

City Council Strategic Planning Retreat

Friday, September 23, 2016



The Agenda



- Adoption of HUD Annual Report (CAPER)
- Alliance for Innovation Exercise
- Setting the Stage
 - Vision, Guiding Principles, and Priorities
- Revenue Trends
- BFO Priorities/Offers
- Reserves
- Outside Agency and Public Arts Funding
- FY2018 Strategic Issue Discussions
- Priority Confirmation and Direction
- CDBG Overview
- Parking Fund Review
- Capital Improvement Plan Overview
- Budget Briefing Opportunities
- What Should We Focus on?
- Additional Items for Discussion by Mayor and Members of Council

Alliance for Innovation



- Phoenix based non-profit
- Prepares local governments for future challenges
- Partners with Arizona State University and ICMA

The Next Big Things Report



- Published Sept. 2015
- What could impact communities one generation from now?
- Four forces
 - Forty-four trends

Four Forces



- Resources
 - The availability of resources (Food, water, air, habitat, and other material offered by nature.)
- Technology
 - Tools and knowledge to extract and transform resources into new products (Example: generating energy from renewable resources.)
 - Capabilities that make our lives more comfortable or are beyond our physical bodies (Example: unmanning or use of robots.)

Four Forces (cont.)



- Demographics
 - The “who” behind society’s changes (Examples: elder expense, middle class map, smart citizens.)
- Governance
 - Distribution and management of society’s assets (Examples: locality-to-locality collaboration, declining federal government effectiveness, and fiscal uncertainty.)

Vision Statement



The City of Roanoke is a safe, caring and economically vibrant community in which to live, learn, grow, play and prosper.

Guiding Principles



- Operate with a long-range view on resiliency and community impacts
- Adhere to sound fiscal policies and procedures
- Maintain current assets
- Engage in partnerships that advance the region
- Invest in initiatives to grow the community and region
- Invest in employee development and compensation
- Focus on Council adopted priorities

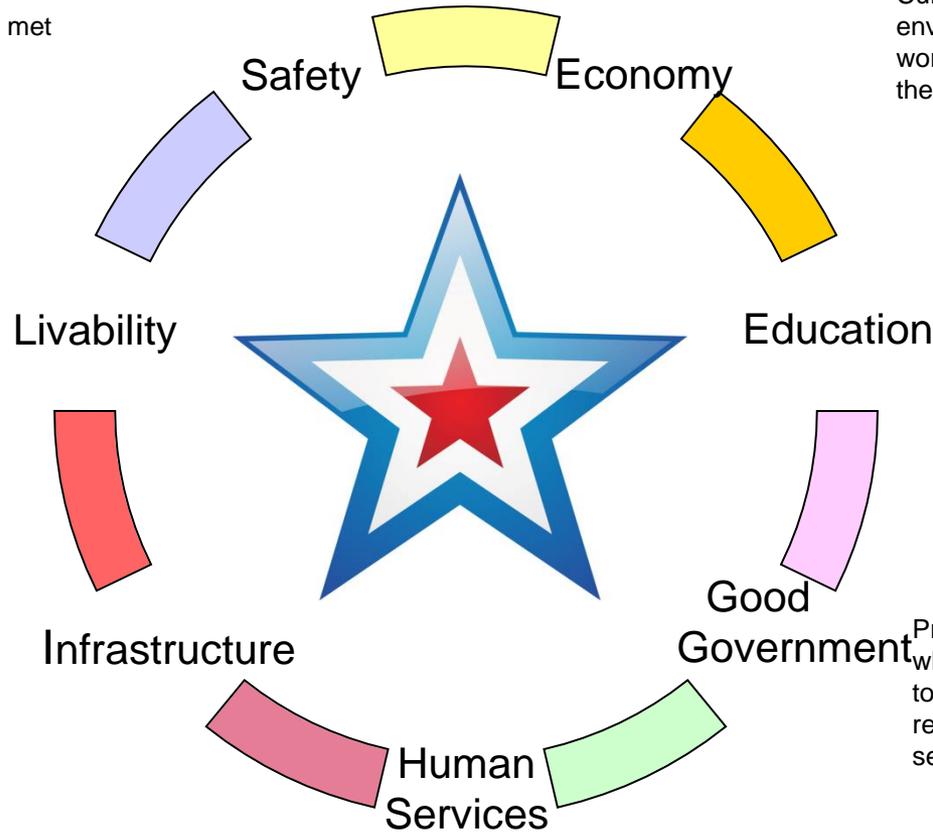
City of Roanoke Priorities



Assure community safety needs are met and promote a safe and desirable region.

Enhance Roanoke's exceptional vitality as an attractive, diverse, culturally inclusive, vibrant and active city in which to live, work and play.

Maintain and build quality infrastructure that supports healthy residential neighborhoods, successful commercial areas, and accessible public facilities and amenities.



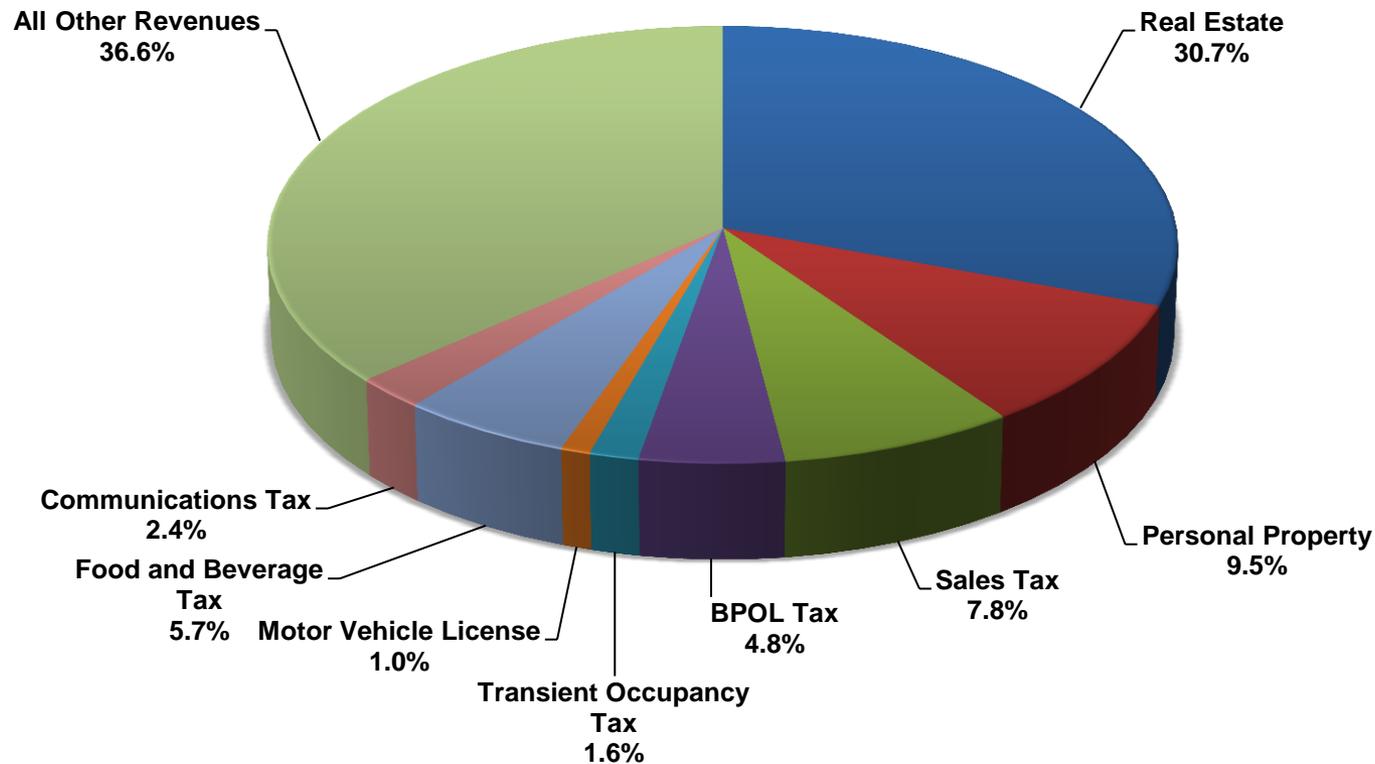
Cultivate a thriving business environment and innovative workforce opportunities to ensure the prosperity of our community.

Foster an environment for lifelong learning which encompasses cradle to career and beyond through shared services and community involvement.

Provide effective government which maximizes resources to ensure an open, responsive, and innovative service to the community.

Foster a caring community that utilizes a regional and collaborative approach which encourages self-sufficiency while providing a social safety net to citizens when they are most vulnerable.

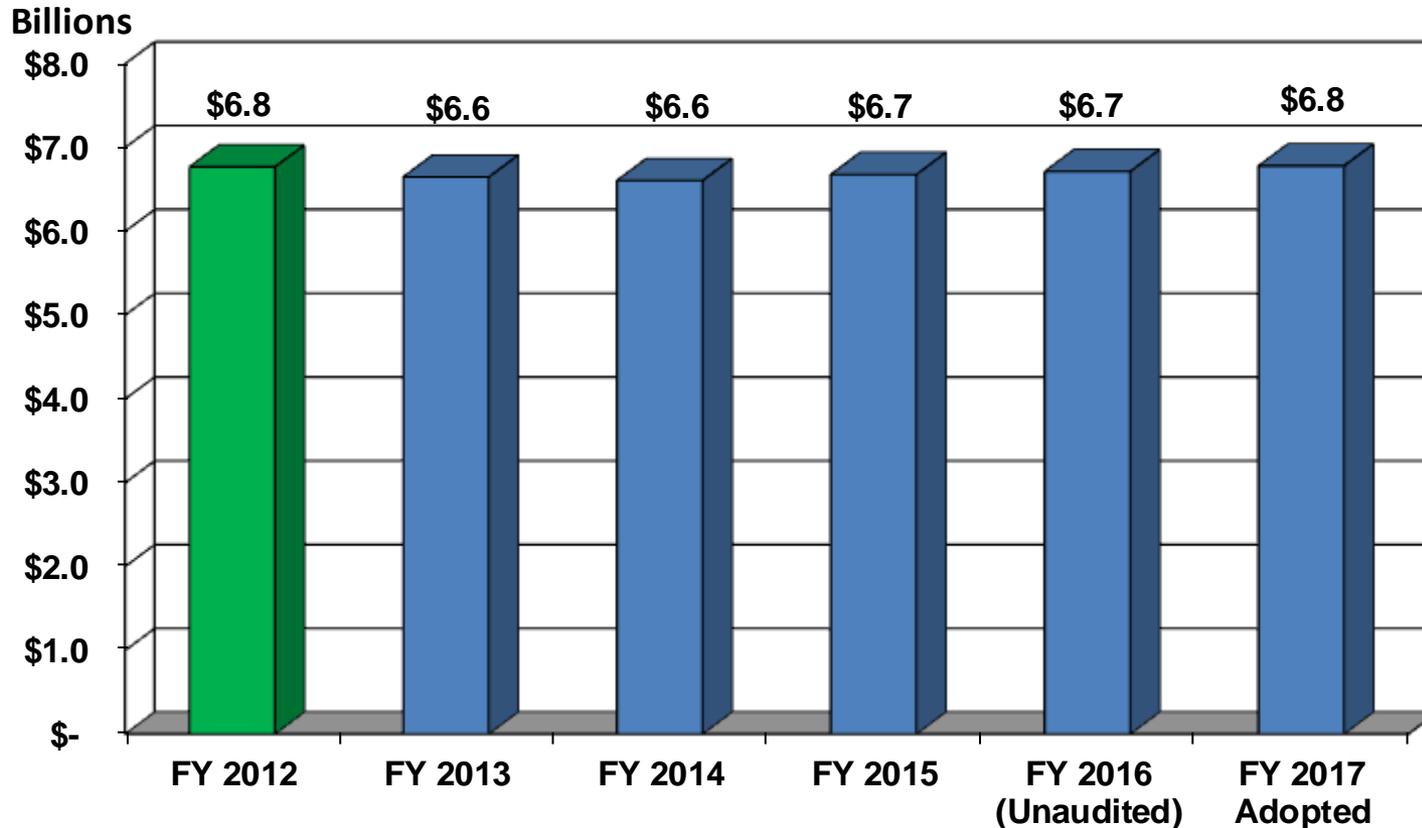
Selected Taxes as a percent of Total Revenue – 2017 Adopted



Revenue Trends (cont.)



Assessed Value of Real Property
Increased \$66,983,600 or 1.0% from 2016

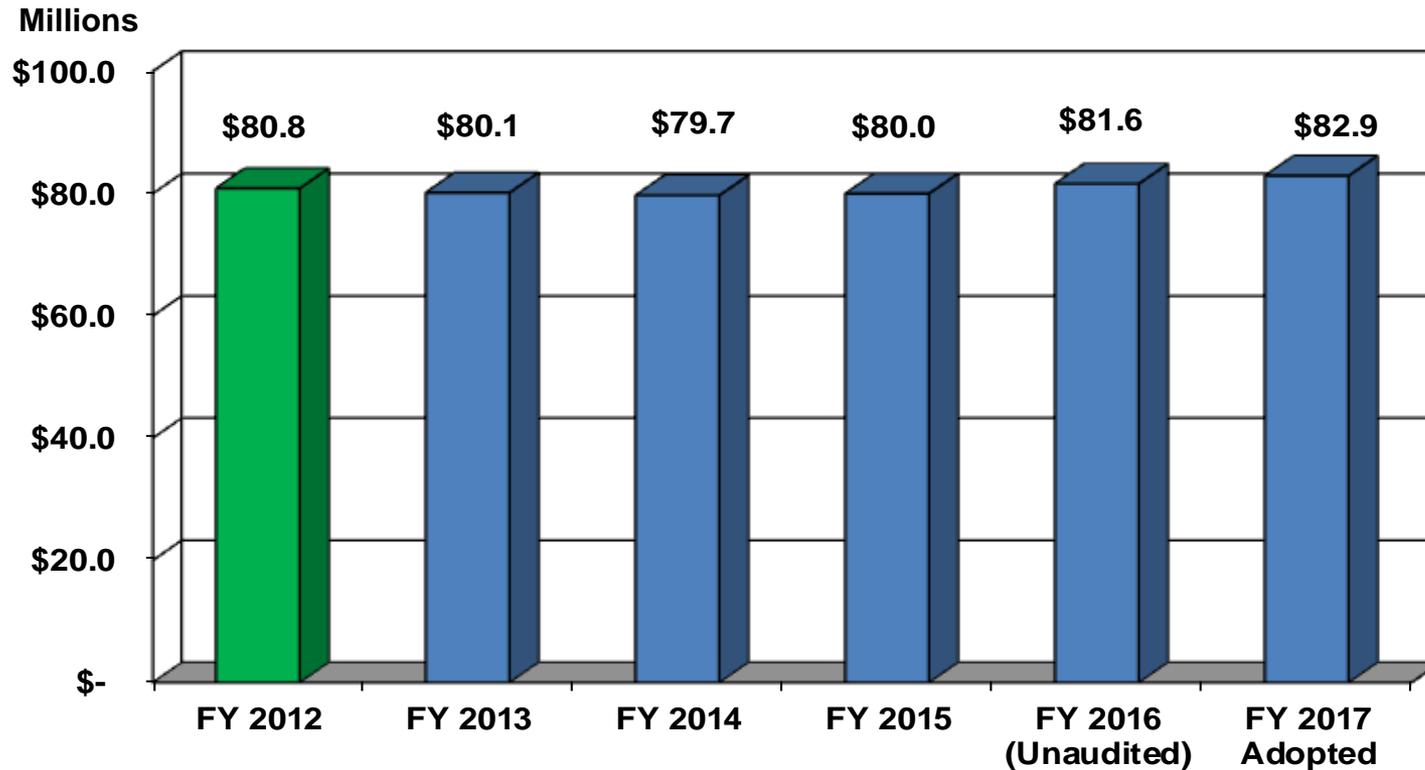


Source: Commissioner of Revenue Land Book

Revenue Trends (cont.)



