



City of Roanoke Strategic Plan, 2022 – 2027 Executive Summary

Adopted by City Council on February 14, 2023

Strategic Principles for Roanoke

The City of Roanoke will:

1. Maintain the community’s “hometown feel” and “small town character” even as growth continues.
2. Plan and construct capital facilities according to a multi-year plan for needs and provide a replacement fund to cover facility life-cycle costs instead of only construction costs.
3. Enhance walkability in all parts of the community and particularly between the neighborhoods and Downtown.
4. Use its improvements, programs and partnerships to maintain and enhance Downtown’s appeal as a destination for residents and visitors.
5. Invest to continue the vitality and appeal of its neighborhoods.
6. Provide adequate parking at major destinations, including City facilities and Downtown.

Strategic Action Priorities

Roanoke will use its capital funding, annual budget and programming to achieve its desired outcomes for these seven strategic areas. The Strategic Plan includes specific action items for each area.

- A. Enhanced Communication
- B. “Unique” Roanoke Identity
- C. Business Support and Partnership
- D. Citywide Infrastructure Investment
- E. Mobility Throughout Roanoke
- F. Coordinated Major Facilities
- G. Key Downtown Sites



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Capital Investment Priorities

The list of capital projects for completion during the next five years (from fiscal year 2022-23 through 2026-27) is presented in Exhibit 1. Potential projects for later years are listed in Exhibit 2. The costs and timing for these later projects have not yet been determined.

Exhibit 1: Capital Projects Through 2027

PRIORITY RANKING	FISCAL YEAR	DESCRIPTION	COST	EXPLANATION
1	2023	2 Million Gallon Ground Storage Tank (design only)	\$760,000	Water system improvements
2	2023	Police & Courts Facility (design and land)	\$6,951,000	New police & courts project
3	2023	Denton, Houston	\$2,380,000	Concrete street
4	2023	Multiple street overlays	\$150,000	Asphalt overlay
5	2023	Water meter replacement program	\$100,000	Purchase and install new water meters
6	2023	Waterline improvement program	\$50,000	Replace substandard waterlines by City staff
7	2023	Conference Center	\$30,000,000	Construct new conference center with hotel project
8	2024	Waterline improvement program	\$50,000	Replace substandard waterlines by City staff
9	2024	Water meter replacement program	\$100,000	Purchase and install new water meters
10	2024	Multiple street overlays	\$150,000	Asphalt overlay
11	2024	Dorman (design only)	\$330,000	Concrete street design - County bonds may move project up
12	2024	Bristol (design only)	\$710,000	Concrete street design
13	2024	Mesa Butte	\$900,000	Asphalt overlay
14	2024	Ashley (design only)	\$395,000	Asphalt overlay
15	2024	Design and construction of trails (phase 2)	\$3,000,000	Park trail construction
16	2024	Recreation Center expansion (design only)	\$360,000	Expand recreation center design
17	2024	2 Million Gallon Ground Storage Tank	\$3,654,950	Water system improvements
18	2025	Recreation Center expansion	\$4,500,000	Expand recreation center



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STRATEGIC
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PRIORITY RANKING	FISCAL YEAR	DESCRIPTION	COST	EXPLANATION
19	2025	Waterline Improvement Program	\$50,000	Replace substandard waterlines by City staff
20	2025	Water meter replacement program	\$100,000	Purchase and install new water meters
21	2025	Police & Courts Facility	\$38,000,000	New police & courts project construction
22	2025	Multiple street overlays	\$150,000	Asphalt overlay
23	2025	Dorman	\$1,750,000	Concrete street – County bonds may move project up
24	2025	Bristol	\$3,800,000	Concrete street
25	2025	Blythe Bridge (design only)	\$400,000	Concrete street
26	2025	Ashley	\$2,650,000	Concrete street
27	2025	Alyse (design only)	\$300,000	Asphalt overlay
28	2025	Penny (design only)	\$300,000	Asphalt overlay
29	2025	Turf fields (design only)	\$450,000	Design new turf soccer fields
30	2026	Multiple street overlays	\$150,000	Asphalt overlay
31	2026	Blythe Bridge	2,300,00	Concrete street
32	2026	Howe (design only)	\$710,000	Concrete street – County bonds may move project up
33	2026	Alyse	\$2,250,000	Asphalt overlay
34	2026	Penny	\$2,250,000	Asphalt overlay
35	2026	Sheri (design only)	\$300,000	Asphalt overlay
36	2026	Randy (design only)	\$300,000	Asphalt overlay
37	2026	Turf fields	\$4,000,000	Turf soccer fields
38	2026	Waterline Improvement Program	\$50,000	Replace substandard waterlines by City staff
39	2026	Water meter replacement program	\$100,000	Purchase and install new water meters
40	2027	Multiple street overlays	\$150,000	Asphalt overlay
41	2027	Howe	\$4,737,000	Concrete street – County bonds may move project up
42	2027	Sheri	\$2,250,000	Asphalt overlay
43	2027	Randy	\$2,250,000	Asphalt overlay
44	2027	Darrell (design only)	\$300,000	Asphalt overlay
45	2027	Richy (design only)	\$300,000	Asphalt overlay
		TOTAL	\$20,117,000	



Exhibit 2: Potential Future Capital Projects

DESCRIPTION	EXPLANATION
Public Works Department Facility	Expansion and/or upgrade
Parks Department Facility	Expansion and/or upgrade
Other City Facilities outlined in the facility needs assessment	Expansion and/or upgrade as recommended by the Master Facilities Plan
Park Trails	Connect neighborhoods
Parking Garage	Add parking garage Downtown
North Oak Street	Estimated cost is \$3.8 million. County bonds may move project up.
North Walnut Street	Estimated cost is \$3.6 million. County bonds may move project up.

For future capital projects, the investment criteria chosen by the City of Roanoke, in order of importance, are:

- Will the project play a role as a catalyst, leading to additional desired development and investment?
- Will investment now help stage this project in relation to other capital projects and new development?
- Does the project address a health or safety issue?
- Does it achieve multiple objectives?
- Is the investment located in an area targeted for specific initiatives and investments?
- Does it enable Roanoke to secure matching funds from other entities?

Communication and Tracking Progress

This Strategic Plan provides a set of top priorities for action by the City of Roanoke over the next five years. It also includes criteria and other decision-making tools that can be used to evaluate new ideas and proposals that may arise during this time.

The City should share this Strategic Plan with the community after it has been finalized. At least once a year, City staff should review these Strategic Plan priorities and provide a report to City Council and the community that explains the results and accomplishments of the past year and the next steps to carry out the Strategic Plan.