

LS Memorandum

License Tax Review Committee Annual Report for 2015 June 16, 2016

City Staff presented the 2015 update to the License Tax Review committee on April 11 and May 10, 2016 to provide a brief history of the tax, report building permit activity for 2015, update the status of road projects funded by the license tax, and present projections for building permit activities and license tax revenue projections. This report presents the discussion and recommendations from the Committee.

Background

The license tax, or sometimes called excise tax, was adopted by voters in November 1997 and then adopted by Ordinance No. 4592 on March 17, 1998. The provisions of the license tax ordinance are found in Sections 28-123 through 28-175 of the City's Code of Ordinances. The tax is administered by City Staff with the oversight of the License Tax Committee. The ordinances established the Finance Director as the License Tax Administrator and designated the City Traffic Engineer and a Plans Examiner as part of the implementation team.

The license tax is intended to serve as a transportation impact fee to help fund the expansion of the City's transportation system. The tax is paid by development activity when building permits are issued for residential construction, or the tax is paid when the certificate of occupancy is issued for commercial and industrial development. The license tax uses a formula based on the additional traffic created by development to calculate the fee for each project.

The tax has been used to fund road projects identified in the Thoroughfare Master Plan (TFMP). The original list of 13 projects was developed based on the 1995 TFMP. The master plan has been updated on a regular basis to adjust for changing development patterns, traffic conditions, and updated projections. 12 of the 13 transportation projects were completed, and the remaining project was removed from the plan in 2015. A detailed list of the projects completed using the License Tax is presented in Appendix A.

The current rates are approximately half of the rate that was authorized by voters when the tax was adopted in 1997. The current rates include across the board rate increases of 3% in 2007 and 5% in 2015. Those increases were the only increase in the license tax rate over the 17-year life of the tax. The current tax rates are shown in Table 1.

Table 1: Current License Tax Rates for 2015-16 (FY16)

Land Use Category	License Tax
Residential	\$1,083 per new trip
Manufacturing / Industrial	\$ 866 per new trip
Commercial	\$ 650 per new trip

Current Status and Projections for Future Revenues

The City issued 521 permits for residential dwelling units in 2015, which were 50 fewer permits compared to 2014. Despite the decrease from 2014 to 2015, 2015 actual permits issued were well above the 425 permits projected a year ago, and more than twice the 150 to 175 permits issued annually during the 2008-11 recession period. The trend for residential building permits is shown below in Figure 1.

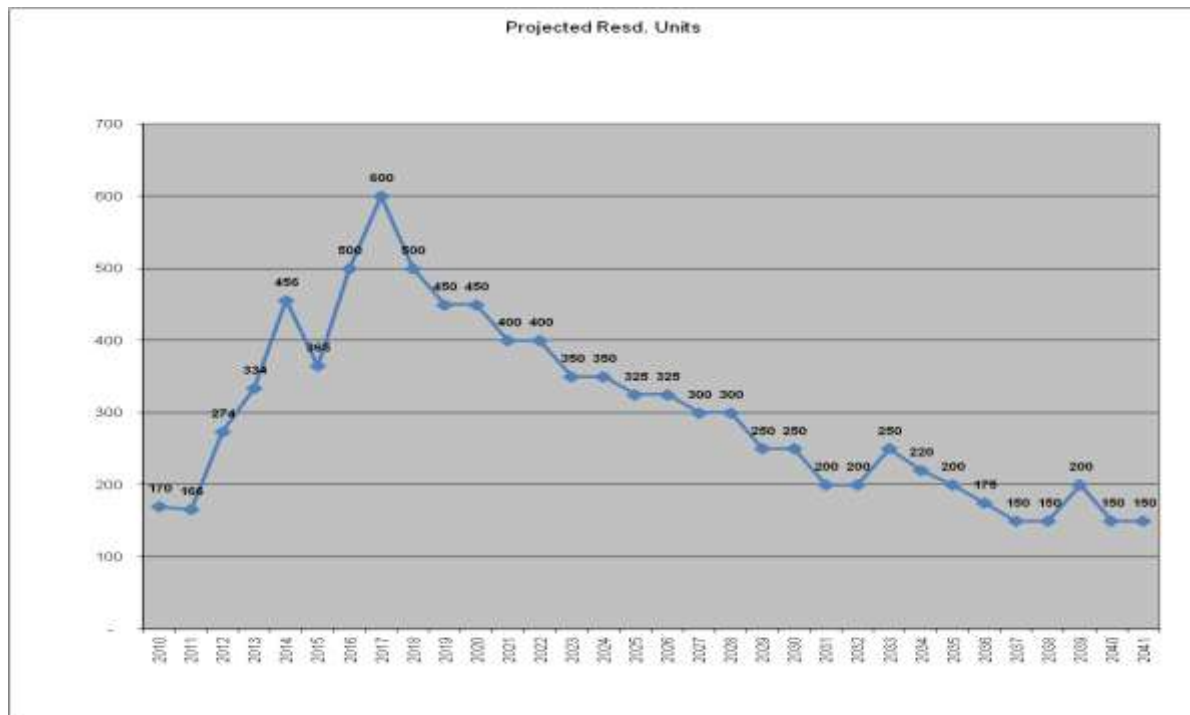


Figure 1: Projected Number of Residential Building Permits.

Building activity is forecast to increase for the next 2 years, and the annual peak should be near 600 residential units, and then decline. This peak is expected to include multi-family units currently proposed for development. Activity is expected to be equal or greater than 2015 activity for the next 7 to 9 years. Growth may flatten out beyond 2020 because growth is expected to consume most of the existing inventory of platted land, or easily developable land. Work beyond those years will become more difficult to develop due to the increased infrastructure costs associated with more challenging land areas. Appendix B presents detailed information regarding the commercial building permits and residential permit data, along with projected permit activity.

Commercial and industrial permitting is reported based on the square footage of buildings added to the City's existing inventory. 269,700 square feet were permitted in 2015. The 2015 permits were 80% greater than the average square footage permitted from 2010-14, but less than the 400,000 or more

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square feet permitted in most years before the 2008 recession. The square footage is shown in Figure 2, which shows a similar pattern of peaking in few years, and then gradually declining as available land space is consumed for development.



Figure 2: Projected Square Feet of Retail, Office and Industrial Building Permits

The total number of permits issued over the next 20 years, for all types of land use, is expected to match the total amounts forecast because permit estimates are based on land area. The land area is relatively constant, so the total permits will eventually match the land area. Forecasting annual permits and actual timing of the peaks and troughs in permit activity is more difficult to forecast. For example, a project development expected to start in 2016 may be delayed a few months, which would push the permit, and thus the revenues, into 2017. The City still receives the revenues, but the timing will change. City Staff also takes a conservative approach when forecasting permits. The unpredictable timing and changes in projects may change the building footprint or use of a site, and thus change the license tax fee. Only known projects were considered for the next 2 to 4 years, thus additional projects are expected to occur, but no such hypothetical projects were counted in the forecast.

