wilmington Land Development Code, Section 18-196.)

The CBD zoning district allows for the greatest height and density of development of anywhere in the City of Wilmington. The district also allows for a broad range of mixed land uses. Offices,

restaurants, hotels, retail establishments, entertainment venues, the community college, major gathering places, intensive residential development, and a host of other uses, all contribute to the heavy use of public open spaces, streets, sidewalks and the riverwalk-- all day and well into the night. It is no coincidence, therefore, that the CBD zoning district supports an intensive urban environment that requires municipal services to a greater extent than the rest of the city.

In addition, from a service planning and delivery perspective, the selection of the CBD zoning district as an MSD boundary offers distinct advantages. In most instances, the district boundary splits blocks between streets— most often at rear property lines-- rather than running down the middle of streets. This makes sense from a service delivery standpoint in that it would not be logical to provide additional municipal services to one side of a street and not the other. For example, it would be illogical to provide for enhanced landscaping on one side of a street and not the other or to have safety personnel looking after storefronts and businesses on one side of the street only.

Also, the CBD zoning district as an MSD boundary offers the advantage of ready public and institutional recognition. In other words, the district is firmly established and well known, having been “on the books” for decades. The CBD zoning district both affirms and responds to development standards that make it a one of a kind location in the City of Wilmington. Further, the district boundaries have been accurately drawn and recorded; they have been employed by both the city and the county for many years relative to government land use decisions, property values, taxation and other issues. Also, the designation of the CBD zoning district as the area proposed for the municipal service district has the distinct advantage of not being perceived of as an arbitrary decision taking some properties in while leaving others out with little rhyme or reason. Finally, as will be seen in the next part of this report, this area shares a commonality of physical, social and economic conditions that call for services to a demonstrably greater extent than the balance of the city. For all of the above criteria, the CBD area is a logical choice for the consideration of a proposed MSD.

Part Two: Statement Showing Need for Additional Services

This section addresses the question as to whether the central business district of Wilmington is in need of "...one or more of the services, facilities, or functions listed in G.S. 160A-536 to a demonstrably greater extent than the remainder of the city". Among the various services, facilities and functions listed in the statute, **Downtown Revitalization** is included and defined as follows:

"...improvements, services, functions, promotions, and developmental activities intended to further the public health, safety, welfare, convenience, and economic well-being of the central city or downtown area. Exercise of the authority granted by this Article to undertake downtown revitalization projects financed by a service district do not prejudice a city's authority to undertake urban renewal projects in the same area. Examples of downtown revitalization projects include by way of illustration but not limitation all of the following:

- (1) Improvements to water mains, sanitary sewer mains, storm sewer mains, electric power distribution lines, gas mains, street lighting, streets and sidewalks, including rights-of-way and easements.
- (2) Construction of pedestrian malls, bicycle paths, overhead pedestrian walkways, sidewalk canopies, and parking facilities both on-street and off-street.
- (3) Construction of public buildings, restrooms, docks, visitor centers, and tourism facilities.
- (4) Improvements to relieve traffic congestion in the central city and improve pedestrian and vehicular access to it.
- (5) Improvements to reduce the incidence of crime in the central city.
- (6) Providing city services or functions in addition to or to a greater extent than those provided or maintained for the entire city.
- (7) Sponsoring festivals and markets in the downtown area, promoting business investment in the downtown area, helping to coordinate public and private actions in the downtown area, and developing and issuing publications on the downtown area."

The balance of this section includes an analysis and summary of existing and proposed services as related to the establishment of an MSD for the central business district of Wilmington. For each category of proposed service, the table beginning on the next page identifies:

1. The Current Level of Service Provided City-Wide
2. Additional Services Currently Provided to the CBD (Not Provided City-Wide)
3. Additional Services Needed in the CBD per WDI Study
4. Justification for Additional Services Needed

Safety/Security

1. Level of Service Provided City-Wide	2. Additional Services Provided to the CBD (Not Provided City-Wide)	3. Additional Services Needed in the CBD per WDI Study	4. Justification for Added Services Needed
<p>General coverage of the entire City of Wilmington 365 days, 24/7. There are 6 districts, and each of them are staffed for 24/7 operation. Specialized services may be provided on an as needed basis for discrete periods of time.</p>	<ul style="list-style-type: none"> ○ 2 police officers until 3PM. Then 6 officers in early evening ○ Late night Task Force (Wilmington Police and New Hanover County Sheriff's Deputies) ○ Directed foot, bike and Segway patrols ○ Downtown Camera system ○ WPD/NHCSO coverage of the Central Business District and the entire downtown region from 8 AM to 4 PM. ○ Downtown Task Force is budgeted for 10 WPD Officers and 5 New Hanover County Sheriff Deputies. (includes 1 Lt. and 2 Sgts, and 1 Court Officer assigned to the New Hanover County Courthouse, and 2 mounted officers) ○ WPD District 1B Officers cover downtown area from 4 to 8 am. ○ Staff allocations are greater in the evenings and nights due to extensive patron population increases for the downtown bars and restaurants. ○ Mounted Police ○ Maritime Patrol of the Marina District downtown, as well as the State Port Areas as needed. ○ Event traffic control-signal system 	<ul style="list-style-type: none"> ○ Daytime and early evening patrols (until 11pm) by team of 5 "ambassadors" – 50% daytime improvement and a 33% to 50% evening improvement ○ Serve as a deterrent to unwanted activities and contact appropriate authorities when criminal and/or potentially criminal behavior is identified ○ Social outreach to direct people in need to shelters or other service providers ○ Conduct public relation checks with businesses and homeowners ○ When time allows engage the general public to deliver hospitality, directions or recommendations 	<p>Wilmington Downtown Inc. maintains statistics on business and expansion trends in the downtown:</p> <ul style="list-style-type: none"> ○ In the past five years (2011 -2016) retail businesses and bars have increased from 190 to 249 establishments. ○ Since 2010, available hotel rooms have increased from 350 to 478 units, a net increase of 128 units. Four new hotels have announced plans to add another 528 rooms. Attendance at the Wilmington Convention Center has increased from 66,400 in 2012 to 85,246 in 2015.(CVB statistics as of 4/5/16) ○ Most of the business expansions have been in evening and late night dining and entertainment. ○ While most late night activity was previously focused on just a few blocks in the heart of the CBD, activity in recent years has also shifted to North Fourth Street, in particular. This rapidly evolving street is presenting a significant new area for priority patrolling and will only increase demand as the new residential and hotel projects in the area begin to come on line. ○ The cost of providing additional police personnel over and above what is already being provided is not tenable. Data provided by the City's Human Resources Department indicates that the cost of just one additional police officer ranges from about \$55,000-\$65,000 per year depending on equipment provided. "Downtown ambassadors" can be provided at less cost through a private company—these ambassadors can then be "eyes and ears" on the street in support of law enforcement personnel and freeing up police personnel to be where and when their presence is required.

