

**ECONOMIC DEVELOPMENT
FULLY FUNDED PROJECTS
Capital Improvement Program FY 2012 - FY 2016**

Project Number	Project Name	Total Funds Appropriated	Project Completion Date	Annual Operating Cost
30-09	Conference Center Equipment Replacement <i>Replace carpet, paint in conference rooms. Repair parking lot.</i>	\$812,344	Jun 2011	\$0
58-12	GB-Commerce Bike Trail <i>Implementation of the Greenbrier TIF District Master Plan as described in the Capital Improvements Roadmap.</i>	120,338	Dec 2012	0
16-12	GB TIF - Commerce District <i>A turn lane from Volvo Parkway onto Executive Blvd. to improve traffic congestion within the Commerce District.</i>	316,854	Dec 2011	0
08-11	GB TIF - Activity Center <i>Funding for the design of a Activity Center to be located within the Greenbrier TIF District.</i>	1,000,000	Jul 2011	0
15-10	GB TIF - Conference Center Renovation <i>Improvements to Conference Center as part of Conference Center Hotel Initiative.</i>	2,754,870	Apr 2012	0
18-10	GB TIF - Electronic Gateway Signage <i>Design, material and construction costs associated with new signage for gateway locations.</i>	250,000	Apr 2012	0
57-12	GB TIF - Mall Bike Trail <i>Implementation of the Greenbrier TIF District Master Plan as described in the Capital Improvements Roadmap.</i>	69,426	Dec 2012	0
15-12	GB TIF - North Corporate District <i>Turn lane from southbound Crossways Blvd to westbound Volvo Parkway to improve traffic congestion within the North Corporate District and to construct a 10' bike lane.</i>	528,090	Dec 2011	0
10-11	GB TIF - Sidewalk/Crosswalk Improvements Signage <i>Design and construct approximately 5,000 linear feet of 8' stamped asphalt crosswalks and 14,000 linear feet of 4' concrete sidewalks within the TIF Center District.</i>	1,242,112	Nov 2010	0
09-11	GB TIF - Wayfinding Signage <i>Design and construct a custom wayfinding signage package for TIF district. Will include demolition of any existing signs that may need to be replaced.</i>	236,411	Mar 2012	0
20-10	Pedestrian Safety - Design & Construction <i>To fund improvements to the Greenbrier Commercial District in accordance with the TIF District Plan and to secure Greenbrier's competitive advantage in the region as a destination and major tax revenue generator.</i>	1,120,474	Dec 2012	0
63-12	SoNo Infrastructure Improvements <i>This project will fund infrastructure improvements to support the implementation of the South Norfolk Strategic Development Plan through use of the South Norfolk TIF.</i>	7,008,583	Dec 2013	0
22-12	SoNo TIF - Johnson Park Improvements <i>Replacement of and/or upgrade and improvements to the Johnson Park facilities.</i>	550,000	Mar 2011	0
09-09	SoNo TIF - Strategic Development	2,000,000	Jun 2011	0

FULLY FUNDED PROJECTS
Capital Improvement Program FY 2012 - FY 2016

Project Number	Project Name	Total Funds Appropriated	Project Completion Date	Annual Operating Cost
<i>Funding to begin implementation of the South Norfolk Strategic Development Plan including Poindexter Street Phase I Streetscapes.</i>				
19-12	SoNo TIF - Poindexter Streetscape <i>Provide funding to complete Poindexter Streetscape improvements. The project currently being administered by the Public Works Department has approximately half of the necessary funding to complete the project from the following sources: Federal TEA-21 G.</i>	7,400,000	Jun 2012	0
07-09	TCC - Land Acquisition <i>Acquire land for the TCC Regional Automotive Technology Center which was a project included in the Higher Education Referendum passed in November 2002. In addition, the City committed to purchase land adjacent to the campus for future redevelopment.</i>	6,121,093	Jun 2008	0
Total		\$31,530,595		\$0

Note: Some of the above listed projects are completed but have not been formally closed in the financial records.

