

## **Ten-Year Capital Improvements Element**

### **City of Aiken**

(Adopted by City Council 4/13/09)

#### **South Carolina Priority Investment Act (PIA)**

In June 2007, the South Carolina Code was changed to incorporate the South Carolina Priority Investment Act (PIA) which amended the 1994 Local Government Comprehensive Planning Enabling Act to require, among other things, that the Comprehensive Plan include a "Priority Investment Element." The term "Capital Improvements Element" is used here instead of "Priority Investment Element" since "capital improvements" is a familiar term. The purpose of the Capital Improvements Element is to tie the capital improvement needs to forecasted revenues for the next ten years to guide the City's five-year Capital Improvements Program (CIP) and annual budgeting processes.

#### **The Process**

To prepare the list of capital improvement projects, City departments were contacted and asked to provide a prioritized list of anticipated projects including those needed to maintain existing service levels and repair/replace obsolete or worn-out facilities. City staff met with the Planning Commission in work sessions to discuss proposed projects. The Commission prepared a draft Element and submitted it to adjacent relevant jurisdictions for comment. The Commission then reviewed those comments and held a public hearing followed by a vote recommending the draft Capital Improvements Element to City Council.

#### **Ten-Year Capital Improvements Projects and Revenues**

The Ten-Year Capital Improvements projects are shown in Appendix A. The projects are listed by department, construction date, and facility costs. The inclusion of projects in the 10-year CIP does not constitute final approval of the items or their priorities; further analysis, prioritization, and review of projects will be needed prior to implementation.

Projected revenues are shown in Appendix B. The total cost of the projects listed in Appendix A exceeds estimated revenues. Where such a shortfall exists in this or subsequent 10-Year Capital Improvement Programs, before any project is approved, sufficient funding must be identified.

#### **Revenue Sources**

- **General Obligation (G.O.) Bonds**

General Obligation (G.O) Bonds are purchased by private investors and are secured by the City's projected future property tax revenue stream. The State of South Carolina limits the amount that local governments can borrow through G.O Bonds to 8% of the assessed value of the City's taxable property. The legal debt margin for the City is \$10,209,448 as of June 30, 2008. The City has no bonds outstanding or authorized and un-issued at June 30, 2008. To issue bonds in excess of the 8 percent limitation would require the City to hold a referendum.

- **Water and Sewer User Fees**

These are the payments received monthly for those who receive water and/or sanitary sewer service.

- Water Impact Fee  
This is a fee paid for each new connection to the City water system used to maintain the system. While the City has enacted impact fees for water and sanitary sewer, revenue from impact fees can only fund the cost the City will incur to provide capital improvements to accommodate new development. Impact fees cannot be used to address existing capital deficiencies. Impact fees also cannot be used to establish a higher level of service for future projects than what is currently being provided.
- Sewer Impact Fee  
This is a fee paid for each new connection to the City sewer system used to maintain the system. While the City has enacted impact fees for water and sanitary sewer, revenue from impact fees can only fund the cost the City will incur to provide capital improvements to accommodate new development. Impact fees cannot be used to address existing capital deficiencies. Impact fees also cannot be used to establish a higher level of service for future projects than what is currently being provided.
- Storm Water Fee  
This is a monthly fee paid by inside-city customers (residential, business and commercial). Revenue from the storm water fee is used to maintain and upgrade the storm sewer system.
- Local Option Sales Tax (LOST)  
This is income derived from a one-cent sales tax to be used to fund projects on a list approved in a referendum by Aiken County voters.
- Augusta Region Transportation Study (ARTS)  
These are funds from the Federal Highway Administration through the South Carolina Department of Transportation to be used for transportation-related projects and administered through ARTS (the Augusta Region Transportation Study), an entity comprised of representatives of local governments in the urbanized portion of Aiken County and Richmond and Columbia Counties in Georgia.
- Federal Aviation Administration (FAA)  
These are federal grants to be used at the Aiken Municipal Airport.
- Community Development Block Grants (CDBG)  
This is an annual grant from the federal Department of Housing and Urban Development to benefit low and moderate-income citizens.