2016 Real Estate Revenues Exceeded Previous Highest Year of 2012

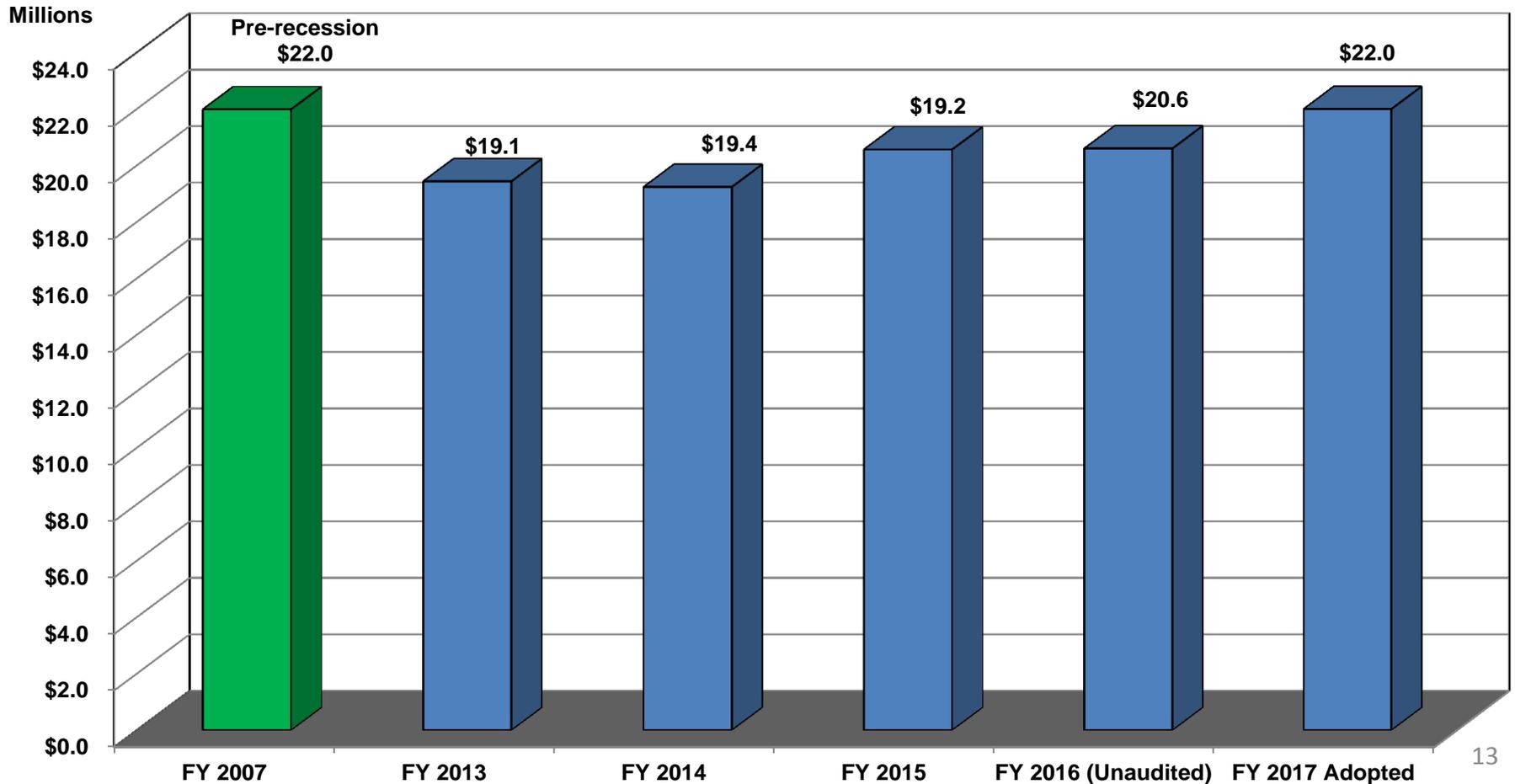


Note: Real Estate Tax rate increased \$.03 effective July 1, 2015

Revenue Trends (cont.)



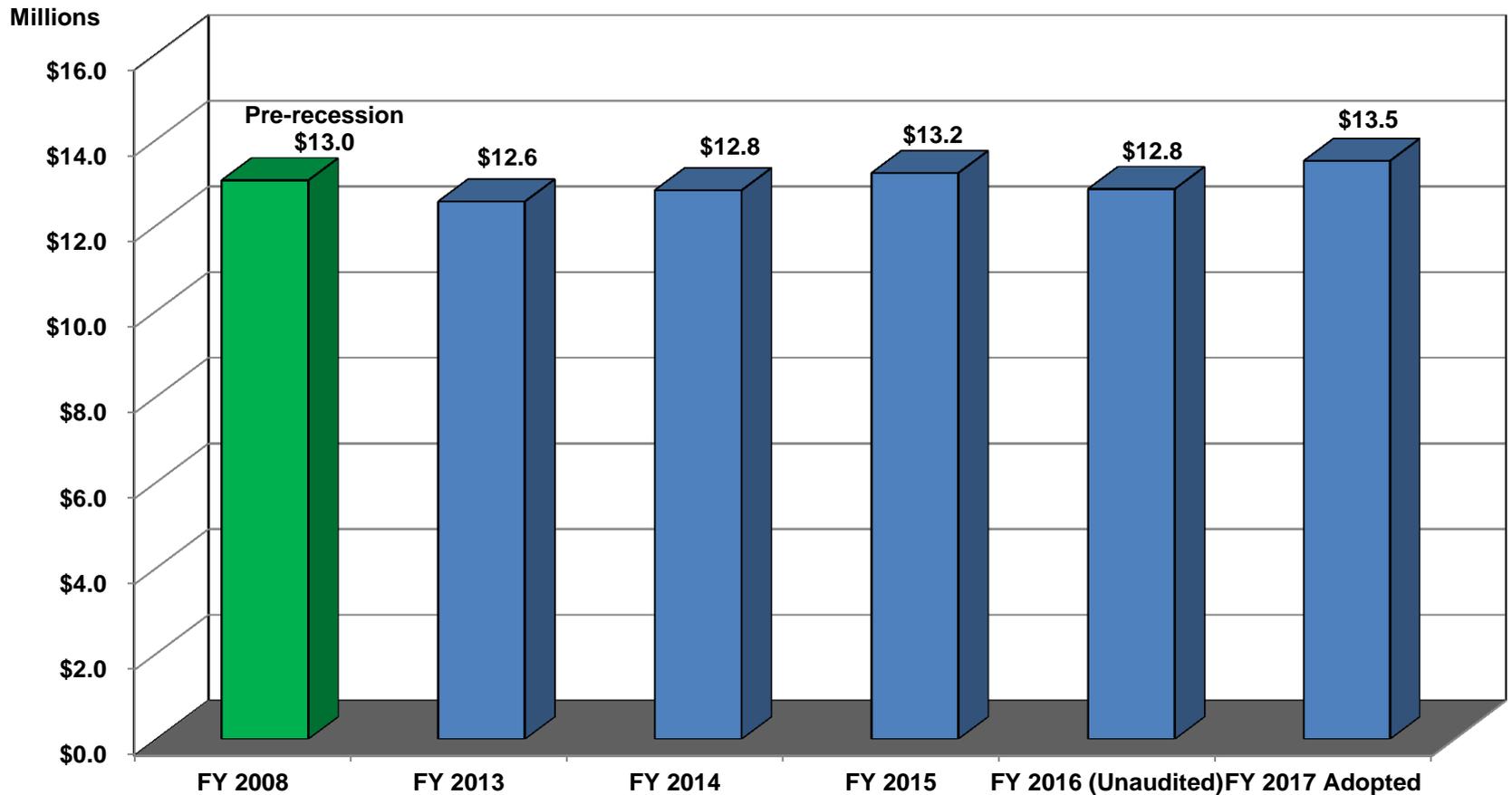
Sales Tax Receipts Increased from 2016



Revenue Trends (cont.)

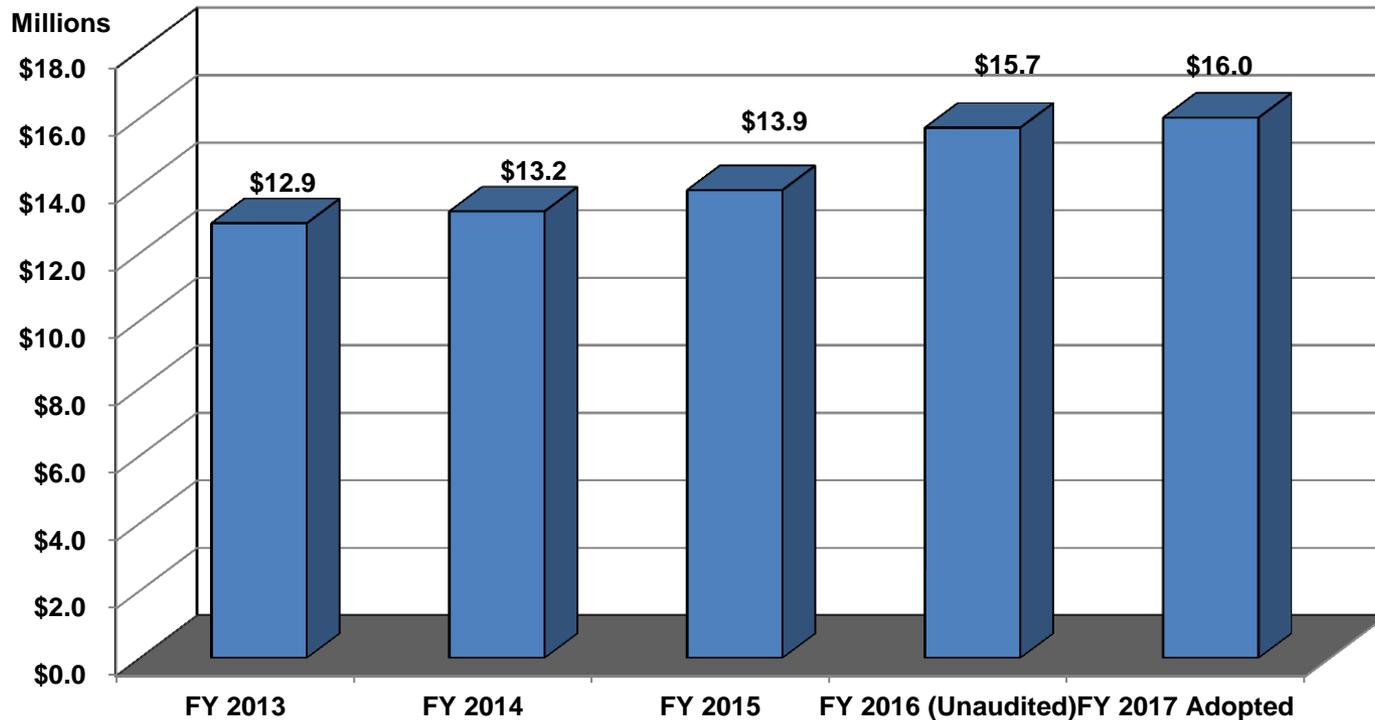


Business/Professional/Occupational Licenses (BPOL)
Increased \$656,000 or 5.1% from 2016



Revenue Trends (cont.)

Prepared Food and Beverage Tax Increased
\$295,000 or 1.9% from 2016

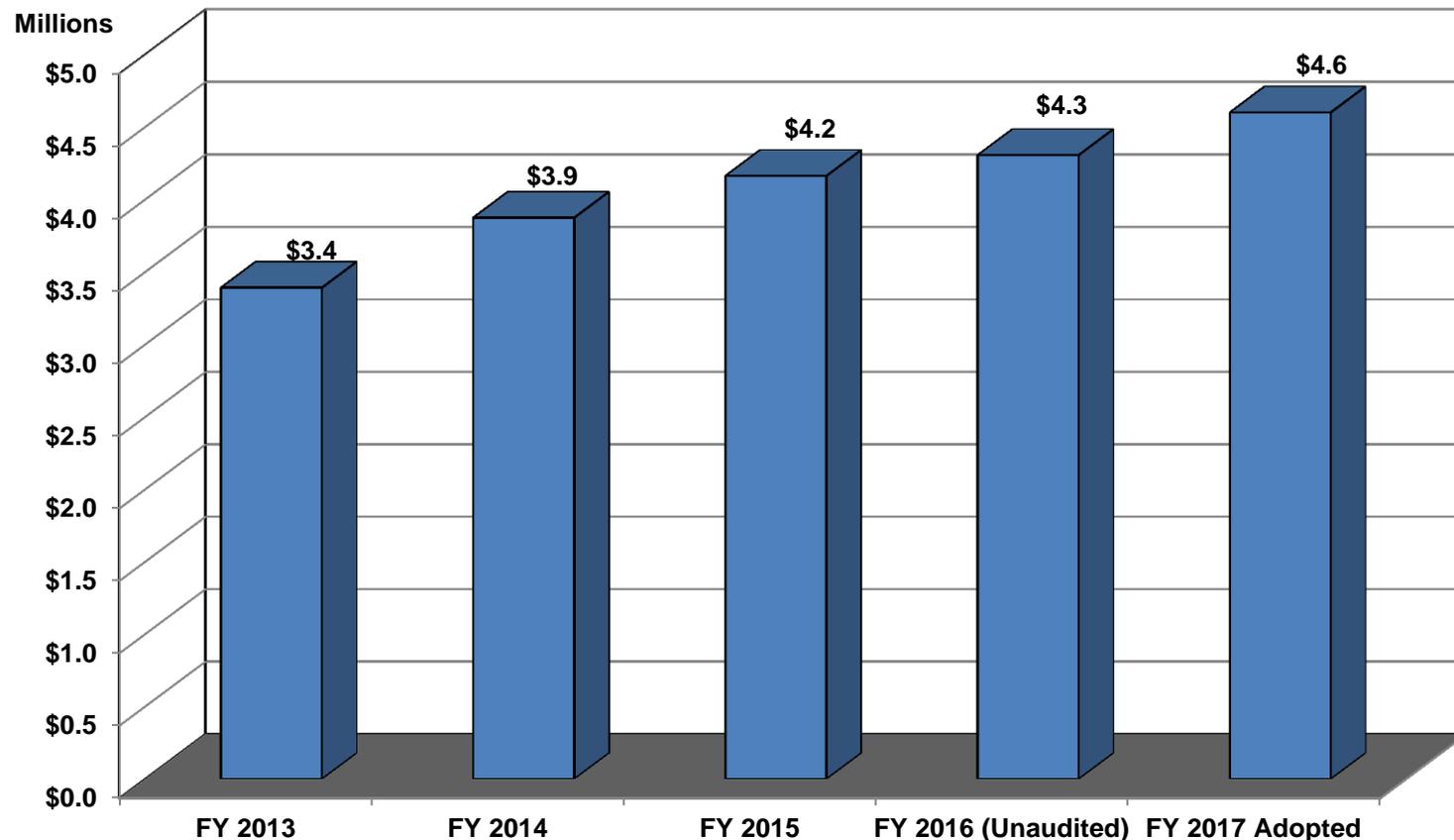


Note: Prepared Food and Beverage Tax rate increased .5% effective July 1, 2015

Revenue Trends (cont.)