The license tax generated \$1,013,368 of revenue for 2015 to yield a year-end balance of \$1.499 million. The current FY 2016 revenues have generated \$235,900, and the forecasted revenues by the end of this fiscal year for June 30, 2016 will be about \$583,700. The projected fund balance will be about \$2.083 million. Detailed revenue tables can be found in Appendix C. Based on current tax rates, revenues are

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expected to create a fund balance exceeding \$6.2 million in 2021. That would be enough to fund one large, municipal road project, or it could fund multiple smaller projects indentified in the thoroughfare master plan.

Committee Comments, Questions and Discussion

The committee asked several questions regarding land use and ways to capture revenue. Also, the committee expressed concerns about the mix between commercial and residential development. Generally most of the answers can be found in the City’s 2015 Annual Report of Development Activities available online at

<http://cityofls.net/Portals/0/Files/development/Reports/2015%20Development%20Report%20Final%20Corrected%20web%20version.pdf?ver=2016-04-28-161620-333>

Committee noted that there is only one chance to capture revenue tied to development. Once the land is developed, the license tax revenue cannot be collected in the future. The committee discussed several approaches. Could the residential fee be increased to provide more of an incentive for commercial development? Could the commercial fee be increased to capture commercial development and increase the percentage of fees generated by commercial development?

Specific questions and answers are shown below:

Q: How many platted lots, with infrastructure, are currently available for build-out within Lee’s Summit?

A: Identifying installed infrastructure would be a time-consuming task that would take Staff several months to complete, and would be out of date once completed. The level of detail requires extensive GIS mapping and field verification.

However, high-level assumptions can be made based on the number of lots that have been platted. Lots that have been final platted are assumed to have all infrastructures installed and are ready to build. Table 2 shows the final platted lots ready to be built as of now, and preliminary lots that could be built in within three to ten years from now.

Table 2: Summary of Lots Available for Development

	Number of Lots	Comments
Final Platted Lots	1,167	Ready to build
Preliminary Platted Lots	3,729	Built in 3 to 10 years

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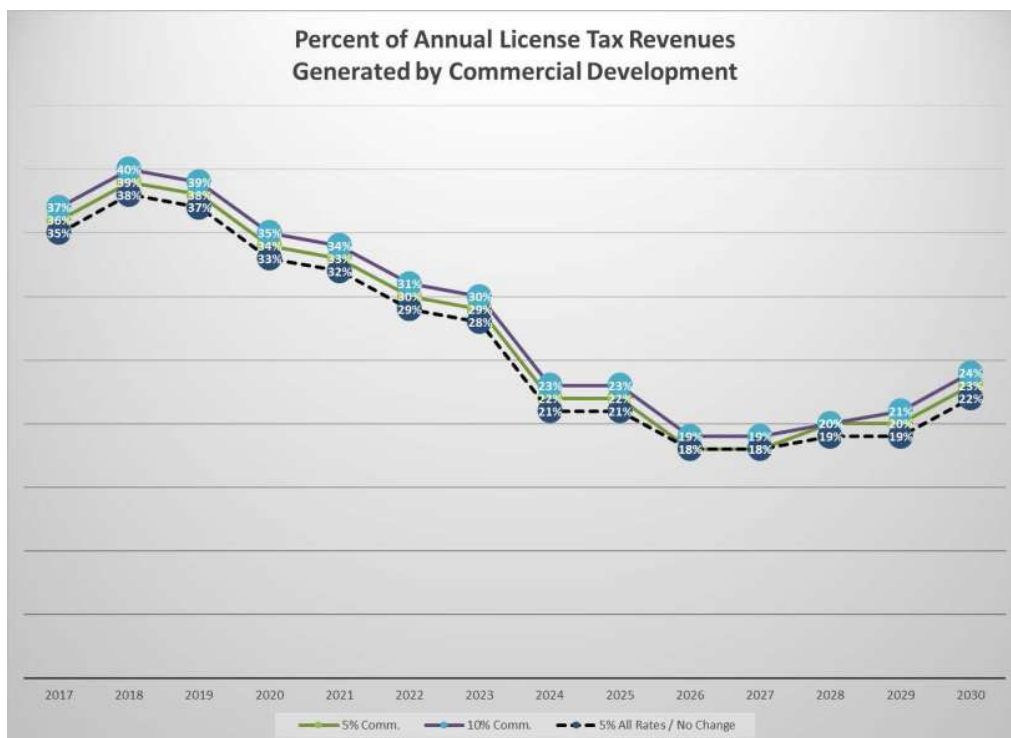
Q: Is the City of Lee’s Summit under-developed commercially?

A: The answer can vary widely depending on who answers the question. The estimate cannot be based entirely on local data within the City of Lee’s Summit corporate boundaries. A comprehensive regional analysis would be required that evaluates policies and land use planning of cities throughout the region, the regional economy, the national economy and many other factors.

Commercial ground is available, but land commercially zoned does not guarantee it will be developed for commercial use. Churches and schools are allowed to build on land regardless of zoning. For example, several churches and schools were built along highways in Lee’s Summit and Blue Springs. Assuming similar practices will continue, City Staff reduces the overall area of land that would pay license tax fees to account for some of these allowable, non-commercial land uses.

This simplified evaluation compares the percent of revenue generated by commercial activity to a City Council goal of generating 35% of property tax revenues from commercial activities. Currently, the License tax is forecast to generate over 35% of its fees from commercial development in 2017, 2018 and 2019. For 2020 and beyond at the current rates, commercial fees will generate from 33% to 18% of the annual license tax revenues. A comparison of commercial and residential fees is shown in Figure 3. The different lines show the ratios of potential rate changes.

Figure 3: Percentages of License Tax Fees Generated Annually by Commercial Development

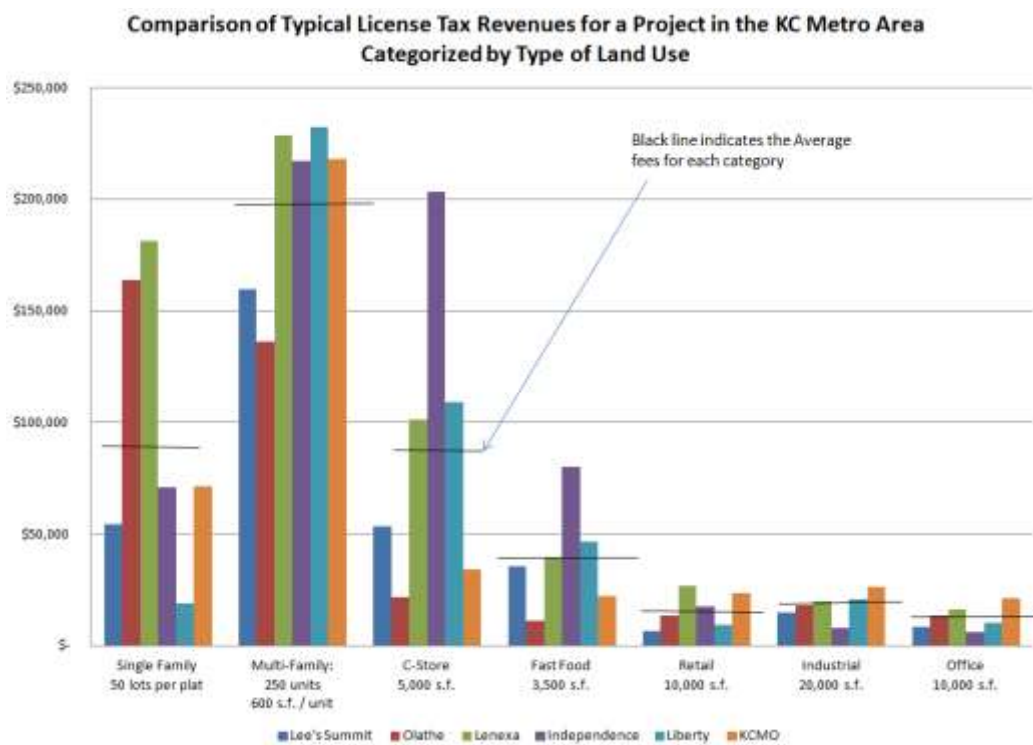


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Q: How do the rates in Lee’s Summit Compare to other communities in the KC Metro Area?