Capital Project Detail

Project Name Commerce Park **Project Number** 62-12

Improvement Category Economic Development **Improvement Type** New Facility

Project Description Acquisition of property for the development of a new business park to encourage economic health and stability in the City of Chesapeake.

Purpose and Need Acquisition of property for the development of a new business park to encourage economic health and stability in the City of Chesapeake. The Cavalier Industrial Park is fully developed and Oakbrooke Business Park is under development. This project positions the City for future economic development.

Project Start Date Jul 2008 **Target Completion Date** Jun 2013

Project Status Existing **Project Rank**

Estimated Project Cost

Cost to Chesapeake Only

Cost Elements	Previous Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5 YR Total	Beyond 5 Years	Project Total
Engineer / Design Fees	0	0	0	0	0	0	0	0	0
Land	2,975,000	1,500,000	0	0	0	0	1,500,000	0	4,475,000
Construction	0	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Total	\$2,975,000	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$4,475,000

Funding Method(s) for Chesapeake Costs

1. General Fund Balance-Designated Reserve 1,500,000
 2. _____
 3. _____
 4. _____
 5. _____
 6. _____
- 5 Year Total** **\$1,500,000**

Cost to All Organizations

Funding Sources	Previous Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5 YR Total	Beyond 5 Years	Project Total
Chesapeake	2,975,000	1,500,000	0	0	0	0	1,500,000	0	4,475,000
State	0	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0	0
Total	\$2,975,000	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$4,475,000

Estimated Annual Operating Impacts

Fiscal Year Needed	Salaries & Wages	Fringe Benefits	Operation & Maintenance	Total Costs	Revenue Generated	Net Impact	Positions Needed	
							Full Time	Part Time
FY 2012	0	0	0	0	0	0	0.00	0.00
FY 2013	0	0	0	0	0	0	0.00	0.00
FY 2014	0	0	0	0	0	0	0.00	0.00
FY 2015	0	0	0	0	0	0	0.00	0.00
FY 2016	0	0	0	0	0	0	0.00	0.00
Cumulative	\$0	\$0	\$0	\$0	\$0	\$0	0.00	0.00

Estimated Life of Asset from Placement in Service _____ years

Major Rehabilitations:

1. _____ Cycle Length _____ years Cost _____
2. _____ Cycle Length _____ years Cost _____

Capital Project Detail

Project Name GB- TIF Conference Center District **Project Number** 14-10

Improvement Category **Improvement Type**

Project Description New pedestrian walkways to improve accessibility within the District, as well as new street and directional signage, facility improvements and expansion of bike trails connecting the Conference Center parking garage and the Conference Center.

Purpose and Need To fund improvements to the Greenbrier Commercial District in accordance with the TIF District Plan and to secure Greenbrier's competitive advantage in the region as a destination and major tax revenue generator.

Project Start Date Jul 2008 **Target Completion Date** Jun 2013

Project Status Existing **Project Rank**

Estimated Project Cost

Cost to Chesapeake Only

Cost Elements	Previous Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5 YR Total	Beyond 5 Years	Project Total
Engineer / Design Fees		0	0	0	0	0	0	0	0
Land		0	0	0	0	0	0	0	0
Construction	1,131,952	622,823	0	0	0	0	622,823	0	1,754,775
Equipment		0	0	0	0	0	0	0	0
Other		0	492,094	0	0	0	492,094	0	492,094
Total	\$1,131,952	\$1,114,917	\$0	\$0	\$0	\$0	\$1,114,917	\$0	\$2,246,869

Funding Method(s) for Chesapeake Costs

1. Greenbrier Tax Increment Financing (TIF)-Cash 1,114,917
- 2.
- 3.
- 4.
- 5.
- 6.

5 Year Total

\$1,114,917

Cost to All Organizations

Funding Sources	Previous Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5 YR Total	Beyond 5 Years	Project Total
Chesapeake	1,131,952	1,114,917	0	0	0	0	1,114,917	0	2,246,869
State		0	0	0	0	0	0	0	0
Other Sources		0	0	0	0	0	0	0	0
Total	\$1,131,952	\$1,114,917	\$0	\$0	\$0	\$0	\$1,114,917	\$0	\$2,246,869