Transient Occupancy Tax Increased \$294,023 or 6.8% from 2016

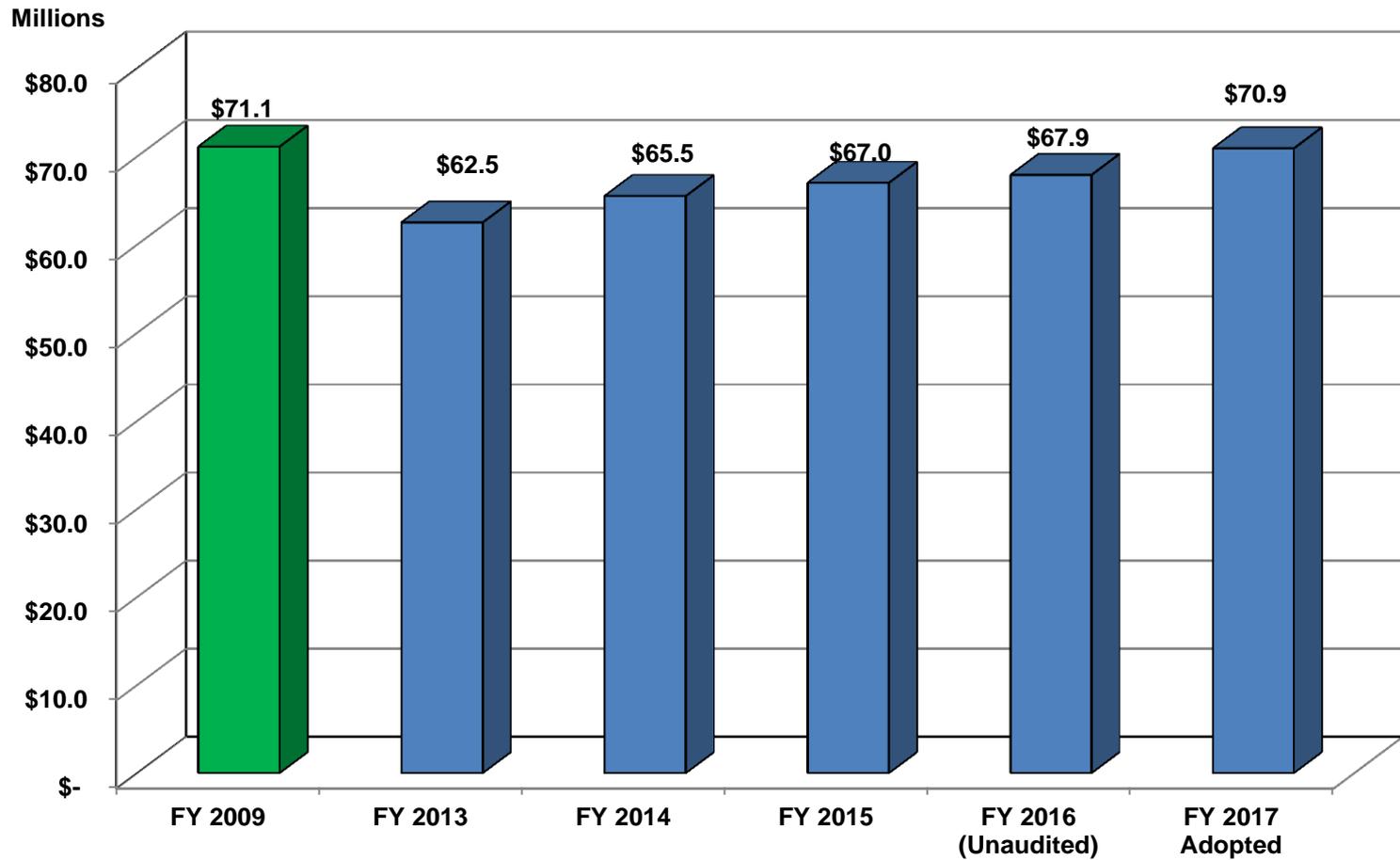


Note: Transient Occupancy Tax rate increased 1.0% effective January 1, 2013

Revenue Trends (cont.)

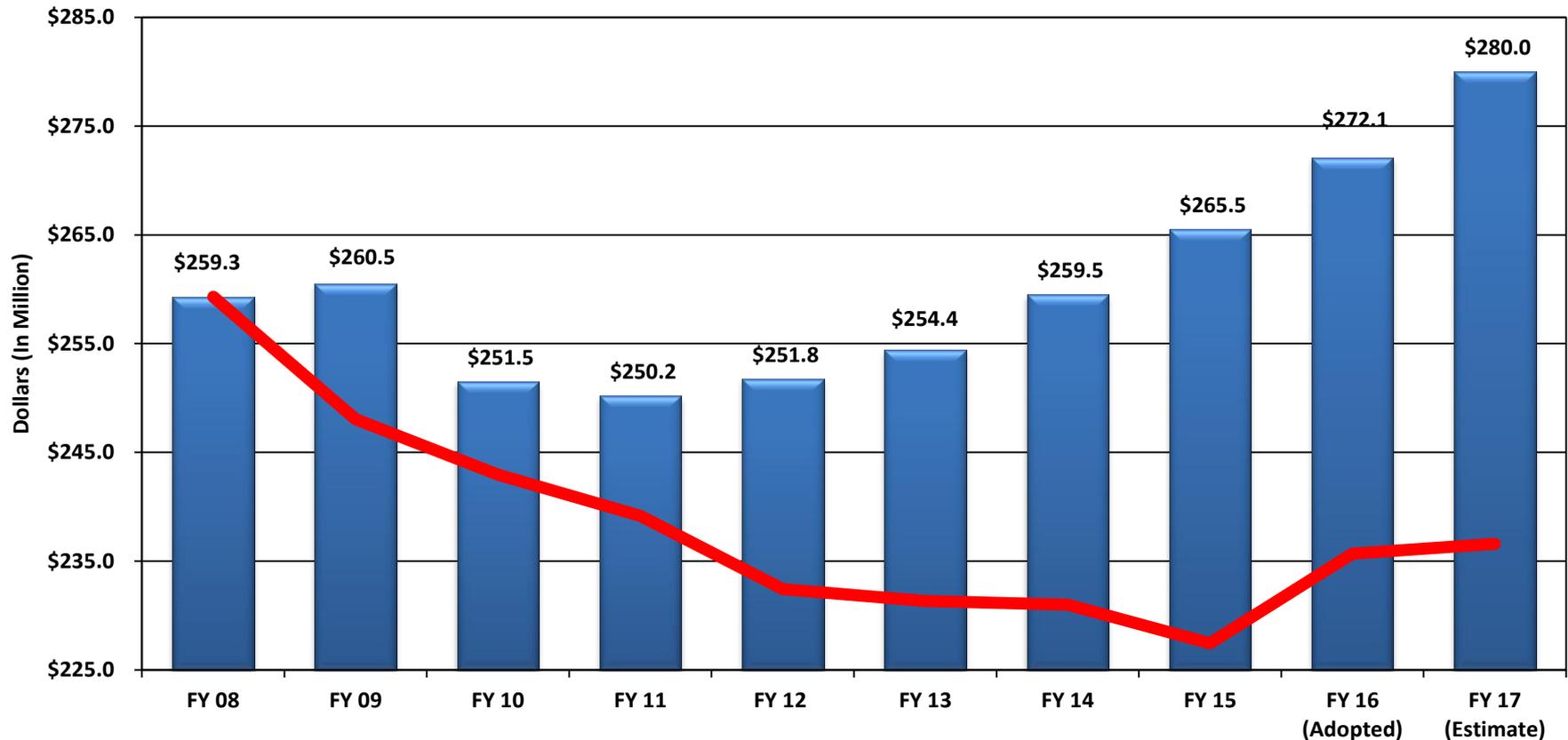


Intergovernmental Revenues Have Not Yet Returned to Pre-Recession Levels



Revenue Trends (cont.)

Revenue Adjusted for Inflation
(The City has \$22.7 Million Less in Buying Power in FY 2017 than in FY 2008)



FY 2017 Budget

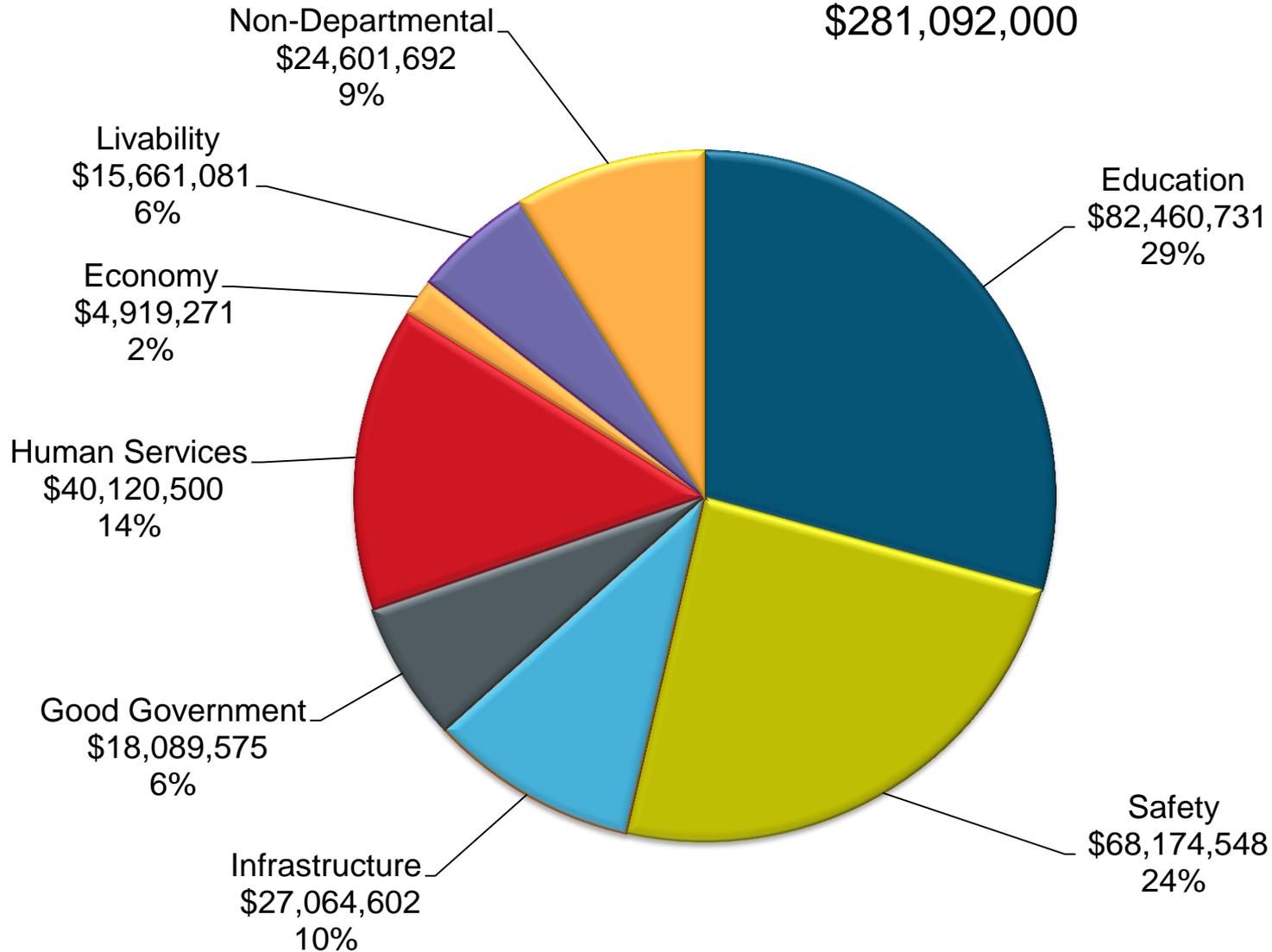


- Maintains current levels of core services with limited service enhancements
- Includes additional funding for strategic investments
 - Sheriff Career Enhancement & Deputy Positions
 - Peak Time Ambulance Staffing
 - Police Body Cameras and Ammunition
 - Human Services funding
 - Library Books and Materials
 - Broadband Authority
 - Fleet Replacement
 - Marketing Initiatives
 - Street Paving
 - Park Maintenance
 - Sealed Compactor Expansion
 - Competitive Compensation

