

## MEMORANDUM

TO: City Council

CC TO: DCM's; Greg Patrick, Budget Director

FROM: Dr. Chip Filer, City Manager

SUBJECT: Proposed Revisions to the FY 2021 - FY 2025 CIP

DATE: 5/9/2020

This letter transmits the recommended adjustments to the FY 2021 – FY 2025 Proposed Five-Year Capital Improvement Plan (CIP). These adjustments are a result of the revenue loss projected due to the impact of the COVID-19 pandemic. This document details our guiding principles for adjusting the CIP, the benefits of delayed funding, the use of prior year funds to manage necessary maintenance issues, details on the projects that were adjusted, and an updated recommended five-year CIP.

### **Guiding Principles for Revised FY 2021 – FY 2025 CIP**

We employed three principles in our decision-making on funding of projects:

- Delay instead of eliminating projects
  - Fund essential projects including legal obligations or commitments, St. Paul's Area Transformation, and critical infrastructure and maintenance
- Reprioritize prior-year, unobligated funds for necessary maintenance during FY 2021
- Continue enterprise funds capital programs as planned, including enhanced investment in Storm Water / Resilience

### **Benefits of Delayed Funding**

The revised CIP five-year plan does not eliminate any projects, but delays funding based on categorization. Non-essential projects are delayed rather than eliminated and are included within the five-year CIP between FY 2022 and FY 2025. Essential projects will still receive funding in FY 2021. Essential projects include legal obligations or commitments, St. Paul's Area Transformation, and critical infrastructure and maintenance. Delaying the funding will potentially slow the growth of the city's debt service costs in FY 2022 and FY 2023. This action also reduces the cash that was going to be transferred to the CIP from the General Fund balance and will instead be used as reserves as we work to close the budget gap in FY 2021.

While the plan is to simply delay funding of projects, it is quite possible that non-essential projects will need to be further delayed or eliminated from the current 5-year plan should future financial conditions necessitate.

### **Use of Prior Year Funds**

As of April 20, 2020, the city had almost \$49.3 million in prior-year, unobligated funds in the General Capital program. Departments have been asked to review prior-year unobligated funds in projects that have not yet been started and weigh them against planned projects for FY 2021. After reprioritizing projects, the prior-year unobligated funds will be used to manage the necessary projects and maintenance for FY 2021.

### **Enterprise Funds**

Enterprise Funds – Water, Wastewater, and Storm Water – will continue with their proposed CIPs although the timeline of the projects will be impacted by revenue collections and adhering to their adopted financial policies. The Parking Fund will delay the majority of their CIP until FY 2022.

### Summary of General Capital CIP Actions

The recommended CIP reduces the proposed General Capital CIP Five-Year total by \$23,952,000 from \$328,177,000 to \$304,225,000. These actions reduce the FY 2021 CIP by \$75,977,000 from \$124,127,000 to \$48,150,000.

### Summary of Adjustments to Proposed FY 2021 – FY 2025 General Capital CIP

Fiscal Year	Pre-COVID-19	Post COVID-19	Change
FY 2021	\$124,127,000	\$48,150,000	(\$75,977,000)
FY 2022	\$59,350,000	\$56,125,000	(\$3,225,000)
FY 2023	\$45,875,000	\$96,875,000	\$51,000,000
FY 2024	\$46,150,000	\$51,400,000	\$5,250,000
FY 2025	\$52,675,000	\$51,675,000	(\$1,000,000)
<b>5 Year Total</b>	<b>\$328,177,000</b>	<b>\$304,225,000</b>	<b>(\$23,952,000)</b>

I appreciate your patience as we worked to rerun numbers and provide you with the best possible recommendation to see us through this difficult time. Should you have any questions please contact me. Otherwise, we will discuss this in more detail on Tuesday, May 12<sup>th</sup>.

Sincerely,  
Chip

Dr. Chip Filer - City Manager



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# **Summary of Delayed Projects**