Cleanliness

1. Level of Service Provided City-Wide	2. Additional Services Provided to the CBD (Not Provided City-Wide)	3. Additional Services Needed in the CBD per WDI Study	4. Justification for Added Services Needed
<ul style="list-style-type: none"> ○ City streets are on a two week street sweeping rotation. (Entire City gets swept twice a month) ○ Solid waste route collections weekly or bi-weekly (cart service) – City ordinance does not permit carts in the CBD ○ Bulky waste collection city-wide 	<ul style="list-style-type: none"> ○ CBD streets swept daily except Sat. ○ Solid Waste Services collects bag waste, cardboard, and comingled recycling from businesses and residents 7 days/ week, 3 times /day and collect ABC glass from businesses daily. ○ 4-person sanitation crew 7 days/wk./365/3:30 am-12 pm and 2-3-person crew 7 days/wk. /365 12 pm- 11 pm to handle the following: <ul style="list-style-type: none"> § Clean, stock and maintain 4 public restrooms in parking deck and visitors center § Complete CBD clean-up and litter pick-up on streets, sidewalks, Riverwalk, pocket parks, and alleys. § Service/clean pedestrian trash and recycling canisters, and service ash trays and pet waste stations (Riverwalk too) § Pressure wash sidewalks (6 am – 11 am w/operational limitations*) M-F ○ 2-3-person crew 7 days/wk. /365 12 pm- 11 pm to handle all the above plus the following: <ul style="list-style-type: none"> § Overtime event services § Bulky item collection ○ Event cleanup during/after larger events; Azalea Festival/Riverfest <p><i>*limitations include weather, noise, pedestrians, parked vehicles, events and mechanical problems</i></p>	<ul style="list-style-type: none"> ○ 7 days /week <ul style="list-style-type: none"> § Hand broom and pan sweep sidewalks and gutters when time allows § Graffiti identification and removal (w/ property owner permission) § Deep clean/power wash sidewalks, trash cans ○ Remove illegal handbills, flyers and stickers ○ Install and maintain additional cigarette waste disposal ○ Damp wipe benches, newspaper boxes, trash cans and utility and electrical boxes ○ Monitor pet waste stations 	<p>As detailed below, the Public Services Dept. currently provides numerous additional services in the CBD not provided elsewhere in the city. Please note the following:</p> <ul style="list-style-type: none"> ○ There are 195,000 sq. ft. of sidewalks in the CBD. A city crew can clean about 740 sq. ft. / hr. AVG. With existing resources, it would take a city crew about 262 hours to complete entire CBD. With existing resources, and with competing demands for time, that many hours would need to be spread over 158 days to get through the CBD once. ○ The general intersection of Market and Front –an area of about 35,760 sq. ft. needs to be cleaned every 2-3 weeks, a service that cannot be sustained with existing manpower, relative to other work requirements across the city. ○ To perform hand sweep and litter collection downtown requires 5 FTE man hours/weekday 7 FTE on Fri, Sat, and Sun. ○ While City crews use chemical and/or pressure washers to remove graffiti, they do so from public property only. ○ As time permits, city crews occasionally perform sticker removal. This task is time consuming, sometimes counterproductive, and always a low priority relative to other demands on time. ○ Data provided by the City’s Human Resources Department indicates that the cost of just one additional laborer costs over \$30,000 per year depending on equipment provided.

