



Council Ad Hoc Committee for Revenue Evaluation (C.A.R.E.)

AGENDA Meeting 4

Date: March 30, 2020

Time: 10:00 am – 12:00 pm

Location: City Council Chamber with Zoom

The mission statement: **Provide financial stability to reliably deliver services to our community that our citizens expect and deserve, while contributing as a regional leader and partner.**

1. Review of Prior Progress

Don Overcash

We have reviewed the 2020 Financial Master Plan. The Plan shows a balanced 2020 General Fund Budget with revenue shortfalls for 2021 to 2025.

We have begun review of the Capital Program and the Horizon Projects.

2. Questions, Answers, Additional Information

Alan Krcmarik

from Meeting 3. (Attachment 1: Minutes)
Summary of Colorado City and Town Tax Increase Election Results 1993 to 2019 (Attachment 2)

3. Today's Topics: Capital Investments & Potential Revenue

Matthew Elliott

More discussion of the City's 2020 – 2029 Capital Program and the Horizon Projects. (Attachment 3: Capital Plan & Horizon Summation)

Review of Potential Revenue Chart (Attachment 4)

Alan Krcmarik

4. Outcome for Today

Group

Understand Need for Investments in Operating Services, the Capital Plan, and the Horizon Project List

5. Upfront Agreement for Next Session on April 6

Don Overcash

Working toward a summary presentation to City Council on May 5, 2020. What additional topics need to be covered? What questions do the Committee members have?

Hard copies of all attachments will be available at the meeting.



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Council Ad Hoc Committee for Revenue Evaluation (C.A.R.E.)

Attendees: Council Member Overcash, Wright, and Samson (via telephone), Mayor Marsh, and Autumn Perry, CFAC member.

City Staff: Steve Adams, City Manager; Rod Wensing, Deputy City Manager; Alan Krcmarik, Chief Financial Officer; Joyce Robinson, Accounting Manager; Matthew Elliott, Acting Budget Manager; Kent Fierstine, Sales Tax Manager; Justine Bruno, Assistant to the City Manager; and Chloe Romero, Budget Analyst

Additional Attendees: Mark Miller, Fire Chief; Dan Coldiron, Chief Information Officer; Patti Garcia, City Clerk; Cindy Mackin, Visitor Services Coordinator; Jeff Swanty, Loveland Rural Fire Protection District Board Member

Review of Progress at February 17th Meeting:

Alan Krcmarik reviewed the questions and answers from the February 17th meeting.

- Tax on essential services, e.g. Police and Fire: Councilor Overcash asked, what other cities have done for ballot initiatives and imposing a property tax. Alan stated that the information available is anecdotal, sales tax grows faster than property tax due to the Gallagher Amendment on property tax mill levies.
- Seat tax or admission tax: Regarding City owned venues for Denver, Kent will research what venues that includes; Denver Coliseum, Denver Performing ArtsComplex, Ellie Caulkins Opera House, etc. which does not Coors Field, Mile High Stadium, or the Pepsi Center.
- Lodging tax: Mayor Marsh would like information added for Estes Park (2%) and Cheyenne, WY (4%)
- Airport fees and taxes: Steve Adams will find out what the fees and taxes are related to the airport and flights.
- Kent Fierstine explained delivery and freight tax: If a retailer has a separate charge on their invoice for delivery or freight, then it is taxed and charged to the consumer. Sales tax should be charged by all online retailers and it is the goal of the Sales Tax office to see that all online retailers are compliant.

Today's Topic:

Review of the Horizon Project list: Council members had questions regarding certain items on the list.

- Highway 402: The 402 Corridor is not included in the list since there are no proposed costs yet. Also, since parts of Hwy 402 is in the flood zone, development would not be allowed in those areas. The raising of Hwy 402 is in the transportation section with the \$40M as an approximate cost since there has not been a scope of services done. Steve Adams pointed out the items to replace bridges over the Big Thompson River would also mitigate some of the flooding.



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- Sidewalk Gaps: some areas of sidewalks are not part of what a developer would be required to include. If a sidewalk is installed by the City and a development happens at a later date, the City could be reimbursed by the developer for the sidewalk expense. All public improvement projects include ADA studies, the cost of studies and requirements are included in each projects scope.
- HIP Streets: Heart Improvement Program Streets Modernization Plan is broken out for surface and underground due to the different funding sources.
- Downtown Parking Garage: The City has no plans for constructing another parking garage with City funds, there are multiple public parking lots in the downtown area.
- New Administration Building: Eventually another space will be needed for additional staff, since we are at max capacity of the current building.
- North Transit Center: Steve Adams stated that work is being done on a plan that includes application for matching grant funds.