## General Capital

	Department	Project	Proposed FY 2021	Revised FY 2021	Detail
1	Cultural Facilities	Improve Cultural Facilities	\$500,000	\$0	Delayed 1 year
2	Cultural Facilities	Install Dehumidification System at Scope Arena	\$500,000	\$0	Delayed 1 year
3	Cultural Facilities	Improve Harbor Park	\$165,000	\$0	Delayed 1 year
4	Cultural Facilities	Renovate Chrysler Hall	\$50,000,000	\$0	Delayed 2 years
5	General Services	Maintain Municipal Facilities	\$1,700,000	\$0	Delayed 1 year
6	General Services	Maintain Fire Stations	\$500,000	\$0	Delayed 1 year
7	General Services	Improve and Maintain the Zoo	\$560,000	\$0	Delayed 1 year
8	General Services	Upgrade Security at City Facilities	\$500,000	\$0	Delayed 1 year
9	General Services	Replace In-Ground Vehicle Lifts	\$300,000	\$0	Delayed 1 year
10	Communications	Support Citywide Public Art	\$250,000	\$0	Delayed 1 year
11	Public Works	Demolish the Willis Building	\$1,500,000	\$0	Delayed 2 years
12	Public Works	Improve Neighborhood Streets	\$550,000	\$0	Delayed 1 year
13	Public Works	Support Elizabeth River Trail Capital Campaign	\$250,000	\$0	Delayed 1 year
14	Public Works	Improve Citywide Dredging and Waterways	\$150,000	\$0	Delayed 1 year
15	Nauticus	Maintain USS Wisconsin BB-64	\$500,000	\$0	Delayed 1 year
16	Recreation, Parks, and Open Space	Implement RPOS Master Plan	\$500,000	\$0	Delayed 1 year
17	Recreation, Parks, and Open Space	Improve Existing Community Centers	\$200,000	\$0	Delayed 1 year
18	Recreation, Parks, and Open Space	Improve Community and Neighborhood Parks	\$250,000	\$0	Delayed 1 year
19	Cemeteries	Improve Cemeteries Infrastructure	\$250,000	\$0	Delayed 1 year
20	Transit	Reconstruct Westminster Avenue	\$1,000,000	\$0	Delayed 1 year
21	Transit	Improve Street Lights	\$100,000	\$0	Delayed 1 year
22	Transit	Convert Street Lights to LED	\$75,000	\$0	Delayed 1 year
23	Transit	Implement Complete Streets Initiative	\$200,000	\$0	Delayed 1 year
24	Transit	Improve Colonial Avenue for Pedestrians	\$550,000	\$0	Delayed 1 year

	Department	Project	Proposed FY 2021	Revised FY 2021	Detail
25	Neighborhood Development	Strengthen Neighborhoods Through Affordable Housing	\$1,750,000	\$0	Delayed 1 year
26	NRHA	Acquisition and Demolition of Blighted Properties in Willoughby	\$200,000	\$0	Delayed 1 year
27	Central	Revitalize St. Paul's Community	\$3,000,000	\$0	Delayed 1 year
28	Norfolk Public Schools	Acquire School Buses	\$1,000,000	\$0	Delayed 1 year
<b>General Capital Total</b>			<b>\$67,000,000</b>	<b>\$0</b>	

### Parking

	Project	Proposed FY 2021	Revised FY 2021	Detail
1	Maintain Parking Facilities	\$600,000	\$0	Delayed 1 year
2	Repair Main Street Garage Elevators	\$600,000	\$0	Delayed 1 year
3	Repair Town Point Garage Elevators	\$850,000	\$0	Delayed 1 year
<b>Parking Total</b>		<b>\$2,050,000</b>	<b>\$0</b>	

