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# Proposed FY 2026-27 Capital Plan

May 2026

Budget and Performance Management

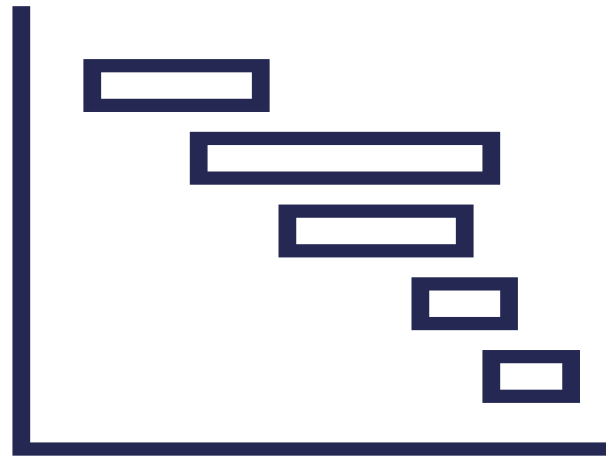
# Agenda for Capital Plan Workshop

CURRENT CAPITAL ENVIRONMENT

PROPOSED FY 2027-32 CAPITAL PLAN

UNFUNDED REQUESTS

# Current Projects and Funding



**Current Capital  
Environment**



## RECENTLY COMPLETED MAJOR PROJECTS

- Meadowlark Road Widening (\$12.4M)
- Liberty/Main Two-Way Conversion (\$7.8M)
- Twin City Trail (MUP – East) (\$5.5M)
- Hawthorne Road Culvert Replacement (\$4.2M)
- Old Salisbury Road Repair (\$2.9M)
- Bethabara Road Culvert Replacement (\$2.7M)
- Innovation Quarter Stormwater Facility (\$2.1M)
- Petree Road Sidewalk (\$1.7M)
- Muddy Creek Streambank Restoration (\$1.5M)
- Winston Lake Golf Course Phase I (\$1.0M)
- Cedar Trail Sidewalk (\$1.0M)
- Robinhood Road Sidewalk (\$900K)

# Winston Lake Golf Course Improvements Phase 1



**Twin City Trail (MUP – East)**



**Liberty/Main Two-Way Conversion**



**Liberty/Main Two-Way Conversion**



**Meadowlark Road Widening**



**Robinhood Road Sidewalk**

**Muddy Creek Streambank Stabilization**



**Petree Road Sidewalk**

**Bethabara Road Culvert Repair**



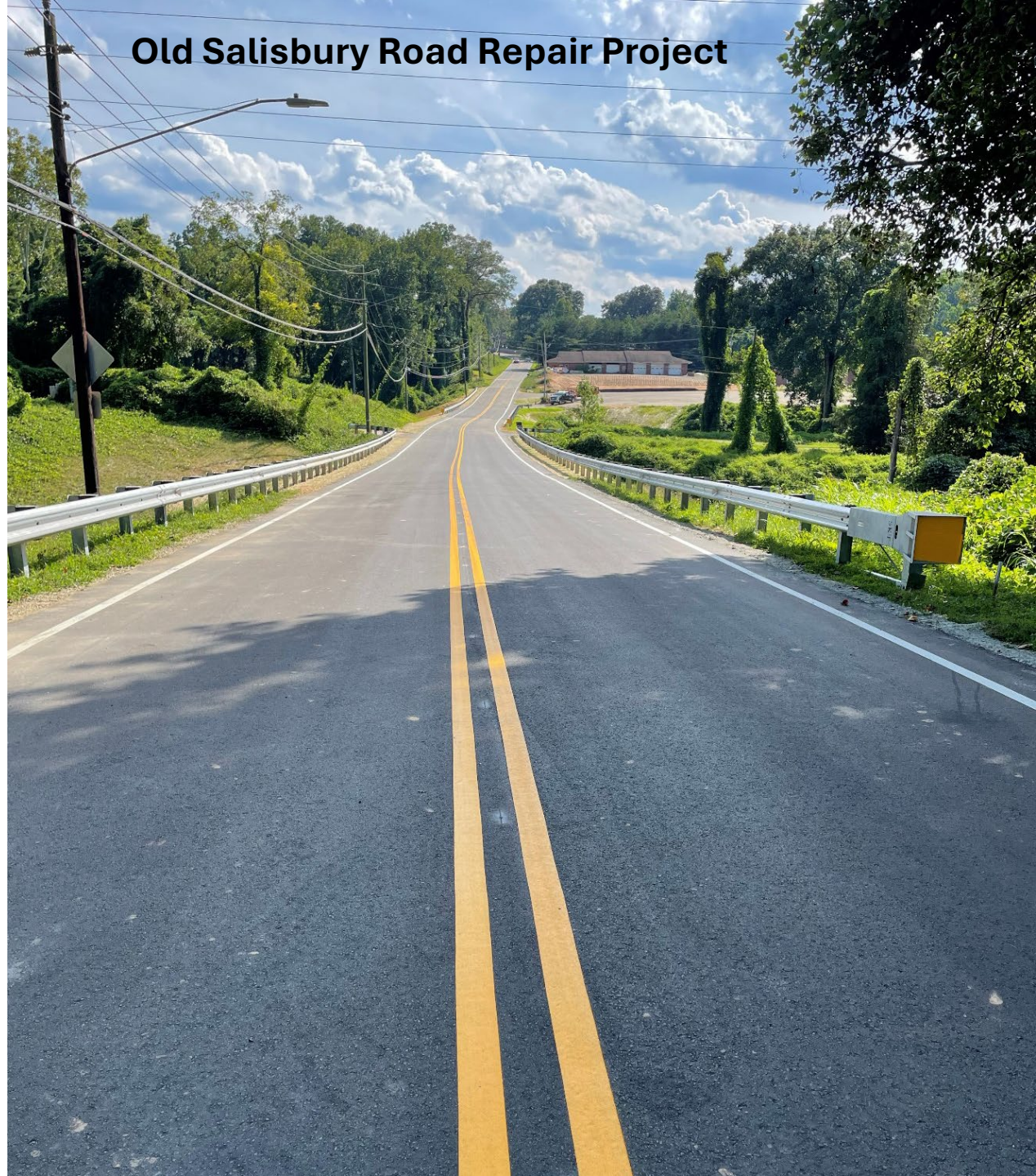
**Canal Drive  
Streambank and  
Road Repair**