Matt stated that all project costs on the Horizon List are a point in time scenario and are subject to change until they become part of the Capital Improvement Program (CIP).

The current Financial Master Plan (beginning on page 219 of the 2020 Budget) appropriates \$77M to capital improvements in 2020 and approximately \$700M for the 10 Year Plan, this does not include the CIP projects on the Horizon Project List.

Alan Krcmarik stated that CIP projects keep getting bumped further out to the future.

Outcome for Today:

Councilor Overcash would like a simplified list of the 2021 to 2029 capital projects, to show and provide better understanding of what is being funded and what isn't. He would like the list included on the Horizon Project List or a separate similar spreadsheet.

Councilor Wright would like a column added for grants, to celebrate the wins and show where all the money is coming from.

Councilors would like to see what an increase in the different taxes would show: sales tax, property tax, and lodging tax.

Cindy Mackin spoke regarding the lodging tax, the Economic Development department is having a formal study done this year. It will include tourism and where visitors are coming from, in order to focus marketing efforts.

Mayor Marsh suggested that the projected increase from property taxes after the Centerra Urban Renewal Authority ends in January of 2029, added to the 10 year plan.

Staff to research communities that have utilized a public safety sales tax, since 2010.

Upfront Agreement for Next Session:

Review and discuss what is reasonable in a 10 year plan and what investments need to be made. Define the size of the opportunity and determine how it will be addressed.



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Questions & Answers additional information:

City and County of Denver, Colorado FACILITIES DEVELOPMENT ADMISSION (FDA) TAX
A ten percent (10%) Facilities Development Admissions (FDA) tax upon the purchase price of each admission to any entertainment, amusement, or athletic event or other production or assembly staged, produced, convened or held at or on any facility or property owned or leased by the City and County of Denver (hereafter the "City"). This includes, but is not limited to, the following facilities:

Boettcher Concert Hall
City and County of Denver Streets and Right of Ways
Colorado Convention Center
Denver Botanic Gardens
Denver Coliseum
Denver Parks and Facilities
Denver Performing ArtsComplex
Ellie Caulkins Opera House
Grant Chambers Gallery
Helen Bonfils Theatre Complex
McNichols Civic Center Building
National Western Stock Show Facilities (All)
Quigg Newton Denver Municipal Auditorium
Red Rocks Amphitheater and Visitor Center
Temple Hoyne Buell Theatre

The tax does not apply to sales by the City, such as regular admission fees to the Denver Zoo, museums owned by the City, the IMAX Theatre, or the Botanic Gardens.

Colorado Municipal League information about tax increase elections.

Since the passage of Amendment 1, 1992 (known as the Tax Payer Bill of Rights or "TABOR") which modified Article X Section 20 of the state Constitution, cities, towns, and combination city and county governments have presented nearly 1,100 ballot measures to increase sales or property taxes. Over the 27 year time period, the voters have approved 61% of these measures. City staff reviewed all of the elections to determine the approval rate of fire, police, and combined public safety ballots measures. For fire department ballot measures, the voter approval rate has been 60.7%. For law enforcement ballot measures, the approval rate has been 57.7%. For combined public safety measures (a combination of fire and law enforcement, and sometimes including other public improvements) the approval rate has been 67.6%



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County and Municipality Sales Tax Table with Contact Information