Appearance/Beautification

1. Level of Service Provided City-Wide	2. Additional Services Provided to the CBD (Not Provided City-Wide)	3. Additional Services Needed in the CBD per WDI Study	4. Justification for Added Services Needed
<ul style="list-style-type: none"> ○ Watering select annual beds, new shrubs and flowers “This practice is done in limited capacity in some of our existing parks and facilities” (Empie, Halyburton Greenfield, WPD) ○ Although banners are available citywide, vast majority of requests come from downtown area. 	<ul style="list-style-type: none"> ○ Electrical, plumbing, hardscape pavement, trash pick-up and other park amenities for Riverwalk ○ Code enforcement regarding demolition by neglect and various permits including signs, sidewalk cafes, food trucks, etc. ○ Irrigation for select plant beds, turf areas, new plantings, and flowers. ○ Maintenance for Riverwalk, pedestrian and vehicular wayfinding signs, docks, news racks, street furniture, parking decks etc. ○ Vegetation encroachment in alleys is - performed annually (minimum to keep service alleys open) not performed for aesthetic purposes ○ Signs and markings for parking, loading zones, road closures, taxi stands. ○ Event traffic control-signal system ○ Special projects such as the Cape Fear Historic Byway Plan, Riverfront Plaza Park Renovation, Water Street Extension Improvements ○ Provides, installs and removes Holiday decorations and lights ○ City maintains 100 ashtrays; replacing current, and adding ~25 additional. Cost of ~1+ FTE hour per day emptying AVG (variable/seasonal) 	<ul style="list-style-type: none"> ○ Install and maintain new landscaping such as flowers in tree wells, containers, etc. ○ Weed removal that city crews miss ○ Install, maintain and expand the street banner program ○ Identify and report street light outages in accordance with appropriate authority and policy. ○ Install and maintain additional holiday decorations ○ Ensure an orderly environment by straightening newspaper boxes, mail boxes, trash cans and any other movable fixtures ○ Touch up paint bike racks, poles, street furniture ○ Remove rocks, debris, leave, pebbles and other pedestrian impediments 	<ul style="list-style-type: none"> ○ As noted in column 1, city crews provide watering for select annual beds, new shrubs and flowers at select locations in the city. These crews are already working at capacity, and do not have time allotted to install needed landscaping, much less water additional beds and landscaping downtown. ○ The banner application process is handled by the city’s Communications office and must compete with many other priorities. City staff is not able to take on additional requests for banners or for an expansion of the banner program as development increases in other parts of the central business district ○ City crews do not have time allotted to install and maintain additional holiday decorations ○ City crews do not have specific time allotted for straightening moveable fixtures, painting street furniture, and removing unwanted pedestrian impediments. They usually perform these tasks only when the problem becomes obvious, often doing what they can to respond to specific complaints.

Marketing

1. Level of Service Provided City-Wide	2. Additional Services Provided to the CBD (Not Provided City-Wide)	3. Additional Services Needed in the CBD per WDI Study	4. Justification for Added Services Needed
<ul style="list-style-type: none"> ○ Communicate citywide downtown events such as Azalea Festival, MLK Parade, Beach2Battleship, Holiday Parade and July 4th fireworks ○ Develop and provide communications plans and branded signage for projects anywhere in the city. 	<ul style="list-style-type: none"> ○ Bring It Downtown campaign to promote parking (\$30,000) ○ Regular communications to downtown stakeholder groups using lists compiled and maintained by city staff ○ Help coordinate public meetings and public input processes as needed for downtown-specific projects/topics ○ Communicate downtown events such as Azalea Festival, MLK Parade, Beach2Battleship, Holiday Parade and July 4th fireworks ○ No large-scale special events are held outside of downtown and planned/implemented by City staff ○ Significantly, city plans and projects requiring communications plans and branded signage are more often than not concentrated in the downtown area. ○ Provide sign design/purchasing assistance for issues such as parking and road closures in the downtown area. 	<ul style="list-style-type: none"> ○ Publish an annual shopping, dining and entertainment guide ○ Direct a sustained advertising campaign in print, electronic, social media, radio and television ads ○ Increase marketing messages to include quality of life amenities for residents and consumers ○ Create and direct co-operative marketing campaigns to attract commercial and residential consumers ○ Promote donations to charitable agencies as an alternative to giving money directly to panhandlers 	<ul style="list-style-type: none"> ○ While city staff provide communications and signage assistance in support of downtown projects and events, city government has not taken on, nor plans to take on, any specific role in preparing customary marketing materials for business development. ○ The types of services identified in column 3 are best handled by an organization suited to that function and with resources dedicated for that purpose.

Economic Development

1. Level of Service Provided City-Wide	2. Additional Services Provided to the CBD (Not Provided City-Wide)	3. Additional Services Needed in the CBD per WDI Study	4. Justification for Added Services Needed
<ul style="list-style-type: none"> ○ The city has one position in the Manager’s office dedicated in part, to the economic development function. ○ No festival support in other parts of City ○ Setup and take down barricades for public events and filming needs as necessary 	<ul style="list-style-type: none"> ○ For the past several years, the city’s economic development position has spent the bulk of its time addressing downtown development opportunities. The same position also supervises the city’s parking program, which is also concentrated in the downtown. ○ Festival support for Azalea, Rims on River, Christmas Parade, St Patty’s Parade, MLK Parade, July 4th and Riverfest – Street barricades; clean up support after events; maintaining trash barrels and litter patrol; continuous restroom maintenance, bleachers and banners ○ Wi-Fi service (not an ongoing expense) ○ Economic Development Services contract with WDI (\$66,325) ○ Brownfield program ○ Dockmaster services at the Riverwalk, allowing transient boaters to visit the downtown via the Cape Fear River 	<ul style="list-style-type: none"> ○ Publish business recruitment packets ○ Conduct market studies and analyses to provide timely demographic information to prospects ○ Compile and annually publish real estate data for Downtown to include occupancy rates, lease rates, sales information and other investor oriented data ○ Attend and display at national and/or regional trade shows to attract new businesses and investors (International Council of Shopping Centers, Urban Land Institute, South by Southwest, etc.) ○ Establish and administer matching grant programs to spur private investment, such as renovating building facades or installing landscaping ○ Report on Downtown’s residential amenities and growth and promote living options to real estate brokers and the community 	<p>The city’s Economic Development Special Assistant to the Manager is focused on city-wide economic development opportunities and coordination with other area economic developers. This is the only city staff position with specific economic development responsibilities; there are no other resources to address specifically the downtown or other critical gaps such as:</p> <ul style="list-style-type: none"> ○ There is a need for enhanced communication between multiple downtown groups that all have a role in economic development. ○ No economic development support exists for the “maker movement,” which is locally sourced, small scale producers with international markets and generally higher wages. ○ There is inadequate focus on incentivizing small, start-up, or growth businesses that could benefit from and add value to the downtown due to unique characteristics. ○ There are many underutilized properties in the CBD that could be matched with small businesses, which could serve as catalysts for community revitalization.

