



2025-2030
Capital Plan
City of Winston-Salem

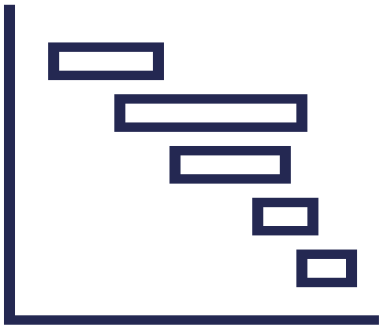


FISCAL YEAR 2024-25 PROPOSED CAPITAL PLAN

FINANCE COMMITTEE
WORKSHOP

MAY 30, 2024

CURRENT PROJECTS AND FUNDING



Current Capital Environment

General Government Debt Financing Since 2014

2014 GO Bonds	\$139.0M
2018 GO Bonds	\$122.0M
2015 LOBs	\$37.8M
2019 LOBs	\$18.3M
2023 LOBs	\$55.0M
2/3 Bonds	\$80.5M
Total	\$452.6M

**Unspent budgets for non-proprietary fund capital projects are \$183 million (includes additional funding sources not shown above).*

**SIGNIFICANT
RESOURCES HAVE
BEEN PROVIDED IN
THE LAST DECADE
FOR CAPITAL
IMPROVEMENTS**

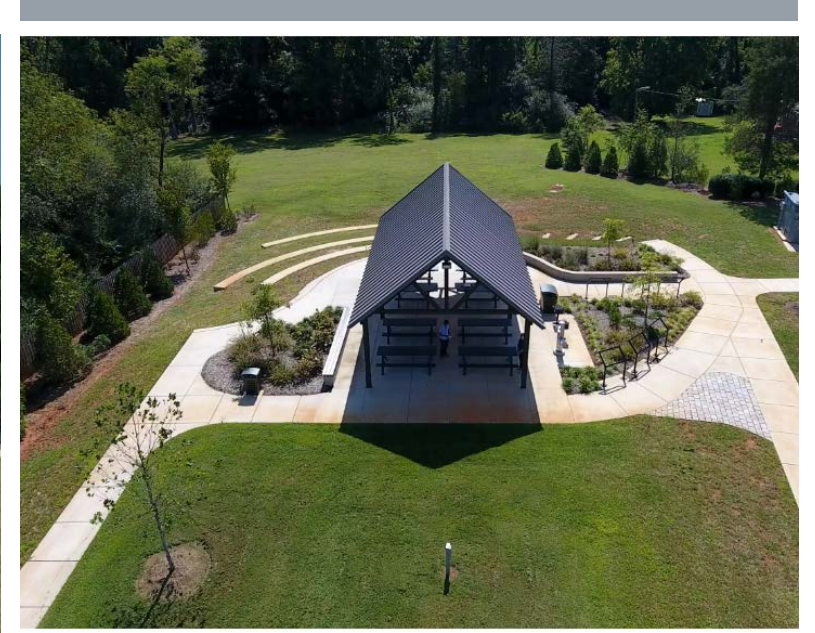
RECENTLY COMPLETED PROJECTS

- Fire Station #13
- Quarry Park – Phase 2
- Old Town Park Drainage Improvements
- Lakeview Drive Bridge
- First/Second Street Two-Way Conversion
- Easton Park Restroom



RECENTLY COMPLETED PROJECTS, CONTINUED

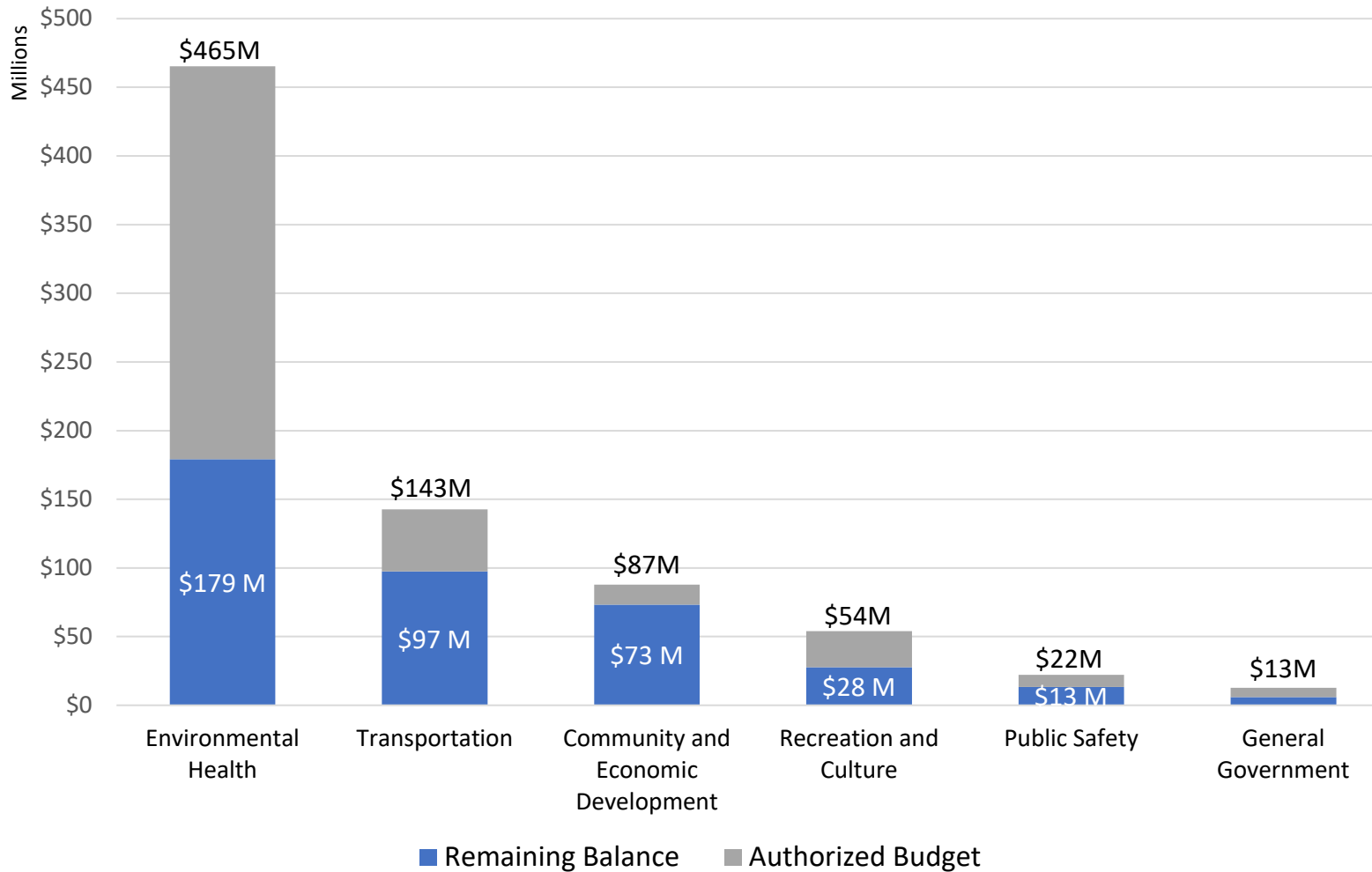
- Hanes Park - Phase 2
- Merschel Park
- Long Creek Park - Phase 1
- Bethania Freedman's Park
- Salem Lake Park – Phase 2
- Washington Park Improvements