### **A Comparison of Projected Expenditures and Revenues**

Appendix B presents projections of expenditures and revenues over the 10-year period.

### **Goals**

The following are goals for assuring that the process for determining capital improvement projects will be effective.

- **Goal #1: Determine Needed Capital Improvements**

The City should continue to refine the process for prioritizing capital improvements required to achieve and maintain desired levels of service and to repair and replace public facilities.

- The City should set the relative priorities among types of public facilities.
- The City shall continue to develop and annually update a five-year Capital Improvements Program (CIP) that plans for needed capital facilities that are within the fiscal capability of the City.
- The City shall continue to prepare as part of the annual budget process a Capital Improvements Budget that lists appropriations for the capital improvements projects in the first year of the CIP.

- **Goal #2: Develop a Funding Strategy**

The City should develop a coordinated strategy to fund needed capital projects. Possible future revenue sources may include, but are not limited to:

- G.O. Bonds: these bonds should be issued only if absolutely necessary as a last resort for projects deemed essential.
- Impact Fees: consider revising existing impact fees;
- Local Option Sales Tax: hold a referendum to establish a 1% capital projects sales tax once the current tax expires;
- Grants: seek additional funding through private, State and federal grants; and
- User Fees: consider user fees for services where appropriate or feasible.

- **Goal #3: Coordination with Other Agencies and Jurisdictions**

- The City shall coordinate the provision of capital improvements with other relevant agencies and jurisdictions.
- The City shall coordinate the provision of public facilities with municipalities in Aiken County, surrounding counties and municipalities, and the Aiken County School District. The City shall coordinate with contiguous water and sewer districts, the State Department of Transportation, and other state agencies as necessary regarding proposed capital improvements.

**Appendix A**  
**Ten-Year Capital Improvements Program**  
**FY 2010 – FY 2019**  
**City of Aiken**

**Ten-Year Capital Improvements Program  
Department of Public Works and Engineering  
Airport  
City of Aiken**

<b>Project Name</b>	<b>Total Cost</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Precision Instrument Approach	\$370,000.00	\$370,000.00									
Runway 07 Departure Stopway - add 400 feet of runway	\$600,000.00	\$350,000.00	\$250,000.00								
Security Fencing	\$240,000.00		\$120,000.00	\$120,000.00							
Apron Expansion	\$950,000.00			\$450,000.00	\$50,000.00	\$450,000.00					
Expand Area Adjacent to Existing Apron in GA Area - add apron to south of terminal area	\$550,000.00					\$50,000.00	\$500,000.00				
Replace Runway and Taxiway Lights	\$500,000.00							\$200,000.00	\$300,000.00		
Overlay Runways 19 and 01	\$450,000.00								\$50,000.00	\$400,000.00	
Overlay Runways 07 and 25 and Taxiways	\$1,100,000.00									\$450,000.00	\$650,000.00
<b>Total Project Expenditures</b>	<b>\$4,760,000.00</b>										
<b>Total Expenditures per Fiscal Year</b>		<b>\$720,000.00</b>	<b>\$370,000.00</b>	<b>\$570,000.00</b>	<b>\$50,000.00</b>	<b>\$500,000.00</b>	<b>\$500,000.00</b>	<b>\$200,000.00</b>	<b>\$350,000.00</b>	<b>\$850,000.00</b>	<b>\$650,000.00</b>