# **Recommended Five-Year CIP by Fund**

# **General Capital**

<b>General Capital</b>			<b>Proposed</b>	<b>Planned</b>					
	<b>Department</b>	<b>Project</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>5 Year Total</b>	
<b>1</b>	Cultural Facilities	Improve Cultural Facilities	\$0	\$500,000	\$1,000,000	\$1,000,000	\$1,000,000	<b>\$3,500,000</b>	
<b>2</b>	Cultural Facilities	Install Dehumidification System at Scope Arena	\$0	\$500,000	\$0	\$0	\$0	<b>\$500,000</b>	
<b>3</b>	Cultural Facilities	Improve Harbor Park	\$0	\$165,000	\$0	\$0	\$0	<b>\$165,000</b>	
<b>4</b>	Cultural Facilities	Renovate Chrysler Hall	\$0	\$0	\$50,000,000	\$5,000,000	\$0	<b>\$55,000,000</b>	
<b>5</b>	General Services	Maintain Municipal Facilities	\$0	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	<b>\$14,000,000</b>	
<b>6</b>	General Services	Replace Chiller at Central Energy Plant	\$800,000	\$0	\$0	\$0	\$0	<b>\$800,000</b>	
<b>7</b>	General Services	Renovate the School Admin Building	\$3,400,000	\$0	\$0	\$0	\$0	<b>\$3,400,000</b>	
<b>8</b>	General Services	Support Jail Improvements	\$345,000	\$300,000	\$300,000	\$300,000	\$300,000	<b>\$1,545,000</b>	
<b>9</b>	General Services	Maintain Fire Stations	\$0	\$500,000	\$250,000	\$500,000	\$500,000	<b>\$1,750,000</b>	
<b>10</b>	General Services	Improve and Maintain the Zoo	\$0	\$560,000	\$0	\$0	\$0	<b>\$560,000</b>	
<b>11</b>	General Services	Upgrade Security at City Facilities	\$0	\$500,000	\$500,000	\$500,000	\$500,000	<b>\$2,000,000</b>	
<b>12</b>	General Services	Maintain Wells Theatre	\$750,000	\$0	\$0	\$0	\$0	<b>\$750,000</b>	
<b>13</b>	General Services	Replace In-Ground Vehicle Lifts	\$0	\$300,000	\$0	\$0	\$0	<b>\$300,000</b>	
<b>14</b>	General Services	Develop New Animal Care Facility	\$0	\$0	\$0	\$0	\$10,000,000	<b>\$10,000,000</b>	
<b>15</b>	General Services	Relocate the Registrar's Office	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>	
<b>16</b>	Communications	Support Citywide Public Art	\$0	\$250,000	\$250,000	\$250,000	\$250,000	<b>\$1,000,000</b>	
<b>17</b>	IT	Relocate City's Data Center	\$8,000,000	\$0	\$0	\$0	\$0	<b>\$8,000,000</b>	
<b>18</b>	Public Works	Demolish the Willis Building	\$0	\$0	\$1,500,000	\$0	\$0	<b>\$1,500,000</b>	
<b>19</b>	Public Works	Replace Fire Station 11	\$5,400,000	\$0	\$0	\$0	\$0	<b>\$5,400,000</b>	
<b>20</b>	Public Works	Improve Neighborhood Streets	\$0	\$550,000	\$550,000	\$550,000	\$550,000	<b>\$2,200,000</b>	
<b>21</b>	Public Works	Support Elizabeth River Trail Capital Campaign	\$0	\$250,000	\$0	\$0	\$0	<b>\$250,000</b>	

			<b>Proposed</b>	<b>Planned</b>				
	<b>Department</b>	<b>Project</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>5 Year Total</b>
<b>22</b>	Public Works	Repair, Replace, and Maintain Bridges	\$700,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	<b>\$4,700,000</b>
<b>23</b>	Public Works	Rehabilitate Hampton Blvd Bridge	\$700,000	\$7,000,000	\$0	\$0	\$0	<b>\$7,700,000</b>
<b>24</b>	Public Works	Improve Citywide Dredging and Waterways	\$0	\$150,000	\$150,000	\$150,000	\$150,000	<b>\$600,000</b>
<b>25</b>	Public Works	Control Beach Erosion	\$525,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	<b>\$4,525,000</b>
<b>26</b>	Nauticus	Maintain USS Wisconsin BB-64	\$0	\$500,000	\$750,000	\$500,000	\$500,000	<b>\$2,250,000</b>
<b>27</b>	Nauticus	Dredge Beneath the USS Wisconsin BB-64	\$0	\$1,500,000	\$0	\$0	\$0	<b>\$1,500,000</b>
<b>28</b>	Nauticus	Replace Cruise Terminal Passenger Boarding Bridge	\$4,850,000	\$0	\$0	\$0	\$0	<b>\$4,850,000</b>
<b>29</b>	Nauticus	Improve the Nauticus Facility	\$500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	<b>\$4,500,000</b>
<b>30</b>	Recreation, Park, and Open Space	Implement RPOS Master Plan	\$0	\$500,000	\$500,000	\$500,000	\$500,000	<b>\$2,000,000</b>
<b>31</b>	Recreation, Park, and Open Space	Improve Existing Community Centers	\$0	\$200,000	\$200,000	\$200,000	\$200,000	<b>\$800,000</b>
<b>32</b>	Recreation, Park, and Open Space	Improve Community and Neighborhood Parks	\$0	\$250,000	\$250,000	\$250,000	\$250,000	<b>\$1,000,000</b>
<b>33</b>	Cemeteries	Improve Cemeteries Infrastructure	\$0	\$250,000	\$250,000	\$250,000	\$250,000	<b>\$1,000,000</b>
<b>34</b>	Transit	Improve Street Infrastructure Citywide	\$730,000	\$3,500,000	\$4,500,000	\$4,500,000	\$4,500,000	<b>\$17,730,000</b>
<b>35</b>	Transit	Install ADA Ramps Citywide	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	<b>\$2,500,000</b>
<b>36</b>	Transit	Reconstruct Westminster Avenue	\$0	\$1,000,000	\$0	\$0	\$0	<b>\$1,000,000</b>
<b>37</b>	Transit	Enhance Signals and Intersections	\$100,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	<b>\$4,100,000</b>
<b>38</b>	Transit	Improve Street Lights	\$0	\$100,000	\$100,000	\$100,000	\$100,000	<b>\$400,000</b>
<b>39</b>	Transit	Convert Street Lights to LED	\$0	\$100,000	\$125,000	\$150,000	\$175,000	<b>\$550,000</b>