CURRENT CAPITAL PROJECTS OVER \$100K BY SERVICE AREA

Service Area	Number of Projects Over \$100K	Total Authorized Budget	Remaining Balance
Community and Economic Development	42	\$87,808,059	\$73,263,174
Environmental Health	117	\$465,364,386	\$179,106,643
Public Safety	16	\$22,255,782	\$13,251,841
Transportation	72	\$142,646,221	\$97,406,700
Recreation and Culture	71	\$53,892,712	\$27,683,052
General Government	15	\$12,768,739	\$6,008,532
Totals	333	\$784,735,899	\$396,719,942

Total Project Budgets Over \$100K by Service Area



CURRENT CAPITAL PROJECTS

TOTAL AUTHORIZED BUDGETS:
\$784.7M (ALL SERVICE AREAS)

50.6% OF FUNDS SPENT

CURRENTLY FUNDED PROJECT EXAMPLES

Meadowlark Drive Widening

Long Branch Trail

W. First Street Bridge Replacement

Glade Street Bridge Replacement

Multi-Use Path (East and West)

Liberty/Main Two-Way Conversion

Old Salisbury Road Repairs

Piedmont Regional Greenway

Public Safety Training Complex

Winston-Lake Golf Course Improvements

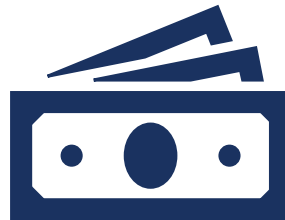
Joycelyn Johnson Municipal Services Center Roof Replacement

Long Creek Park Phase 2

CURRENT ENVIRONMENT



Staff vacancies



Higher costs



Contractor shortages

STRATEGIES TO MOVE US FORWARD

- Council Resolution (March 2023)
 - All new requests for projects and planning efforts to be approved by Council
- Evaluate Staff Resources
 - Continue to review opportunities to use external professional services
 - Implementation of compensation and classification study to recruit and retain employees - included in proposed FY 2024-25 Operating Budget
- Prioritize Current Projects
 - Focus on current projects and ensure timely completion

PROPOSED CAPITAL IMPROVEMENT PLAN



Proposed FY 2025-2030 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 2025-2030 CAPITAL PLANNING OVERVIEW

PRIORITIZATION

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

UNFUNDED PROJECTS

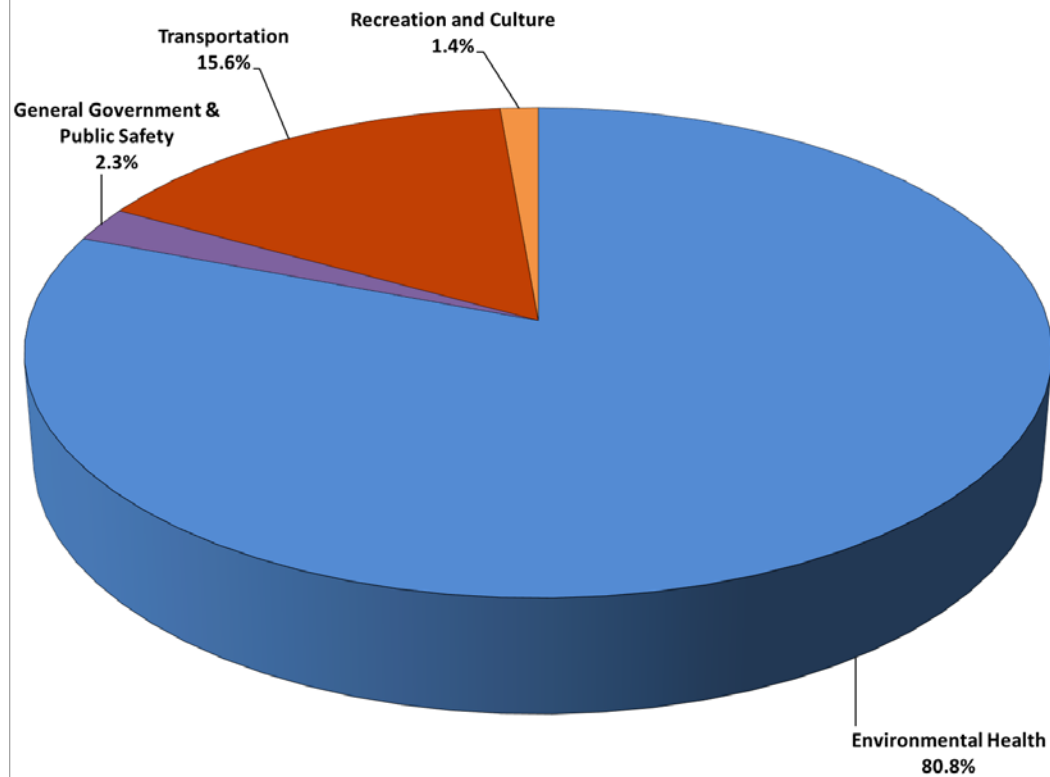
- Continue to refine list
- Review priorities and current balances