BFO Priority Allocations

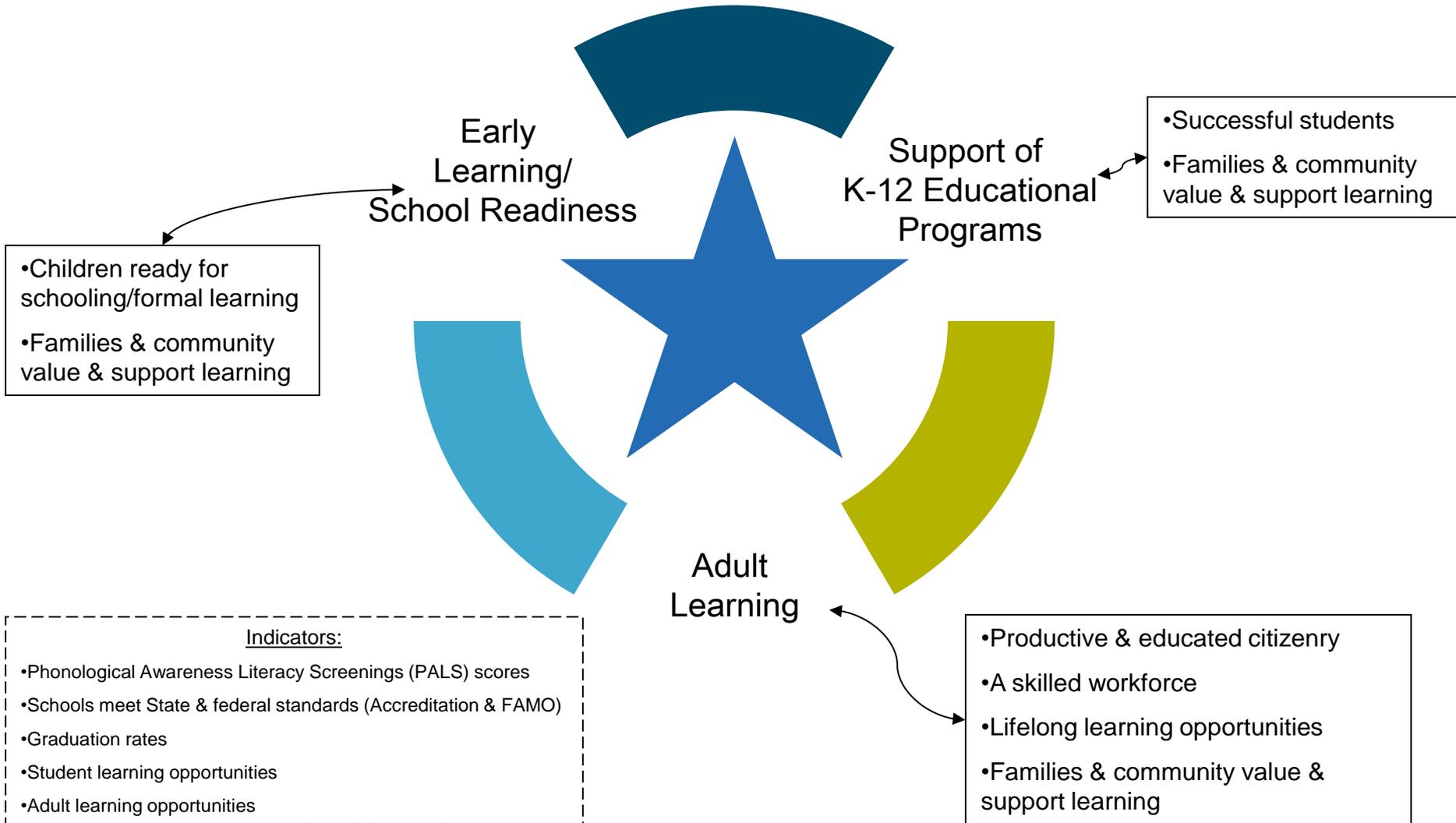


Total Budget
\$281,092,000



Education

Foster an environment for lifelong learning which encompasses cradle to career and beyond through shared services and community involvement.



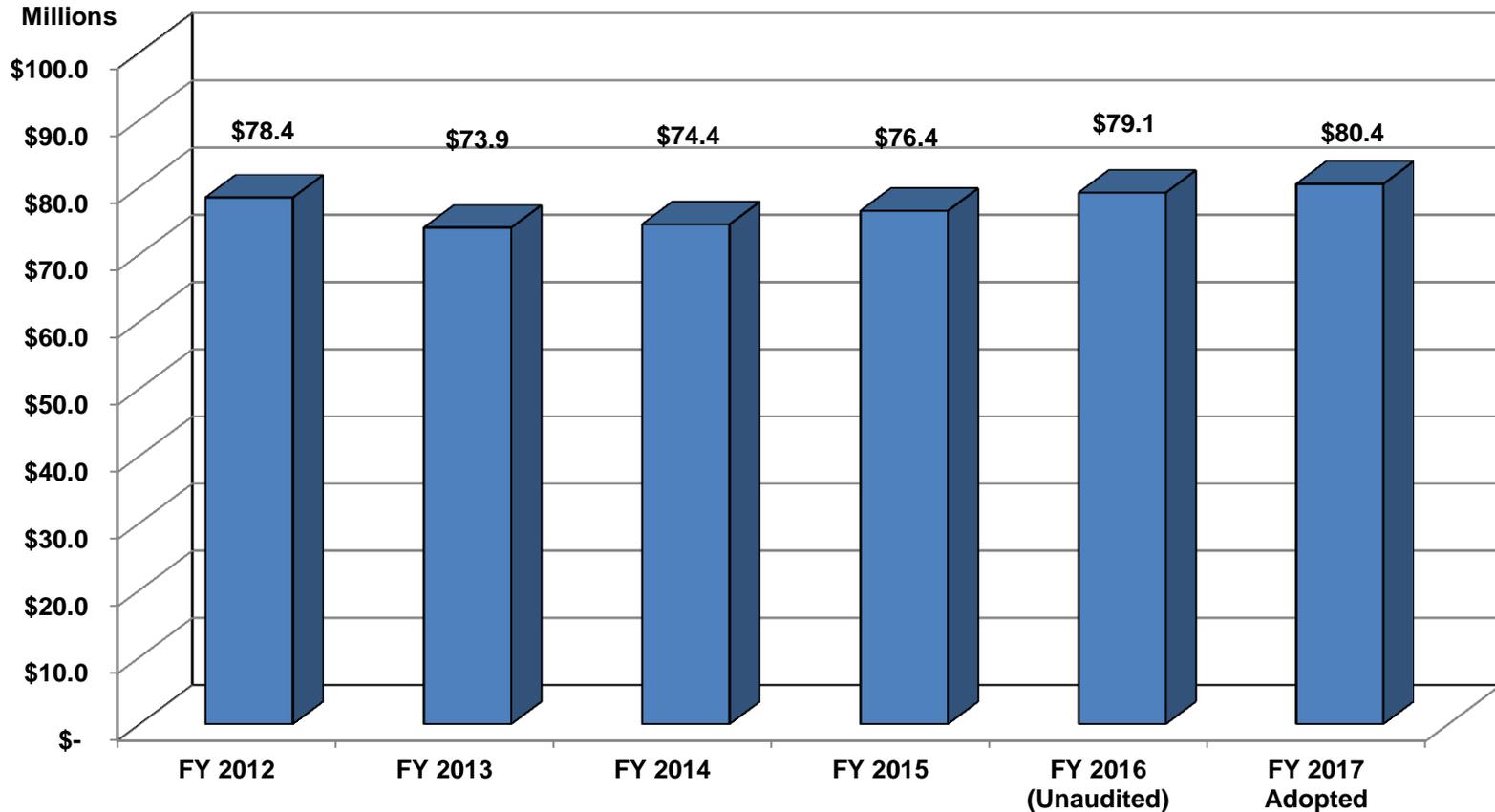
Education - \$82,460,731



- Roanoke City Public Schools
- Library Core Community Services
- Library Services to K-12
- Library Early Literacy Services
- Summer Reading Camp
- Youth Services Initiative



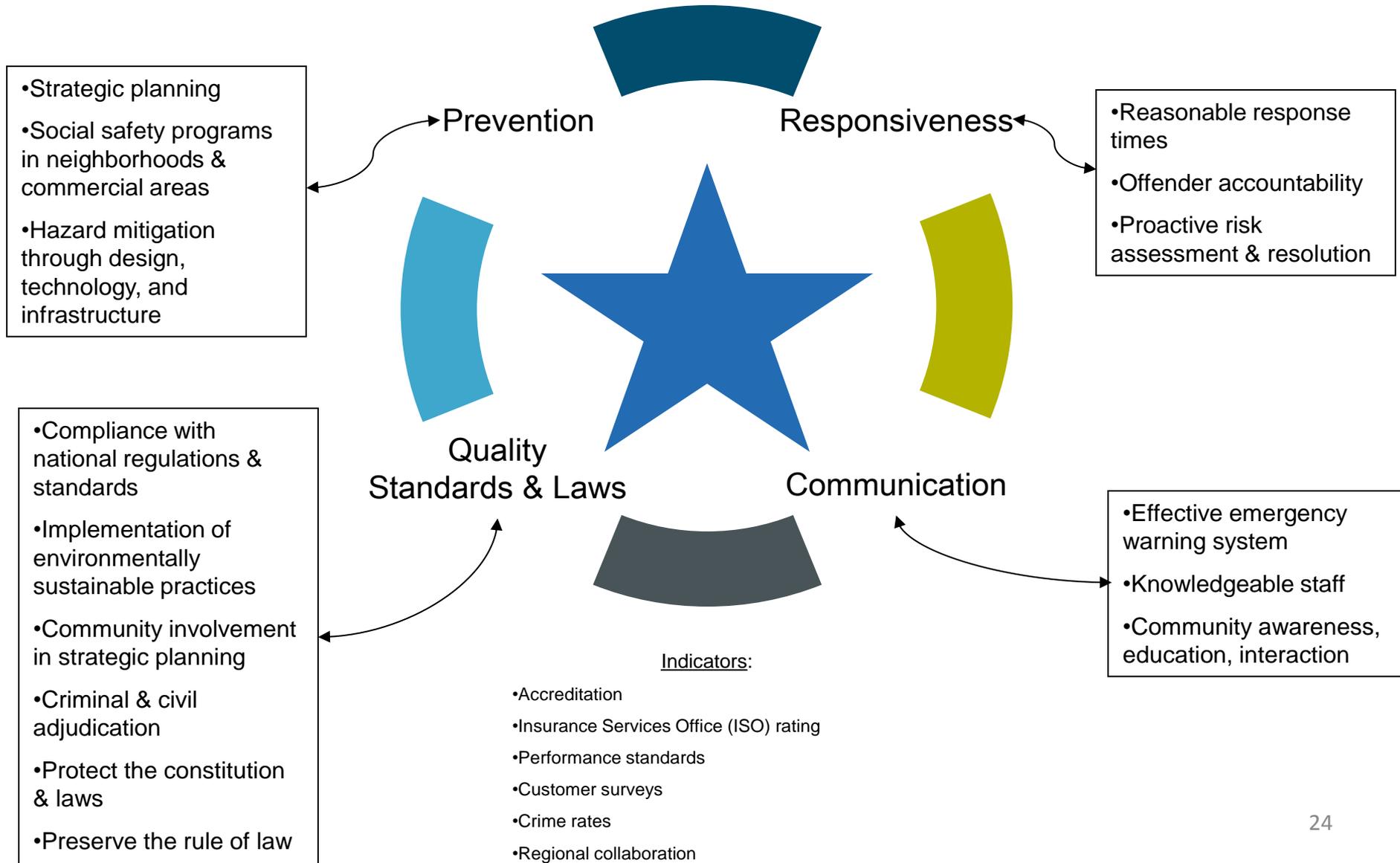
Annual Funding to Roanoke City Public Schools



Note: FY 2012 includes additional 2.0% of Prepared Food and Beverage Tax effective for FY 2011-2012 and sunset July 1, 2012

Safety

Assure a desirable region where judicial needs are met and citizens feel safe in their community.



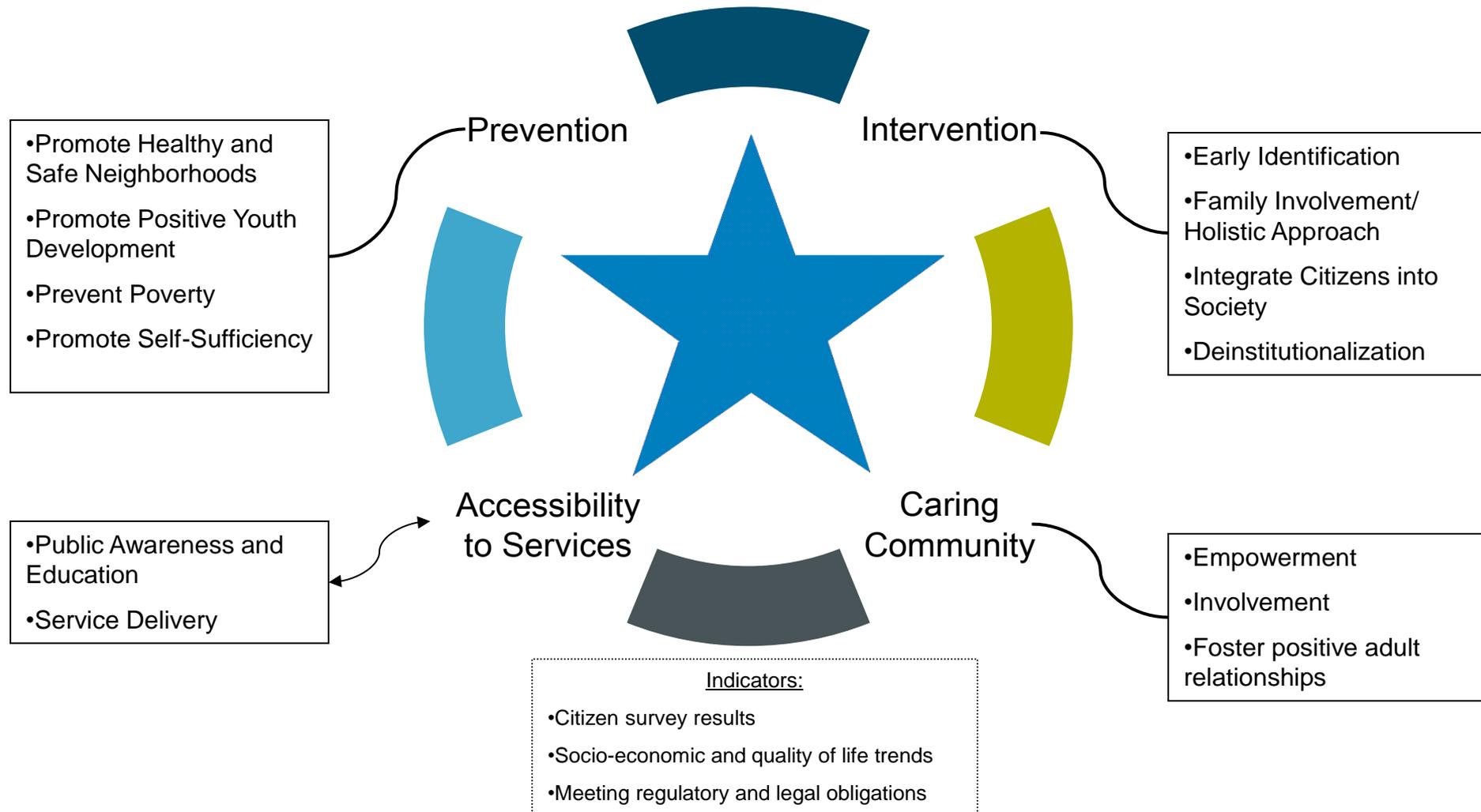
Safety: \$68,174,548



- Police Patrol, Investigation and Support
- Police Administration
- Police Academy
- Signs and Pavement Markings
- Fire Prevention/ Inspection/ Investigation Division
- Fire and Emergency Services Operations
- Fire-EMS Training Division
- Fire/EMS – Support and Administration Services
- Roanoke Emergency Medical Services (REMS)
- 911 Operations
- Building Safety
- Traffic Signals
- Emergency Management
- Street Lighting
- City Prosecutors
- Sheriff & Jail Operations
- Police School Resource Officer
- DARE Program
- Drug Prosecutor
- Administrative Support of Juvenile & Domestic Relations District Court
- Police Animal Control & Protection Unit
- Roanoke City Victim Witness Program
- Office of the Magistrate
- Administrative Support of Roanoke City General District Court
- Residential Juvenile Detention Services
- Support Circuit Judges

Human Services

Foster a caring community that uses an equitable, regional and collaborative approach to encourage preventative measures, intervention services, and self-sufficiency while providing a social safety net to citizens.