			Proposed	Planned					
	Department	Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 Year Total	
40	Transit	Implement Complete Streets Initiative	\$0	\$200,000	\$750,000	\$750,000	\$750,000	\$2,450,000	
41	Transit	Improve Colonial Avenue for Pedestrians	\$0	\$550,000	\$0	\$0	\$0	\$550,000	
42	Transit	Improve Road Infrastructure in St. Paul's Area	\$4,000,000	\$4,000,000	\$3,000,000	\$3,000,000	\$0	\$14,000,000	
43	Neighborhood Development	Strengthen Neighborhoods Through Affordable Housing	\$0	\$1,750,000	\$1,750,000	\$1,750,000	\$0	\$5,250,000	
44	NRHA	Acquisition and Demolition of Blighted Properties in Willoughby	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$800,000	
45	NRHA	Improve Infrastructure at Moton Circle	\$750,000	\$0	\$0	\$0	\$0	\$750,000	
46	NRHA	Provide Funds for Acquisition in Wards Corner	\$700,000	\$0	\$0	\$0	\$0	\$700,000	
47	Central	Acquire Fleet Vehicles and Equipment	\$2,500,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$18,500,000	
48	Central	Acquire Technology	\$3,300,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$19,300,000	
49	Central	Improve Infrastructure and Acquire Property	\$600,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,600,000	
50	Central	Revitalize St. Paul's Community	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$12,000,000	
51	Central	Fund Chrysler Museum Capital Campaign	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$2,000,000	
52	Norfolk Public Schools	Address Major School Maintenance	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$45,000,000	
53	Norfolk Public Schools	Acquire School Buses	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000	
<b>General Capital Total</b>			<b>\$48,150,000</b>	<b>\$56,125,000</b>	<b>\$96,875,000</b>	<b>\$51,400,000</b>	<b>\$51,675,000</b>	<b>\$304,225,000</b>	

# Parking

<b>Parking</b>		<b>Proposed</b>	<b>Planned</b>				
	<b>Project</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>5 Year Total</b>
<b>1</b>	Maintain Parking Facilities	\$0	\$600,000	\$2,900,000	\$2,900,000	\$2,900,000	<b>\$9,300,000</b>
<b>2</b>	Repair Boush Street Garage Elevators	\$850,000	\$0	\$0	\$0	\$0	<b>\$850,000</b>
<b>3</b>	Repair Main Street Garage Elevators	\$0	\$600,000	\$0	\$0	\$0	<b>\$600,000</b>
<b>4</b>	Repair Town Point Garage Elevators	\$0	\$850,000	\$0	\$0	\$0	<b>\$850,000</b>
<b>Parking Total</b>		<b>\$850,000</b>	<b>\$2,050,000</b>	<b>\$2,900,000</b>	<b>\$2,900,000</b>	<b>\$2,900,000</b>	<b>\$11,600,000</b>