FY 2025-2030 CAPITAL PLANNING OVERVIEW



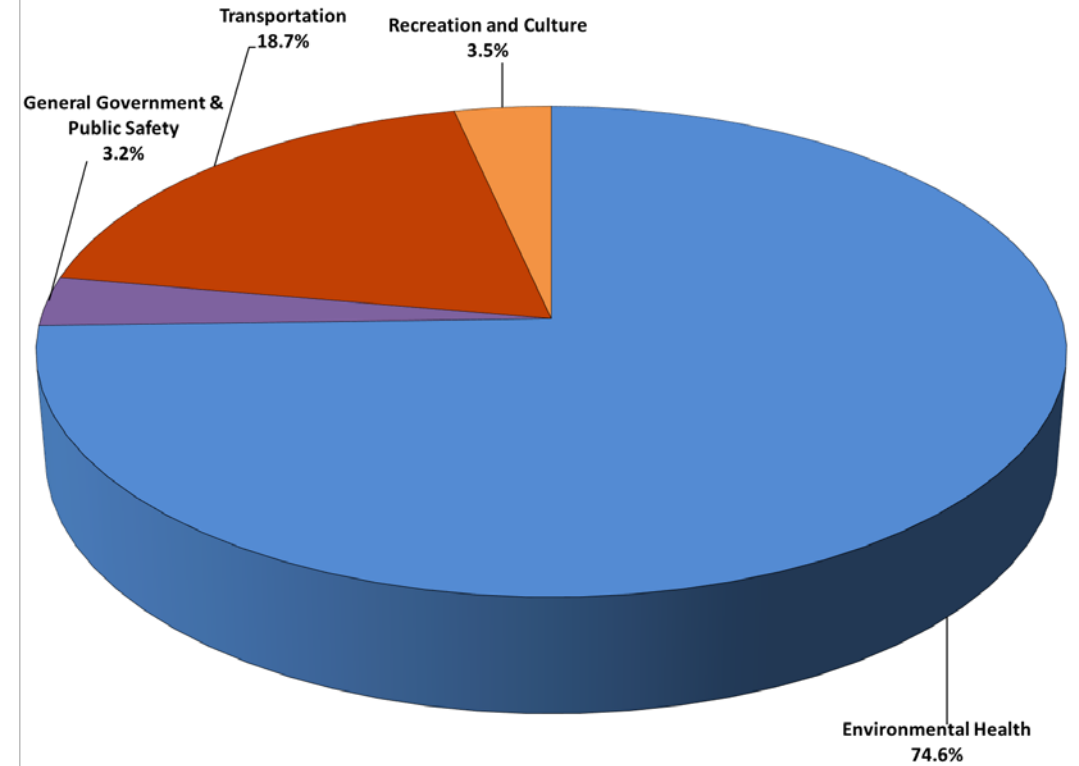
- FY 2024-25 is not a 2/3 GO Bond authorization year
 - Limited planned capital improvements for general government projects
- Planned appropriations for future years may change to align with updated strategic planning goals and funding best practices
- Implementation of additional \$15 per vehicle of MVPT for additional street resurfacing