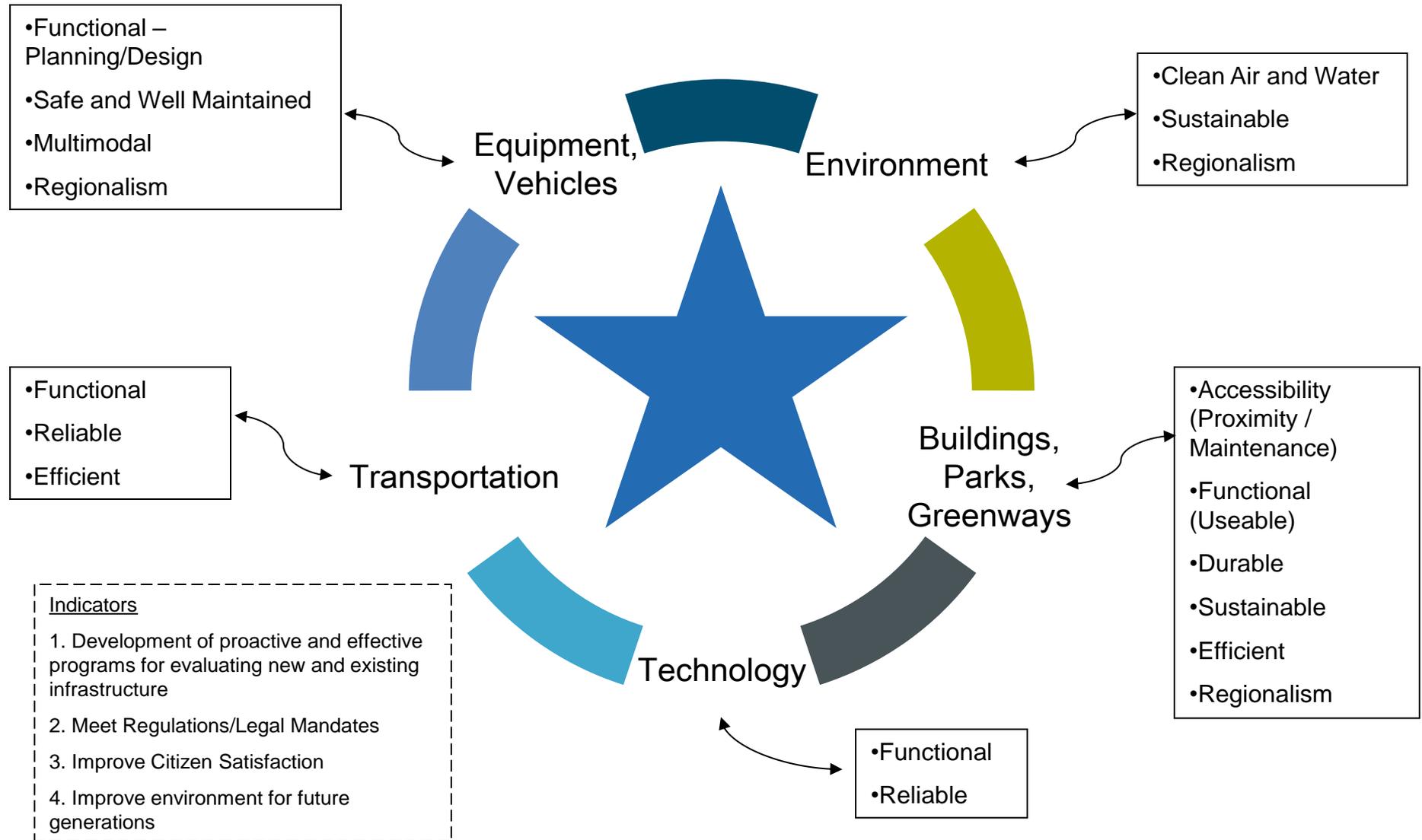
Human Services: \$40,120,500



- Benefit Programs Division
- Social Services – Family Services Division
- Employment Services Programs
- Comprehensive Services Act
- Outreach Detention/ Electronic Monitoring
- Youth Haven
- Human Services Support
- Resource Parent Training
- Homeless Assistance Team HUD Grant – Match
- Probation, Parole and Intake Services
- Social Services – Administration
- Enhanced Community Services (VJCCCA)
- Substance Abuse Counselor (VJCCCA)

Infrastructure

Maintain and build quality infrastructure that supports healthy residential neighborhoods, successful commercial areas, and accessible public facilities and amenities.



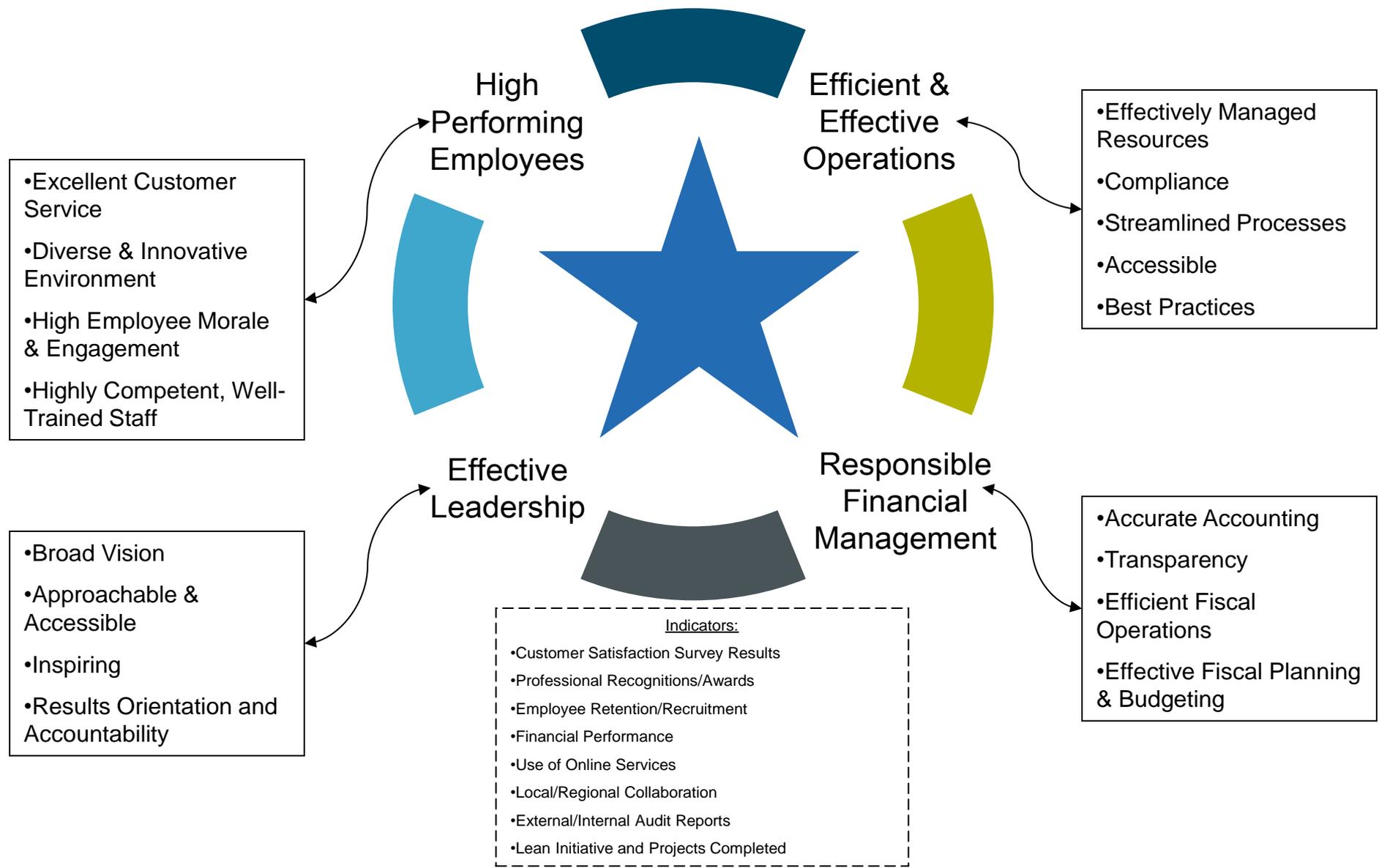
Infrastructure: \$27,064,602



- Bridge Safety Inspection Program
- Bridge Rehabilitation and Renovation
- Street Maintenance
- Paving Program
- Fleet Management
- Technology Infrastructure Support
- Facilities Management
- Custodial Services
- Enterprise Technology Support
- Facilities Management
- Snow Removal
- Radio Technology Support
- Environmental Management
- Sidewalk Repair & Maintenance
- Capital Project Management Services
- Berglund Center HVAC
- Median and Right of Way Landscape Maintenance
- Central Business District Sealed Compactor Program
- Map and Graphics Production
- SWM Containers and Distribution
- Alley Maintenance
- Library Technology and Innovation
- Development Review & Inspection
- Stormwater Permitting - General Fund

Good Government

Provide exceptional, yet cost competitive government services that are collaborative, transparent, responsive, and innovative.



Good Government: \$18,089,575



- Real Estate Taxation
- Personal Property Tax Administration
- Other Local Trust Taxes
- Accounts Receivable Billing and Collections Services
- Permit Center
- Miscellaneous Revenue Collections and Administration
- Payroll, Accounts Payable, Accounting & Financial Reporting
- Municipal Auditing
- Set Off Debt Collection Program
- Business Applications Support
- Business License Taxation
- Taxation Programs Commonwealth of Virginia
- Human Resources
- Budget Development & Administration
- Risk Management & Worker's Compensation Administration
- Office of Communications
- Retirement Plans Administration
- Procurement Services
- Cash Management and Investment Services
- City Attorney
- City Council
- Contract Management Services
- Auto and General Liability Claims Administration
- Leadership, Management and Oversight
- Conduct of Elections – Local/State/Federal
- Safety Training Loss/Prevention and Control
- Capital and Financial Planning
- Handle Collection of Court Costs and/or Fines for the Courts
- Performance Auditing
- Travel Policy Administration
- Voter Registration Services
- Circuit Court Clerk Performance of State Mandated Duties

Livability

Enhance Roanoke's exceptional vitality as an attractive, diverse, culturally inclusive, vibrant and active city in which to live, learn, work and play.



- Community involvement
- Active neighborhoods
- Public-private partnerships
- Personal enrichment
- Effective communication thru diverse media

Valued,
Engaged &
Informed
Community

Attractive
Community

- Safe, clean and attractively maintained community
- Home ownership
- Zoning, land use and codes compliance
- Compatible design and well-maintained structures
- Balanced community

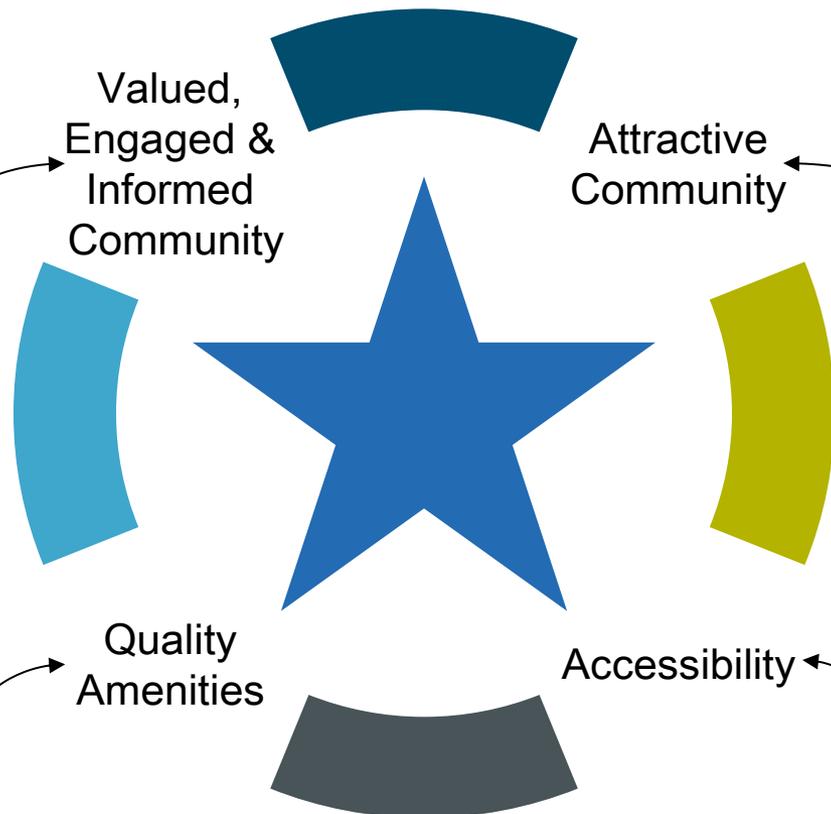
- Diverse offering of cultural events and exhibits
- Recreational opportunities
- Vibrant neighborhoods and healthy business districts
- Maintain natural environment and unique assets

Quality
Amenities

Accessibility

- Safe, accessible, bicycle and pedestrian friendly
- Public transportation
- Regional connectivity
- Convenience of public services

- Indicators:
- Community and Neighborhood Desirability
 - Community Engagement
 - Community Satisfaction
 - Participation in Community Activities, Events and Exhibits