A: Generally, Lee’s Summit rates are well below the highest rates in region in all categories. Lee’s Summit Rates are also below the average of 5 comparators in the Metro Area. These comparisons are illustrated in following graph.

Figure 4: Lee’s Summit Fees for Typical Projects Compared to Other Cities in the Region



Analysis

The \$6.2 million fund balance projected for 2021 would be enough to fund projects identified in the thoroughfare master plan. Allocation of funds could support a single arterial road project, multiple smaller projects, or augment other funding sources to supplement very large projects. The Committee asked City Staff to evaluate option for increasing the licensed tax fee. The three scenarios evaluated were (a) a 5% increase in commercial license tax fees, (b) a 10% increase in commercial license tax fees, and (c) a 5% increase across the board for all fees. Table 3 below shows changes in revenue from the existing base, total fund balance, and percent of fees created by commercial activity.



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Table 3: Comparison of Current License Tax Revenue Projections

Year	Current Fund Balance Forecast	Fund Balance with 5% Rate Increase	Net Increase of Funds	Fund Balance with 10% Comm. Increase	Net Increase of Funds	Fund Balance with 5% Comm. Increase	Net Increase of Funds
2015	\$1,449,256						
2018	\$ 3,980,812	\$ 4,075,706	\$ 94,894	\$ 4,050,277	\$ 69,465	\$ 4,015,544	\$ 34,732
2021	\$ 6,294,537	\$ 6,505,117	\$ 210,580	\$ 6,422,238	\$ 147,701	\$ 6,368,386	\$ 73,846
2030	\$ 10,513,378	\$ 10,934,900	\$ 451,522	\$ 10,754,814	\$ 241,436	\$ 10,634,092	\$ 120,714

The proposed 2017 increases of license tax rates do not include development projects already started because they would pay license tax fees using previous 2016 rates. Projects such as Wal-Mart, QuikTrip, Cabela's, etc. have already initiated development applications so they would pay current rates.

Increasing only the commercial/industrial rates generates fees that more closely match a previous Council goal of generating 35% of fee revenues from commercial activity. This includes all development related fees that includes development review fees, water or sewer tap fees, inspection fees, permit fees, etc., in addition to the license tax.

Committee Recommendations

Based on the success of the License Tax program, the effects of inflation, the continuing demand for good roads in Lee's Summit, the Committee re-affirmed the values that all stakeholders should pay a fair share to provide excellent road systems in Lee's Summit. To stay on course with the original intent of the License Tax program, the License Tax Committee made the following recommendations:

- A. Projects eligible for license tax funding should be limited to projects identified in the City's Thoroughfare Master Plan (TFMP)
- B. License tax funding should be managed on a cash-flow basis, and not used for debt financing
- C. License tax fees should be increased by 10 percent for Commercial and Manufacturing/Industrial categories as shown in Table 4.

Table 4: Recommended Rate Increase for FY2016

Year	Residential Rate	Manufacturing / Industrial Rate	Commercial Rate
FY 2016 (current rates)	\$1,083.00	\$ 866.00	\$ 650.00
FY 2017	\$1,083.00	\$ 953.00	\$ 715.00

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Restating the Committee's guidance from previous years, regarding project selection, the fund should not be tied to the City's Economic Development Policy. Projects funded by the License Tax should be limited to projects identified in the City's Thoroughfare Master Plan (TFMP). It should be noted that TFMP includes economic development as a component of the many needs and demands used to identify needed transportation projects.

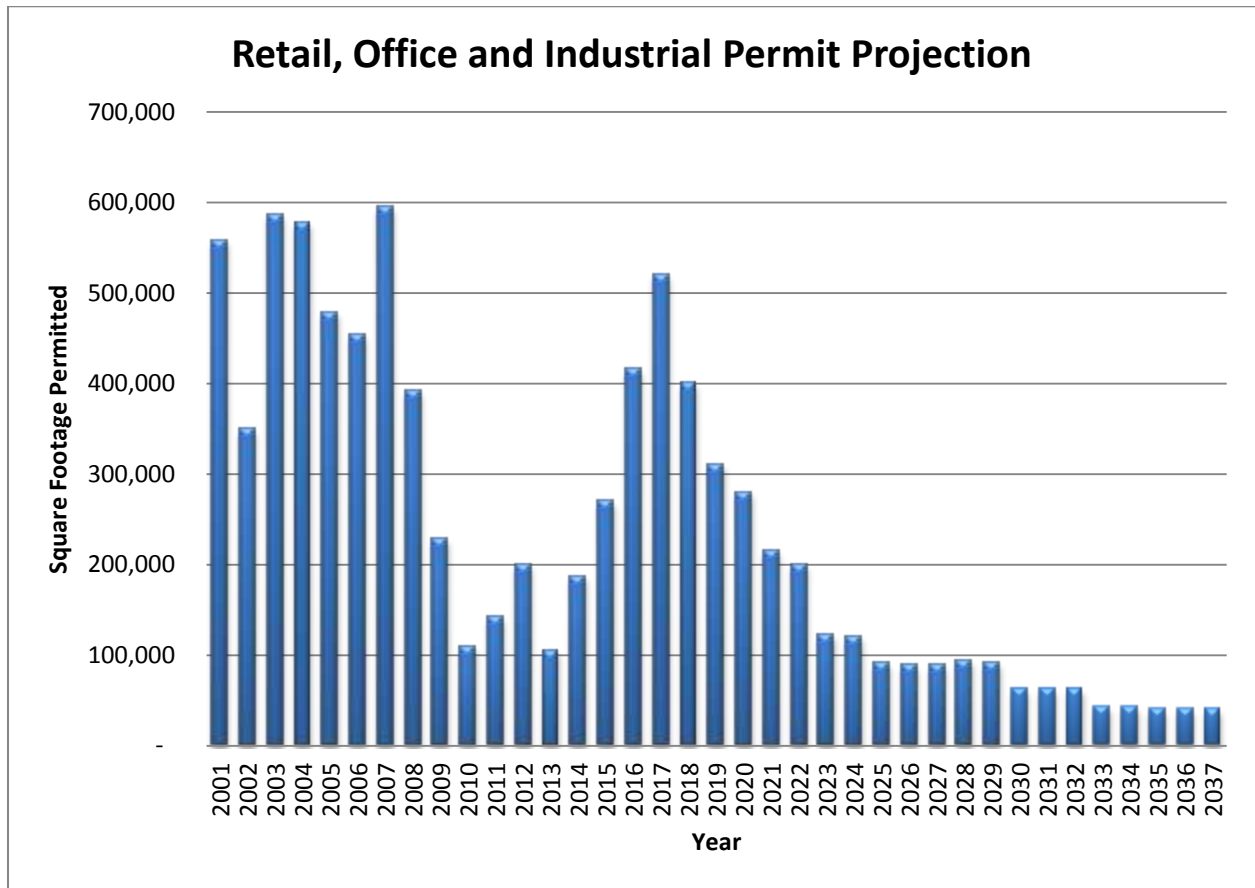
Projects should exclude site specific projects such as adding a turn or signal required by one developer or landowner to complete a project. Although economic development focused projects should be a priority, the City should not lose sight of the other types of transportation projects in the TFMP.