Part Three: Plan for Providing Services

This section reviews and evaluates a plan for providing services to the proposed municipal service district (MSD).

MSD ADMINISTRATION AND MANAGEMENT

N.C.G.S. 160A-540(d) as amended in the 2016 General Assembly Short Session establishes the requirements for administration and management of services to an MSD:

- (d) Contracts. – A city may provide services, facilities, functions, or promotional and developmental activities in a service district with its own forces, through a contract with another governmental agency, through a contract with a private agency, or by any combination thereof. Any contracts entered into pursuant to this subsection shall comply with all of the following criteria:
- (1) The contract shall specify the purposes for which city moneys are to be used for that service district.
 - (2) The contract shall require an appropriate accounting for those moneys at the end of each fiscal year or other appropriate period.
- (d1) In addition to the requirements of subsection (d) of this section, if the city enters into a contract with a private agency for a service district under subdivision (a)(1a), (2), or (2a) of this section, the city shall comply with all of the following:
- (1) The city shall solicit input from the residents and property owners as to the needs of the service district prior to entering into the contract.
 - (2) Prior to entering into, or the renewal of, any contract under this section, the city shall use a bid process to determine which private agency is best suited to achieve the needs of the service district. The city shall determine criteria for selection of the private agency and shall select a private agency in accordance with those criteria. If the city determines that a multiyear contract with a private agency is in the best interest of the city and the service district, the city may enter into a multiyear contract not to exceed five years in length.
 - (3) The city shall hold a public hearing prior to entering into the contract, which shall be noticed by publication in a newspaper of general circulation, for at least two successive weeks prior to the public hearing, in the service district.
 - (4) The city shall require the private agency to report annually to the city, by presentation in a city council meeting and in written report, regarding the needs of the service district, completed projects, and pending projects. Prior to the annual report, the private agency shall seek input of the property owners and residents of the service district regarding needs for the upcoming year.
 - (5) The contract shall specify the scope of services to be provided by the private agency. Any changes to the scope of services shall be approved by the city council, the City may provide services in a service district with its own staff, through a contract with another governmental agency, through a contract with a private agency, or by any combination thereof. Further, North Carolina G.S. 160A-540(a) stipulates: “When a city defines a new service district, it shall provide, maintain or let contracts for the services for which the residents of the district are being taxed within a reasonable time, not to exceed one year, after the effective date of the definition of the district.”

Much of this section of the report draws heavily from the WDI Study, based on an evaluation of the several elements of the service delivery plan set forth in that study. WDI’s recommended service delivery plan has several features that satisfy the state’s enabling legislation, and go beyond that which is required. These features include:

- MSD Advisory Committee appointed by City Council
- Annual work plan, tax rate and budget approved by City Council
- Annual reporting to City Council
- Annual audit provided to City Council and public

Details on each of these features are provided in the paragraphs below.

MSD ADVISORY COMMITTEE TO BE ESTABLISHED

In addition to the public involvement process initiated by WDI, and continued by the city of Wilmington leading up to the preparation of this report, the plan for providing additional services to the downtown MSD includes opportunity for ongoing input to the management of the district. Upon establishment of the MSD, public input will continue through the establishment and operation of a downtown Wilmington MSD Advisory Committee. The committee, appointed by City Council, will be representative of property owners, business owners and residents within the district. The advisory committee will provide recommendations to Wilmington City Council no less than annually as to how the funds generated in the district are to be spent. The size and composition of the committee, as proposed by WDI, is set forth in the table below:

Downtown Wilmington MSD Advisory Committee Structure		
1	Resident	Shall be a person who owns a dwelling within the service district that is his or her primary place of residence.
2	Resident	
3	Resident	
4	Large Property Owner	Property owner or owner’s representative (individual, company, or corporation) who’s combined assessed value is over \$2 million.
5	Large Property Owner	
6	Hospitality Representative	Hotel or event facility property owner or owner’s representative located in the district.
7	Real Estate Developer	Real estate developer owner or owner’s representative located in the district.
8	Restaurant Representative	Shall be the owner or manager of a restaurant located in the district.
9	Retail Representative	Shall be owner or manager of a retail establishment located in the district.
10	WDI Board Member	Shall be a WDI Board member and a property owner or owner’s representative located in the district.
11	Professional Service Rep.	Shall be the owner or owner’s representative of an office business located within the district.
12	Night Life Representative	Shall be owner or owner’s representative of a bar or nightclub located in the district.
13	At Large Representative	Shall be the owner of real or personal property within the district.
Ex-Officio - Non-Voting Members		
14	City Manager or Designee	

CONTRACT WITH OUTSIDE AGENCY/SERVICE PROVIDER

Upon establishment of the MSD, if approved, and consistent with State law, the City of Wilmington would contract with an outside agency to provide for the recommended services proposed by WDI. The city would use a bid process to determine which outside service provider is best suited to achieve the needs of the service district. As noted in the statutory reference on the preceding page, the provision of services recommended in this report would need to begin within not more than one year after the effective date of the establishment of the district (July 1, 2017) Programs would be implemented by the service provider, with oversight from the Downtown MSD Advisory Committee and the support and approval of City Council. Meeting minutes and periodic financial statements would be provided to the City of Wilmington for review. The service provider would present an update on activities to the Wilmington City Council at least annually during a regularly scheduled meeting. Annual audits would also be provided to the City Council and made available for public review during normal business hours.