**Hawthorne Road Culvert Repair**



**Old Salisbury Road Repair Project**



# Current Capital Projects over \$100K by Service Area

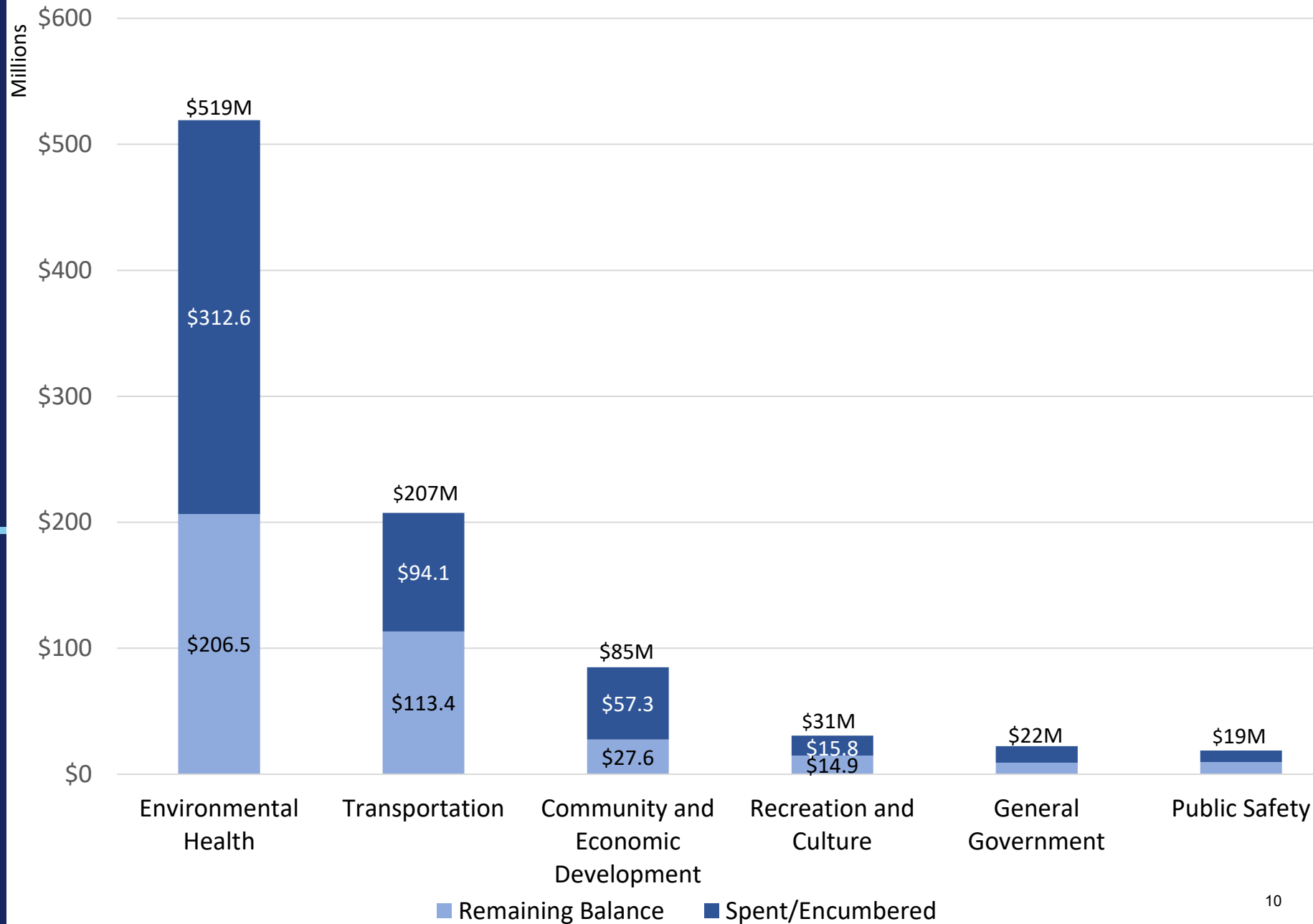
Service Area	Number of Projects Over \$100K	Total Authorized Budget	Remaining Balance
Community and Economic Development	33	\$84,915,710	\$27,648,296
Environmental Health	142	519,098,845	206,533,735
Public Safety	16	18,864,599	9,652,870
Transportation	94	207,436,877	113,380,877
Recreation and Culture	57	30,694,172	14,850,208
General Government	33	22,334,259	9,214,378
<b>Totals</b>	<b>375</b>	<b>\$883,344,462</b>	<b>\$381,280,364</b>

# Current Capital Projects

Total Authorized Budgets: \$883.4M (all Service Areas)

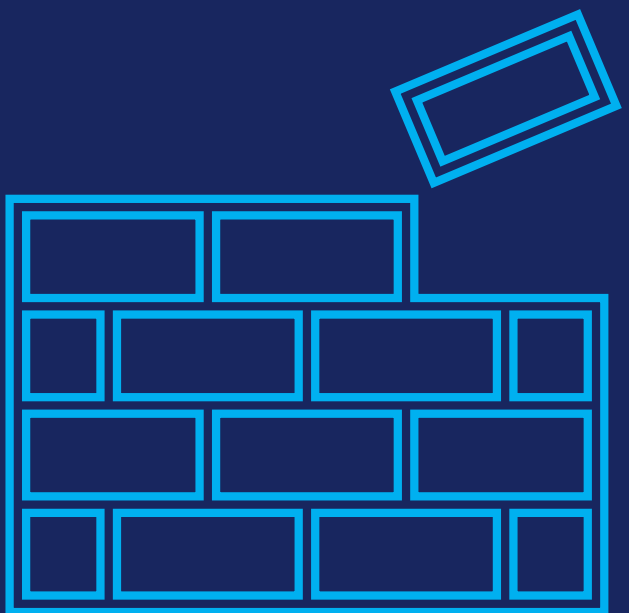
56.8% of funds spent/encumbered

## Total Project Budgets Over \$100K by Service Area



- MULTI-USE PATH – WEST (\$6.1M)
- LONG BRANCH TRAIL (\$8.6M)
- NW BOULEVARD IMPROVEMENTS (\$1.0M)
- SIDEWALKS
  - Silas Creek Parkway (\$8.6M)
  - Griffith Road (\$4.2M)
  - Brewer Road (\$3.2M)
  - Barbara Jane Avenue (\$800K)
- BRIDGES
  - W. First Street (\$6.8M)
  - Old Greensboro Road (\$5.3M)
  - Glade Street (\$4.5M)

## FUNDED MAJOR PROJECTS



# Recent Environment



Staff capacity



Higher project costs



Contractor shortages

# Recent Environment



Staff capacity



Higher project costs

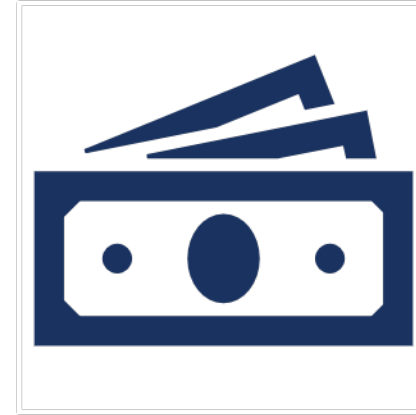


Contractor shortages

# Current Environment



**Staff capacity**



**Higher project costs**

# Strategies to Move Us Forward

- Designated \$1.3 cents (\$5M for previous two-thirds bond funding) for maintenance beginning in FY 26 capital plan
- Continuing to limit new projects
- Utilizing MPO funds to cover majority of higher costs for previously authorized transportation projects
- Using completed project balances to fund shortfalls wherever possible
- Currently conducting facility needs assessments and space planning studies to properly plan for future facility maintenance, replacement, or additions