The License Tax funds should continue to manage cash flow so that projects are funded on a pay as you go basis. The fund itself does not generate enough annual revenue to complete a project every year. The Committee does not want to issue bonds backed by the license tax, so several years of funds should be accumulated to pay cash for eligible projects identified in the TFMP.

Moving forward, more revenues should be generated for this program to support more projects needed to build a high-quality transportation network in accordance with the City's overall vision for high quality of life over the long haul.

APPENDIX A to 2015 LICENSE TAX REPORT: Transportation Project Completed as Part of the License Tax Program Adopted in 1998

Transportation Projects Completed with Use of License Tax Funds	
Blackwell Pkwy (Langsford to Colbern)	Pryor Rd (Longview to Chipman)
Chipman Rd (US 50 to M-291)	Scruggs Rd (M-291 to Blackwell)
Independence Ave (Tudor to Colbern)	Todd George Pkwy (McKee to Tudor)
Langsford Rd (Todd Geo. to Blackwell)	Ward Rd (M-150 to Scherer)
Longview Pkwy (Longview to 3rd)	5 th Street (Grand to M-291)
Longview Rd (Sampson to Ward)	Woods Chapel Rd (1-470 to East City Limits)

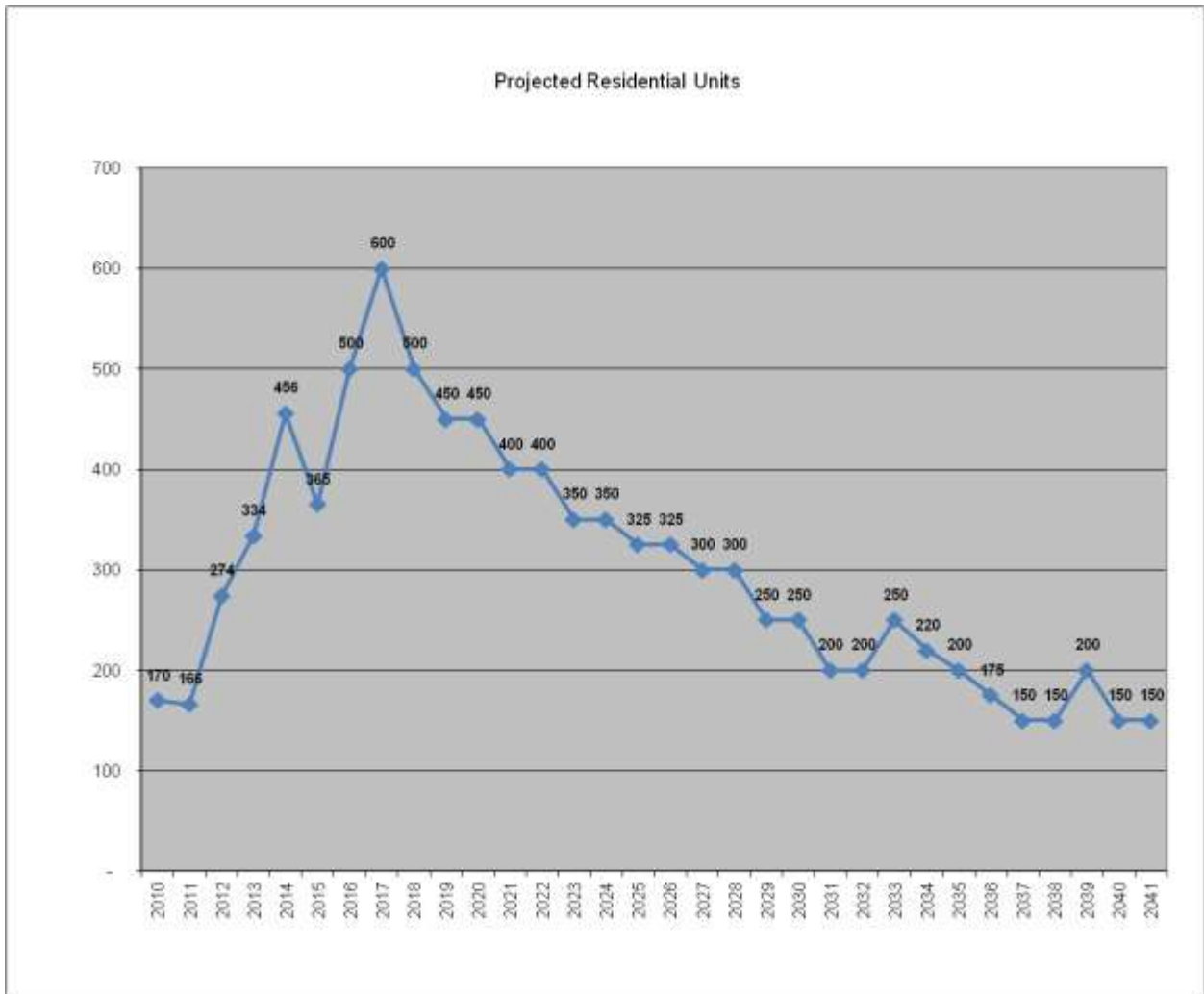


APPENDIX B to 2015 LICENSE TAX REPORT: Building Permit Activity and Projections Through 2040