Estimated Annual Operating Impacts

Fiscal Year Needed	Salaries & Wages	Fringe Benefits	Operation & Maintenance	Total Costs	Revenue Generated	Net Impact	Positions Needed	
							Full Time	Part Time
FY 2012	0	0	0	0	0	0	0.00	0.00
FY 2013	0	0	0	0	0	0	0.00	0.00
FY 2014	0	0	0	0	0	0	0.00	0.00
FY 2015	0	0	0	0	0	0	0.00	0.00
FY 2016	0	0	0	0	0	0	0.00	0.00
Cumulative	\$0	\$0	\$0	\$0	\$0	\$0	0.00	0.00

Estimated Life of Asset from Placement in Service _____ years

Major Rehabilitations:

- | | | | | | | |
|----|--|--------------|--|-------|------|--|
| 1. | | Cycle Length | | years | Cost | |
| 2. | | Cycle Length | | years | Cost | |

Capital Project Detail

Project Name GB TIF - Greenbrier Center District **Project Number** 13-12

Improvement Category Economic Development **Improvement Type** New Facility

Project Description Safety improvements for vehicle and pedestrian traffic, including acquiring easements for & construction of turn lanes, sidewalks, parking garage and pedestrian signals. These items will serve as the implementation of the recommendations from the previously completed Greenbrier Pedestrian Safety Study.

Purpose and Need Implementation of the Greenbrier TIF District Master Plan as described in the Capital Improvements Roadmap.

Project Start Date Jul 2007 **Target Completion Date** Dec 2012

Project Status Existing **Project Rank**

Estimated Project Cost

Cost to Chesapeake Only

Cost Elements	Previous Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5 YR Total	Beyond 5 Years	Project Total
Engineer / Design Fees	0	0	0	0	0	0	0	0	0
Land	4,298,640	0	0	0	0	0	0	0	4,298,640
Construction	1,534,517	0	0	0	0	8,030,610	8,030,610	0	9,565,127
Equipment	0	0	0	0	0	0	0	0	0
Other	2,185,271	0	0	0	523,041	0	523,041	0	2,708,312
Total	\$8,018,428	\$0	\$0	\$0	\$523,041	\$8,030,610	\$8,553,651	\$0	\$16,572,079

Funding Method(s) for Chesapeake Costs

- | | | |
|---------------------|--|--------------------|
| 1. | Greenbrier Tax Increment Financing (TIF)-Bonds | 8,030,610 |
| 2. | Greenbrier Tax Increment Financing (TIF)-Cash | 523,041 |
| 3. | | |
| 4. | | |
| 5. | | |
| 6. | | |
| 5 Year Total | | \$8,553,651 |

Cost to All Organizations

Funding Sources	Previous Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5 YR Total	Beyond 5 Years	Project Total
Chesapeake	8,018,428	0	0	0	523,041	8,030,610	8,553,651	0	16,572,079
State	0	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0	0
Total	\$8,018,428	\$0	\$0	\$0	\$523,041	\$8,030,610	\$8,553,651	\$0	\$16,572,079

Estimated Annual Operating Impacts

Fiscal Year Needed	Salaries & Wages	Fringe Benefits	Operation & Maintenance	Total Costs	Revenue Generated	Net Impact	Positions Needed	
							Full Time	Part Time
FY 2012	0	0	0	0	0	0	0.00	0.00
FY 2013	0	0	0	0	0	0	0.00	0.00
FY 2014	0	0	0	0	0	0	0.00	0.00
FY 2015	0	0	0	0	0	0	0.00	0.00
FY 2016	0	0	0	0	0	0	0.00	0.00
Cumulative	\$0	\$0	\$0	\$0	\$0	\$0	0.00	0.00

Estimated Life of Asset from Placement in Service _____ years

Major Rehabilitations:

- | | | | | | | |
|----|--|--------------|--|-------|------|--|
| 1. | | Cycle Length | | years | Cost | |
| 2. | | Cycle Length | | years | Cost | |

Capital Project Detail

Project Name GB TIF - Municipal District Improvements including Park and Activity Center **Project Number** 18-12

Improvement Category Economic Development **Improvement Type** New Facility

Project Description Improvements within the Municipal District which includes City Park in Greenbrier area (stage changing rooms/rest rooms, crosswalks, parking and multi-purpose area), and funding for a public-private partnership for the construction of an Activity Center to include a community pool, a competition pool, indoor courts, and a tennis center. Project components are under review.

Purpose and Need Implementation of the Greenbrier TIF District Master Plan as described in the Capital Improvements Roadmap.

Project Start Date Jul 2007 **Target Completion Date** Jun 2015

Project Status Existing **Project Rank**

Estimated Project Cost

Cost to Chesapeake Only

Cost Elements	Previous Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5 YR Total	Beyond 5 Years	Project Total
Engineer / Design Fees	0	0	0	0	0	0	0	0	0
Land	0	0	0	0	0	0	0	0	0
Construction	28,476,273	0	7,205,873	0	0	0	7,205,873	0	35,682,146
Equipment	0	0	0	0	0	0	0	0	0
Other	400,274	0	7,214,518	0	0	0	7,214,518	0	7,614,792
Total	\$28,876,547	\$0	\$14,420,391	\$0	\$0	\$0	\$14,420,391	\$0	\$43,296,938

Funding Method(s) for Chesapeake Costs

- | | | |
|---------------------|--|---------------------|
| 1. | Greenbrier Tax Increment Financing (TIF)-Bonds | 9,420,391 |
| 2. | Greenbrier Tax Increment Financing (TIF)-Cash | 5,000,000 |
| 3. | | |
| 4. | | |
| 5. | | |
| 6. | | |
| 5 Year Total | | \$14,420,391 |

Cost to All Organizations

Funding Sources	Previous Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5 YR Total	Beyond 5 Years	Project Total
Chesapeake	28,876,547	0	14,420,391	0	0	0	14,420,391	0	43,296,938
State	0	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0	0
Total	\$28,876,547	\$0	\$14,420,391	\$0	\$0	\$0	\$14,420,391	\$0	\$43,296,938

Estimated Annual Operating Impacts

Fiscal Year Needed	Salaries & Wages	Fringe Benefits	Operation & Maintenance	Total Costs	Revenue Generated	Net Impact	Positions Needed	
							Full Time	Part Time
FY 2012	0	0	0	0	0	0	0.00	0.00
FY 2013	245,174	49,035	0	294,209	0	294,209	0.00	0.00
FY 2014	395,000	277,052	3,041,383	3,713,435	3,806,342	92,907	0.00	0.00
FY 2015	407,100	286,498	3,044,488	3,738,086	4,087,879	349,793	0.00	0.00
FY 2016	419,653	300,216	3,253,059	3,972,928	4,737,654	764,726	0.00	0.00
Cumulative	\$1,466,927	\$912,801	\$9,338,930	\$11,718,658	\$12,631,875	\$913,217	0.00	0.00

Estimated Life of Asset from Placement in Service _____ years

Major Rehabilitations:

- | | | | | | | |
|----|--|--------------|--|-------|------|--|
| 1. | | Cycle Length | | years | Cost | |
| 2. | | Cycle Length | | years | Cost | |

Capital Project Detail

Project Name GB TIF Woodlake Drive Extension **Project Number** 18-13
Improvement Category Economic Development **Improvement Type** Addition/Expansion
Project Description Extension of Woodlake Drive to Battlefield Blvd.
Purpose and Need To provide a secondary access to Greenbrier Industrial Park and to ease congestion at the intersection of Greenbrier Parkway and Woodlake Drive.
Project Start Date Jul 2010 **Target Completion Date** Jun 2013
Project Status **Project Rank**