# Proposed Capital Improvement Plan



## **Proposed FY 2027-2032 Capital Improvement Plan**

# Capital Plan Introduction

## Six-Year Plan

- First year appropriates capital expenditures for that budget year
- Subsequent five years show projected/planned expenditures

## Funds Major, Non-Recurring Expenditures

- Construction, purchase or major renovations of buildings, streets, etc.
- Purchase of land for redevelopment, right-of-way, or sites associated with buildings
- Stimulation of economic development

# FY 2027-32 Capital Planning Overview

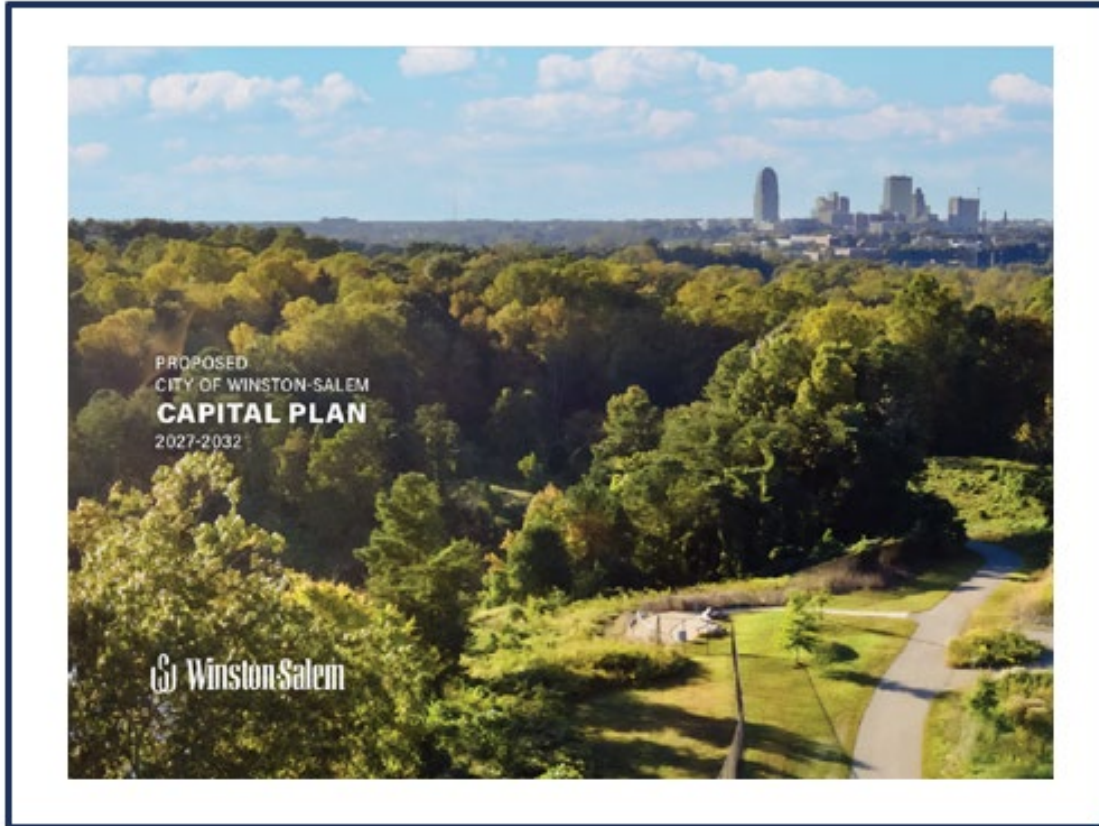
## PRIORITIZATION

- Safety
- Regulatory Compliance
- Maintenance/Asset Management
- Strategic Investments

## UNFUNDED PROJECTS

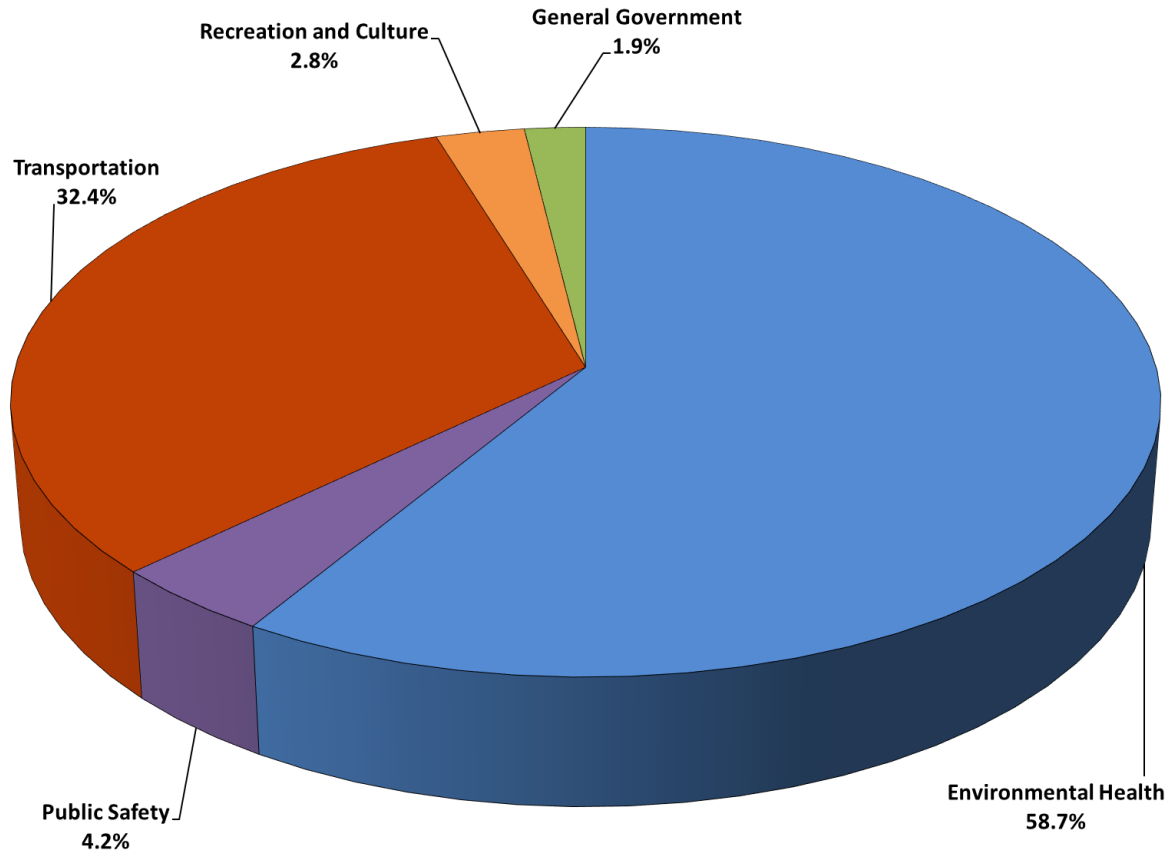
- Continue to refine list based on facility condition assessments
- Review priorities and current balances