# Storm Water

<b>Storm Water</b>		<b>Proposed</b>	<b>Planned</b>				
	<b>Project</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>5 Year Total</b>
<b>1</b>	Create Citywide Flooding Reserve	\$1,315,200	\$1,315,200	\$1,315,200	\$1,315,200	\$1,315,200	<b>\$6,576,000</b>
<b>2</b>	Implement Pond Retrofits Citywide	\$1,290,000	\$1,290,000	\$1,290,000	\$1,290,000	\$1,290,000	<b>\$6,450,000</b>
<b>3</b>	Implement Shoreline Restoration	\$960,000	\$960,000	\$960,000	\$960,000	\$960,000	<b>\$4,800,000</b>
<b>4</b>	Implement the Green Infrastructure Plan	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	<b>\$500,000</b>
<b>5</b>	Improve 10th View Outfall Extension	\$500,000	\$0	\$0	\$0	\$0	<b>\$500,000</b>
<b>6</b>	Improve Duffys Lane Outfall Extension	\$0	\$500,000	\$0	\$0	\$0	<b>\$500,000</b>
<b>7</b>	Improve Selby Place Outfall Extension	\$0	\$0	\$500,000	\$0	\$0	<b>\$500,000</b>
<b>8</b>	Improve Storm Water Waterfront Facilities	\$0	\$0	\$0	\$500,000	\$500,000	<b>\$1,000,000</b>
<b>9</b>	Improve East Ocean View Drainage*	\$2,000,000	\$2,000,000	\$2,700,000	\$3,100,000	\$2,000,000	<b>\$11,800,000</b>
<b>10</b>	Improve Glenrock Drainage*	\$1,000,000	\$1,400,000	\$1,600,000	\$1,900,000	\$2,300,000	<b>\$8,200,000</b>
<b>11</b>	Improve Overbrook/Coleman Place Drainage*	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,200,000	<b>\$10,200,000</b>
<b>12</b>	Improve Gifford Street Drainage	\$1,000,000	\$0	\$0	\$0	\$0	<b>\$1,000,000</b>
<b>13</b>	Improve Glenwood Park Drainage	\$500,000	\$1,900,000	\$1,600,000	\$0	\$0	<b>\$4,000,000</b>
<b>14</b>	Improve Newport Avenue (Talbot Hall) Drainage	\$0	\$300,000	\$400,000	\$0	\$0	<b>\$700,000</b>

\*Funding due to increased capacity from rate equalization

		<b>Proposed</b>	<b>Planned</b>				
	<b>Project</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>5 Year Total</b>
<b>15</b>	Improve Park Place Drainage	\$0	\$0	\$0	\$2,000,000	\$1,950,000	<b>\$3,950,000</b>
<b>16</b>	Conduct Drainage Studies	\$1,000,000	\$0	\$500,000	\$0	\$0	<b>\$1,500,000</b>
<b>17</b>	Conduct Outfall Maintenance and Dredging	\$650,000	\$750,000	\$450,000	\$950,000	\$1,000,000	<b>\$3,800,000</b>
<b>18</b>	Conduct Slipling and Major Repairs to Existing Infrastructure	\$1,000,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,000,000	<b>\$5,600,000</b>
<b>19</b>	Raise the Downtown Floodwall	\$1,000,000	\$8,000,000	\$8,000,000	\$0	\$0	<b>\$17,000,000</b>
<b>20</b>	Rehabilitate Colley Avenue Pump Station	\$500,000	\$0	\$0	\$0	\$0	<b>\$500,000</b>
<b>21</b>	Replace Downtown Trash Rack	\$100,000	\$0	\$0	\$0	\$0	<b>\$100,000</b>
<b>22</b>	Upgrade Monticello Avenue Pump Station	\$0	\$600,000	\$600,000	\$0	\$0	<b>\$1,200,000</b>
<b>23</b>	Rehabilitate Tidewater Drive Pump Station	\$0	\$0	\$0	\$600,000	\$600,000	<b>\$1,200,000</b>
<b>24</b>	Construct the Blue-Greenway in St. Paul's Area	\$800,000	\$6,000,000	\$6,000,000	\$0	\$0	<b>\$12,800,000</b>
<b>25</b>	Improve Storm Water Infrastructure in St. Paul's Area	\$1,000,000	\$500,000	\$500,000	\$500,000	\$300,000	<b>\$2,800,000</b>
<b>Storm Water Total</b>		<b>\$16,715,200</b>	<b>\$28,815,200</b>	<b>\$29,715,200</b>	<b>\$16,415,200</b>	<b>\$15,515,200</b>	<b>\$107,176,000</b>