Retail, Office and Industrial Development Projections

Year	Office	Retail	Industrial	Total
1997	53,307	242,132	211,559	506,998
1998	207,821	348,603	363,132	919,556
1999	225,384	246,137	169,317	640,838
2000	215,668	1,237,538	320,405	1,773,611
2001	158,830	236,205	163,247	558,282
2002	63,092	110,730	175,468	349,290
2003	218,643	251,582	115,849	586,074
2004	170,353	70,575	337,014	577,942
2005	247,313	120,547	111,154	479,014
2006	101,679	110,818	241,600	454,097
2007	92,397	296,234	205,852	594,483
2008	27,626	274,509	90,192	392,327
2009	13,430	190,503	4,800	227,986
2010	19,643	23,494	65,724	108,861
2011	100,581	34,029	7,402	142,012
2012	73,637	106,279	19,664	199,580
2013	21,741	62,871	20,240	104,852
2014	8,110	129,695	49,586	187,391
2015	74,462	112,138	83,084	269,684
2016	75,000	200,000	140,000	415,000
2017	50,000	350,000	120,000	520,000
2018	50,000	275,000	75,000	400,000
2019	40,000	200,000	70,000	310,000
2020	40,000	200,000	40,000	280,000
2021	35,000	160,000	20,000	215,000
2022	20,000	160,000	20,000	200,000
2023	12,000	100,000	10,000	122,000
2024	10,000	100,000	10,000	120,000
2025	8,000	75,000	8,000	91,000
2026	9,000	75,000	5,000	89,000
2027	9,000	75,000	5,000	89,000
2028	9,000	75,000	10,000	94,000
2029	9,000	75,000	8,000	92,000
2030	7,000	50,000	5,000	62,000
2031	7,000	50,000	5,000	62,000
2032	7,000	50,000	5,000	62,000
2033	7,000	30,000	5,000	42,000
2034	7,000	30,000	5,000	42,000
2035	5,000	30,000	5,000	40,000
2036	5,000	30,000	5,000	40,000
2037	5,000	30,000	5,000	40,000
2038	3,000	30,000	5,000	38,000
2039	3,000	30,000	5,000	38,000
2040	3,000	30,000	5,000	38,000
2041	3,000	30,000	5,000	38,000

APPENDIX B to 2015 LICENSE TAX REPORT: Building Permit Activity and Projections Through 2040



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Residential Growth Projection 02/2016

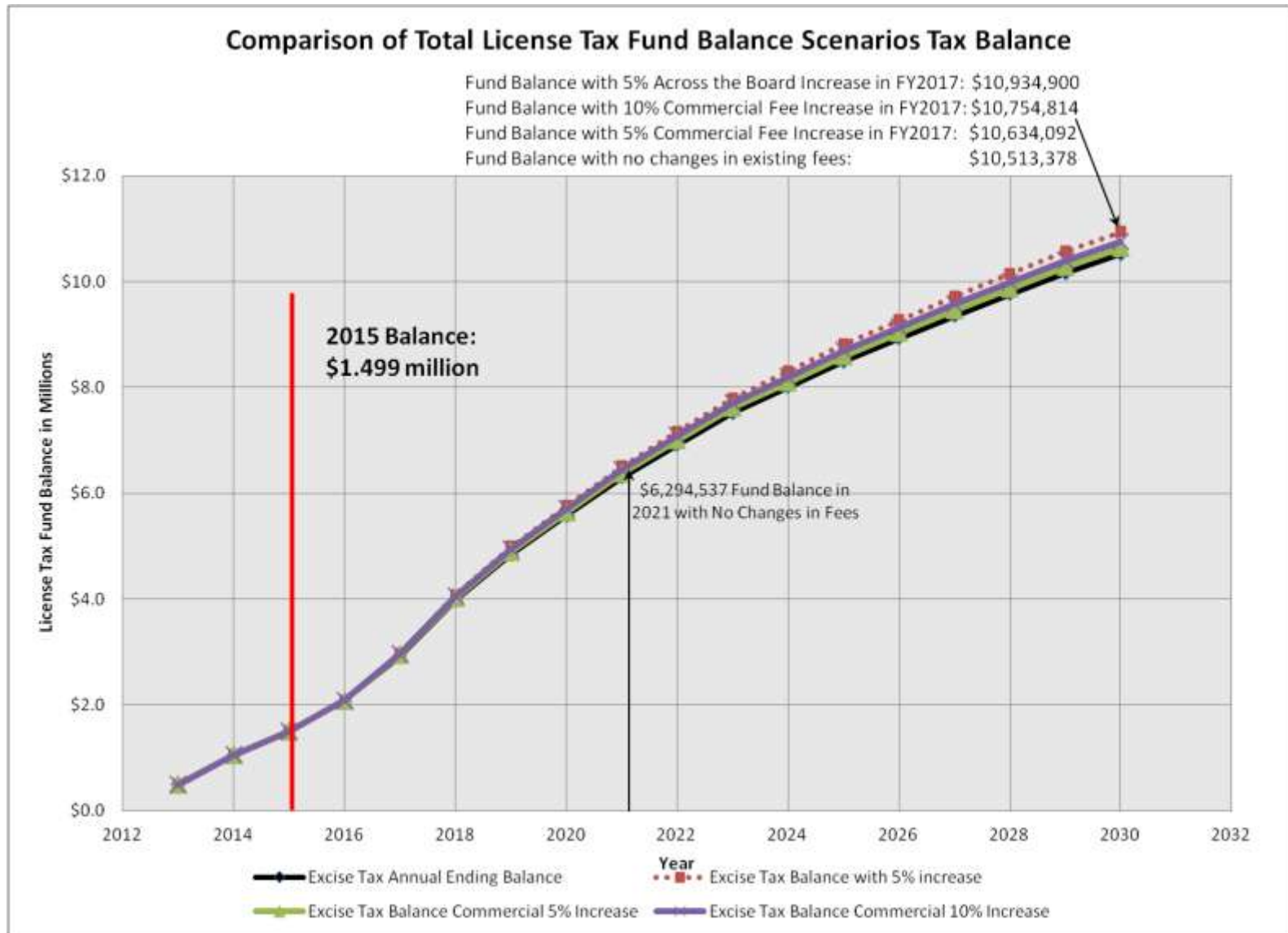
Year	Projected Resd. Units	Fiscal Year	Added Population*	Projected Total Population
2010	170	2011	417	91,364
2011	166	2012	403	91,767
2012	274	2013	525	92,292
2013	334	2014	800	93,092
2014	456	2015	796	93,888
2015	365	2016	1,542	95,430
2016	500	2017	1,293	96,723
2017	600	2018	1,551	98,274
2018	500	2019	1,293	99,566
2019	450	2020	1,163	100,729
2020	450	2021	1,073	101,803
2021	400	2022	954	102,757
2022	400	2023	954	103,711
2023	350	2024	835	104,545
2024	350	2025	835	105,380
2025	325	2026	775	106,155
2026	325	2027	775	106,930
2027	300	2028	716	107,646
2028	300	2029	716	108,361
2029	250	2030	596	108,958
2030	250	2031	596	109,554
2031	200	2032	477	110,031
2032	200	2033	477	110,508
2033	250	2034	596	111,104
2034	220	2035	525	111,629
2035	200	2036	477	112,106
2036	175	2037	417	112,523
2037	150	2038	358	112,881
2038	150	2039	358	113,239
2039	200	2040	477	113,716
2040	150	2041	358	114,073
2041	150	2042	358	114,431
Totals	9,410		23,126	

Added population is calculated based on conservative methods.