**Ten-Year Capital Improvement Program  
 Department of Public Works and Engineering  
 Storm Water  
 City of Aiken**

<b>Project Name</b>	<b>Total Cost</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Sand River Drainage - install pipe and ecological restoration of Hitchcock Woods	\$11,500,000.00	\$1,000,000.00	\$2,500,000.00			\$2,000,000.00	\$2,500,000.00			\$1,000,000.00	\$2,500,000.00
Crossland Park Drainage - install pipe and drainage in back yards	\$2,350,000.00			\$350,000.00	\$1,500,000.00	\$500,000.00					
Governor Aiken Park Phase II Drainage - install pipe in drainage ways and back yards	\$750,000.00			\$250,000.00	\$500,000.00						
Fox Chase Drainage - install pipe between Fox Chase and Houndslake North	\$2,750,000.00							\$250,000.00	\$500,000.00	\$1,000,000.00	\$1,000,000.00
Cumberland Lake - install regional detention facility near Cumberland Village	\$2,300,000.00							\$300,000.00	\$1,000,000.00	\$1,000,000.00	
Wedgewood Regional Detention - install regional detention facility near Wedgewood	\$3,500,000.00									\$2,000,000.00	\$1,500,000.00
<b>Total Project Expenditures</b>	<b>\$23,150,000.00</b>										
<b>Total Expenditures per Fiscal Year</b>		<b>\$1,000,000.00</b>	<b>\$2,500,000.00</b>	<b>\$600,000.00</b>	<b>\$2,000,000.00</b>	<b>\$2,500,000.00</b>	<b>\$2,500,000.00</b>	<b>\$550,000.00</b>	<b>\$1,500,000.00</b>	<b>\$5,000,000.00</b>	<b>\$5,000,000.00</b>

**Ten-Year Capital Improvements Program**  
**Department of Public Works and Engineering**  
**Utilities**  
**City of Aiken**

<b>Project Name</b>	<b>Total Cost</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Town Creek Tank and Main - 16-inch main to Pine Log Road and .5 MG storage tank	\$600,000.00	\$150,000.00	\$450,000.00								
Silver Bluff Well #2 - second 1.0 MG well for Silver Bluff plant	\$700,000.00	\$200,000.00	\$500,000.00								
New Water Plant - new plant on the east side	\$4,150,000.00	\$500,000.00	\$1,000,000.00	\$2,650,000.00							
Highway 19 North Water Phase II - line from Rutland to Reynolds Pond Road	\$300,000.00			\$300,000.00							
Southeast Water Loop - 12-inch main from Pine Log Road to Whiskey Road, along Powderhouse Road	\$625,000.00				\$250,000.00	\$375,000.00					
Paint Lloydtown Tank	\$150,000.00				\$150,000.00						
Replace Pine Log Service Pumps - replace 6 high-service pumps with turbine pumps	\$750,000.00				\$750,000.00						
Paint South Boundary Avenue Tank	\$175,000.00					\$175,000.00					
Paint Chesterfield Street Tank	\$300,000.00						\$300,000.00				
Shaws Creek Clear Well - install 1.0 MG finished water clearwell	\$1,300,000.00						\$300,000.00	\$1,000,000.00			
North Side Sewer - install trunk sewer between Highway 19 and US 1, from Rutland Drive to I-20	\$3,750,000.00							\$550,000.00	\$1,250,000.00	\$1,950,000.00	
US 1 North Water - 12-inch main along Shiloh Baptist Church Road, from Highway 1 to Shiloh Springs	\$600,000.00							\$75,000.00	\$525,000.00		
Replace Town Creek Service Pumps - replace 4 turbine finished water pumps	\$200,000.00							\$200,000.00			
Highway 19 North Sewer - sewer and pump station at I-20 and Highway 19 intersection	\$1,600,000.00								\$100,000.00	\$750,000.00	\$750,000.00
US 1 and I-20 Sewer - sewer north of I-20 at US 1	\$2,750,000.00								\$250,000.00	\$1,500,000.00	\$1,000,000.00
<b>Total Project Expenditures</b>	<b>\$17,950,000.00</b>										
<b>Total Expenditures per Fiscal Year</b>		<b>\$850,000.00</b>	<b>\$1,950,000.00</b>	<b>\$2,950,000.00</b>	<b>\$1,150,000.00</b>	<b>\$550,000.00</b>	<b>\$600,000.00</b>	<b>\$1,825,000.00</b>	<b>\$2,125,000.00</b>	<b>\$4,200,000.00</b>	<b>\$1,750,000.00</b>

**Ten-Year Capital Improvements Program  
 Department of Public Works and Engineering  
 Road Projects  
 City of Aiken**