Location	State Tax Rate	County Tax Rate	City Tax Rate	Lodging Tax Rate	Total Tax Rate	Phone	Collection By ⁽¹⁾
Unincorporated Larimer County							
General Sales	2.9%	0.65%	-	-	3.55%	970-498-5930	DOR
City of Fort Collins Sales Tax/Business Application Link						970-221-6780	City of Fort Collins
General Sales	2.9%	0.65%	3.85%	-	7.4%		
Food for Home Consumption ⁽²⁾	-	-	2.25%	-	2.25%		
Lodging ⁽³⁾	2.9%	0.65%	3.85%	3.0%	10.4%		
Public Improvement Fee (PIF)⁽⁴⁾							
City of Loveland Sales Tax/Business Application Link						970-962-2708	City of Loveland
General Sales	2.9%	0.65%	3.0%	-	6.55%		
Food for Home Consumption ⁽²⁾	-	-	3.0%	-	3.0%		
Lodging ⁽³⁾	2.9%	0.65%	3.0%	3.0%	9.55%		
Public Improvement Fee (PIF)⁽⁴⁾							
Retail Sales Fee (RSF)⁽⁴⁾							
Town of Estes Park						970-586-5331	DOR
General Sales	2.9%	0.65%	5.0%	-	8.55%		
Lodging ⁽³⁾	2.9%	0.65%	5.0%	2.0%	10.55%		
Town of Timnath						970-224-3211	Town of Timnath
General Sales	2.9%	0.65%	3.0%	-	6.55%		
Food for Home Consumption ⁽²⁾	-	-	2.25%	-	2.25%		
Town of Wellington						970-568-3381	DOR
General Sales	2.9%	0.65%	3.0%	-	6.55%		
Town of Berthoud						970-532-2643	DOR
General Sales	2.9%	0.65%	3.0%	-	6.55%		
Town of Johnstown – Larimer County⁽⁵⁾ Sales Tax/Business Application Link						970-587-4664	DOR
General Sales	2.9%	0.65%	3.0%	-	6.55%		
Town of Windsor – Larimer County⁽⁵⁾ Sales Tax/Business Application Link						970-674-2486	Town of Windsor
General Sales	2.9%	0.65%	3.95%	-	7.50%		
Food for Home Consumption ⁽²⁾	-	-	3.2%	-	3.2%		

⁽¹⁾ Larimer County, and the cities and towns that are collected by the Colorado Department of Revenue and must follow the State's regulations regarding sales tax. Cities and towns that self-collect may create sale tax regulations and should be contacted directly with questions on their requirements.

⁽²⁾ The State of Colorado and Larimer County do not collect sales tax on Food for Home Consumption.

⁽³⁾ Lodging Tax collected by the City of Fort Collins and City of Loveland is on top of the City's General Sales Tax total. Town of Estes Park is dedicated to the Local District Market and is remitted to the DOR. Any questions regarding Lodging Tax should be directed to the City of Fort Collins, City of Loveland or Town of Estes Park.

⁽⁴⁾ Questions regarding the Public Improvement Fee (PIF) and Retail Sales Fee (RSF) collected by retailers within the City of Loveland, in The Promenade Shops, The Centerra Marketplace, and the Auto Complex, should be directed to the City of Loveland or The City of Fort Collins, in the Front Range Village, should be directed to the City of Fort Collins.

⁽⁵⁾ The Town of Johnstown and the Town of Windsor are located in both Larimer County and Weld County. Taxing rates are different for the Counties.

https://issuu.com/adamshake/docs/salestax_contacts

**MEMORANDUM**

Date: March 14, 2020

To: Council Ad Hoc Committee for Revenue Evaluation

From: Alan Krcmarik, Chief Financial Officer

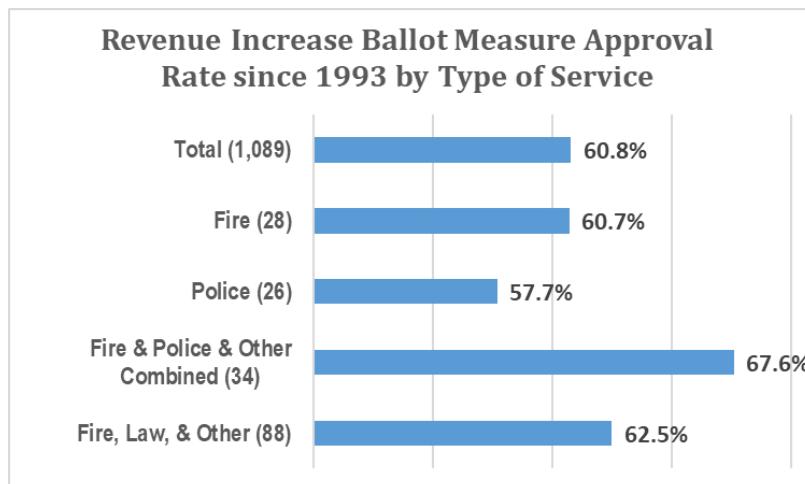
Subject: City and Town Tax Increase Election Results 1993 to 2019

During a prior meeting of the Committee, Chief Mark Miller suggested that there may be some advantage if a future ballot measure to increase the sales tax or the property tax, it may be helpful to identify fire/rescue services, law enforcement services, or a combination of the two. There are several instances of ballot measures to provide funding of public safety services from other communities. At the third Committee meeting, I provided some anecdotal information and committed to conducting more thorough research using the election data base that is maintained by the Colorado Municipal League

Since Colorado voters approved the adoption of the revenue limitation amendment (Taxpayer's Bill of Rights or TABOR) to the State Constitution in 1992, cities and towns have considered 1,089 ballot measures to increase taxes or otherwise approve tax policy changes that would result in additional revenue. The success rate for the ballot measures is 60.8%.