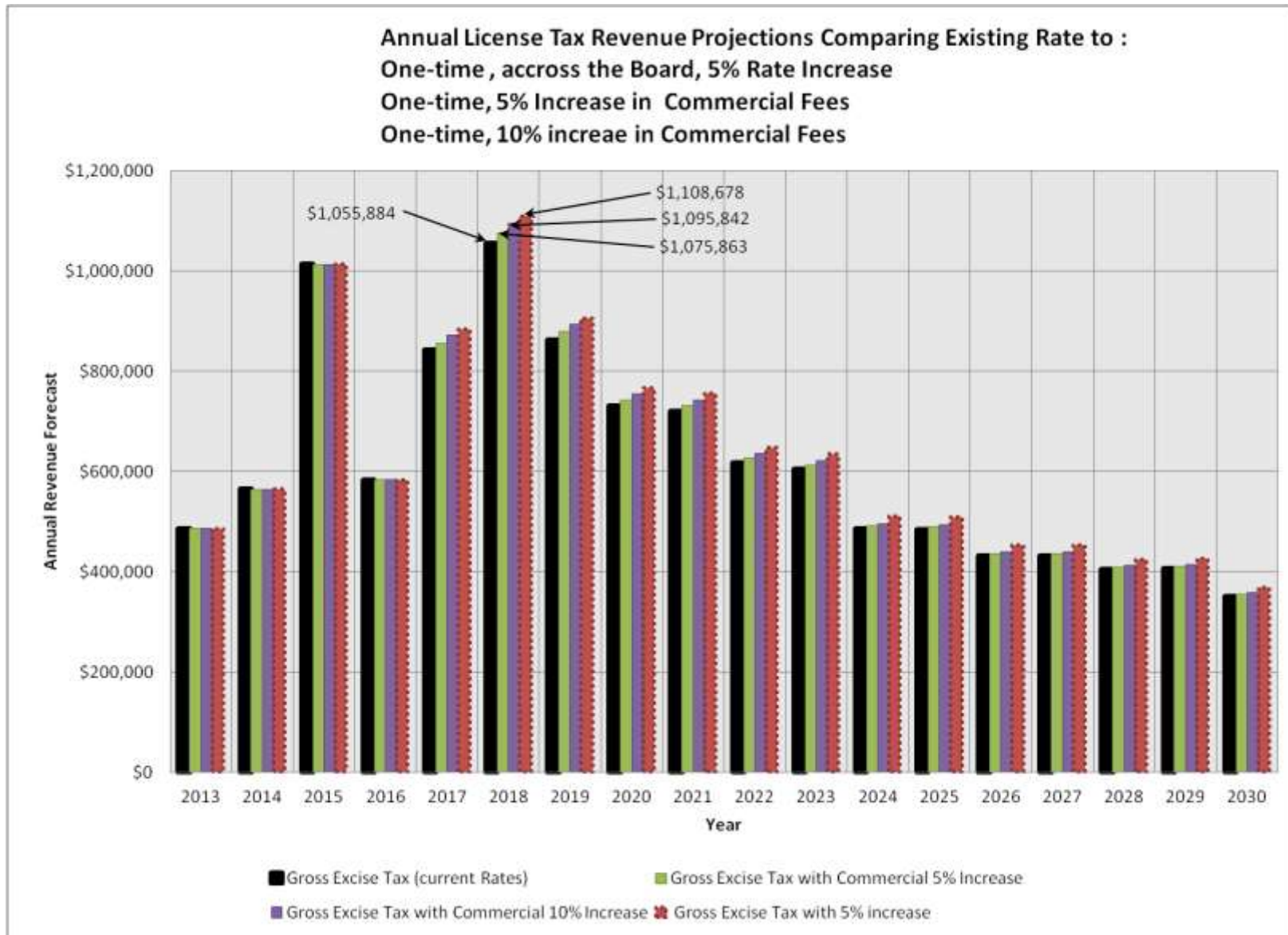
Additional population each year is calculated based on the projected number of building permits to be issued during the previous 12 months,

Factoring in a range of 5.4 to 10% vacancy and an average household size of between 2.75 and 2.65 persons per household.