# FY 2027-32 Capital Planning Overview



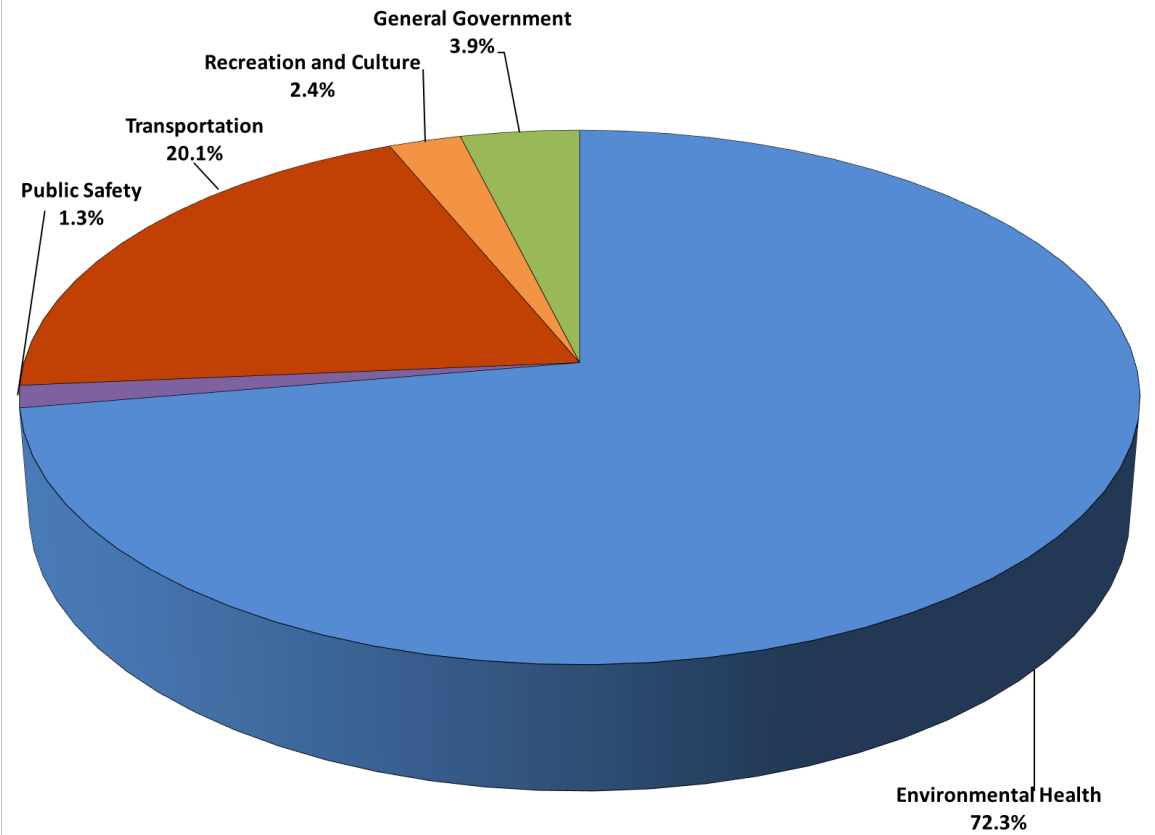
- Funds major infrastructure projects for:
  - Streets
  - Sidewalks
  - Greenways
  - Water and Wastewater
  - Solid Waste Disposal
  - Stormwater
- Planned appropriations for future years will likely change to align with updated strategic planning goals, and results of the City-wide facility needs assessment