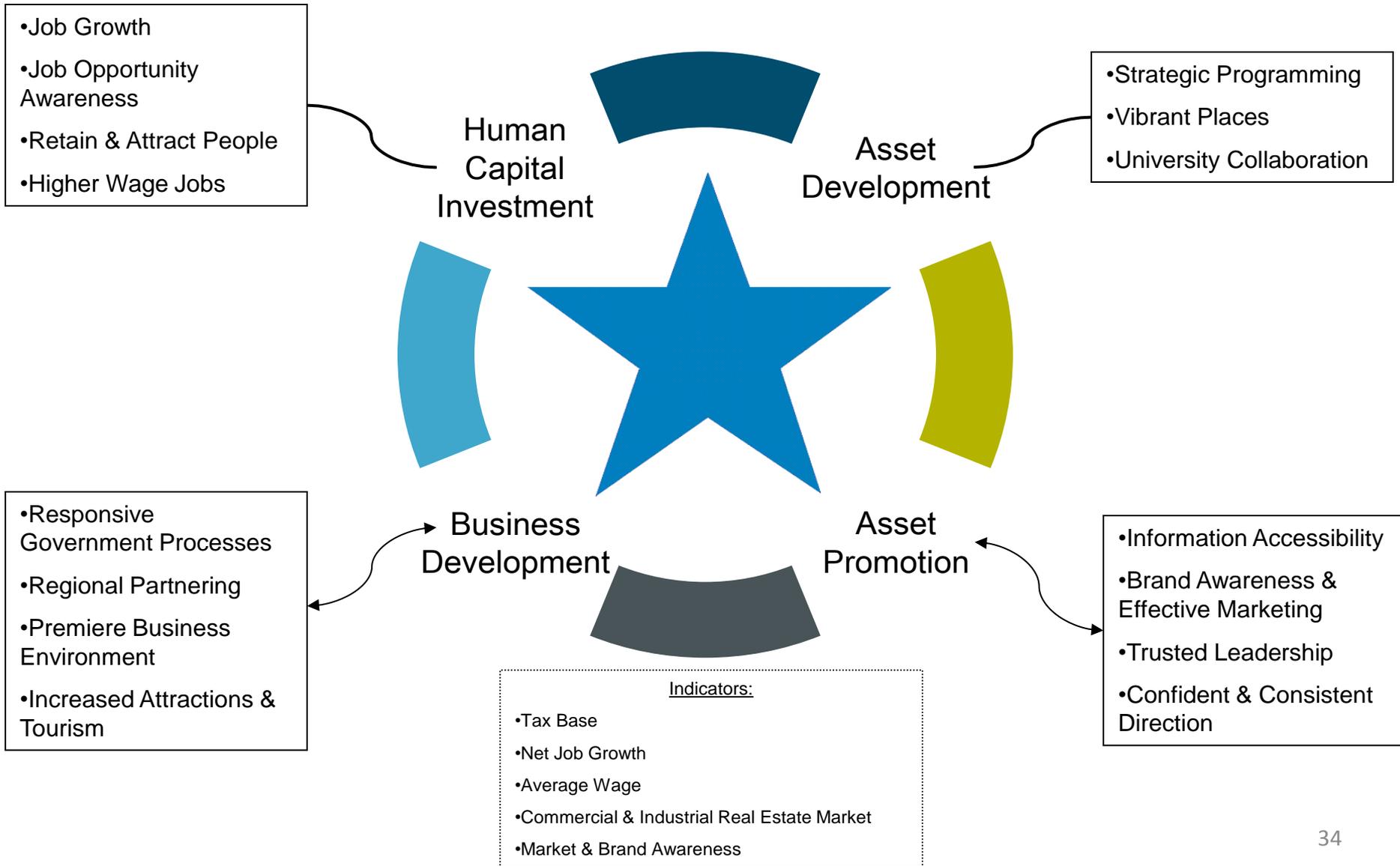
Livability: \$15,661,081



- Planning and Urban Design Services
- Traffic Engineering, Transportation Planning, and Project Management
- Library Books and Materials
- Code Enforcement
- Athletics
- Landscape Management
- Park Management
- Urban Forestry
- Community Recreation
- Neighborhood Library Services
- Outdoor Education
- Youth Development
- SWM Trash Collection
- SWM Collection Inspectors
- HUD General Administration and Internally-Operated Housing Programs
- SWM Physically and Topographically Challenged Solid Waste Collection Services
- SWM Bulk Collection
- Community Sustainability Programming
- SWM Brush Collection/Leaf Collection
- SWM Operations (Call Center)
- SWM Recycling Collection

Economy

Cultivate a thriving business environment and innovative workforce opportunities to ensure the prosperity of our community, recognizing our role in both the regional and global economies



Economy - \$4,919,271



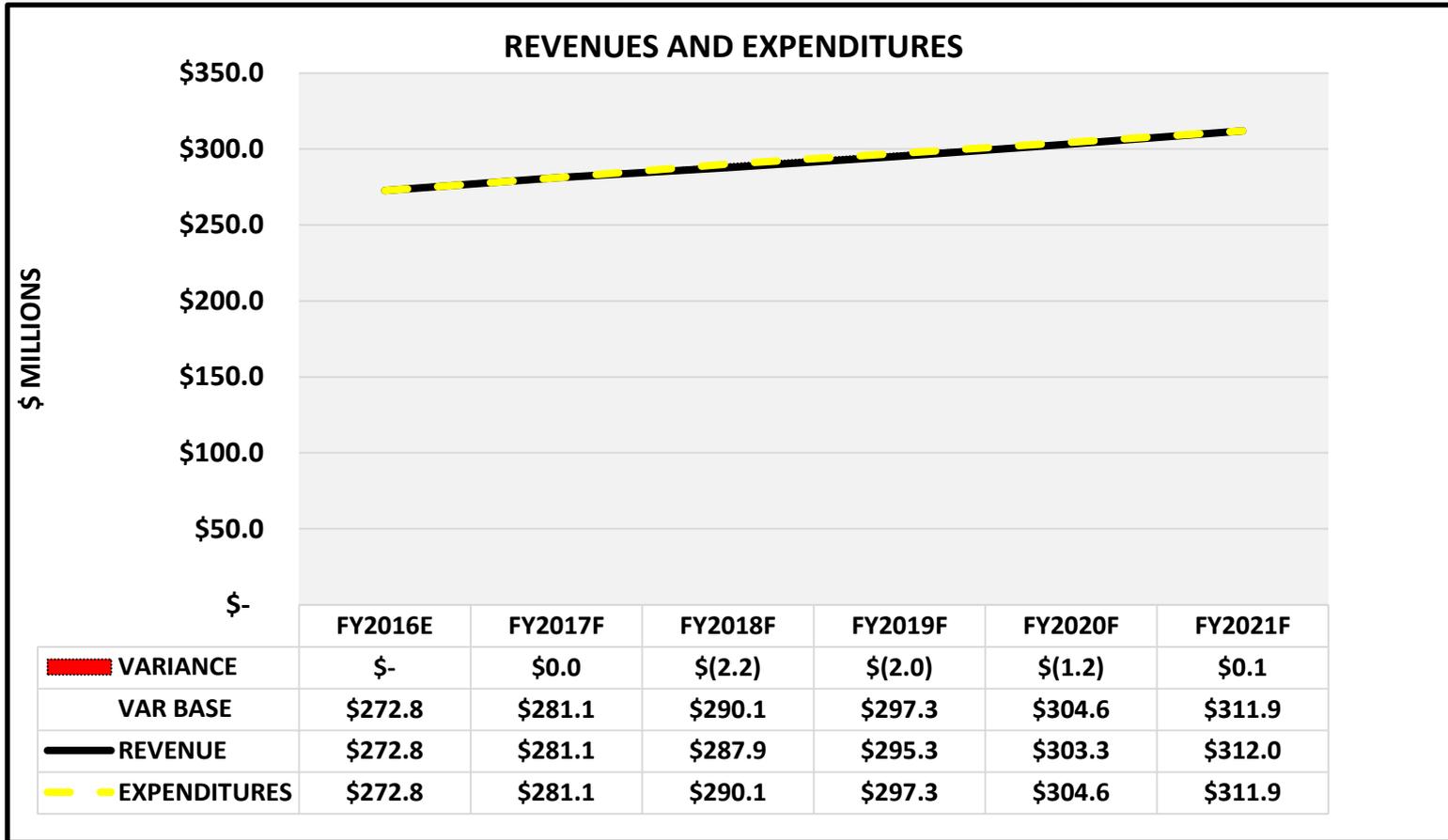
- Business and Workforce Development
- Asset Development for the Economy
- Asset Promotion for Economic Development
- Asset Development for Economy and Education – Roanoke Arts Commission
- Percent (%) for the Arts

Non-Departmental: \$24,601,692



- Civic Center Subsidy
- Budget Contingency
- Salary Lapse
- Line of Duty Act
- Memberships and Affiliations
- District Taxes (Williamson Road & Downtown)
- Miscellaneous
- Mini Grant/Donation Contingency
- Miscellaneous Claims Contingency
- GRTC Subsidy Public Transportation
- Excess Debt Capacity
- Transfer to Debt Serve
- Transfer to Storm Water Utility
- Transfer to Reserves
- Dental
- Extended Illness Leave
- Medical
- OPEB
- Payroll Accrual
- Reclassification Contingency
- Termination Leave
- Unemployment Wages
- Workers' Compensation – Medical, Wages

5 Year Financial Model

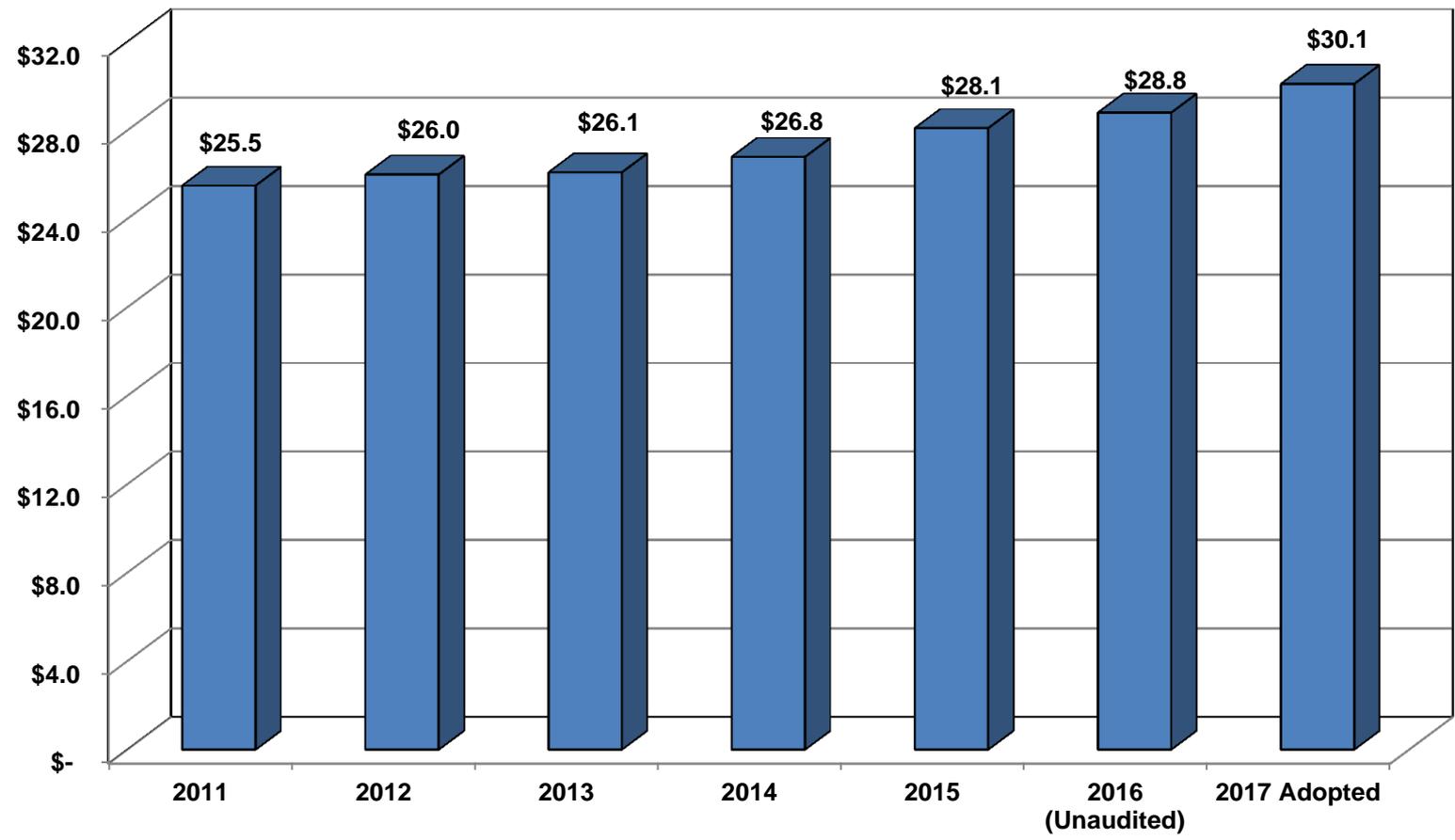


Assumption	Percentage and Time Period
Operating Expenditure Growth	2% in FY 18-21
Salary Increases	2% in FY 18-21
Real Estate Tax Growth	1% in FY 18 - 2.5% in FY 19-21
Personal Property Tax Growth	3% in FY 18-21
Prepared Food and Beverage Tax Growth	3% in FY 18-21
All Other Revenue Growth	3% in FY 18-21



Unassigned Fund Balance

Millions



Outside Agency Funding



Five categories:

- Agencies funded by agreement – the amount may be by contract or it may be discretionary
- Sponsorships
- Dues/Memberships
- Human Service Advisory Board agencies
- Roanoke Arts Commission agencies

Outside Agency Funding (cont.)

Agencies Funded by Agreement in FY17:

Roanoke Valley Convention and Visitors Bureau	\$1,725,000
Health Department	\$1,555,792
Regional Center for Animal Care & Protection	\$924,801
District Taxes (Downtown & Williamson Rd)	\$697,000
Roanoke Valley Broadband Authority (debt service and operating expense)	\$542,702
Blue Ridge Behavioral Healthcare	\$448,890
Market Building Support	\$300,000
Roanoke Regional Partnership	\$215,829
Roanoke Valley Television (RVTV)	\$211,361
DRI – Special Event Coordination	\$135,000
Community College Access Program (CCAP)	\$100,000
Roanoke Valley –Alleghany Regional Commission	\$89,388
Virginia Cooperative Extension	\$80,407
Roanoke Valley Greenway Commission	\$42,880
New River Valley Commerce Park	\$35,000
Mill Mountain Zoo	\$33,120
Interstate 73 Coalition, LLC	\$24,000
Roanoke Valley Transportation Planning Organization	\$14,837
Roanoke Valley –Alleghany Regional Commission – Regional Bicycle Coordinator	\$12,000
Roanoke Valley–Alleghany Regional Commission – Roanoke River Blueway	\$5,200

Funding recommendations in the future would be based on review of agreement.