**Water**

<b>Water</b>		<b>Proposed</b>	<b>Planned</b>				
	<b>Project</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>5 Year Total</b>
<b>1</b>	Construct New Department of Utilities Headquarters in St. Paul's Area	\$20,000,000	\$0	\$0	\$0	\$0	<b>\$20,000,000</b>
<b>2</b>	Improve Water Infrastructure in St. Paul's Area	\$2,000,000	\$2,000,000	\$2,000,000	\$0	\$0	<b>\$6,000,000</b>
<b>3</b>	Construct Commonwealth Railroad Pipeline	\$18,000,000	\$0	\$0	\$0	\$0	<b>\$18,000,000</b>
<b>4</b>	Install Hampton Boulevard Water Storage Tank	\$6,000,000	\$0	\$0	\$0	\$0	<b>\$6,000,000</b>
<b>5</b>	Replace Raw and Finished Water Transmission/Distribution	\$7,905,000	\$13,800,000	\$17,000,000	\$18,300,000	\$20,000,000	<b>\$77,005,000</b>
<b>6</b>	Support System Evaluation, Modeling, and Design	\$1,700,000	\$1,500,000	\$1,700,000	\$1,700,000	\$1,700,000	<b>\$8,300,000</b>
<b>7</b>	Support Watershed Management	\$200,000	\$6,200,000	\$1,800,000	\$1,500,000	\$800,000	<b>\$10,500,000</b>
<b>8</b>	Upgrade Billing System	\$0	\$0	\$2,000,000	\$0	\$0	<b>\$2,000,000</b>
<b>9</b>	Upgrade Water Treatment Plants	\$10,500,000	\$11,500,000	\$10,500,000	\$13,500,000	\$12,500,000	<b>\$58,500,000</b>
<b>Water Total</b>		<b>\$66,305,000</b>	<b>\$35,000,000</b>	<b>\$35,000,000</b>	<b>\$35,000,000</b>	<b>\$35,000,000</b>	<b>\$206,305,000</b>

# Wastewater

<b>Wastewater</b>		<b>Proposed</b>	<b>Planned</b>				
	<b>Project</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>5 Year Total</b>
<b>1</b>	Improve Wastewater Collection System	\$12,500,000	\$12,000,000	\$12,000,000	\$12,000,000	\$12,000,000	<b>\$60,500,000</b>
<b>2</b>	Improve Wastewater Infrastructure in St. Paul's Area	\$4,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	<b>\$12,000,000</b>
<b>3</b>	Improve Larchmont Wastewater Infrastructure	\$1,000,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	<b>\$7,000,000</b>
<b>4</b>	Support System Evaluation, Modeling, and Design	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	<b>\$7,500,000</b>
<b>Wastewater Total</b>		<b>\$19,000,000</b>	<b>\$17,000,000</b>	<b>\$17,000,000</b>	<b>\$17,000,000</b>	<b>\$17,000,000</b>	<b>\$87,000,000</b>

# **Unfunded Capital Requests**

## UNFUNDED CAPITAL REQUESTS (Pre-COVID-19)

In 2019, Norfolk City Council passed a resolution to update the city’s financial policies that formalize the city’s debt affordability measures. The Capital Improvement Plan (CIP) is now guided by five affordability measures:

- Debt Service as a percent of the General Fund budget (target will remain below 10 percent, with a not to exceed of 11 percent of General Fund budget)
- Net debt as a percent of taxable property (target will remain below 3.5 percent, with a not to exceed of 4 percent of the total assessed value of taxable property)
- Ten-year General Obligation Payout Ratio (retirement of the principal amount of the long-term general obligation bonds by at least 55 percent or greater within 10 years)
- Overlapping Debt Limit (overlapping debt not to exceed 0.5 percent of total assessed value of taxable property)
- Variable Rate Debt Limit (the city’s outstanding debt with variable interest rate will not exceed 20 percent by fund)

From FY 2007 through FY 2017 the city’s general CIP averaged nearly \$100 million a year, most of which was financed with debt. This investment allowed the city to make generational investments including Light Rail Transit, the new Consolidated Courthouse Complex, Slover Library, and eight new schools. These investments have transformed Norfolk but have also pushed the city’s debt capacity close to its self-imposed debt affordability measures. As a result, the city began a period of maintenance CIP in FY 2018 and focused its capacity on existing infrastructure. The Proposed FY 2021 - FY 2025 CIP continues the maintenance CIP focus and as a result not all CIP projects requested by departments can be funded. This report details those projects that were requested by departments during pre-COVID-19 budget development but are not funded in the Proposed FY 2021 CIP.

	Requested Amount	Five-Year Total
<b>Policy Area: Cultural Facilities</b>		
• <b>Improve USS Wisconsin Accessibility</b> <b>Nauticus</b>	<b>\$1,640,000</b>	<b>\$1,820,000</b>
Provide funds to expand visitor access to additional locations within the USS Wisconsin.		
<b>Cultural Facilities</b>	<b>Total</b>	
	<b>\$1,640,000</b>	<b>\$1,820,000</b>

### Policy Area: Economic Development

• <b>Renovate Zoo Australia Exhibit</b> <b>Zoo</b>	<b>\$300,000</b>	<b>\$300,000</b>
Provide funds for the renovation of the existing Australia exhibit to expand into the neighboring Africa exhibit to make room for Okapi, a mammal native to the Democratic Republic of the Congo in Central Africa. The renovation includes a barn-like enclosure, exhibit barriers, and the redesign of the existing exhibit layout.		
<b>Economic Development</b>	<b>Total</b>	
	<b>\$300,000</b>	<b>\$300,000</b>

### Policy Area: Environmental Sustainability

• <b>Dredge and Improve the Waterway in the Hague</b> <b>Public Works</b>	<b>\$1,000,000</b>	<b>\$11,000,000</b>
Provide funds for dredging and improvement of the waterway in various locations of the Hague. Improvements will allow navigational access for small boats, improve water quality, and increase tidal flushing.		