# Proposed Expenditures - FY 2027-32 Capital Plan



**Budget Year 2026-2027**

**Total: \$104,319,670**



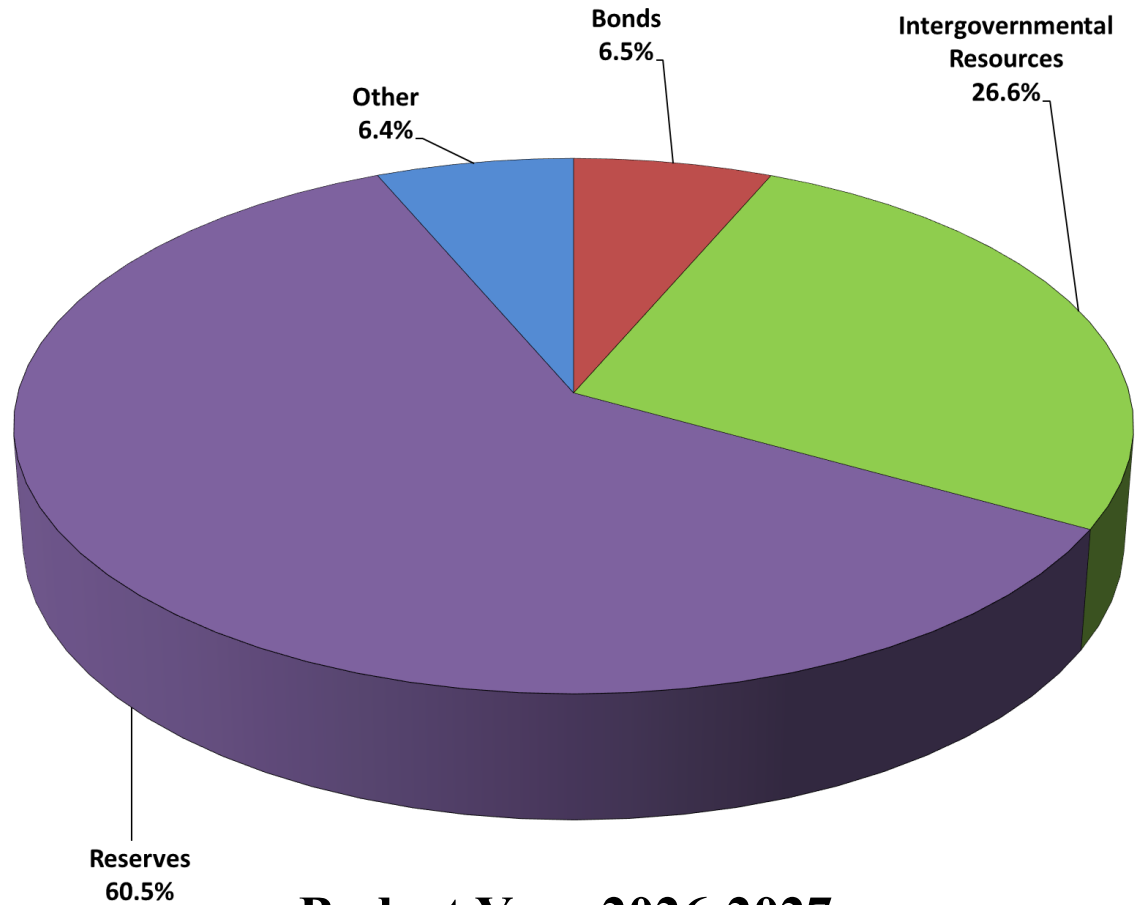
**Six-Year Summary 2027-2032**

**Total: \$585,984,340**

# Proposed Expenditures - 2027-32 Capital Plan

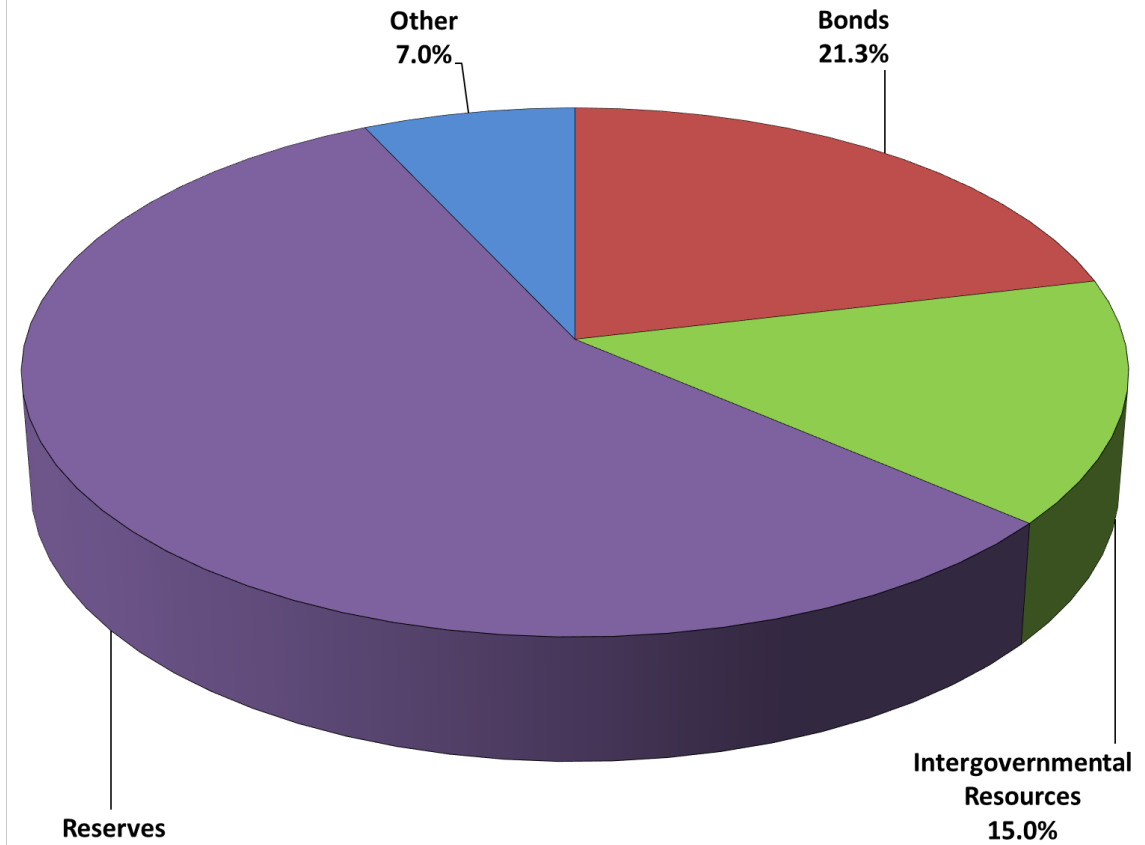
<b>EXPENDITURE TOTALS BY SERVICE AREA</b>							
	<b>Budget Year FY 26-27</b>	<b>Planning Year FY 27-28</b>	<b>Planning Year FY 28-29</b>	<b>Planning Year FY 29-30</b>	<b>Planning Year FY 30-31</b>	<b>Planning Year FY 31-32</b>	<b>Six-Year Total</b>
Community and Economic Development	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
Environmental Health	61,245,000	78,723,100	60,539,000	78,754,000	92,181,000	52,225,000	<b>423,667,100</b>
Public Safety	4,337,500	500,000	750,000	750,000	750,000	750,000	<b>7,837,500</b>
Transportation	33,783,620	16,145,870	25,180,600	14,214,750	14,234,750	14,248,750	<b>117,808,340</b>
Recreation and Culture	2,933,850	2,266,350	2,321,350	2,321,350	2,321,350	1,711,350	<b>13,875,600</b>
General Government	2,019,700	569,900	6,664,600	671,900	11,483,700	1,386,000	<b>22,795,800</b>
<b>Total Proposed Expenditures:</b>	<b>\$104,319,670</b>	<b>\$98,205,220</b>	<b>\$95,455,550</b>	<b>\$96,712,000</b>	<b>\$120,970,800</b>	<b>\$70,321,100</b>	<b>\$585,984,340</b>

# Proposed Funding Sources - FY 2027-32 Capital Plan



**Budget Year 2026-2027**

**Total: \$104,319,670**



**Six-Year Summary 2027-2032**

**Total: \$585,984,340**

# Proposed Funding Sources - FY 2027-32 Capital Plan

## FUNDING SOURCE TOTALS BY TYPE

	Budget Year FY 26-27	Planning Year FY 27-28	Planning Year FY 28-29	Planning Year FY 29-30	Planning Year FY 30-31	Planning Year FY 31-32	Six-Year Total
Revenue Bonds	\$0	\$13,000,000	\$12,000,000	\$21,000,000	\$35,000,000	\$0	\$81,000,000
Limited Obligation Bonds	0	18,083,100	0	0	0	0	18,083,100
Two-Thirds Bonds	6,755,000	0	8,240,000	0	10,760,000	0	25,755,000
Motor Vehicle Privilege Tax	1,691,480	1,691,480	1,691,480	1,691,480	1,691,480	1,691,480	10,148,880
Federal Transit Administration	5,673,170	5,684,890	4,628,680	4,640,000	4,656,000	4,667,200	29,949,940
Gasoline Tax Revenue	5,714,620	5,294,620	5,294,620	5,294,620	5,294,620	5,294,620	32,187,720
General Fund	5,019,700	5,069,900	5,120,600	5,171,900	5,223,700	5,276,000	30,881,800
US Department of Transportation	16,802,400	320,000	8,784,000	0	0	0	25,906,400
Stormwater Management Fund	7,435,000	10,855,000	7,695,000	7,400,000	8,816,000	4,050,000	46,251,000
Water and Sewer Fund	51,950,000	36,300,000	40,350,000	49,850,000	47,850,000	47,650,000	273,950,000
Solid Waste Disposal Fund	1,860,000	485,000	494,000	504,000	515,000	525,000	4,383,000
Winston-Salem Transit Authority Fund	1,418,300	1,421,230	1,157,170	1,160,000	1,164,000	1,166,800	7,487,500
<b>TOTAL FUNDING SOURCES</b>	<b>\$104,319,670</b>	<b>\$98,205,220</b>	<b>\$95,455,550</b>	<b>\$96,712,000</b>	<b>\$120,970,800</b>	<b>\$70,321,100</b>	<b>\$585,984,340</b>