1. For ballot measures that were solely for **Fire/Rescue Services alone**, the approval rate is 60.7%.
2. For ballot measures that were solely for **Law Enforcement alone**, the approval rate is 57.7%.
3. For ballot measures that combined Public Safety or Public Safety and other services, the rate is 67.6%

When all three of the types are combined, the approval rate is 62.5%, slightly higher than the overall success rate. **There is no recommendation on ballot measure strategy today.**
The data is summarized in the chart below.



CARE Meeting #4 - 3/30/2020

2020-2029 Capital Improvement Program and Horizon Projects List Summation

Enterprise Funded Only

This is a blended summary of all capital improvement needs, including projects currently in the 2020-2029 Capital Improvement Program (CIP), as well as projects from our forecasted Horizon Project List that are not affordable under the current 10-year revenue forecasts.



Indicates projects on Horizon Project's List Only



Indicates projects currently included in the 2020-2029 Capital Plan

#	Project	Enterprise Funded
Enterprise Funded		
FLEET		
55	FLEET - 2 New Class 8 Dump Trucks	\$ 480,000
Transportation¹		
74	TRANS - HIP Streets (Underground)	20,000,000
Water		
105	WA - 16" P8 Waterline Extension on E Eisenhower	2,382,465
106	WA - 16" Waterline in Granite St	658,998
107	WA - 2.0 MG Dakota Ridge Buried Concrete Tank PZ2	799,920
108	WA - 29th Street 5.0 MG Storage Tank #2	8,829,000
109	WA - 3.5 MG 43rd St Tank #2	8,734,896
110	WA - 34" Waterline Valve Insertions	227,265
111	WA - 36" Transmission Line Relining	6,089,351
112	WA - 37th Street Waterline Connection	151,500
113	WA - 402 Waterline Extension	11,876,798
114	WA - Backwash Pumps	131,613
115	WA - Cathodic Protection Installation 24" & 48"	486,530
116	WA - Chasteens Grove Water Booster Station	145,440
117	WA - East Gravity Zone	28,003,103
118	WA - FCLWD Interconnect at Crossroads Tank	339,379
119	WA - Fire Training Grounds Water Metering	121,633
120	WA - Mariana Butte Pump Station Pump Replacement	463,715
121	WA - Morning Drive Pump Station MCC Upgrade	284,872
122	WA - Namaqua Hills Pump Station	777,000
123	WA - Oversizing & Extensions	1,097,350
124	WA - PLC Processors	438,556
125	WA - Pre Soda Ash System Rehab	198,290
126	WA - Service Center Expansion	6,028,802
127	WA - Water Line Replacement Projects	41,986,526
128	WA - Water Meters	2,404,950
129	WA - WTP Admin/Office Renovation	1,310,608
130	WA - WTP Backwash Pond #8	1,187,841
131	WA - WTP Cold Storage Building	252,500
132	WA - WTP Filter Building 2 Concrete Wall Repair	634,004
133	WA - WTP Fire Pump Load Shedding	94,292
134	WA - FME Safe Integration Software	20,000
135	WA - Lab Equipment New	701,470
136	WA - Lab Equipment Replacement	63,530
137	WA - Replace Stand Alone Servers (DCWP)	7,280
138	WA - Service Center Renovations	1,336,750
139	WA - Utility Locator	9,800
140	WA - Vehicle Replacements	201,800
Raw Water		
141	RW - Colorado Big Thompson Water Purchases	2,131,150
142	RW - Down Stream Storage - Phase 2 (pump station & piping)	872,640
143	RW - Down Stream Storage Armoring	434,600
144	RW - Future Water Court Transfer Actions	100,000
145	RW - Great Western Pond #3 Water Rights Filing	25,000
146	RW - GRGR 18" Bypass Pipe Connections	1,620,000
147	RW - Heikes Water Right	144,030
148	RW - Windy Gap Firming Project	4,356,080