Estimated Project Cost

Cost to Chesapeake Only

Cost Elements	Previous Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5 YR Total	Beyond 5 Years	Project Total
Engineer / Design Fees		0	0	0	0	0	0	0	0
Land		0	0	0	0	0	0	0	0
Construction		0	7,800,000	0	0	0	7,800,000	0	7,800,000
Equipment		0	0	0	0	0	0	0	0
Other		1,615,970	1,500,000	0	0	0	1,500,000	0	3,115,970
Total	\$1,615,970	\$9,300,000	\$0	\$0	\$0	\$0	\$9,300,000	\$0	\$10,915,970

Funding Method(s) for Chesapeake Costs

- | | | |
|---------------------|--|--------------------|
| 1. | Greenbrier Tax Increment Financing (TIF)-Bonds | 7,800,000 |
| 2. | Greenbrier Tax Increment Financing (TIF)-Cash | 1,500,000 |
| 3. | | |
| 4. | | |
| 5. | | |
| 6. | | |
| 5 Year Total | | \$9,300,000 |

Cost to All Organizations

Funding Sources	Previous Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5 YR Total	Beyond 5 Years	Project Total
Chesapeake	1,615,970	9,300,000	0	0	0	0	9,300,000	0	10,915,970
State	0	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0	0
Total	\$1,615,970	\$9,300,000	\$0	\$0	\$0	\$0	\$9,300,000	\$0	\$10,915,970

Estimated Annual Operating Impacts

Fiscal Year Needed	Salaries & Wages	Fringe Benefits	Operation & Maintenance	Total Costs	Revenue Generated	Net Impact	Positions Needed	
							Full Time	Part Time
FY 2012	0	0	0	0	0	0	0.00	0.00
FY 2013	0	0	0	0	0	0	0.00	0.00
FY 2014	0	0	0	0	0	0	0.00	0.00
FY 2015	0	0	0	0	0	0	0.00	0.00
FY 2016	0	0	0	0	0	0	0.00	0.00
Cumulative	\$0	\$0	\$0	\$0	\$0	\$0	0.00	0.00

Estimated Life of Asset from Placement in Service _____ years

Major Rehabilitations:

- | | | | | | | |
|----|--|--------------|--|-------|------|--|
| 1. | | Cycle Length | | years | Cost | |
| 2. | | Cycle Length | | years | Cost | |

Capital Project Detail

Project Name SoNo TIF - Library Replacement **Project Number** 20-12

Improvement Category Economic Development **Improvement Type** Replacement

Project Description Replace existing South Norfolk Memorial Library. A 17,000 square foot replacement is planned that will include meeting rooms and a children's library. Also included are a Young Adult Room and a Homework Help Center along with computer access.

Purpose and Need The South Norfolk community is underserved by the existing library because it is too small to accommodate adequate volumes of book or to provide sufficient computer access. These amenities are found in any thriving community and are essential to Revitalization of the district.

Project Start Date Jun 2010 **Target Completion Date** Mar 2012

Project Status Existing **Project Rank**

Estimated Project Cost

Cost to Chesapeake Only

Cost Elements	Previous Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5 YR Total	Beyond 5 Years	Project Total
Engineer / Design Fees	784,951	0	0	0	0	0	0	0	784,951
Land	0	0	0	0	0	0	0	0	0
Construction	4,500,000	0	0	0	0	0	0	0	4,500,000
Equipment	0	500,000	0	0	0	0	500,000	0	500,000
Other	0	0	0	0	0	0	0	0	0
Total	\$5,284,951	\$500,000	\$0	\$0	\$0	\$0	\$500,000	\$0	\$5,784,951

Funding Method(s) for Chesapeake Costs

1. South Norfolk Tax Increment Financing (TIF)-Cash 500,000
- 2.
- 3.
- 4.
- 5.
- 6.

5 Year Total

\$500,000

Cost to All Organizations

Funding Sources	Previous Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5 YR Total	Beyond 5 Years	Project Total
Chesapeake	5,284,951	500,000	0	0	0	0	500,000	0	5,784,951
State	0	0	0	0	0	0	0	0	0
Other Sources	0	0	0	0	0	0	0	0	0
Total	\$5,284,951	\$500,000	\$0	\$0	\$0	\$0	\$500,000	\$0	\$5,784,951