# Proposed Funding Sources - FY 2027-32 Capital Plan

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# FY 2027-32 Proposed Capital Plan

## FY 2026-27 BUDGET PROJECTS BY SERVICE AREA AND DEPARTMENT

SUMMARIES OF SELECTED PROJECTS AND CATEGORIES

# Proposed FY 2026-27 Project Highlights

<b>Public Safety Projects</b>	<b>Amount</b>
Police Evidence Vehicle Holdover Lot	\$2,625,000
Police Facility Security Improvements – Phase 2	1,312,250
Public Safety Facility Renewal	400,000
<b>Total:</b>	<b>\$4,337,500</b>

# FY 2026-27 Project Highlights

## Police Evidence Vehicle Holdover Lot



- FY 2026-27 Funding - \$2,625,000
  - Structural issues with current site
    - On old landfill site
    - Lost 30+ parking spaces from erosion
  - Additional capacity needed
  - Evaluating suitable replacement sites

# Proposed FY 2026-27 Project Highlights

<b>Transportation Projects (Non-WSTA)</b>	<b>Amount</b>
Lowery Street Reconstruction	\$10,507,000
Street Resurfacing	7,150,000
Piedmont Regional Greenway	4,972,000
Brushy Fork Greenway Phase 4	2,058,400
Jonestown Road Sidewalk	1,300,000
Traffic Safety Projects	525,000
Traffic Calming Projects	146,350
Greenway Development	32,700
<b>Total:</b>	<b>\$26,692,150</b>

# FY 2026-27 Project Highlights Federally-Funded Projects



- Utilizing \$16.8M in federally-funded grants through the TPO in FY 27 to address higher costs of previously authorized projects
  - Lowery Street Reconstruction (\$9.9M from TPO)
  - Piedmont Regional Greenway (\$4.2 from TPO)
  - Brushy Fork Greenway Phase 4 (\$1.7M from TPO)
  - Jonestown Road Sidewalk (\$1.0M from TPO)
- FY 27 local matches total \$2,035,000 for the four projects listed above

# FY 2026-27 Project Highlights

## Street Resurfacing



- FY 2026-27 Funding - \$7,150,700
  - Powell Bill (State Gasoline Tax) - \$5.7M
  - Motor Vehicle Privilege Tax - \$1.1M
  - General Fund - \$300K
- Pavement condition assessment results will guide highest priority street segments to address
- Needs an additional \$4.85M annually to reach 30-year resurfacing cycle

# Proposed FY 2026-27 Highlights

<b>Winston-Salem Transit Authority</b>	<b>Amount</b>
WSTA Fixed Route Bus Replacement	\$6,336,120
WSTA TransAid Vehicle Replacement	756,350
<b>Total WSTA:</b>	<b>\$7,091,470</b>



# Proposed FY 2026-27 Project Highlights

<b>Recreation and Culture Projects</b>	<b>Amount</b>
Virginia Newell Massey Greenway Improvements	\$1,775,000
Park Bridge Improvements	500,000
Playground Renovations	283,850
Recreation Maintenance Projects	250,000
Swimming Pool Repairs	125,000
<b>Total:</b>	<b>\$2,933,850</b>

# FY 2026-27 Project Highlights

## Virginia Newell-Massey Greenway Improvements



- FY 2026-27 Funding - \$1,775,000
  - Repair of southern section to be completed in FY 27
  - Repair of northern section will coincide with Bowen Branch stream restoration (design to be completed in FY 27)

# Proposed FY 2026-27 Project Highlights

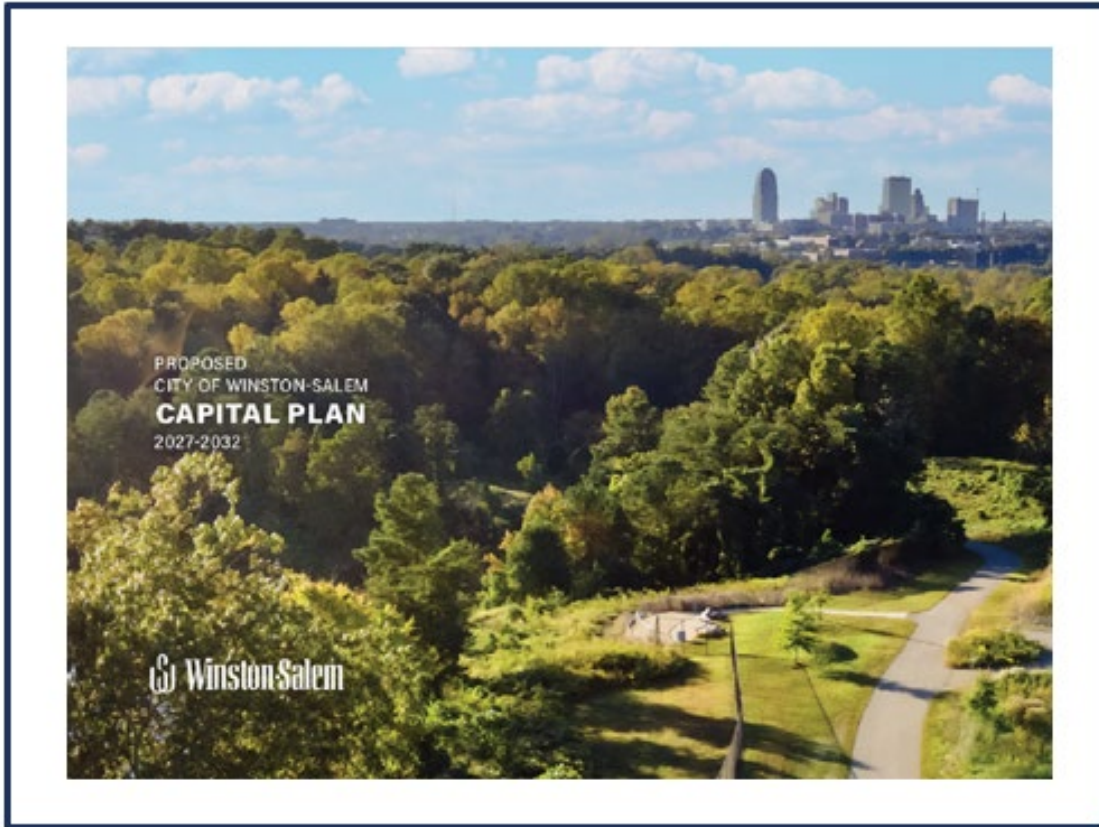
<b>General Government Projects</b>	<b>Amount</b>
General Government Facilities Renewal	\$1,019,700
Salt Storage Facility – Alternate Location	1,000,000
<b>Total:</b>	<b>\$2,019,700</b>