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#	Project	Enterprise Funded
Wastewater		
149	WW-304 - Service Center Expansion	4,472,977
150	WW-310 - 43rd Street Sewer Solution	1,441,675
151	WW-310 - Abandon WWTP Sewer Re-route	381,500
152	WW-310 - Anderson 1st Oversizing Agreement	421,170
153	WW-310 - Boedecker Lift Station Generator-Replace	228,866
154	WW-310 - Boyd Lift Station Generator-Replace	228,866
155	WW-310 - Bus Barn & Taft Lift Station Renovation	1,109,500
156	WW-310 - East 1st Street (FM) Discharge Vault	282,500
157	WW-310 - East Side Lift Station 3rd Pump Install	464,401
158	WW-310 - East Side Lift Station Overflow Vault	1,083,616
159	WW-310 - Highway 402 Wastewater Main Extension	16,371,062
160	WW-310 - Misc. Oversizing & Extension Projects	920,081
161	WW-310 - Misc. Sewer Line Rehabilitation Projects	28,382,221
162	WW-310 - North Horseshoe Lift Station Upgrades	754,305
163	WW-310 - Sherri Mar (Colorado) 15" Sanitary Sewer	777,000
164	WW-310 - Southside Lift Station Generator	775,388
165	WW-310 - Upper Boyd Basin Sanitary Sewer	6,946,211
166	WW-318 - Digested Sludge Dewatering	2,181,600
167	WW-318 - Final Clarifier #4 and RAS/Scum	727,200
168	WW-318 - IPS Wetwell Bypass & Coating	2,322,025
169	WW-318 - Primary Clarifier 3-Trickling Filter Demo	436,320
170	WW-318 - Primary Clarifier Odor Control	2,930,263
171	WW-318 - Rehabilitate Digester 1 & 2	6,292,400
172	WW-318 - Replace HVAC Unit - Waste Activated Sludge	25,000
173	WW-318 - Upgrade PLC Processors	405,019
174	WW-318 - WWTP Admin Remodel	1,110,000
175	WW-318 - WWTP Entrance Gates w/Security Cameras	454,530
176	WW-304 - Miscellaneous Hardware Failures	7,500
177	WW-310 - Purchase Leased Vehicle #2111 - 2015 Ford Escape	5,100
178	WW-311 - Interactive Voice Response (IVR)	300,000
179	WW-311 - Staging Server New	8,000
180	WW-313 - Replace Vehicle #6311 - Tandem Axle Dump Truck	165,000
181	WW-317 - Lab Equipment for the New Water Quality Lab	300,000
182	WW-317 - Lab Equipment Replacement - every 8 years	401,470
183	WW-319 - Replace #6139 - 1 Ton, 4WD, DRW, Ext Cab	56,000