APPENDIX C to 2015 LICENSE TAX REPORT: Comparison of Revenue Options



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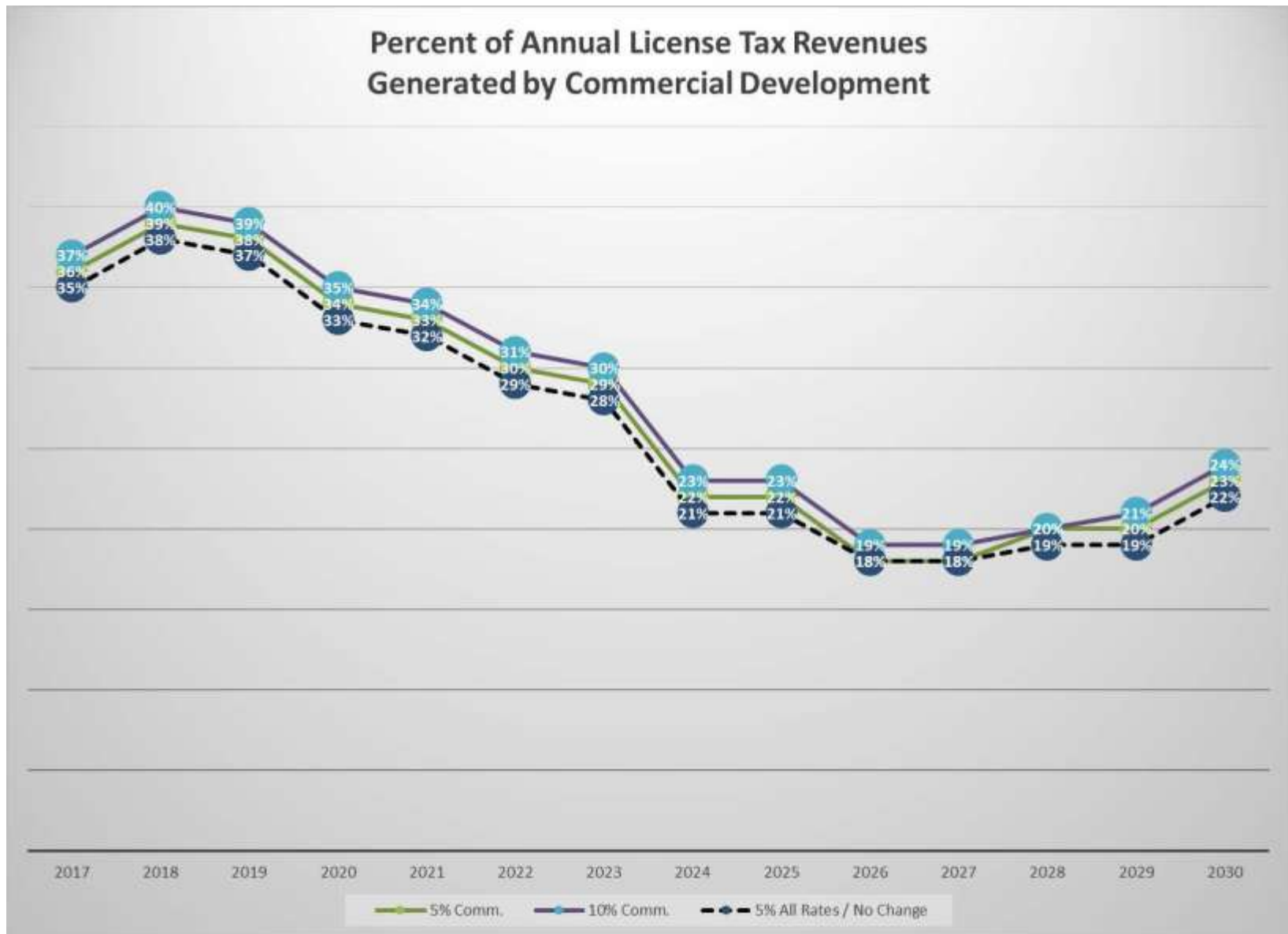
Comparison of Annual Excise Tax Revenues								
Fiscal Year	Gross Excise Tax (current Rates)	Gross Excise Tax with Commercial 5% Increase	Annual Difference from existing rate with Commercial 5% increase	Gross Excise Tax with Commercial 10% Increase	Annual Difference from existing rate with Commercial 10% increase	Gross Excise Tax with 5% increase	Annual Difference from existing rate with 5% increase	Year
2013	\$ 485,888	\$ 485,888		\$ 485,888		\$ 485,888		2013
2014	\$ 564,833	\$ 564,833		\$ 564,833		\$ 564,833		2014
2015	\$ 1,013,368	\$ 1,013,368		\$ 1,013,368		\$ 1,013,368		2015
2016	\$ 583,686	\$ 583,686	\$ -	\$ 583,686	\$ -	\$ 583,686	\$ -	2016
2017	\$ 841,986	\$ 856,739	\$ 14,753	\$ 871,493	\$ 29,507	\$ 884,085	\$ 42,099	2017
2018	\$ 1,055,884	\$ 1,075,863	\$ 19,979	\$ 1,095,842	\$ 39,958	\$ 1,108,678	\$ 52,794	2018
2019	\$ 862,956	\$ 878,758	\$ 15,802	\$ 894,560	\$ 31,604	\$ 906,104	\$ 43,148	2019
2020	\$ 730,970	\$ 742,907	\$ 11,937	\$ 754,845	\$ 23,875	\$ 767,519	\$ 36,549	2020
2021	\$ 719,799	\$ 731,177	\$ 11,378	\$ 742,556	\$ 22,757	\$ 755,789	\$ 35,990	2021
2022	\$ 617,717	\$ 626,726	\$ 9,009	\$ 635,736	\$ 18,019	\$ 648,603	\$ 30,886	2022
2023	\$ 604,750	\$ 613,110	\$ 8,360	\$ 621,471	\$ 16,721	\$ 634,988	\$ 30,238	2023
2024	\$ 485,988	\$ 491,146	\$ 5,158	\$ 496,303	\$ 10,315	\$ 510,287	\$ 24,299	2024
2025	\$ 484,259	\$ 489,330	\$ 5,071	\$ 494,401	\$ 10,142	\$ 508,472	\$ 24,213	2025
2026	\$ 432,177	\$ 436,011	\$ 3,834	\$ 439,846	\$ 7,669	\$ 453,786	\$ 21,609	2026
2027	\$ 431,925	\$ 435,746	\$ 3,821	\$ 439,568	\$ 7,643	\$ 453,521	\$ 21,596	2027
2028	\$ 404,579	\$ 408,400	\$ 3,821	\$ 412,222	\$ 7,643	\$ 424,808	\$ 20,229	2028
2029	\$ 406,441	\$ 410,355	\$ 3,914	\$ 414,270	\$ 7,829	\$ 426,763	\$ 20,322	2029
2030	\$ 351,005	\$ 354,882	\$ 3,877	\$ 358,759	\$ 7,754	\$ 368,555	\$ 17,550	2030
			\$ 120,714		\$ 241,436		\$ 421,522	