# Proposed FY 2026-27 Project Highlights

<b>Environmental Health Projects</b>	<b>Amount</b>
Water Distribution System Improvements Program	\$20,000,000
Wastewater Collection System Improvement Program	14,500,000
Stormwater Infrastructure Improvements	7,435,000
Lift Station Capacity / Condition Improvements	7,000,000
Other Water/Sewer Projects	5,950,000
NCDOT Road Widening Project Utility Relocations	4,500,000
Hanes Mill Road Solid Waste Disposal Projects	1,860,000
<b>Total:</b>	<b>\$61,245,000</b>

# Capital Plan – Planning Years FY 2028-32

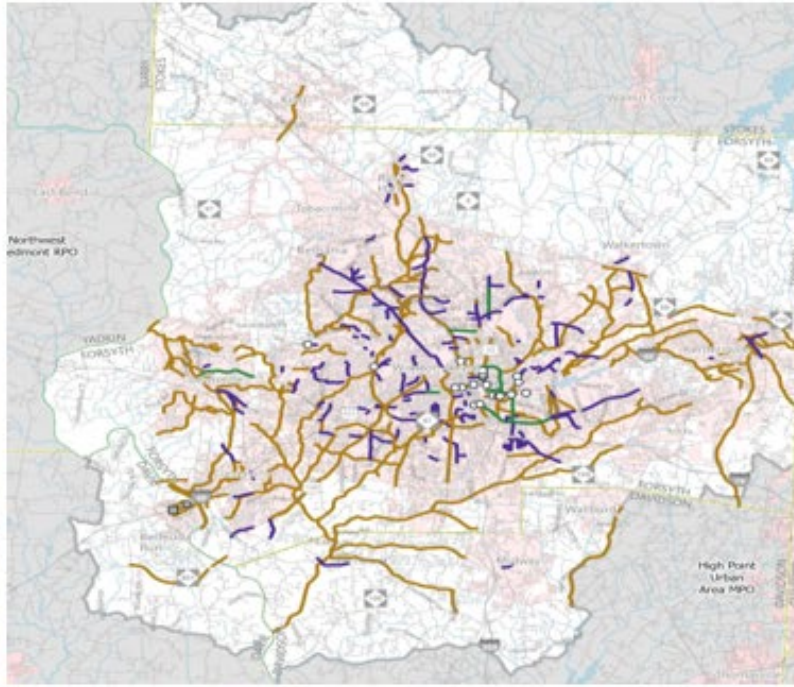


- Align future capital investments with strategic and long-term plans, as well as long-term debt model
- Review emergent needs for alternative funding
- Continue to reduce reliance on debt financing for projects that don't meet practical debt thresholds

# Unfunded Requests



**Unfunded Capital Project  
Requests**



# UNFUNDED CAPITAL REQUESTS

# Unfunded Capital Requests

## EXPENDITURE TOTALS BY SERVICE AREA

<b>Service Area</b>	<b>Total Six-Year Unfunded Request</b>
Community and Economic Development	\$155,500,000
Public Safety	244,579,500
Transportation	338,527,350
Recreation and Culture	148,370,000
General Government	62,600,000
<b>TOTAL UNFUNDED PROJECT NEEDS</b>	<b>\$949,576,850</b>

# Unfunded Capital Requests by Project Type

<b>PROJECT</b>	<b>UNFUNDED AMOUNT</b>	<b>PROJECT</b>	<b>UNFUNDED AMOUNT</b>
Fire Stations and Public Safety Facilities	\$244,579,500	Other (City Yard/General Govt)	31,600,000
Street Resurfacing	180,000,000	Sustainability	31,000,000
Recreation and Parks	95,200,000	Other Road/Transportation Projects	28,864,000
Affordable Housing/Homelessness	92,500,000	The Benton Improvements	20,000,000
Sidewalk / Bike / Pedestrian Projects	81,063,350	Bridge Replacements	13,600,000
Economic Development	63,000,000	<b>TOTAL UNFUNDED PROJECT REQUESTS</b>	<b>\$949,576,850</b>
WSTA Facility Improvements	35,000,000		
Fairgrounds Improvements	33,170,000		

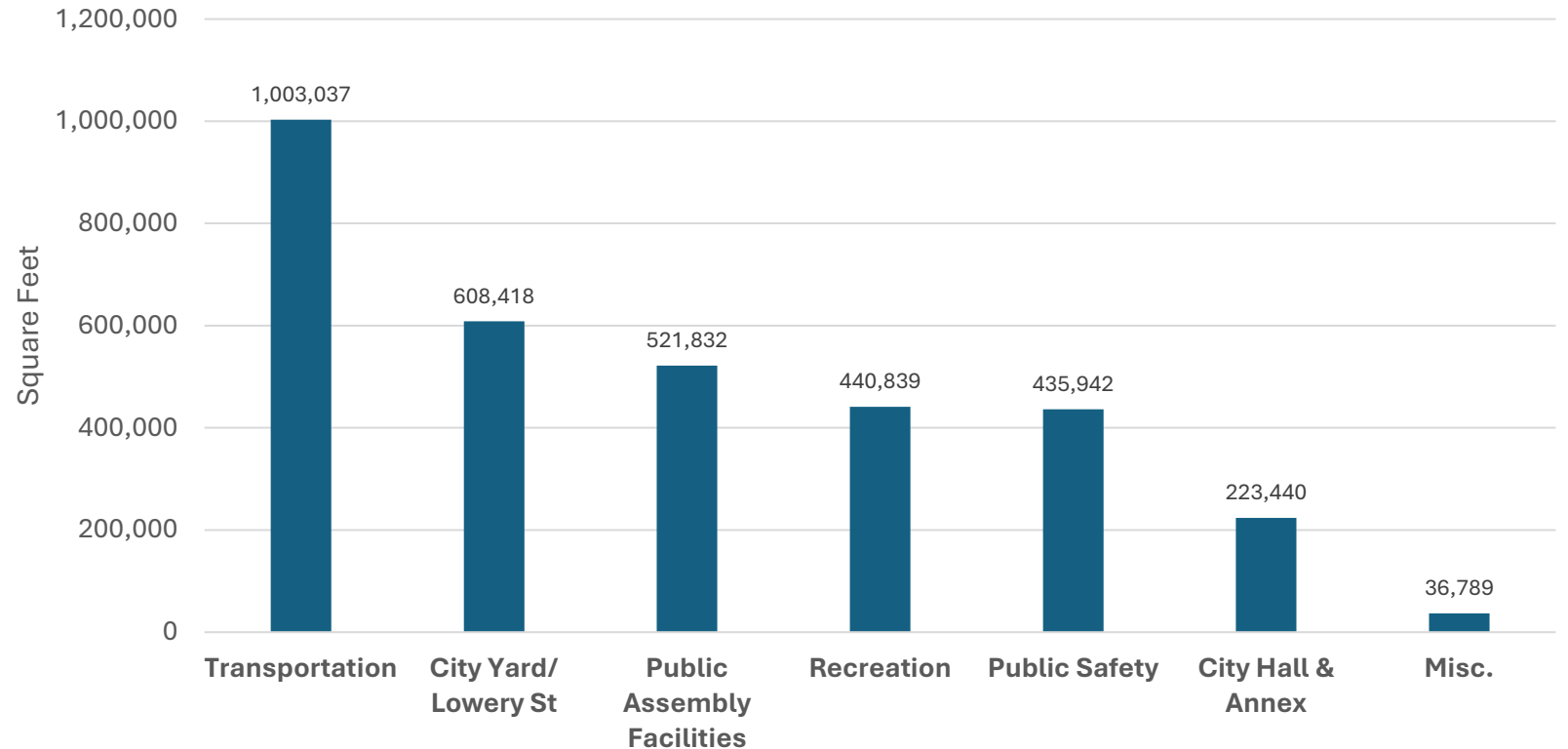
# Facility-Related Requests – Unfunded in Six-Year Window