ROLES OF CITY COUNCIL, MSD ADVISORY COMMITTEE AND SERVICE PROVIDER

Each fiscal year, a budget would be developed with the recommendation of the Downtown Wilmington MSD Advisory Committee and approved via ordinance by the City Council. City Council would set the tax rate of the district, approve the Downtown MSD service contract, and approve the annual budget. The Downtown MSD Advisory Committee would prepare the annual work plan, represent the interests of property owners, recommend an annual budget to City Council, and provide financial, program, and staff oversight. The service provider would implement the annual work plan, provide professional advice and recommendations, coordinate with government and private agencies, and provide the daily point of contact.

INPUT FROM PROPERTY OWNERS AND RESIDENTS

State law requires that input be sought from residents and property owners as to the needs of the service district prior to entering into a contract with a service provider. (See N.C.G.S. 160A-540 (d1)(1) above.) Prior to the preparation of this report, and with the authorization of City Council, Wilmington Downtown Inc. (WDI) conducted an approximate 18-month-long evaluation as to the feasibility of establishing an MSD for downtown Wilmington. A major part of that evaluation included substantial public involvement in identifying the additional service needs of the district. The appendix to this report includes a summary of the public involvement process employed by WDI to solicit resident and property owner input.

On March 7, 2016 the City of Wilmington continued the process of public engagement by holding an open house on the MSD in City Hall. The results of that public input meeting are also presented in the appendices to this report. In accordance with State law, the city will continue soliciting input from the residents and property owners of the district as to the needs of the service district prior to entering into a contract with an outside agency. Foremost among those opportunities would be a formal public hearing, also as required by State law. The last section of this report sets forth the requirements for public notification and plan review opportunities leading up to that hearing.

SERVICE PRIORITIES FOR THE MSD

The WDI study recommends a number of additional services for the proposed MSD. Part 2 of this report provides a summary of current services provided to the downtown area, as well as documentation supporting the need for additional services. To that end, Part 2 includes a comparative table listing municipal services currently provided (1) city-wide and (2) only to the downtown. The same table also identifies a listing of additional services to be provided in a proposed MSD as recommended in the WDI study. That study, as well as this report, affirm that the level of city-wide and downtown area services currently provided is to be maintained, and that the additional services recommended in this plan would be over and above current service levels. Under no circumstances would the additional services recommended in this plan be used to supplant those services already provided. Additional services proposed for the new MSD are further described in the paragraphs following:

Increased Safety and Security

Safety and security has been identified as one of the higher priority services that could be provided through an MSD. One additional service Central to the recommendations of the WDI study is the provision of “Downtown Ambassadors”. The Downtown Ambassadors would serve as additional eyes and ears of downtown and report unusual activities to the Wilmington Police Department. These ambassadors would be identifiable through uniforms and equipment and would be field monitored with electronic devices that require check-ins at periodic times of the day. They would not carry firearms, have arresting authority or be sworn law enforcement officers. Additionally, funds could be used to promote public safety awareness campaigns. Services provided by MSD Ambassadors could include:

- Serve as a deterrent to unwanted activity; contact appropriate authorities when criminal activity and/or behavior is identified
- Identify and interact with individuals within the district to discourage panhandling; assist people to find appropriate social services
- Provide specific knowledge about restaurants, hotels, special events, parking, etc.
- Conduct public relations checks with businesses and downtown homeowners to provide information and services
- Identify and report conditions and incidents to appropriate authority(ies) that may impact the safety of those who live, work, or visit downtown
- Record time, location, and nature of all activities and report unusual activity or issues
- Provide directions, information, and assistance to residents, workers, clients and visitors

Cleaner Environment

Ambassadors would be cross-trained to provide supplemental cleaning services such as pan and broom service, graffiti removal and pressure washing. More specifically, these services could include:

Pan and Broom

- Remove litter and debris from sidewalks, storefronts, curbs, and gutters
- Damp wipe vertical surfaces to remove dust and grime (includes: street fixtures and furniture, newspaper boxes, trash cans, benches, utility and electrical boxes)
- Clean trash cans and areas around receptacles
- Remove handbills, flyers, and stickers from vertical surfaces
- Straighten street fixtures and furniture (includes: newspaper boxes, benches, trash cans, etc.)
- Remove rocks, debris, leaves and pebbles and other pedestrian impediments

Graffiti Removal

- Report graffiti on private property to property owner and Wilmington Police Department; document all incidents
- Remove graffiti from private property with written permission from the property owner
- Remove graffiti from public infrastructure using chemical applications, power washing, or painting

Pressure Washing

- Pressure wash/deep clean sidewalks as needed
- Pressure wash or steam clean public benches, trash cans, and other street furniture and fixtures
- Use spinner nozzle to remove isolated gum spots

Other Duties

- Set up safety barriers and signs as needed in cooperation with the Wilmington Police Department, City Traffic Engineering or Streets Division.
- Hand pull isolated weeds or suckers and spraying and mechanical removal of larger concentrations of weeds

Economic Development

This service would provide updated and improved data, statistics, reports and plans to assist in economic development efforts. Services would include downtown business support, recruitment, retention, visitor information, data collection (housing, retail, development trends, pedestrian counts) investment grants and planning. These services would include:

- Publish economic development recruitment packets
- Attend regional and national trade shows to attract new business investment
- Partner with regional and state organizations to recruit new commercial investment
- Conduct market studies and analyses
- Assist with navigating permitting process
- Report on downtown's residential amenities and growth and promote living options to real estate brokers and the community
- Establish and administer grant programs to spur private investment, such as renovating facades or installing landscaping

Physical Appearance

This service would direct funds to expand and provide new amenities to enhance the physical environment of downtown. These services would include:

- Install, expand and manage the street banner program
- Install and maintain new landscaping and beautification projects
- Install and maintain additional holiday decorations