<b>Project Name</b>	<b>Total Cost</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
SC Highway 440 (Anderson Pond Road)	\$3,555,240.00	\$3,555,240.00									
SC Highway 302 Widening (Silver Bluff Road)	\$8,446,080.00	\$8,446,080.00									
Whiskey Road/Powder House Road Connector	\$8,000,000.00	\$250,000.00	\$750,000.00	\$2,000,000.00	\$5,000,000.00						
Whiskey Road/Centennial Parkway	\$425,000.00				\$100,000.00	\$325,000.00					
SC Highway 19 (Whiskey Road)	\$5,119,800.00		\$5,119,800.00								
Dougherty and Silver Bluff Roads/Dougherty Widening	\$12,623,328.00	\$1,000,000.00					\$1,000,000.00	\$5,000,000.00	\$5,623,328.00		
SC Highway 118 Widening (Hitchcock Parkway)	\$17,899,980.00				\$4,000,000.00	\$7,899,980.00	\$6,000,000.00				
SC Highway 2131 Widening (University Parkway)	\$5,617,920.00			\$5,617,920.00							
SC Highway 118 Widening (Northwest By-Pass)	\$28,886,400.00							\$6,000,000.00	\$12,886,400.00	\$10,000,000.00	
SC Highway 19 Widening to Interstate 20	\$19,686,240.00								\$5,000,000.00	\$10,686,240.00	\$4,000,000.00
Dougherty Road to Wal-Mart Connector	\$2,262,000.00	\$1,000,000.00	\$1,262,000.00								
Dougherty Road to Aiken Mall Connector	\$350,000.00	\$100,000.00	\$250,000.00								
Whiskey Road Enhancements	\$700,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00			
<b>Total Project Expenditures</b>	<b>\$113,571,988.00</b>										
<b>Total Expenditures per Fiscal Year</b>		<b>\$14,451,320.00</b>	<b>\$7,481,800.00</b>	<b>\$7,717,920.00</b>	<b>\$9,200,000.00</b>	<b>\$8,324,980.00</b>	<b>\$7,100,000.00</b>	<b>\$11,100,000.00</b>	<b>\$23,509,728.00</b>	<b>\$20,686,240.00</b>	<b>\$4,000,000.00</b>

**Ten-Year Capital Improvements Program  
Department of Parks, Recreation and Tourism  
City of Aiken**

<b>Project Name</b>	<b>Total Cost</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Woodward House Renovations	\$300,000.00	\$150,000.00	\$150,000.00								
Stewart Field Renovations	\$375,000.00				\$275,000.00	\$100,000.00					
Park Outdoor Restrooms	\$100,000.00	\$50,000.00	\$50,000.00								
Toole Hill Neighborhood Center	\$1,000,000.00		\$1,000,000.00								
Northside Park	\$2,750,000.00	\$150,000.00	\$1,000,000.00	\$1,600,000.00							
Environmental Education Center	\$100,000.00			\$100,000.00							
Virginia Acres-Basketball Court Cover	\$100,000.00			\$50,000.00	\$50,000.00						
Walking Trail at Citizens Park	\$100,000.00	\$100,000.00									
Aiken Library Park	\$175,000.00	\$175,000.00									
Mobile Bleachers	\$50,000.00	\$50,000.00									
Mobile Stage	\$175,000.00				\$175,000.00						
Splash Park	\$250,000.00				\$250,000.00						
Perry Park Walking Track Resurfacing	\$100,000.00			\$100,000.00							
New South District Neighborhood Park	\$1,500,000.00					\$1,500,000.00					
Outdoor Swimming Pool (New South District Neighborhood Park)	\$1,500,000.00									\$1,500,000.00	
New Community Park	\$14,000,000.00						\$7,000,000.00	\$7,000,000.00			
Basketball Court (New Community Park)	\$75,000.00							\$75,000.00			
Senior Center (New Community Park)	\$850,000.00									\$850,000.00	
Citizens Park Playground	\$100,000.00					\$100,000.00					
North District Sports Complex	\$7,000,000.00								\$7,000,000.00		
North District Maintenance Center	\$2,000,000.00									\$2,000,000.00	
Youth Baseball Fields (2) (New North District Sports Complex)	\$850,000.00										\$850,000.00
Soccer Fields (4) (New North District Sports Complex)	\$1,300,000.00										\$1,300,000.00
Leisure Trails (New North District Sports Complex)	\$200,000.00										\$200,000.00
Tennis Courts (2) (New North District Sports Complex)	\$100,000.00										\$100,000.00
Adult Softball Field (New North District Sports Complex)	\$425,000.00										\$425,000.00
<b>Total Project Expenditures</b>	<b>\$35,475,000.00</b>										
<b>Total Expenditures per Fiscal Year</b>		<b>\$675,000.00</b>	<b>\$2,200,000.00</b>	<b>\$1,850,000.00</b>	<b>\$750,000.00</b>	<b>\$1,700,000.00</b>	<b>\$7,000,000.00</b>	<b>\$7,075,000.00</b>	<b>\$7,000,000.00</b>	<b>\$4,350,000.00</b>	<b>\$2,875,000.00</b>