Outside Agency Funding (cont.)

Sponsorships in FY17:

CityWorks XPO and Co Lab	\$65,000
Roanoke Valley Sister Cities	\$10,800
Virginia Western Community College Scholarships	\$10,303
Miss Virginia Pageant	\$9,600
Blue Ridge Soil & Water Conservation District	\$3,000
City of Salem – NCAA Championships	\$2,880
Renovation Alliance (formerly Rebuild America)	\$2,400

Funding recommendations in the future would be based on review and discussion by Budget Committee.

Outside Agency Funding (cont.)

Dues/Memberships in FY17:

Virginia Municipal League	\$29,510
Roanoke-Blacksburg Technology Council	\$2,000
Transdominion Express	\$2,000

Funding recommendations in the future would be based on review and discussion by Budget Committee.

Outside Agency Funding (cont.)



Human Services Advisory Board (HASB):

Human Services Advisory Board	\$409,052
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- Going forward into FY18, the following additional agencies will submit their funding requests through this group:
 - LEAP -- \$10,000
 - Roanoke Community Garden Association -- \$10,000
- The Board's funding allocation for FY18 will likely need to be increased to accommodate funding for additional groups.

Outside Agency Funding (cont.)



Roanoke Arts Commission (RAC):

Roanoke Arts Commission	\$269,220
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- Going forward into FY18, the following additional agencies will submit their funding requests through this group:
 - Taubman Museum of Art -- \$70,000
- The Board's funding allocation for FY18 will likely need to be increased to accommodate funding for additional groups.

Outside Agency Funding (cont.)



- **Several agencies funded in the FY17 adopted budget do not fall into any of the new categories:**
 - Center in the Square -- \$285,760 -- recommend it be established as a “legacy” agency and treated as a line item in the budget
 - Total Action for Progress (TAP) -- \$160,000 -- recommend it be established as a “legacy” agency and treated as a line item in the budget
 - Roanoke Regional Small Business Development Center -- \$10,000 – recommend it be included as part of an Economic Development Dept offer
- **Barring any unforeseen circumstances, outside agencies would no longer submit requests for General Fund funding as a line item. All requests would fall into one of the above categories. Any exceptions would be reviewed on a case-by-case basis.**

Percent for the Arts



Annual Budget Allocation

FY 2017	\$21,500
FY 2016	\$32,200
FY 2015	\$38,900
FY 2014	\$89,000
FY 2013	\$9,400
FY 2012	\$43,000
FY 2011	\$34,228
FY 2010	\$123,704
FY 2009	\$78,096
FY 2008	\$235,000
FY 2007	\$32,000

The annual budget for the Percent for the Arts program is equivalent to one percent (1%) of the construction cost for each new construction or major renovation of public buildings included in the CIP, with a maximum allocation of \$100,000 per eligible project.

FY 2017-2018 Strategic Issues/ Challenges



- State budget shortfall - \$1.2 billion for the current biennium
 - \$564.4 million in FY 2017
 - \$632.7 million in FY 2018
 - Uncertain of impact on localities
- Local revenue growth is expected to create challenges
- Medical insurance rates increasing 10% for Calendar Year 2017 Renewal
 - 34% increase in medical claims
 - 15% increase in pharmacy claims
 - Making revisions in benefit structure
- Pension fund investment performance will impact annual required contribution
- State Revenue Sharing funds not allocated for paving and sidewalk maintenance
- Competitive Compensation
- Equipment Replacement

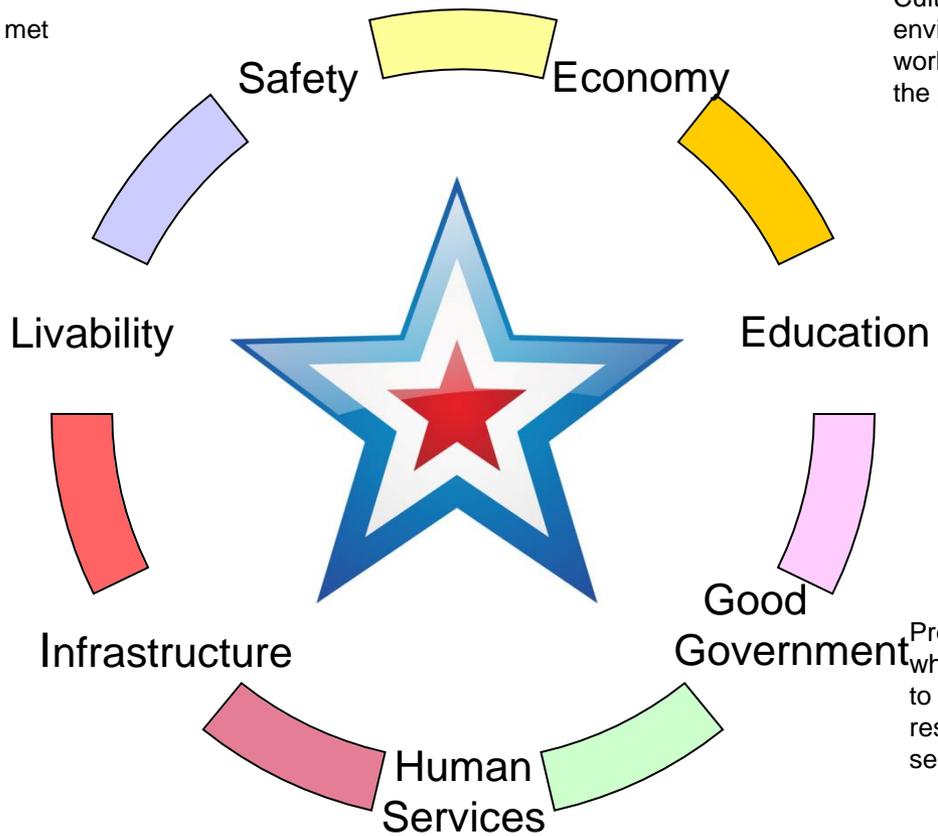
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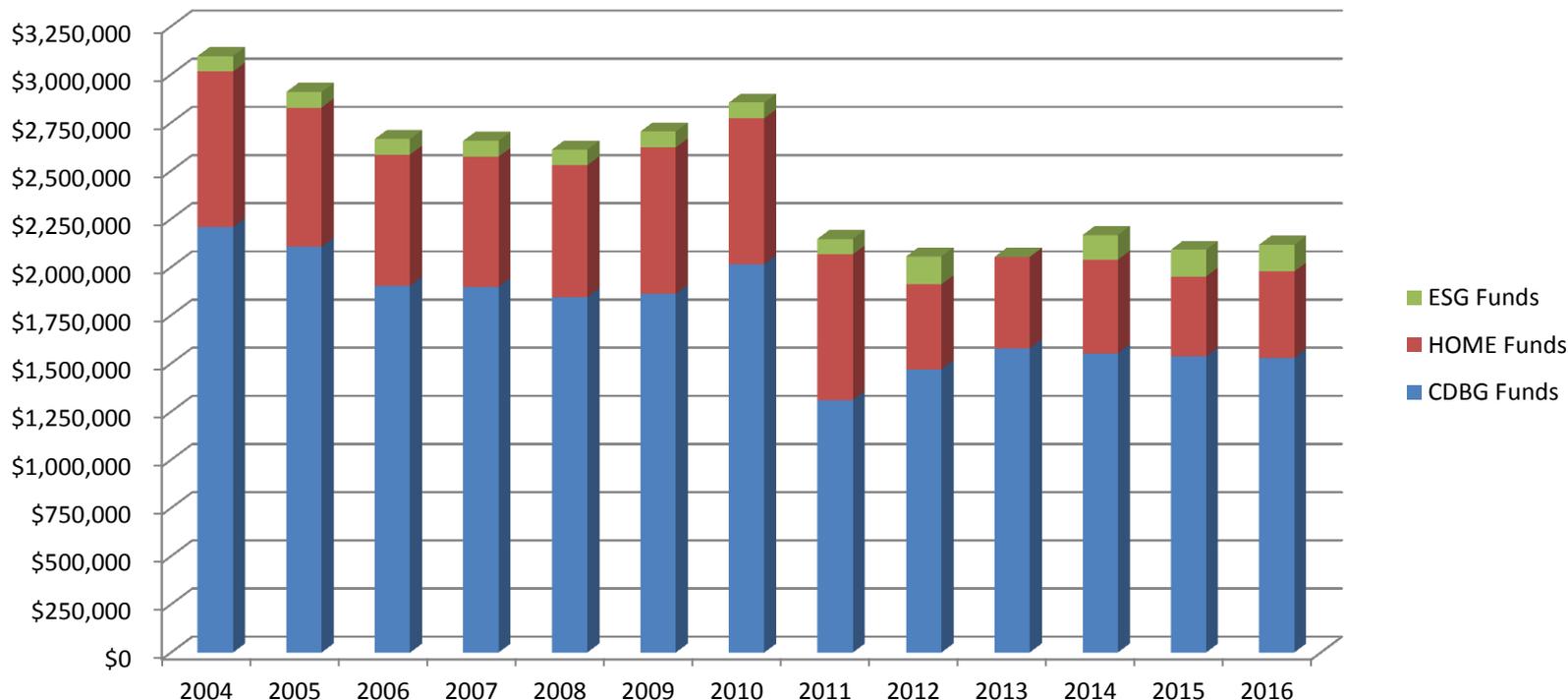
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HUD Overview



Annual funding for the Community Resources division is comprised of the Community Development Block Grant (CDBG), HOME Investment Partnership Program, Emergency Solutions Grant (ESG), as well as some additional program income that varies from year to year.

Over the 12 year period shown, CDBG Entitlement funding has decreased by 31%, and HOME funding has decreased by 49%.

HUD Overview (cont.)



Focus areas for these funds have included:

- 2002 – 2006: SE By Design, \$9.0 million investment (public and private)
- 2004 – 2008: Gainsboro, \$6.4 million investment (public and private)
- 2007 – 2012: Hurt Park, \$7.0 million invested (public and private)
- 2011 – 2016: West End, \$10.3 million invested (public and private)
- Current: Melrose-Orange, \$1.6 million invested so far (public funds)

The Melrose-Orange Target Area (MOTA) is the primary focus for 2016, and will include:

- Rehabilitation of owner-occupied housing
- New home ownership development
- Infrastructure planning

Parking Fund Financial Review



- **Parking Fund As an Enterprise Fund**

- Manages 4,000 off street parking spaces in (7) Garages and (4) Lots;
- Manages and ensures turnover of over 3,000 On-Street Parking Spaces;
- Provides parking to support businesses/events, residents, tourists, and student parking demands;
- Ensures that revenues are sufficient to recover operating/non-operating costs (debt service) and life cycle maintenance of parking assets;
- Strives to maintain reserve to address capital needs of the Parking Fund;

Parking Fund Financial Review



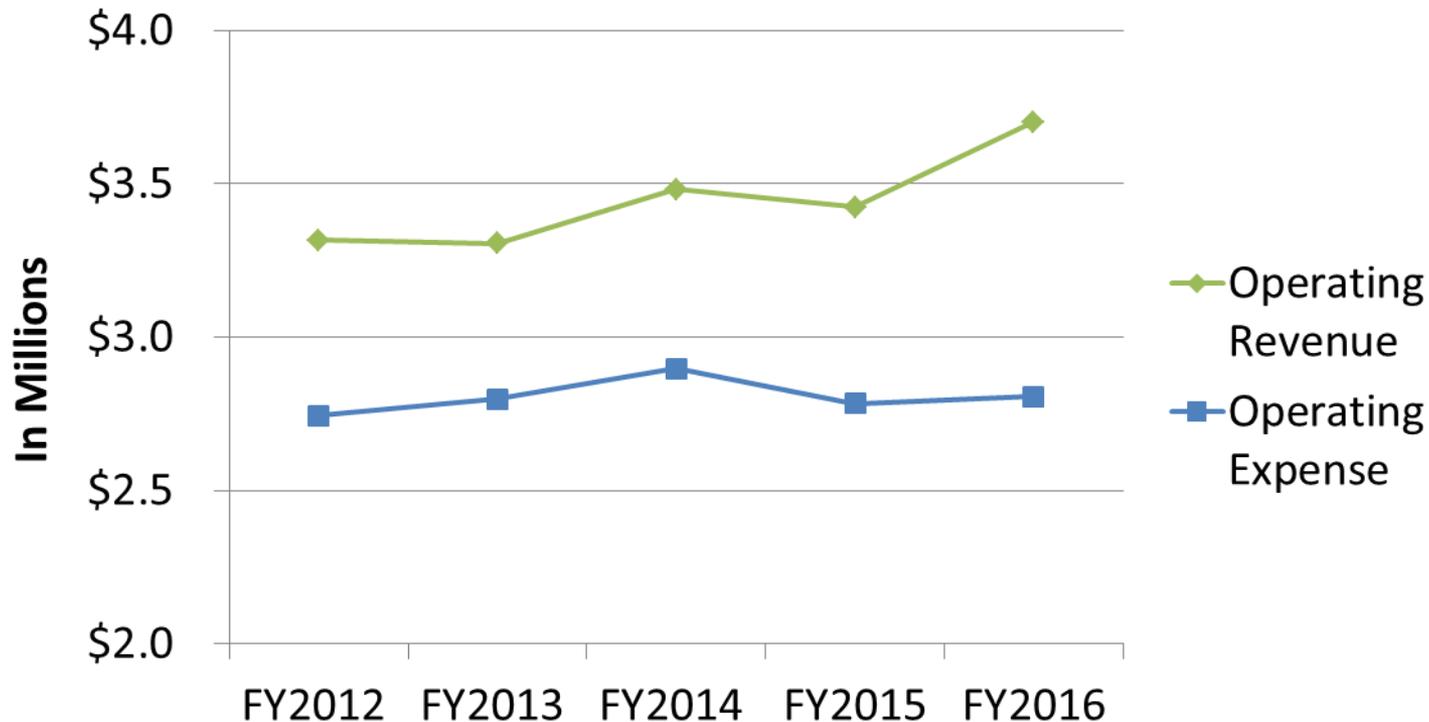
• Parking Fund Current Statistics

- Average Occupancy Off-Street 3,700
- Current Residential Off-Street 600
- Current Off Street Parking Rates
 - Reserved Rate \$ 90-\$105 /month
 - Unreserved Rate \$ 40-\$85 /month
 - Residential Rate \$ 20/month
 - Daily Rate \$.50/half hr-\$1.00/half hr
 - Maximum Daily Rate \$6-\$8
 - Evening/Saturday* \$3-\$4 * only in certain core decks/lots
- Overnight Market Garage \$6
- On-Street parking is not a pay to park system

Parking Fund Financial Review

- **Parking Fund Revenues versus Operating Expenses**

(Data for FY2016 is unaudited. Data from FY2012 – FY2015 is as of June 30th audited financial statements.)