Marketing and Branding

This service would be provided to draw more patronage and investment downtown through the development of new printed and electronic materials. These materials would be used to promote and educate consumers on the benefits of visiting downtown Wilmington and bring visitors to support entertainment, retail, food, and art venues. These services could include:

- Create and direct co-operative marketing campaigns to attract commercial and residential consumers
- Increase marketing messages to include quality of life amenities for residents and customers
- Direct sustained advertising in print, electronic, social media, radio, and TV ads
- Publish annual downtown guides and maps to identify shops, attractions, hotels and major residential areas
- Promote donations to charitable agencies as an alternative to giving money directly to panhandlers

ASSESSMENT AND FUNDING

North Carolina General Statutes provide that City Council, upon determining that an area warrants a Municipal Service District, may assess the property (real and personal) within the district at a rate sufficient to generate revenue to support the enhanced services in the area. The County sets the assessed value for both real estate and equipment and the data is public information that is available on-line through the New Hanover County website. The financial analysis outlined below is as presented in the WDI Study.

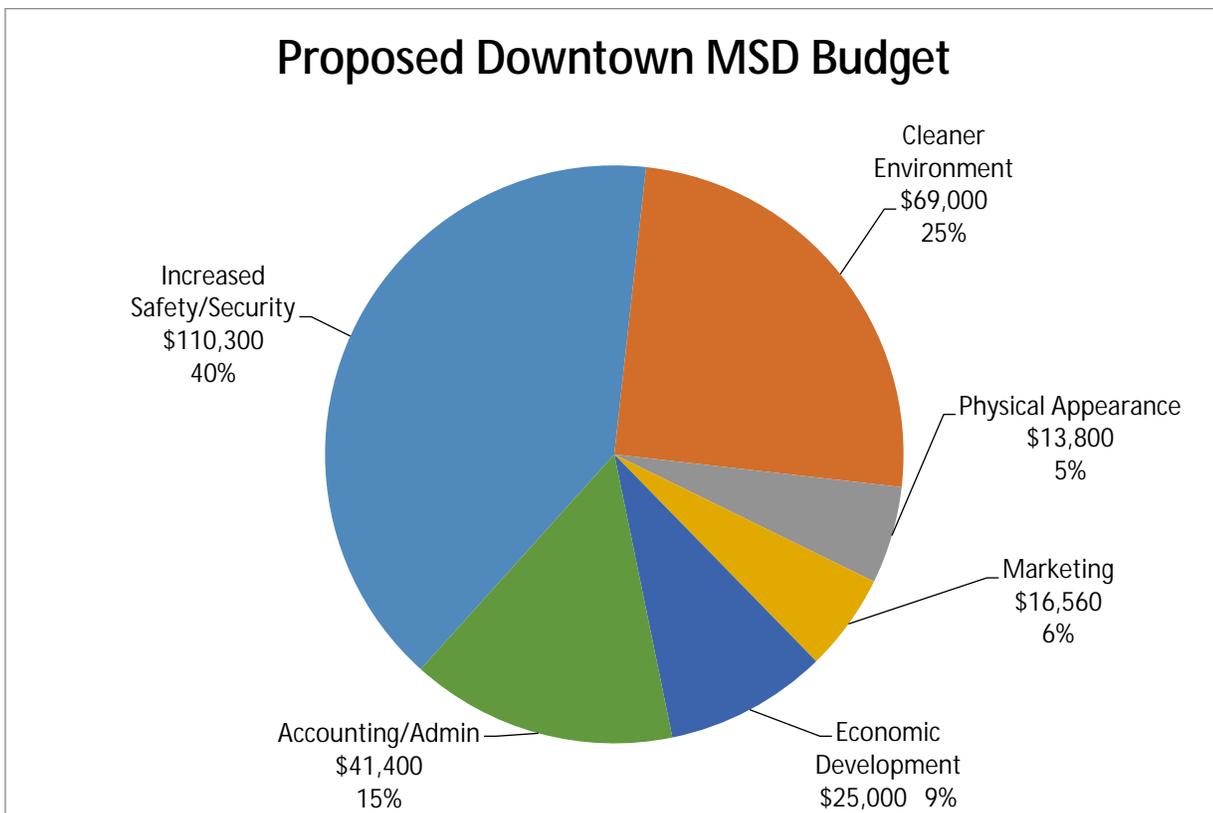
The proposed levy for the Downtown Wilmington Municipal Service District, is \$0.07 per \$100 of assessed valuation for property within the district boundaries. This rate would be assessed on approximately \$400 million of value and could generate in excess of \$275,000 in revenue. The WDI study assumed a collection rate of 98% based on historical trends provided by New Hanover County. To be cautious, this report recommends that the anticipated budget be estimated at no more than \$270,000.

The chart below illustrates the financial impact a MSD would have on downtown residents, businesses, and property owners at this rate.

Projected Expenses from an Assessment Rate of \$.07

<u>Taxable Value</u>	<u>Annual</u>	<u>Monthly</u>	<u>Daily</u>
\$100,000	\$70	\$5.83	\$0.19
\$250,000	\$175	\$14.58	\$0.48
\$1,000,000	\$700	\$58.33	\$1.92

Given the identified tax base and proposed tax levy, a total budget of about \$270,000 would be available in the first year. The following shows a breakdown of the proposed spending for the Downtown Wilmington MSD as recommended by the WDI study.



In addition to the additional services outlined earlier in this report, the tentative budget would allocate approximately 15% of the revenue to cover administrative expenses associated with the management of the district. This allowance for management would include supervision of daily patrols of the Ambassadors, everyday inspection of physical conditions and safety trends, completing daily work logs, managing service contracts, supporting the Downtown MSD Advisory Committee, and other tasks performed by the selected service provider.