Estimated Annual Operating Impacts

Fiscal Year Needed	Salaries & Wages	Fringe Benefits	Operation & Maintenance	Total Costs	Revenue Generated	Net Impact	Positions Needed	
							Full Time	Part Time
FY 2012	0	0	58,768	58,768	0	58,768	0.00	0.00
FY 2013	0	0	59,943	59,943	0	59,943	0.00	0.00
FY 2014	0	0	61,142	61,142	0	61,142	0.00	0.00
FY 2015	0	0	62,976	62,976	0	62,976	0.00	0.00
FY 2016	0	0	64,550	64,550	0	64,550	0.00	0.00
Cumulative	\$0	\$0	\$307,379	\$307,379	\$0	\$307,379	0.00	0.00

Estimated Life of Asset from Placement in Service _____ years

Major Rehabilitations:

- | | | | | | | |
|----|--|--------------|--|-------|------|--|
| 1. | | Cycle Length | | years | Cost | |
| 2. | | Cycle Length | | years | Cost | |

Capital Project Detail

Project Name Western Branch Property Acquisition **Project Number** 04-16

Improvement Category Economic Development **Improvement Type** New Facility

Project Description Acquisition of the existing theater property at the Chesapeake Center (adjacent to Chesapeake Square Mall). The acquisition represents the City's investment in an approximately \$12 million development project by Simon Properties at Chesapeake Square. The new theater is a key component in the strengthening of the retail sector along Portsmouth Boulevard.

Purpose and Need Implementation of the Western Branch retail development strategy as recommended by Portsmouth Boulevard Commercial Properties Task Force.

Project Start Date Dec 2011 **Target Completion Date** Dec 2011

Project Status New **Project Rank**

Estimated Project Cost

Cost to Chesapeake Only

Cost Elements	Previous Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5 YR Total	Beyond 5 Years	Project Total
Engineer / Design Fees		0	0	0	0	0	0	0	0
Land		0	0	0	0	0	0	0	0
Construction		0	0	0	0	0	0	0	0
Equipment		0	0	0	0	0	0	0	0
Other		0	1,900,000	0	0	0	1,900,000	0	1,900,000
Total		\$0	\$1,900,000	\$0	\$0	\$0	\$1,900,000	\$0	\$1,900,000

Funding Method(s) for Chesapeake Costs

1. General Fund Balance-Designated Reserve 1,900,000
 - 2.
 - 3.
 - 4.
 - 5.
 - 6.
- \$1,900,000

Cost to All Organizations

Funding Sources	Previous Funding	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	5 YR Total	Beyond 5 Years	Project Total
Chesapeake		0	1,900,000	0	0	0	1,900,000	0	1,900,000
State		0	0	0	0	0	0	0	0
Other Sources		0	0	0	0	0	0	0	0
Total		\$0	\$1,900,000	\$0	\$0	\$0	\$1,900,000	\$0	\$1,900,000

Estimated Annual Operating Impacts

Fiscal Year Needed	Salaries & Wages	Fringe Benefits	Operation & Maintenance	Total Costs	Revenue Generated	Net Impact	Positions Needed	
							Full Time	Part Time
FY 2012	0	0	0	0	0	0	0.00	0.00
FY 2013	0	0	0	0	0	0	0.00	0.00
FY 2014	0	0	0	0	0	0	0.00	0.00
FY 2015	0	0	0	0	0	0	0.00	0.00
FY 2016	0	0	0	0	0	0	0.00	0.00
Cumulative	\$0	\$0	\$0	\$0	\$0	\$0	0.00	0.00

Estimated Life of Asset from Placement in Service _____ years

Major Rehabilitations:

1. _____ **Cycle Length** _____ years **Cost** _____
2. _____ **Cycle Length** _____ years **Cost** _____