**Ten-Year Capital Improvements Program  
Department of Public Safety  
City of Aiken**

<u>Project Name</u>	<u>Total Cost</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Relocate Fire Supression Headquarters Station	\$1,500,000.00			\$1,500,000.00							
Renovation of Public Safety Headquarters (Phase II)	\$1,500,000.00				\$1,500,000.00						
Renovation of Training Facility	\$500,000.00							\$500,000.00			
Construction of Public Safety Sub-Station #6	\$800,000.00									\$800,000.00	
<b>Total Project Expenditures</b>	<b>\$4,300,000.00</b>										
<b>Total Expenditures per Fiscal Year</b>				<b>\$1,500,000.00</b>	<b>\$1,500,000.00</b>			<b>\$500,000.00</b>		<b>\$800,000.00</b>	

**Ten-Year Capital Improvements Program  
City Manager's Office  
City of Aiken**

<u>Project Name</u>	<u>Total Cost</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Municipal Building Improvements	\$2,225,000.00			\$2,225,000.00							
<b>Total Project Expenditures</b>	<b>\$2,225,000.00</b>										
<b>Total Expenditures per Fiscal Year</b>				<b>\$2,225,000.00</b>							

**Appendix B**  
**Comparison of Projected Expenditures and Revenues**  
**FY 2010 – FY 2019**  
**City of Aiken**

**Department of Public Works and Engineering**

- **Airport**
  - Total Projected Expenditures  
\$4,760,000
  - Total Projected Revenues  
\$3,000,000 – 6,000,000 (grants from the Federal Aviation Administration)
- **Storm Water**
  - Total Projected Expenditures  
\$23,150,000
  - Total Projected Revenues  
\$20,000,000 (includes \$2 million from Aiken County Local Option Sales Tax revenue)
  - Shortfall: \$3,150,000
- **Utilities**
  - Total Projected Expenditures  
\$17,950,000
  - Total Projected Revenues  
\$15,000,000 – 19,000,000
- **Road Projects**
  - Total Projected Expenditures  
\$113,571,988
  - Total Projected Revenues:  
\$94,000,000 (includes \$35 million from Aiken County Local Option Sales Tax revenues)
  - Shortfall: \$19,571,988

**Department of Parks, Recreation, and Tourism**

Total Projected Expenditures: \$35,475,000

Total Projected Revenues: \$30,550,000 (\$4,425,000 from Local Option Sales Tax)

Shortfall: \$4,925,000

**Department of Public Safety**

Total Projected Expenditures: \$4,300,000

Total Projected Revenues: \$4,000,000

Shortfall: \$300,000

**City Manager's Office**

Total Projected Expenditure: \$2,225,000

Total Projected Revenues: \$2,225,000 (from Local Option Sales Tax revenue)

Shortfall: None

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**Total Projected Expenditure**: \$201,431,988

**Total Projected Revenues**: \$168,775,000 - 175,775,000

**Total Projected Shortfall**: \$25,656,988 - \$32,656,988