	Requested Amount	Five-Year Total
<b>Policy Area: Environmental Sustainability</b>		
<ul style="list-style-type: none"> <li>• <b>Repair Waterfront Infrastructure</b> <b>Public Works</b></li> </ul>	<b>\$500,000</b>	<b>\$900,000</b>
Provide funds to repair and replace various sections of timber piles, fender assemblies, and associated hardware, which have been damaged by boats or have deteriorated over time. The project will also include minor shore improvements, including bulkhead repair, paver resets, and filling of washouts, as well as other necessary repairs.		
<b>Environmental Sustainability</b>	<b>Total</b>	<b>\$1,500,000</b>
<b>Policy Area: General &amp; Other</b>		
<ul style="list-style-type: none"> <li>• <b>Construct Calvary Cemetery Mausoleum</b> <b>Cemeteries</b></li> </ul>	<b>\$900,000</b>	<b>\$900,000</b>
Provide funds for the construction of a mausoleum at Calvary Cemetery. A mausoleum will increase the use of land and meet public demand for crypt space and ash niches.		
<ul style="list-style-type: none"> <li>• <b>Construct Elmwood Cemetery Columbarium</b> <b>Cemeteries</b></li> </ul>	<b>\$250,000</b>	<b>\$250,000</b>
Provide funds for the construction of a columbarium at Elmwood Cemetery. A columbarium is a free-standing building for the interment of cremated remains.		
<b>General &amp; Other</b>	<b>Total</b>	<b>\$1,150,000</b>
<b>Policy Area: Neighborhood Development</b>		
<ul style="list-style-type: none"> <li>• <b>Acquire and Demolish Blighted Fenner Street Properties</b> <b>NRHA</b></li> </ul>	<b>\$275,000</b>	<b>\$1,375,000</b>
Provide funds to acquire and demolish properties on Fenner Street to improve conditions in the area and help revitalize the neighborhood.		
<ul style="list-style-type: none"> <li>• <b>Acquire and Demolish Blighted Properties at Church Street</b> <b>NRHA</b></li> </ul>	<b>\$1,500,000</b>	<b>\$2,000,000</b>
Provide funds for the acquisition and demolition of blighted properties along Church Street.		
<ul style="list-style-type: none"> <li>• <b>Acquire and Demolish Blighted Properties in East Ocean View</b> <b>NRHA</b></li> </ul>	<b>\$1,300,000</b>	<b>\$5,825,000</b>
Provide funds to acquire and demolish blighted properties in East Ocean View to improve conditions in the area. This will prepare the area for new mixed-use development from 5th Bay Street east to East Beach.		
<ul style="list-style-type: none"> <li>• <b>Acquisition and Demolition of Blighted Properties throughout Norfolk</b> <b>NRHA</b></li> </ul>	<b>\$200,000</b>	<b>\$1,000,000</b>
Funds will be utilized to develop and advance a pilot program to purchase selected GEM lots. This request seeks funding to purchase blighted structures and/or vacant land within strategic Norfolk neighborhoods to support ongoing City/NRHA initiatives. Targeted areas include Homeward Norfolk neighborhoods - Ingleside, Monticello Village, and Oakdale Farms. Funds may also be deployed to acquire City-owned GEM lots throughout Norfolk.		

**Policy Area: Neighborhood Development**

<ul style="list-style-type: none"> <li>• <b>Improve Emerging Districts: Arts District Streetscape Design Executive</b></li> </ul> <p>Provide funds for engineering and design for updated streetscape on Granby Street from Brambleton Ave to Virginia Beach Blvd. Once design work is complete, additional funds will be required to implement streetscape improvements.</p>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	
<ul style="list-style-type: none"> <li>• <b>Improve Richmond Cres. and Surrey Cres. Shoreline Public Works</b></li> </ul> <p>Provide funds to replace failing bulkheads at Richmond Crescent and Surrey Crescent to protect the the roadways from rising tides.</p>	<b>\$300,000</b>	<b>\$2,300,000</b>	
<ul style="list-style-type: none"> <li>• <b>Improve site of former John T. West School NRHA</b></li> </ul> <p>Provide funds for site improvement design and construction at the location of the form John T. West School. Pre-development site work will include survey, resubdivision, and assessment of storm water requirements. Future improvements shall include new sidewalks, street lights, street trees, and applicable storm water protection measures.</p>	<b>\$200,000</b>	<b>\$200,000</b>	
<b>Neighborhood Development</b>	<b>Total</b>	<b>\$4,775,000</b>	<b>\$13,700,000</b>