APPENDIX C to 2015 LICENSE TAX REPORT: Comparison of Revenue Options

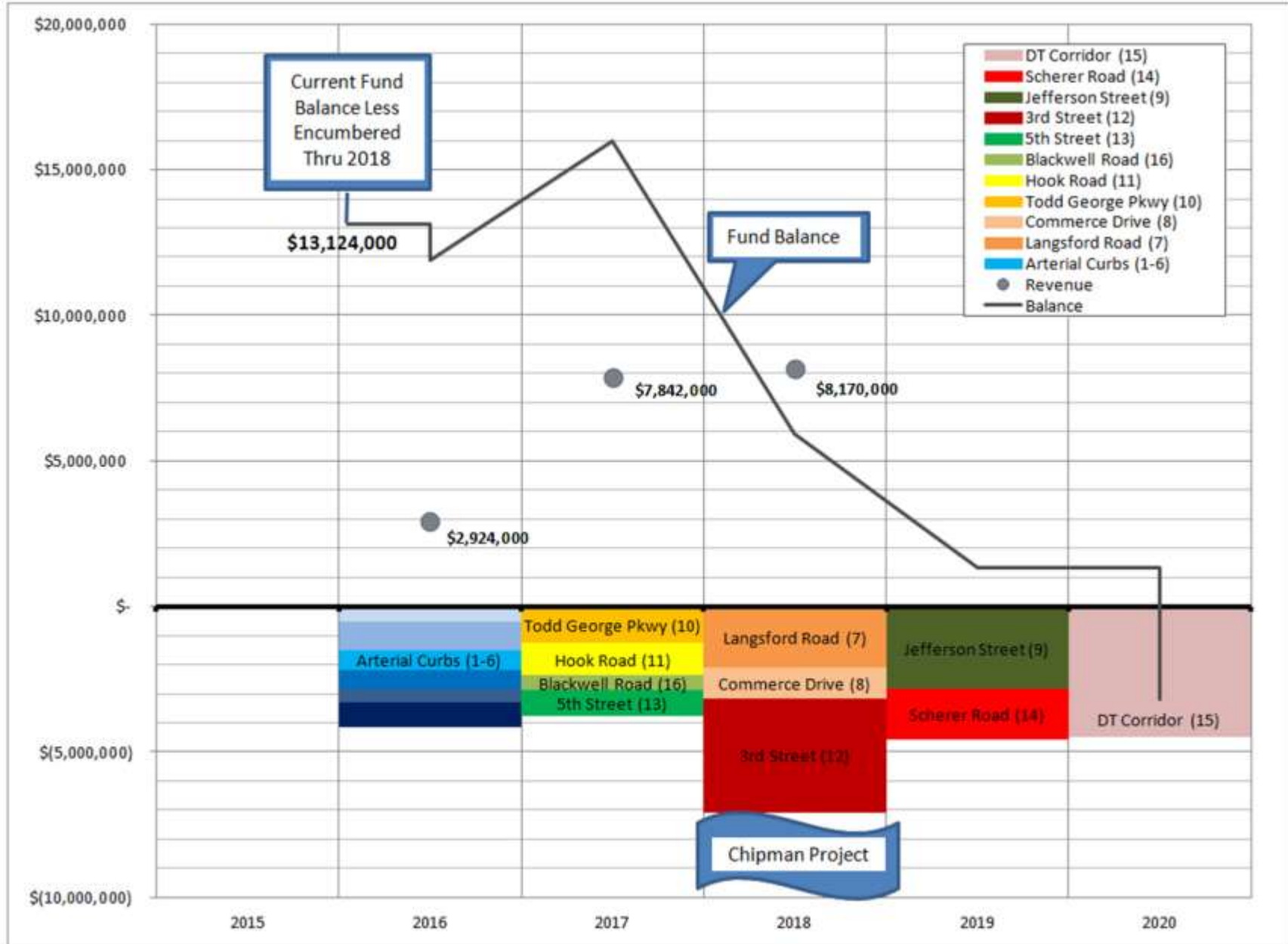
Comparison of Total Fund Balance								
Year	Excise Tax Annual Ending Balance	Excise Tax Balance Commercial 5% Increase	Net Change from existing rate with Commercial 5% increase	Excise Tax Balance Commercial 10% Increase	Net Change from existing rate with Commercial 10% increase	Excise Tax Balance with 5% increase	Net Change from existing rate with 5% increase	Year
2013	\$ 485,888	\$ 485,888		\$ 485,888		\$ 485,888		2013
2014	\$ 1,050,721	\$ 1,050,721		\$ 1,050,721		\$ 1,050,721		2014
2015	\$ 1,499,256	\$ 1,499,256		\$ 1,499,256		\$ 1,499,256		2015
2016	\$ 2,082,942	\$ 2,082,942	\$ -	\$ 2,082,942	\$ 2,082,942	\$ 2,082,942	\$ -	2016
2017	\$ 2,924,928	\$ 2,939,681	\$ 14,753	\$ 2,954,435	\$ 29,507	\$ 2,967,027	\$ 42,099	2017
2018	\$ 3,980,812	\$ 4,015,544	\$ 34,732	\$ 4,050,277	\$ 69,465	\$ 4,075,706	\$ 94,894	2018
2019	\$ 4,843,768	\$ 4,894,302	\$ 50,534	\$ 4,944,837	\$ 101,069	\$ 4,981,809	\$ 138,041	2019
2020	\$ 5,574,738	\$ 5,637,209	\$ 62,471	\$ 5,699,682	\$ 124,944	\$ 5,749,328	\$ 174,590	2020
2021	\$ 6,294,537	\$ 6,368,386	\$ 73,849	\$ 6,442,238	\$ 147,701	\$ 6,505,117	\$ 210,580	2021
2022	\$ 6,912,254	\$ 6,995,112	\$ 82,858	\$ 7,077,974	\$ 165,720	\$ 7,153,720	\$ 241,466	2022
2023	\$ 7,517,004	\$ 7,608,222	\$ 91,218	\$ 7,699,445	\$ 182,441	\$ 7,788,707	\$ 271,703	2023
2024	\$ 8,002,992	\$ 8,099,368	\$ 96,376	\$ 8,195,748	\$ 192,756	\$ 8,298,995	\$ 296,003	2024
2025	\$ 8,487,251	\$ 8,588,698	\$ 101,447	\$ 8,690,149	\$ 202,898	\$ 8,807,466	\$ 320,215	2025
2026	\$ 8,919,428	\$ 9,024,709	\$ 105,281	\$ 9,129,995	\$ 210,567	\$ 9,261,252	\$ 341,824	2026
2027	\$ 9,351,353	\$ 9,460,455	\$ 109,102	\$ 9,569,563	\$ 218,210	\$ 9,714,774	\$ 363,421	2027
2028	\$ 9,755,932	\$ 9,868,855	\$ 112,923	\$ 9,981,785	\$ 225,853	\$ 10,139,582	\$ 383,649	2028
2029	\$ 10,162,373	\$ 10,279,210	\$ 116,837	\$ 10,396,055	\$ 233,682	\$ 10,566,345	\$ 403,972	2029
2030	\$ 10,513,378	\$ 10,634,092	\$ 120,714	\$ 10,754,814	\$ 241,436	\$ 10,934,900	\$ 421,522	2030

APPENDIX C to 2015 LICENSE TAX REPORT: Comparison of Revenue Options

APPENDIX C to 2015 LICENSE TAX REPORT: Comparison of Revenue Options



APPENDIX D to 2014 LICENSE TAX REPORT: Summary of Other Road Projects Funded by CIP Sales Tax Fund



APPENDIX D to 2014 LICENSE TAX REPORT: Summary of Other Road Projects Funded by CIP Sales Tax Fund

LEGEND:

S is < \$1M, \$\$ is \$1M to \$5M, \$\$\$ is \$5M to \$10M, SSSS is > \$10M

Priority in Category (Overall Priority)

Year - Based on Capacity Limits and/or Improvements Required for Forecasted Development (Existing Roads)

Recommended Project List (Priorities)

S is < \$1M, \$\$ is \$1M to \$5M, \$\$\$ is \$5M to \$10M, SSSS is > \$10M

ID	Priority	Market Target	Route	From	To	Improvement Description	Benefit				Cost	Notes
							Safety	Operation	Livability	Economic		
109	1 (1)		Langsford Road	Todd George Pkwy	M-291 Hwy	Arterial Curbs	●		○		\$	Maintenance Issue
113	2 (2)		Todd George Parkway	Colbern Road	Langsford Road	Arterial Curbs	●		○		\$	Maintenance Issue
105	3 (3)		Blackwell Pkwy	Chipman Road	Colbern Rd	Arterial Curbs	●		○		\$	Maintenance Issue
114	4 (4)		Ward Road	3rd Street	Longview Road	Arterial Curbs	●		○		\$	Maintenance Issue
106	5 (5)		Chipman Road	Bent Tree Dr	US-50	Arterial Curbs	●		○		\$	Maintenance Issue
107	6 (6)		Colbern Road	M-291	Blackwell Pkwy	Arterial Curbs	●		○		\$	Maintenance Issue
110	7 (7)		Langsford Road	Roadway Crossing		Bridge/Culvert Replacement	○	●			\$	Rating of 69.6
20	1 (8)	X	Commerce Drive	Main Street	Tudor Road	Construct 2/3-lane		●	○	●	\$	Planned Road
29	2 (9)	X	Jefferson Street	Persels Road	Oldham Parkway	Reconstruct 2/3-lane	○	○	●	●	\$\$	Economic/Traffic
101	1 (10)	X	Todd George Parkway	Colbern Road	Woods Chapel Road	Add paved shoulders	●		●		\$\$	Safety/Livability
89	2 (11)		Hook Road	W. City Limit	Ward Road	Add paved shoulders	●		●		\$\$	Safety/Livability
11	3 (12)		3rd Street	Murray Road	Pryor Road	Improve to 5-lane	●	●	●		\$\$	Traffic
12	4 (13)		5th Street	Country Lane	Greenbridge Drive	Construct 2-lane		●	●		\$	Existing Gap
98	3 (14)		Scherer Road	at Heartwood		Sight Distance Improvement	●	●			\$\$	Safety
83	4 (15)	X	Douglas Street	Downtown	Chipman Road	Reconstruct 2/3-lane	○		●	○	\$\$	Livability
80	5 (16)		Blackwell Road	Shenandoah Dr	Langsford Rd	Livability/Median	○		●		\$	Livability