Funds will also be allocated for office supplies telecommunications, specialized equipment and storage space. This could change depending upon the service provider selected to administer the MSD.

The City would create a separate fund to account for tax revenues generated from the Municipal Service District and make quarterly disbursements to the selected service provider. Any tax revenues unspent at the end of the fiscal year would be retained in the City's Municipal Service District fund for future appropriation by the City Council to benefit ratepayers within the MSD.

Appendices

APPENDIX 1: SUMMARY OF WDI PUBLIC ENGAGEMENT PROCESS

*This appendix provides a summary of the public engagement process conducted by Wilmington Downtown Inc., as part of the study authorized by Wilmington City Council. The following material has been excerpted from the study prepared by WDI entitled: **Municipal Service District: Raising the Bar for a Better Downtown Wilmington**, dated January 28, 2016.*

Public Participation

The creation of an MSD in Downtown has been contemplated for many years. In fact, the *Vision 2020 Plan* recommended an MSD. Although many ideas from this plan have been implemented since the Plan's adoption in 2004, this recommendation remains unfulfilled.

In 2011, Wilmington Downtown Incorporated (WDI) began an outreach and education campaign with individual property owners, business owners, major tenants, and stakeholder organizations to explore a potential district. As the process unfolded, constituents raised strong opposition to the concept. When combined with the poor economic climate, WDI concluded the initiative was unviable at that time and the process was abandoned prior to consideration by City Council.

As part of the City's effort to redevelop the Water Street Parking Deck, the City hired the Development Finance Initiative (DFI) group from the University of North Carolina in 2013 to identify the highest and best use of the site. In February 2014, the group provided recommendations to City leaders and the public. In addition to the development concepts, DFI also recommended that the City create an MSD to potentially qualify for public financing and provide additional services to the new development once completed. In turn, the City of Wilmington subsequently requested WDI to reevaluate the MSD idea. This process started in September 2014 and WDI was required to provide a recommendation to the City Council by May 1, 2015.

To develop a recommendation, WDI assembled a Task Force consisting of 11 members and two, non-voting ex-officio members. This Task Force represented several different economic sectors in Downtown including owners of large and small properties and members working in retail, hospitality, restaurant, nightclub and professional services. The group also included residents. The members are identified in Attachment A.

In November 2014, the Task Force prepared and mailed a pamphlet that explained MSDs, their use in North Carolina and the costs and benefits of a potential district. The mailing also included a survey seeking input from Downtown business and property owners about priority services for Downtown. The information was sent to every property owner within the Central Business District zoning area of the City. The mailing list was assembled using property tax records provided by New Hanover County. WDI also added businesses that were within the CBD boundaries but not listed in the County tax records.

On December 12, 2014, WDI hosted a public meeting to unveil the survey results and review MSD programs and services. A postcard reminding property and businesses owners was mailed approximately 2 weeks prior to the meeting. The top three priority issues from the survey responses were Public Safety, Economic Development and Maintenance/Cleanliness. Approximately 95 people attended this meeting. MSD Task Force members also answered questions from those in attendance.

WDI subsequently provided presentations to the Downtown Business Alliance and to the Brooklyn Arts District Community Organization. Staff also provided a presentation to the government affairs committee of the Wilmington Regional Association of Realtors. Updates were provided at DBA meetings in November, January, February and May 2015. WDI also coordinated meetings with over a dozen property owners.

In addition to outreach to property and business owners, the Task Force also made site visits to learn about MSDs operating in Winston-Salem, Durham and Raleigh. Other constituents also participated in this site visit.

On March 12, 2015, the Task Force held a second public meeting. Although this date was announced at the December public meeting, the Task Force mailed a reminder postcard to residential and commercial property owners as well as business owners approximately 14 days before the meeting. About 75 people attended the session. In addition to a presentation, MSD Task force members answered questions from the audience.

After examining all the comments and input, the Task Force concluded that more work was needed prior to making a recommendation. This was communicated to the WDI Board of Directors who concurred. The Task Force leaders subsequently made a public presentation to City Council on May 5, 2015, and recommended that the evaluation and outreach process continue into the new fiscal year. City Council agreed and subsequently contracted with WDI to continue the effort and report back to Council by February 1, 2016.

After this action, the Task Force again prepared and mailed a six page pamphlet to communicate this outcome and provide more information about MSDs. The mailing also invited stakeholders to join affinity groups for future meetings. This was delivered to residential and commercial property owners within the CBD zoning area and to businesses within the district. Upon the City Council's approval of a new contract with WDI in October 2015, the Task Force subsequently hosted a series of Affinity Group meetings to gain more input from area business owners and residents. Approximately 16 people participated in sessions for Shop Owners, Club Owners, Restaurateurs, Residents and the Chamber of Commerce.

With this input, the Task Force convened a third public meeting on January 20, 2016, to review the recommended extra services, management plan, area and rate. WDI mailed postcards to property owners and to business owners within the CBD to inform them of the meeting. This session attracted approximately 35 attendees with several expressing staunch opposition to the potential MSD.

The WDI Board of Directors reviewed the process and recommendation at their regular quarterly meeting of January 27, 2016. Based on the Task Force's work and constituent input, they approved the final recommendation.

APPENDIX 2: RESULTS OF MARCH 7, 2016 PUBLIC INPUT MEETING

This appendix provides a listing of comments received at a special public input meeting held by the City of Wilmington on March 7, 2016 to continue the process of public engagement concerning the possible establishment of an MSD for the downtown. Approximately 35 people attended the meeting in City Hall. Representatives of various city departments were present at the meeting to discuss city services, to answer questions, and to receive input from interested citizens.