PROPOSED 2025-30 CAPITAL PLAN EXPENDITURES BY SERVICE AREA



Budget Year 2024-2025

Total: \$92,076,130



Six-Year Summary 2025-2030

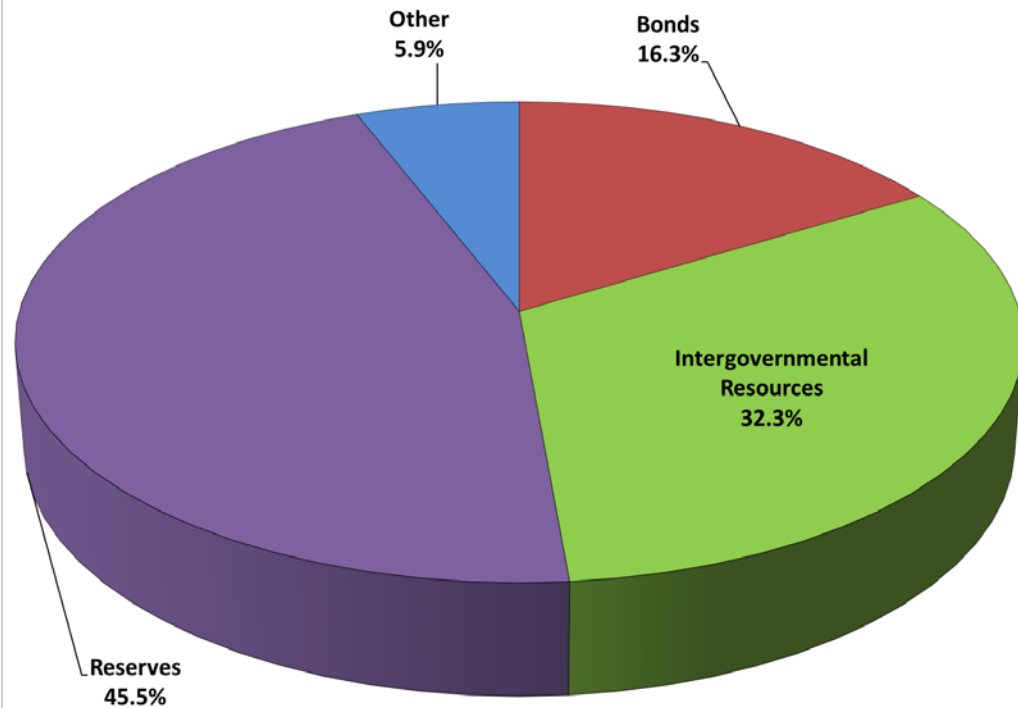
Total: \$503,807,280

PROPOSED 2025-30 CAPITAL PLAN - OVERVIEW

EXPENDITURE TOTALS BY SERVICE AREA

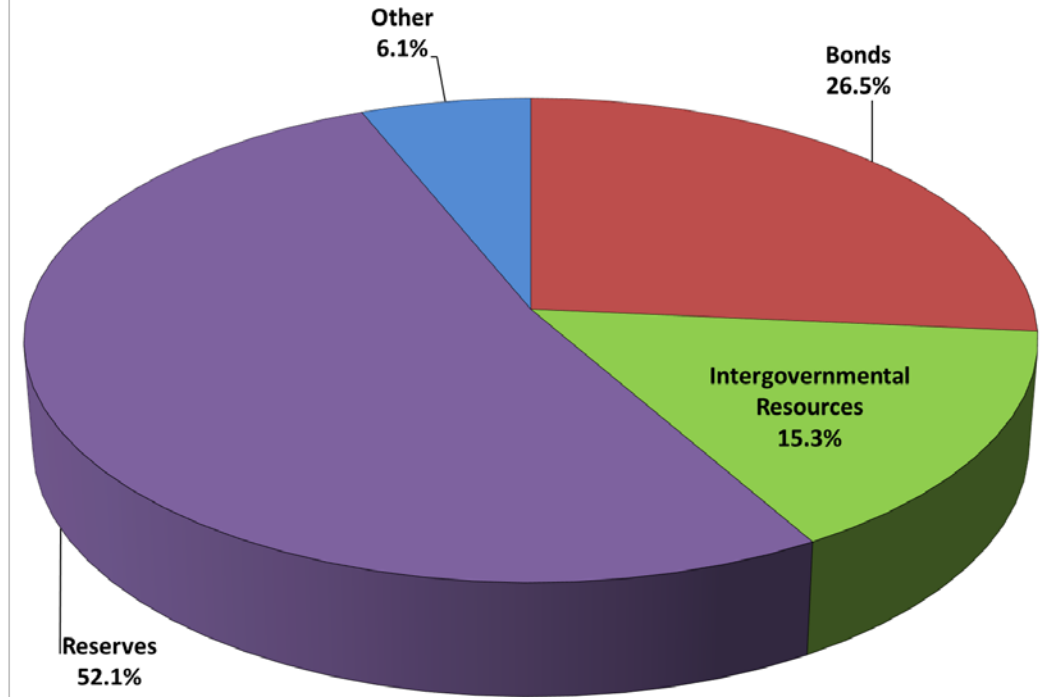
	Budget Year FY 24-25	Planning Year FY 25-26	Planning Year FY 26-27	Planning Year FY 27-28	Planning Year FY 28-29	Planning Year FY 29-30	Six-Year Total
Community and Economic Development	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Environmental Health	74,390,000	55,350,000	34,925,000	78,175,500	58,465,000	74,300,000	375,605,500
Public Safety	0	1,775,000	0	640,000	0	300,000	2,715,000
Transportation	14,346,130	28,372,130	11,232,130	15,397,130	11,232,130	13,867,130	94,446,780
Recreation and Culture	1,250,000	5,375,000	250,000	4,770,000	250,000	5,525,000	17,420,000
General Government	2,090,000	2,960,000	1,180,000	2,890,000	1,000,000	3,500,000	13,620,000
Total Proposed Expenditures:	\$92,076,130	\$93,832,130	\$47,587,130	\$101,872,630	\$70,947,130	\$97,492,130	\$503,807,280