Parking Fund Financial Review



- **Parking Fund Completed Capital Maintenance Projects**
 - LED Interior Lighting Upfits- Center in the Square Garage
 - Elevator Modernization- Elmwood Park Garage
 - Sprinkler System Replacement- Tower Garage
 - Access/revenue Equipment Replacement- Market Garage
 - Dual Elevator Modernizations- Church Avenue Garage *
 - Parking Services -Vehicle Replacements (2)
 - Parking Services-Software and Hardware upgrades
 - Scheduled Preventative Maintenance Repairs- Elmwood, Tower, Church, and Gainsboro Garages
 - Pay on Foot Station- Market, Gainsboro and Higher Ed Lots
 - LED lighting upgrades completed in all garages in high traffic areas and elevators

*under contract

Parking Fund Financial Review



- **Parking Fund Current Analysis**

- Parking Fund is addressing its funding needs from its revenue stream;
- Prolonging useful life of all assets through preventative maintenance and the 5 year capital plan;
- Embracing new technology and best practices to reduce operating costs over the long term;
- Consolidating parking operations favors balanced rate structures;
- Enhancing city on-street parking assets with sound turnover strategies will allow the downtown to maximize its growth.

Parking Fund Financial Review



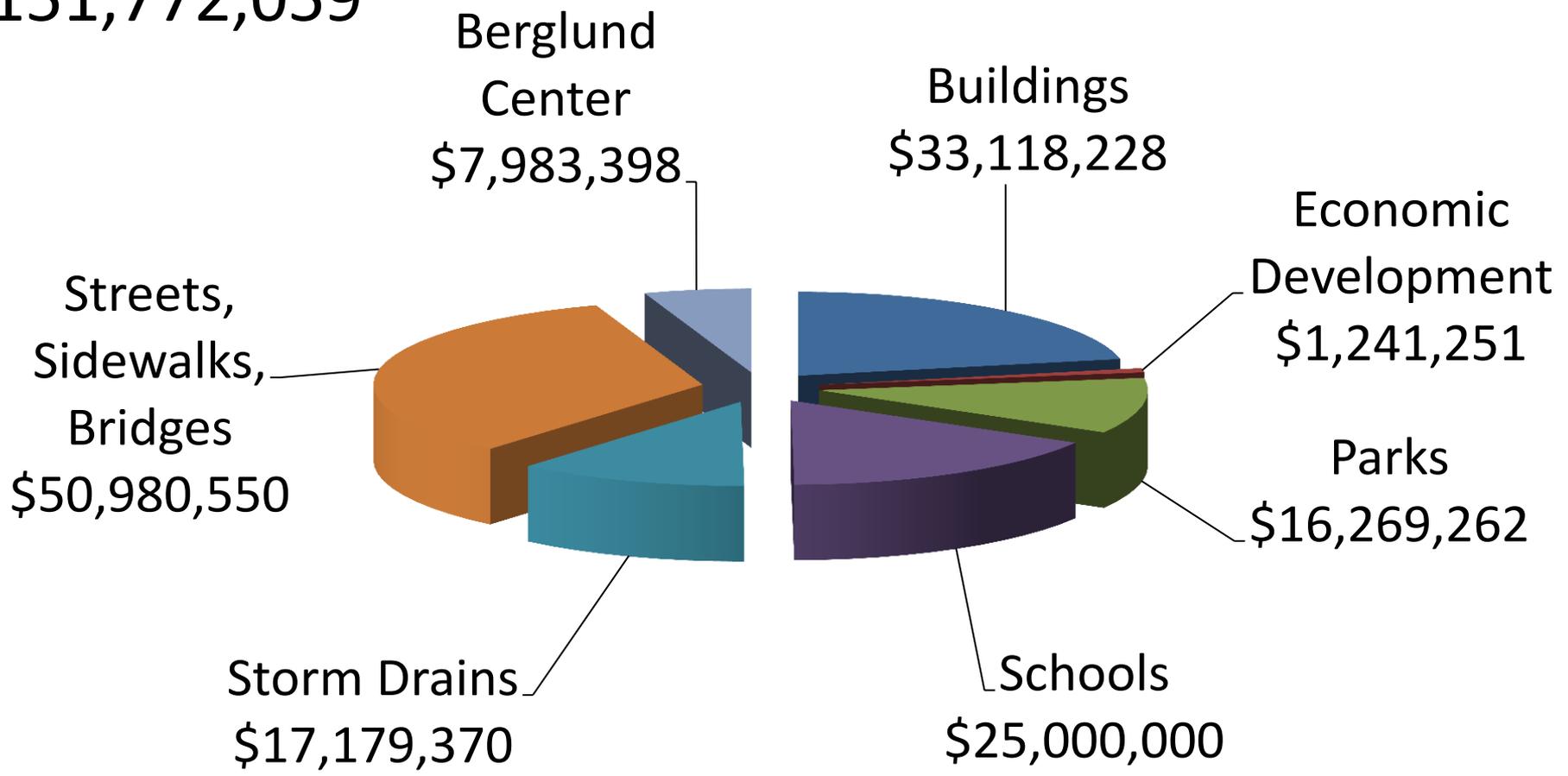
- **Looking Forward- Strategic Issues to be Addressed**
 - Annual benchmarking of market rate parking;
 - Create business model to enable full replacement of existing parking equipment in all garages;
 - Fully fund Capital Projects as defined in the 5 Year Capital Maintenance Plan;
 - Promote on street parking turnover by further modeling of metering solutions;
 - Enhance parking management strategies to encourage long term parkers to utilize garages vs on-street short term spaces;
 - Support public/private mobility strategies;
 - Work closely with Economic Development agencies to meet new development parking needs and leverage investment.

Capital Improvement Plan Overview



FY 2017 – FY 2021

\$151,772,059



Debt Issuance Planning FY 2017-2021



Project	2017	2018	2019	2020	2021	Total
RCPS	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 25,000,000
Bridge Renovation	8,050,000	-	-	-	11,000,000	19,050,000
Library Master Plan	2,845,000	2,769,000	550,000	5,000,000	-	11,164,000
P&R Master Plan	2,500,000	2,500,000	2,500,000	1,000,000	1,000,000	9,500,000
Civic Center	-	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000
Stormwater Management	1,620,000	2,000,000	2,000,000	2,000,000	2,000,000	9,620,000
Curb, Gutter and Sidewalk	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	7,000,000
Street Scapes	500,000	500,000	500,000	500,000	500,000	2,500,000
Fire Facility Master Plan	-	810,000	5,400,000	-	645,000	6,855,000
911 Center	1,500,000	10,000,000	-	-	-	11,500,000
Colonial Avenue Street Improvements	2,500,000	-	-	-	-	2,500,000
10th Street Improvements	1,000,000	700,000	-	-	-	1,700,000
Total	\$ 26,515,000	\$ 27,279,000	\$ 18,950,000	\$ 16,500,000	\$ 23,145,000	\$ 112,389,000

Capital Improvements - Buildings



- **911 Center (projected spending from FY 2017-2021 is \$11,634,298)**
 - Architectural & Engineering in FY 2017
 - Construction in FY 2018
 - Actively working on strategies to reduce costs
- **Fire Facility Master Plan (projected spending from FY 2017-2021 is \$6,856,126)**
 - Station No. 7 Memorial Avenue
 - Architectural/Engineering in FY 2018
 - Construction in FY 2019
 - Station No. 2 Noble Avenue
 - Architectural/Engineering in FY 2021
 - Construction in FY 2022
 - Station No. 8 Crystal Springs Avenue
 - Architectural/Engineering in FY 2024
 - Construction in FY 2025

Capital Improvements - Buildings



- **Library Master Plan (projected spending from FY 2017-2021 is \$14,627,804)**
 - Williamson Rd Branch Renovation
 - Currently under construction
 - Melrose Branch Renovation
 - Preliminary conceptual design underway
 - Construction in FY 2018
 - South Roanoke E-Branch
 - Construction in FY 2019
 - Main Library Renovations Phase II
 - Architectural Engineering in FY19
 - Construction in FY 2020
 - Countryside Storefront Branch
 - Timing subject to private development

Capital Improvements - Economic Development



- **Arts and Cultural Contributions (projected spending from FY 2017-2021 is \$641,570)**
 - Harrison Museum (prior commitment outstanding of \$250K)
 - YMCA (annual commitment of \$100K ends FY 2017)
 - VA Museum of Transportation (annual commitment of \$100K ends FY 2018)
 - Jefferson Center (annual commitment of \$100K ends FY 2018)
- **Gill Memorial Building Renovation (projected spending for FY 2017 is \$599,681)**
 - Complete in FY 2017

Capital Improvements - Parks



- **Greenways and Trails (projected spending from FY 2017-2021 is \$5,704,019)**
 - Garden City Greenway (FY 2017)
 - Roanoke River Greenway - Bridge the Gap – revised project estimate results in funding gap of \$3.5M; additional RSTP funds of \$1.5M allocated
- **Parks and Recreation Master Plan (projected spending from FY 2017-2021 is \$10,565,243)**
 - Council briefed at September 6, 2016 meeting
 - Planned projects include:
 - Rivers Edge Sports Complex – North Phase I Improvements
 - Tinker Creek Greenway Phase II
 - Existing Park Facility Improvement
 - Outdoor Pool Improvements
 - Indoor Recreation Space (Feasibility Study)

Capital Improvements - Schools



- **Projected spending from FY 2017-2021 is \$25,000,000**
- Round Hill Phase IV (Winter 2016)
- RCPS Maintenance Upgrades
 - William Ruffner roof replacement (Winter 2016)
 - Breckinridge roof replacement (Summer 2017)
- Fallon Park renovation and expansion (Summer 2017 through Summer 2020)

Capital Improvements – Storm Drains



- **Neighborhood Storm Drain Program (projected spending from FY 2017-2021 is \$17,179,370)**
 - 14 neighborhood projects completed
 - 4 projects under construction
 - 25 projects in design, plan review, right-of-way acquisition, bid solicitation

Capital Improvements - Bridges, Streets & Sidewalks



- **Recently Completed Large Bridge Projects**
 - 9th Street over Roanoke River (\$2.4 Million)
 - 9th Street over NSRW (\$1.4 Million)
 - Old Mountain Road over Tinker Creek (\$3.6 Million)

Capital Improvements - Bridges, Streets & Sidewalks (cont.)



- **Bridges in Construction phase during FY 2017**
 - Gilmer Avenue Box Culvert (Summer 2016)
 - Brandon Avenue over Murray Run (Summer 2016)
 - Dale Avenue over Tinker Creek (Summer 2016)
 - Franklin Road over NSRW (Fall 2016)
 - Berkley Road over Glade Creek (Summer 2017)
 - 13th Street over NS, SW (Summer 2017)

Capital Improvements

Bridges, Streets & Sidewalks (cont)



Main Street/Wasena Bridge

- Planning phase is beginning now
- \$22 million and 2 year estimate for construction beginning in Spring 2021
- **Total Bridge Renovation/Replacement Program projected spending from FY 2017-2021 is \$25,762,715**

Capital Improvements

Bridges, Streets & Sidewalks (cont.)



- **Curb, Gutter and Sidewalk Program (projected spending from FY 2017-2021 is \$9,647,499)**
 - Continued focus on current listing of requested projects
 - Miller Court curb/gutter
- **Passenger Rail Infrastructure (projected spending from FY 2017-2021 is \$1,500,000)**
 - Construction of platform and street adjustments expected to begin in November
 - Department of Rail and Public Transportation requested that planning begin for a brick and mortar station
 - *Multi-modal station to accommodate passenger rail and bus transit?*

Capital Improvements

Bridges, Streets & Sidewalks (cont.)



- **Street Improvement Projects (projected spending from FY 2017-2021 is \$11,154,312)**
 - 10th Street NW
 - Colonial Avenue
 - Orange Avenue / King Street
- **Streetscape Project Improvements (projected spending from FY 2017-2021 is \$2,916,024)**
 - 9th Street SE from Riverland Road to Morgan Avenue
 - 13th Street completed

Capital Improvements Berglund Center Renovations

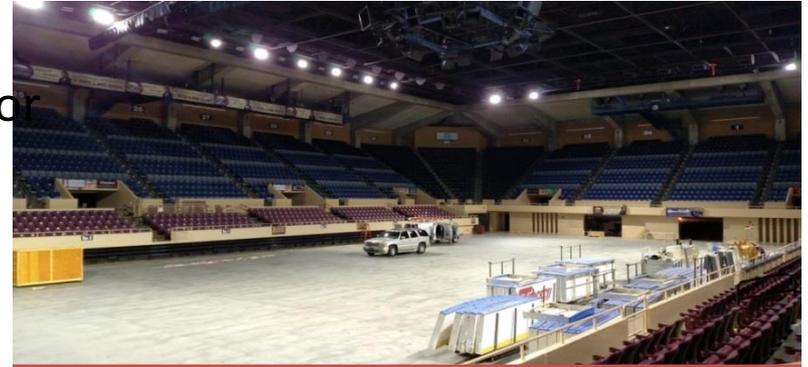


Completed projects include:

HVAC system improvements Exterior door replacement

Coliseum lighting

Coliseum seat replacement



Ice rink system replacement

Coliseum scoreboard replacement

Capital Improvements

Berglund Center Renovations



- **Planned future projects include (projected spending from FY 2017-2021 is \$7,983,398):**
 - Coliseum restroom renovations
 - Berglund Performing Arts Theatre (BPAT) stage replacement
 - BPAT dressing room renovations
 - BPAT lighting upgrades

Projects not Currently in Capital Improvement Plan



- Public Works Service Center Master Plan – \$1.2 million
- Williamson Road Streetscape Improvements -- \$7.6 million
- Valley View Interchange Connection to Evan Springs -- \$48.3 million

FY 2018 Budget Briefings



- Council Briefings:
 - January : Local Tax Projection, Non-Discretionary Cost Increases, Retirement, 5 Year Financial Plan
 - February : Price of Government, Offers by Priority, Capital Planning
 - March : Ranked Offers by Priority, Capital Planning
 - April : Balancing Strategies, Revenue Adjustments/Enhancements, Capital Planning, Cash Funding for One-Time Expenses
 - April : Presentation of FY 2018 Recommended Budget
 - May : Budget Study and Adoption of FY 2018 Budget

Process Questions or Comments?

What should we focus on?



Discussed

Follow-up