**Policy Area: Parks & Recreation Facilities**

<ul style="list-style-type: none"> <li>• <b>Construct Berkley Recreation Complex Recreation/Parks and Open Space</b></li> </ul> <p>Renovate the entire Berkley complex through construction of a new recreation center and site improvements. A study was performed after the closure of the Berkley pool to gather resident input on recreation complex resulting in a \$34 million facility.</p>	<b>\$34,000,000</b>	<b>\$34,000,000</b>
<ul style="list-style-type: none"> <li>• <b>Construct NFWC Indoor Pool Replacement Recreation/Parks and Open Space</b></li> </ul> <p>Design and construct an indoor pool facility to replace the existing, deteriorating domed natatorium and pool.</p>	<b>\$13,000,000</b>	<b>\$13,000,000</b>
<ul style="list-style-type: none"> <li>• <b>Improve Boat Ramps Citywide Public Works</b></li> </ul> <p>Provide funds to improve existing boat ramps and construct new boat ramps citywide. Funds will be used to acquire property, design new boat ramps, pay for any required permitting, construct new boat ramps, and renovate existing boat ramps. In FY 2021 the 13th View St Boat Ramp will be designed and constructed. In FY 2022 the Harbor Park Boat Ramp will be constructed and the Pretty Lake Boat Ramp will be designed and constructed.</p>	<b>\$810,000</b>	<b>\$2,415,000</b>
<ul style="list-style-type: none"> <li>• <b>Install Basketball Court at Oakmont/Denby Park Recreation/Parks and Open Space</b></li> </ul> <p>Construct a basketball court in the Oakmont/Denby Park area in proximity to the existing KaBoom playground to provide additional recreational amenities and opportunities for youth in the community.</p>	<b>\$125,000</b>	<b>\$125,000</b>

**Policy Area: Parks & Recreation Facilities**

- Install Security Gate at Ghent Dog Park**  
Recreation/Parks and Open Space
**\$75,000**
**\$75,000**

Install automatic gates with timed locks at Ghent Dog Park to protect the dog park and increase operational efficiency of the park.

- Install Solar Canopy at the Zoo**  
Zoo
**\$300,000**
**\$300,000**

Provide funds to construct an elevated solar canopy over the activity area outside the Animal Wellness Center. The solar canopy will generate renewable energy and reduce energy costs to decrease the Zoo's impact on the environment.

- Relocate Ballentine Basketball Courts**  
Recreation/Parks and Open Space
**\$350,000**
**\$350,000**

Provide funds to relocate two existing, city basketball courts that will be demolished as a part of the redevelopment of the old Ballentine school into a Senior Living Facility.

<b>Parks &amp; Recreation Facilities</b>	<b>Total</b>	<b>\$48,660,000</b>	<b>\$50,265,000</b>
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**Policy Area: Public Buildings**

- Repair and Replace Underground Storage Tanks**  
General Services
**\$100,000**
**\$400,000**

Provide funds to repair and replace underground storage tanks. The city owns 18 underground storage tanks that hold diesel oil, which is a fuel source for boilers and power generators. Five tanks have exceeded their 20-year life expectancy and are being repaired or replaced to minimize the risk of environmental damage.

<b>Public Buildings</b>	<b>Total</b>	<b>\$100,000</b>	<b>\$400,000</b>
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**Policy Area: Transportation**

- Improve Asphalt Plant Electrical Service at Operations Facility**  
Public Works
**\$125,000**
**\$125,000**

Provide funds to install a generator, transfer switch, and other necessary electrical equipment to provide emergency power to the city-owned asphalt plant and concrete silo in the event of an unanticipated power failure.

- Install New Sidewalks**  
Transit
**\$3,000,000**
**\$15,000,000**

Provide funds to install new sidewalks throughout the city. The additional sidewalks will improve connectivity for multi-modal transportation throughout the city and improve pedestrian safety.

<b>Transportation</b>	<b>Total</b>	<b>\$3,125,000</b>	<b>\$15,125,000</b>
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