PROPOSED 2025-30 CAPITAL PLAN FUNDING SOURCES



Budget Year 2024-2025

Total: \$92,706,130



Six-Year Summary 2025-2030

Total: \$503,807,280

PROPOSED 2025-30 CAPITAL PLAN - OVERVIEW

FUNDING SOURCE TOTALS BY TYPE

	Budget Year FY 24-25	Planning Year FY 25-26	Planning Year FY 26-27	Planning Year FY 27-28	Planning Year FY 28-29	Planning Year FY 29-30	Six-Year Total
Revenue Bonds	\$15,000,000	\$15,000,000	\$13,000,000	\$13,000,000	\$13,000,000	\$13,000,000	\$82,000,000
Special Obligation Bonds	0	0	0	20,714,500	0	0	20,714,500
Two-Thirds Bonds	0	10,650,000	0	10,215,000	0	9,710,000	30,575,000
Project Leasing Funds	2,070,000	1,710,000	1,430,000	1,950,000	1,250,000	2,250,000	10,660,000
Motor Vehicle Privilege Tax	3,385,400	3,385,400	3,385,400	3,385,400	3,385,400	3,385,400	20,312,400
United States Department of Transportation	4,000,000	8,800,000	4,000,000	4,000,000	4,000,000	4,000,000	28,800,000
Gasoline Tax Revenue	2,846,730	2,846,730	2,846,730	2,846,730	2,846,730	2,846,730	17,080,380
State of North Carolina - Grants	22,904,000	8,072,000	0	0	0	0	30,976,000
General Fund	1,270,000	2,018,000	0	0	0	0	3,288,000
Stormwater Management Fund	4,990,000	3,000,000	4,485,000	11,861,000	5,500,000	3,450,000	33,286,000
Water and Sewer Fund	33,600,000	37,350,000	16,850,000	32,600,000	39,350,000	57,850,000	217,600,000
Solid Waste Disposal Fund	800,000	0	590,000	0	615,000	0	2,005,000
Winston-Salem Transit Authority Fund	1,210,000	1,000,000	1,000,000	1,300,000	1,000,000	1,000,000	6,510,000
TOTAL FUNDING SOURCES	\$92,076,130	\$93,832,130	\$47,587,130	\$101,872,630	\$70,947,130	\$97,492,130	\$503,807,280

PROPOSED 2025-30 CAPITAL PLAN - OVERVIEW

FUNDING SOURCE TOTALS BY TYPE

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Special Obligation Bonds	0	0	0	20,714,500	0	0	20,714,500
Two-Thirds Bonds	0	10,650,000	0	10,215,000	0	9,710,000	30,575,000
Project Leasing Funds	2,070,000	1,710,000	1,430,000	1,950,000	1,250,000	2,250,000	10,660,000
Motor Vehicle Privilege Tax	3,385,400	3,385,400	3,385,400	3,385,400	3,385,400	3,385,400	20,312,400
United States Department of Transportation	4,000,000	8,800,000	4,000,000	4,000,000	4,000,000	4,000,000	28,800,000
Gasoline Tax Revenue	2,846,730	2,846,730	2,846,730	2,846,730	2,846,730	2,846,730	17,080,380
State of North Carolina - Grants	22,904,000	8,072,000	0	0	0	0	30,976,000
General Fund	1,270,000	2,018,000	0	0	0	0	3,288,000
Stormwater Management Fund	4,990,000	3,000,000	4,485,000	11,861,000	5,500,000	3,450,000	33,286,000
Water and Sewer Fund	33,600,000	37,350,000	16,850,000	32,600,000	39,350,000	57,850,000	217,600,000
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Winston-Salem Transit Authority Fund	1,210,000	1,000,000	1,000,000	1,300,000	1,000,000	1,000,000	6,510,000
TOTAL FUNDING SOURCES	\$92,076,130	\$93,832,130	\$47,587,130	\$101,872,630	\$70,947,130	\$97,492,130	\$503,807,280



FY 2024-25 BUDGET

PROJECTS BY SERVICE AREA AND DEPARTMENT

SUMMARIES OF SELECTED PROJECTS AND CATEGORIES



PROPOSED FY 2024-25 PROJECT HIGHLIGHTS

Environmental Health Projects	Amount
Southeastern Forsyth County Service Expansion	\$20,000,000
Collection System Improvement Program	15,000,000
Elledge Basin Capacity Improvements	14,000,000
Distribution System Improvement Program	10,000,000
Other Water/Sewer Projects	9,600,000
Stormwater Infrastructure Improvements	4,990,000
Solid Waste Disposal Projects	800,000
Total:	\$74,390,000

PROPOSED FY 2024-25 PROJECT HIGHLIGHTS - CONTINUED

Select Transportation Projects	Amount
Street Resurfacing Projects	\$5,646,730
Salem Parkway Multi-Use Path Western Section	2,000,000
Salem Parkway Controlled Access Streetlighting Upgrades	1,000,000
Greenway Wayfinding Signage	630,000
Sidewalk Maintenance	146,350
Traffic Calming Projects	146,350
Traffic Safety Projects	146,350

FEDERALLY FUNDED PROJECTS - FY 2024-25



- The City will receive federal transportation funds for the following projects:
 - Greenway Wayfinding Signage - \$630,000
 - (\$504,000 federal / \$126,000 local match)
 - Multi-Use Path – Western Section - \$2,000,000
 - (\$1,600,000 federal / \$400,000 local match)
 - Salem Parkway Street Controlled-Access Streetlighting – (\$1,000,000)
 - (\$800,000 federal / \$200,000 local match)

Funding Source	Amount
Powell Bill (Gas Tax)	\$2,846,730
Motor Vehicle Privilege Tax	2,800,000
Total:	\$5,646,730

**STREET
RESURFACING
FY 2024-25**

A photograph showing a large, yellow and black street resurfacing machine in operation on a road. The machine is positioned on a dark asphalt surface, and its rear section is actively spreading material. The background features a clear sky with some clouds, green trees, and a traffic light pole.