- Public Safety - \$200 Million +
  - PSC Replacement, SOD Building Replacement, Fire Station Replacements, Fire Maintenance Facility Replacement, Fire Training Facility, etc.
- Public Assembly Facilities – Estimated \$50 million +
  - Convention Center, Fairgrounds Electrical and Other Improvements, Ballpark Needs, etc.
- WSTA Facilities – \$35 million
  - Transit Administration Building, Transit Center, WSTA Maintenance Facility
- General Government – \$30 million +
  - City Yard relocation, Joycelyn Johnson Municipal Center upfits, etc.

# NON-UTILITIES BUILDING FOOTPRINT

- Facility condition assessment approved in December will provide prioritization of building maintenance.
- Information should be available in fall of 2026 for immediate issues and future capital/maintenance planning efforts.

Facility Square Footage by Type



# NON-BUILDING ASSETS - EXAMPLES



1,056 MILES OF CITY-OWNED STREETS

20% of City streets rated as poor or worse (PCI < 55)



79 PARKS

47 playgrounds, 43 soccer fields, 109 tennis courts, 8 pools, 25 basketball courts



57 CITY-OWNED BRIDGES

28% of City bridges have a bridge sufficiency ratings lower than 50 points

# INTERGOVERNMENTAL REQUESTS



- Potential Federal and/or State-funded grant or earmark projects totaling \$22.5 million in the public safety service area:
  - Emergency Operations Center
  - Traffic Pre-Emption
  - Computer Aided Dispatch Replacement
  - Fire Station Security Upgrades
  - First Responder Training Track
  - Police Communications Center

# Moving Forward



## 1. Approach FY 2028-33 capital plan with updated information

- Utilize recommendations from facility condition assessment
  - Fund priority maintenance needs in operating budget
  - Identify priorities for facilities for major renovations / replacement
- Identify funding sources for mandatory projects

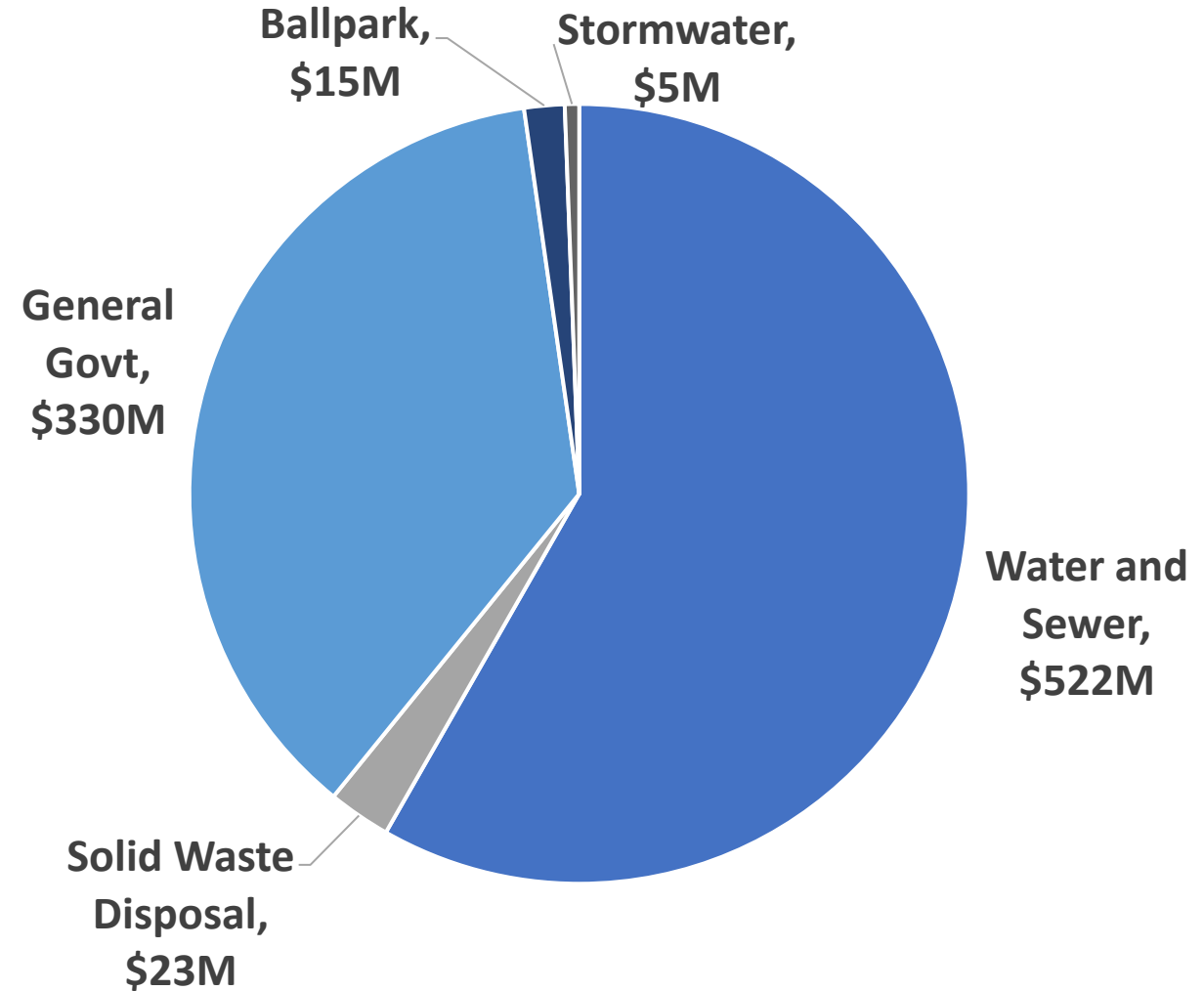
## 2. Begin implementation of 20-year vision

- Data driven model for needs/requests
- Ensure appropriate staffing/contractual services are in place to support plan execution

## OUTSTANDING DEBT PROJECTED AS OF 6/30/26

- Total: \$895,882,872
- Water and Sewer debt is 58% of total
- Types of Debt:
  - Revenue Bonds (\$378M)
  - General Obligation Bonds (\$204M)
  - Limited Obligation Bonds (\$151M)
  - Water / Sewer Loans (\$149M)
  - Installment Purchases (\$12M)

## Outstanding Debt by Service Area



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