MSD March 7, 2016 Public Input Meeting Comments

1 GENERAL

- NO MSD Please!!!.
- We need to try it. There are many cities in NC who have MSD and we are not one. There has to be something to this.
- This will enhance properties. We saw values go up once we instituted a BID (MSD). Someone needs to let the property owner know how it will impact their property.
- Put the survey online.
- Been to many meetings on MSD. Why another meeting?
- Conflict of interest to allow WDI bid on RFP since they recommended proposal!

Recorded by staff from conversations:

- Against 3rd party management. Would rather see hiring of 2 new police officers.
- Provide free Wi-Fi in district.
- Does not agree with economic development and marketing – should we add yet another layer?
- Where is the survey of satisfaction of citizens from other MSDs? Where is the cost-benefit analysis?
- Totally against it – can't do what they say they are going to do with only \$276K. Punishing people.
- The ambassadors are not trained officers – what happens when one gets shot?
- Do better to have more cameras / shot spotters.
- Working on a petition to put it out for a referendum in November
- A lot of the benefits are things that should be provided by the city. Some are strictly duplication.
- Afraid it won't be enough and will just be raised in the future.

2 SECURITY STATION

- Important to define role of Ambassadors
- Workload may exceed what Ambassadors can do
- Some owners already have these services
- \$110,000 would buy police officers
- Institute / encourage use of existing apps for non-emergency police service
- Concern over 3rd party management of MSD services, including security
- Would rather see this \$\$ go to Police Dept.
- Concerned about training, indemnification
- More outreach for homeless and other human issues
- No on so many levels!!!! This will allow (?) for unnecessary discrimination.
- THIS IS ELITIST BULLSH__!
- Increase Police Department, not Ambassadors.
- Ambassador training concern – how much? Increase police presence.

3 CLEANER ENVIRONMENT / BEAUTIFICATION STATION

- This program is not needed. Services already provided by city.
- Graffiti help à yes. Pressure washing help à yes. All / any beautification will have to remove potted hanging plants.
- I already clean my own area. Why do I need to pay for somebody to clean what I already did?
- More \$\$ for landscaping.
- Holiday decorations - - who cares?
- Add benches.
- Water and maintain planters, flowers, bushes, baskets.
- Trees and flowers, not crappy banners.
- Clean throw-up from doorways?

Specific

- [Pan and broom sweeping] à No specifics anywhere. How many people pushing how many brooms into how many pans? Solving a problem that hasn't been defined.
- [Graffiti removal] à covered by almost all insurance policies.
- [Pressure washing] à 3 blocks per week à Already doing fine job.
- [Weed removal] à One application of Roundup good for entire season.
- [Set up safety barriers and signs] à Responsibility of festival planners (pay city).
- [New landscaping beautification program] à Didn't we just vote a tax for this? "Front Street streetscape?"
- [Additional holiday decorations] à Specify what decorations!

4 ECONOMIC DEVELOPMENT / MARKETING STATION

Economic Development Sheet

- Consider façade improvement grants – like Raleigh.
- The \$25,000 for Economic Development should be moved into marketing. WDI reserve (?) City and County for Economic Development.
- Why should my tax dollars be used to recruit business?
- I already pay to go to my trade shows. Why do I need to pay for someone else to go to theirs?
- If a private investment receives a grant and makes a profit, are they going to share that with me since my tax dollars helped get them started?
- How many agencies are promoting downtown? Is Chamber, WDI, Realtors, Tourism Bureau? All of these items are being done by someone. Just another 3rd party to tap into funds.
- Free Wi-Fi, not ED.
- Get CFCC to kick in – maybe COW and NHC too = same budget with only 5¢ rate increase.
- All the new development I've seen lately? WDI work? I don't think so?

Marketing and Branding Sheet

- "Get your WDI T-shirt"
- Combine ED and Marketing
- I own a downtown business & I do all my own advertising. I don't need WDI to do it for me.
- Why should my tax dollars be used to market and brand downtown?
- THIS IS ELITIST BULLSH__!
- Put \$25K toward Marketing. WDI should already be doing ED. Already getting \$\$ to do so.
- Need to establish solid baseline from which to measure success.
- Visit Pittsburgh – how is this funded? To help market and not successful.
- Experience in Pittsburgh – did not think their "visitpittsburgh" effort (CVB) was successful.

5 BUDGET STATION

- This is a subsidy for night time business who contribute the lion's share of the need for more security and cleaning. Also, the city's focus is North so the North end will reap more benefits than the south of Market area.
- Bars & Restaurants already get a night time subsidy – no meters. Also, restaurants and bars can use sidewalks. Retailers cannot.
- THIS IS ELITIST BULLSH__!
- Waterfront Task Force / Renaissance Wilm Foundation ~~applicable to the area!~~
- Conflict of interest to allow WDI to bid on RFP since they recommend the MSD.
- I hate to pay it, but it isn't enough \$\$.
- It's not needed. Ask an owner what we need instead of telling us.
- Residential property owners will receive about 30¢ on the dollar for every \$1.00 tax.
- How are baselines established?
- How much \$\$ is being spent by other groups already for economic development / marketing? Ambassador \$\$ should go towards [PD] officers at night.
- How are the security concerns (?) going to be allocated throughout the district?
- How are ambassadors going to be trained & indemnified?
- NC State provides \$150,000 to their local MSD in Raleigh.
- How does this compare to other MSD's allocations?
- Government / school properties
 - \$108MM value
 - \$\$ they should contribute.

6 TAX STATION

- Exempt single-family uses from MSD to protect long term [esp. low-income] property owners.
- How are you going to assess personal properties? Inventory (example)?
- So what if I'm only going to have to pay \$300. It's my \$\$ not theirs.
- How will real & [personal] property value be calculated?

End of report