PROPOSED FY 2024-25 PROJECT HIGHLIGHTS - CONTINUED

Winston-Salem Transit Authority	Amount
Fixed Route Bus Replacement	\$5,000,000
Winston-Salem Transit Authority Facility Maintenance	210,000
Total WSTA:	\$5,210,000



PROPOSED FY 2024-25 PROJECT HIGHLIGHTS - CONTINUED

Recreation and Culture Projects	Amount
The Benton Capital Renovations	\$250,000
The Benton Roof Replacement	1,000,000
Total:	\$1,250,000



PROPOSED FY 2024-25 PROJECT HIGHLIGHTS - CONTINUED

General Government Projects	Amount
IT Infrastructure Improvements	\$870,000
Security Camera Infrastructure	350,000
Communication Network Expansion	300,000
Telephone Maintenance and System Upgrade Planning	300,000
Bryce A. Stuart Building Park Deck Elevator Repairs	270,000
Total:	\$2,090,000

CAPITAL PLANNING – FUTURE APPROACH

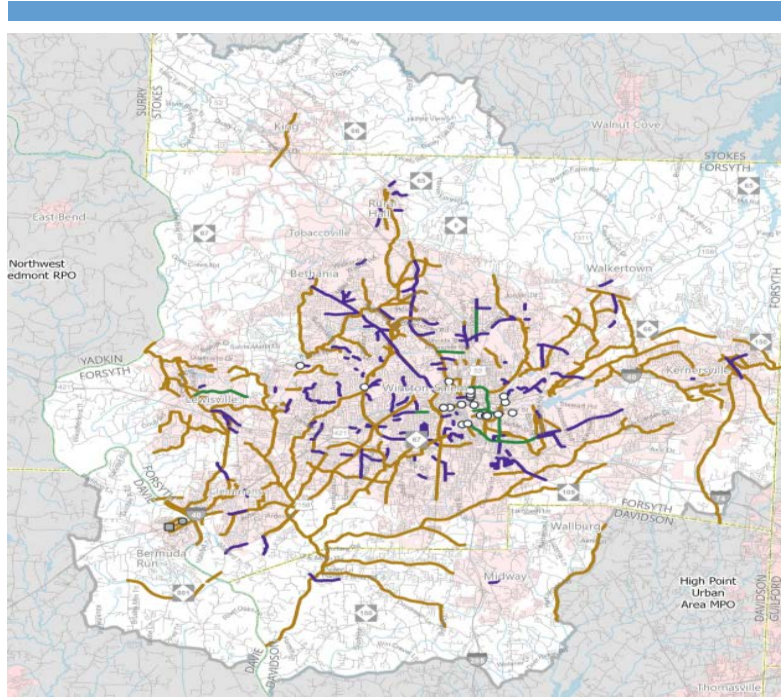


- Align future capital investments to strategic and long-term plans
- Focus on long-term facility planning needs
 - Funding for holistic space planning assessment
- Review emergent needs for alternative funding
- Reduce reliance on debt financing for projects that don't meet practical debt thresholds

UNFUNDED REQUESTS



Unfunded Capital Requests



UNFUNDED CAPITAL REQUESTS

**Pictures above for representative purposes only*

UNFUNDED CAPITAL REQUESTS

EXPENDITURE TOTALS BY SERVICE AREA

Service Area	Total Six-Year Unfunded Request
Community and Economic Development	\$139,500,000
Public Safety	91,775,000
Transportation	1,002,244,370
Recreation and Culture	53,805,000
General Government	6,600,000
TOTAL UNFUNDED PROJECT NEEDS	\$1,293,924,370

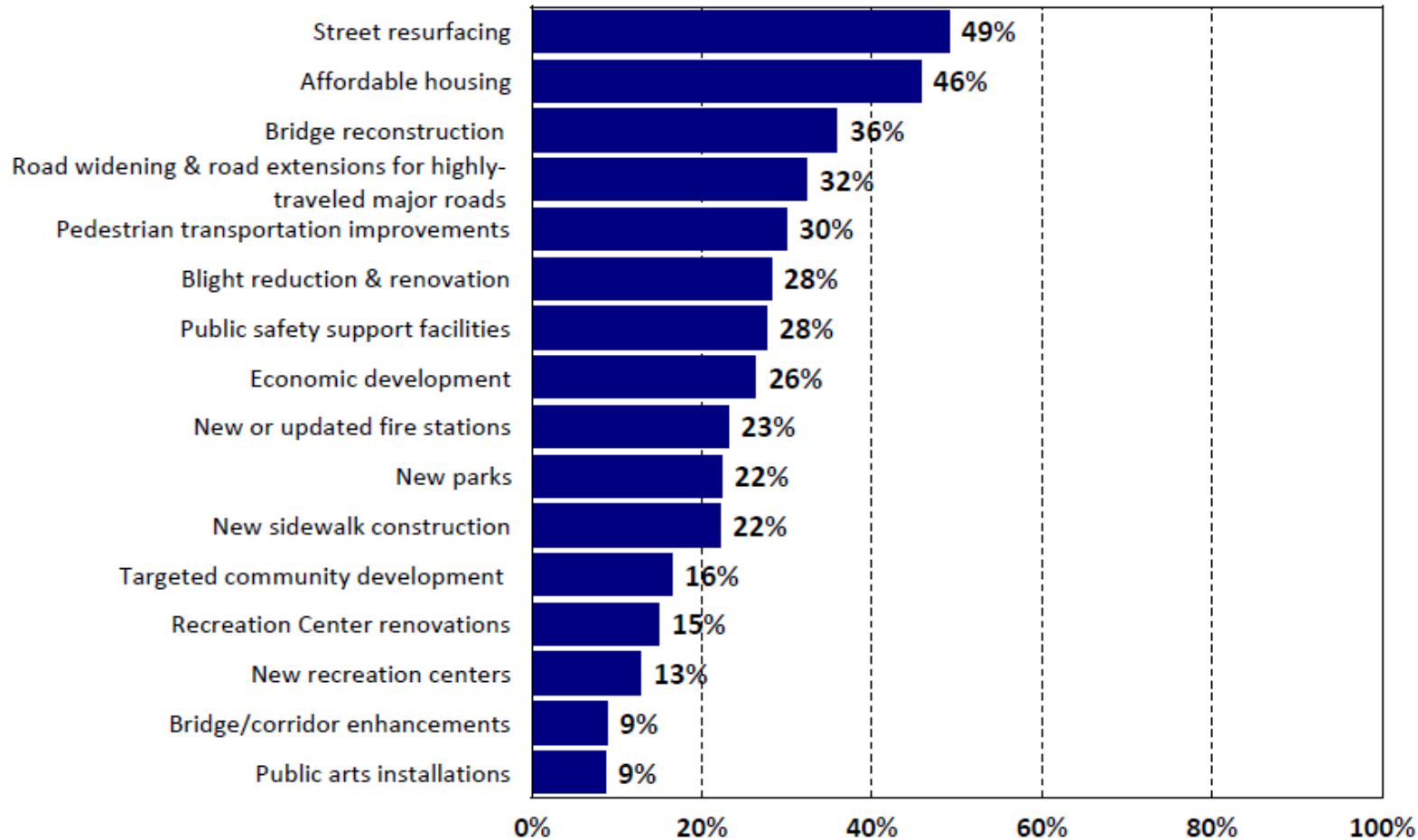
UNFUNDED CAPITAL REQUESTS BY PROJECT TYPE

PROJECT	UNFUNDED AMOUNT
Sidewalk Construction and Repair	\$520,000,000
Road Improvement Projects	225,594,370
Street Resurfacing	168,000,000
Fire Stations and Public Safety Facilities	91,775,000
Affordable Housing	82,500,000
Economic Development	57,000,000
Bike/Pedestrian Projects	32,550,000

PROJECT	UNFUNDED AMOUNT
Recreation and Parks Improvements	30,635,000
WSTA Facility Improvements	30,000,000
Fairgrounds Improvements	23,170,000
Other Road/Transportation Projects	13,800,000
Bridge Replacements	12,300,000
Other (City Yard/General Govt)	6,600,000
TOTAL UNFUNDED PROJECT REQUESTS	\$1,293,924,370

Q3. Capital Projects for Which Residents Would Support a Tax Increase

by percentage of respondents (multiple choices could be made)



RESIDENT
SURVEY
RESULTS

SUPPORT FOR
CAPITAL
INVESTMENT



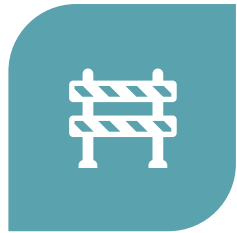
AFFORDABLE
HOUSING



PUBLIC SAFETY
FACILITIES



ECONOMIC
DEVELOPMENT



TRANSPORTATION
INFRASTRUCTURE



RECREATION AND
CULTURE

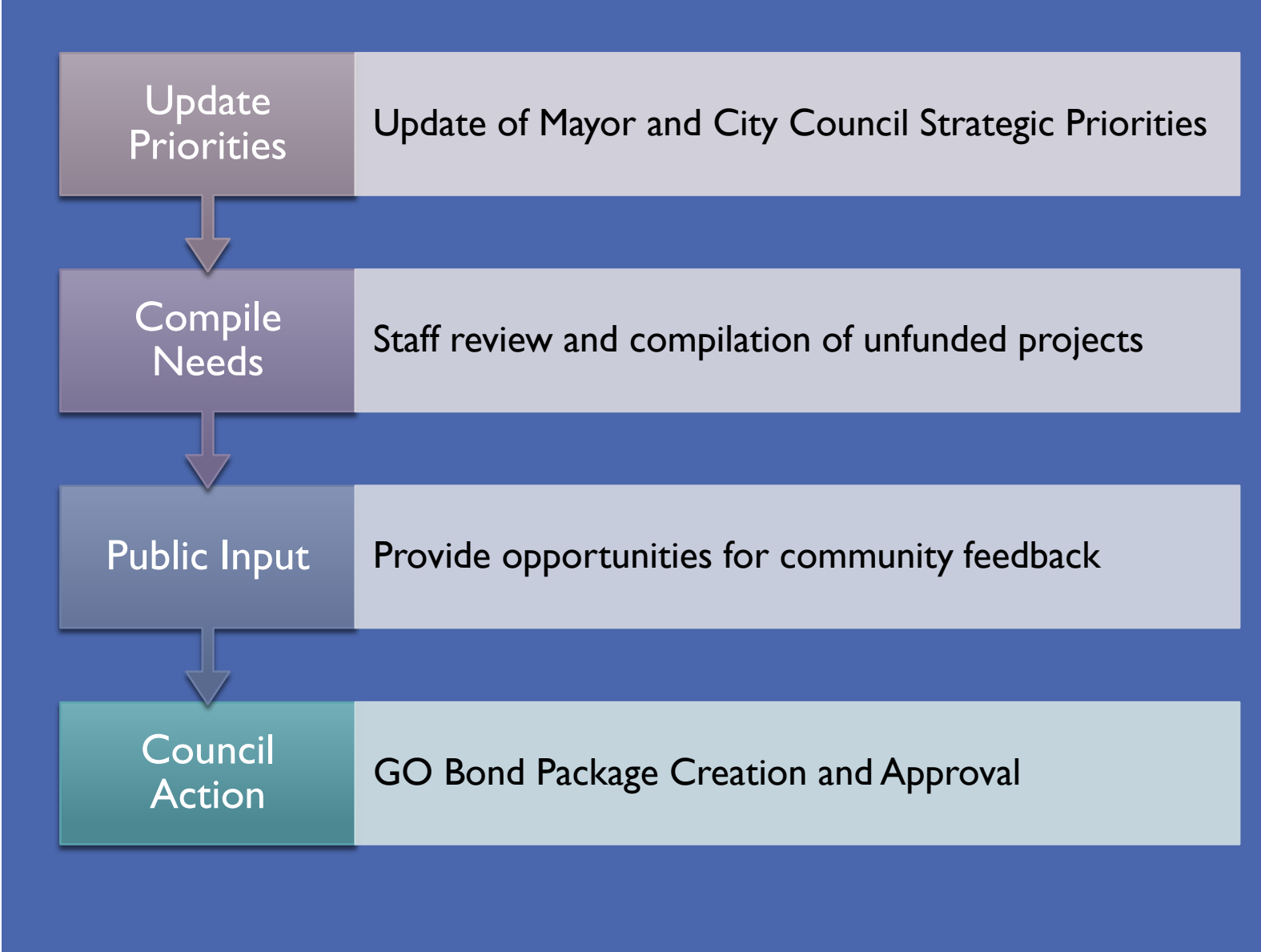


GOVERNMENTAL
FACILITIES

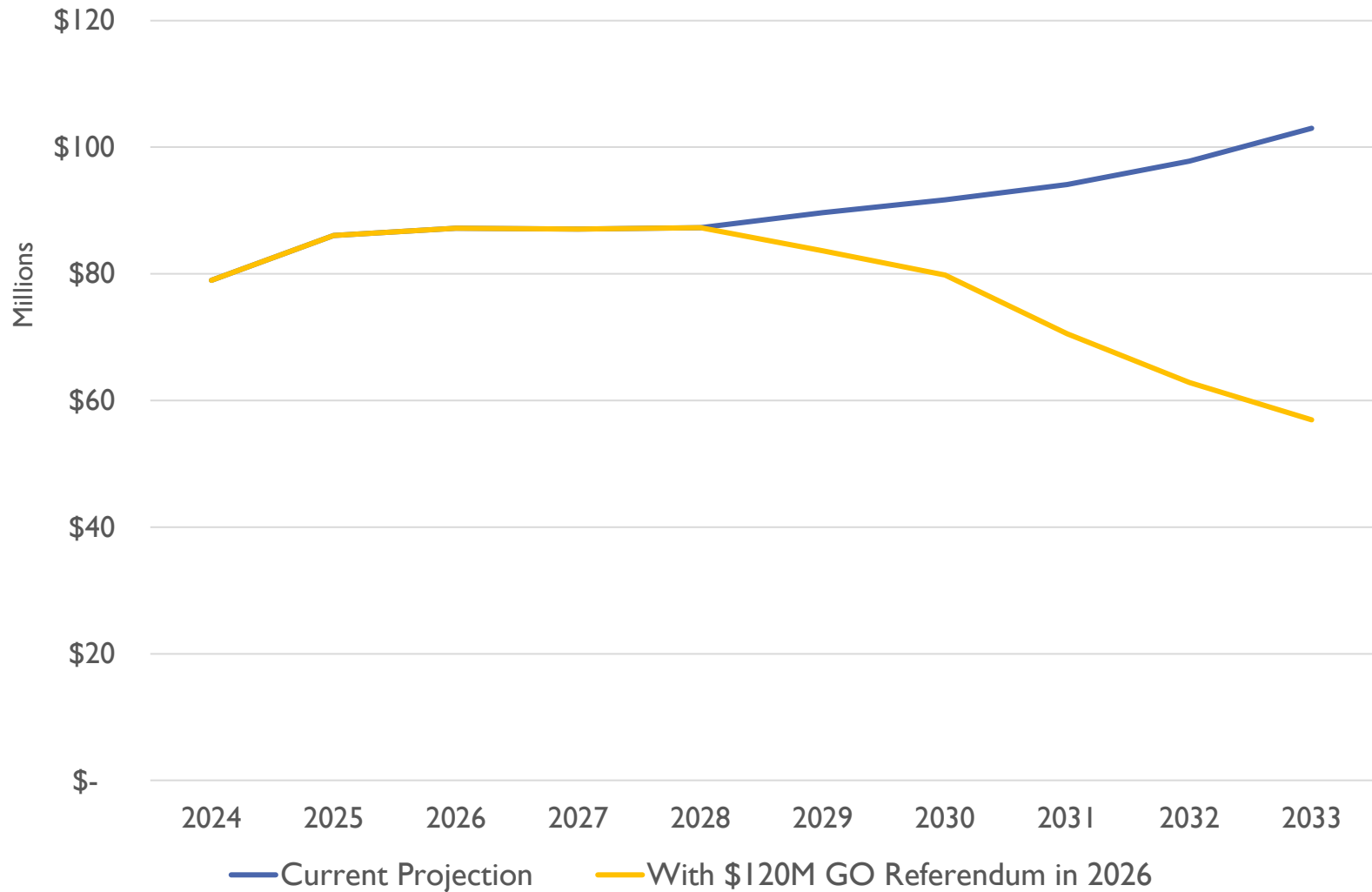
COUNCIL
PRIORITY
SETTING

NEW STRATEGIC
PLAN

PROCESS FOR IDENTIFYING PRIORITIZATION OF CAPITAL IMPROVEMENT NEEDS



Debt Service Fund Reserves



DEBT SERVICE
FUND CASH
FLOW
PROJECTION



**END OF
PRESENTATION**