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#	Project	Enterprise Funded
Power		
184	PWR - Capital Blanket Projects	23,390,623
185	Substation Capital Maintenance	1,777,296
186	Security Gates and Fences at Substations	3,520,464
187	Relay Replacements at Substations - Airport	235,209
188	East Substation - Replace Transformer E1	606,000
189	East Substation - Order and Install Transformer E2	968,408
190	Substation Annunciators	308,303
191	Airport Substation - Order and Install Switchgear and Transformer A1 and A2	2,120,596
192	Valley Substation - Order and Install Transformer V1	863,681
193	Order and Install of Switchgear for H1 and H2	707,000
194	PWR - Customer Aid to Construction (PW912)	16,720,830
195	Underground Blanket - Development Driven Construction of Lateral Feeder Extensions	1,777,289
196	Demand Response	1,777,297
197	Smaller Aging Infrastructure Replacements Projects - Unplanned	4,443,263
198	Distribution Automation	1,303,365
199	Planned Future Projects - General	19,608,382
200	Planned Future Projects - Worst Performing Feeders	10,466,107
201	Energy Diversification Projects	3,554,624
202	200AMP Cable Replacement - Planned	3,554,624
203	Install 600 Amp Tie From Cascade West Along Highway 34, turning South on Rossum to Saint Andrews	61,942
204	Extend New Feeders from Foothills Substation from W. 22nd & Rio Blanco to rossum and Eisenhower	404,000
205	Transfer West Substation Circuit 914 to Foothills Substation	505,000
206	Miscellaneous Small Projects	2,491,579
207	Reconductor 921 on N Taft Ave from Railroad ROW to Eisenhower	474,953
208	Conversion Capital Maintenance	3,554,620
209	OH to UG Conversion - Wilson Ave. & Carlisle to SW 10th & Tyler	679,478
210	OH to UG Conversion - Circuit 214 - Eisenhower Between Goram and Madison	515,100
211	OH to UG Conversion - Along 29th St from Madison to Hwy 287	784,013
212	OH to UG Conversion - Circuits 222 & 221 - from 11th Along Madison to 1st	505,939
213	OH to UG Conversion - Circuit 713 - from 402 & Lincoln N to 1st St	983,579
214	OH to UG Conversion - Circuit 411 - Along S. Taft from 20th St. SW to 23rd St. Sw.	867,681
215	OH to UG Conversion - Circuit 411 - Railroad ROW from Taft to Grant	595,062
216	OH to UG Conversion - Along 14th St. SW Between Roosevelt & S. Taft Ave.	648,430
217	OH to UG Conversion - Along 14th St. SE from St. Louis going .26 Miles East	417,787
218	OH to UG Conversion - Along Madison Between 16th and SW257 Along CKT 231	1,117,909
219	OH to UG Conversion - Along Madison Between 29th and Vault 1023 - 200AMP	479,427
220	OH to UG Conversion - 29th. - Logan to Garfield	784,013
221	OH to UG Conversion - S. Roosevelt	1,390,800
222	OH to UG Conversion - Circuit 214 - Eisenhower Between Madison & Boise - Downtown Backbone	497,688
223	OH to UG Conversion - Circuit 214 - Railroad Between 3rd and 7th - Downtown Backbone	481,518
224	OH to UG Conversion - Circuit 214 - 7th Between Railroad and Monroe - Downtown Backbone	676,215
225	OH to UG Conversion - Circuit 214 - Monroe Between 7th and 11th - Downtown Backbone	449,501
226	OH to UG Conversion - Circuit 214 - Gorom Between Eisenhower and 11th - Downtown Backbone	232,300
227	OH to UG Conversion - Highway 287 from 29th St to 41st St	1,010,000
228	OH to UG Conversion - Highway 287 from 41st St to 57th St	1,045,350
229	OH to UG Conversion - Highway 287 from 57th St to 71st St	1,081,942
230	Arterials/Major Collectors	1,777,297
231	Customer Requests/Miscellaneous Projects	1,184,871
232	Valley Substation - V3 Switchgear and Transformer	2,326,161
233	Valley Substation - Order & Install Transformer V1	575,791
234	Airport Substation - Order and Install Switchgear and Transformer A1 and A2	530,149
235	Horseshoe Substation - Install new Switchgear for H1 & H2	707,000
236	New Substation in SE Corner of Service Territory	6,794,442
237	Replace Airport Substation Transformer	940,815
238	Foothills Substation - Order & Install F3 & F4 Transformers	3,212,507
239	Horseshoe Substation - Replace Transformer H1	1,196,981
240	Land Purchase	700,000
241	Land Development	909,000
242	East Substation - Order & Install Transformer E2	645,602
243	East Substation - Order & Install New Transformer E1	404,000
244	Blanket - Development Driven Construction of Miscellaneous Primary Feeder Extensions	1,777,295
245	Feeder from Foothills to Hunters Run	1,515,000
246	Install Conduits from Byrd Dr to I25 Frontage Rd. Connecting at Kendall Parkway	909,000
247	Install 750 AL from MCR to Kendall Pkwy & I25	404,000

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Indicates projects on Horizon Project's List Only



Indicates projects currently included in the 2020-2029 Capital Plan

#	Project	Enterprise Funded
Power (continued)		
248	Sub to Sub Tie - Install New conduit Bank and 750 AL from Garfield to CR11	895,840
249	Sub to Sub Tie - Install New Conduit Bank and 750 AL from 57th and Taft to Vault V1780	837,957
250	Foothills Substation Conduit - Install New Conduit Along W. 22nd East from Rio Blanco to Van Buren	1,862,319
251	Extend New Feeders from Valley V3 into System	1,621,828
252	Extend New Feeders from East Substation to Boise and 402	505,000
253	Extend New Feeders from Boise and 402 to I25 Towards Future New Substation	2,088,933
254	Sub to Sub Tie - Install New Duct Bank and 750 AL on Madison E on 37th to CR11C, N to 57th St	991,133
255	Sub to Sub Tie - Extend New Feeders Along CR 11 from 57th St. to CR 30.	1,063,086
256	Sub to Sub Tie - Extend New Feeders Along CR 11 from Boyd Lake Ave to CR 30.	1,994,962
257	The Brands - Byrd Dr. Fairgrounds Along Crossroads	454,500
258	PWR - PIF - Service Center Expansion	4,283,339
259	PWR - Vehicle Replacements (#5208 & #5304)	167,000
260	PWR - GEN - Service Center Expansion	4,283,339
261	PWR - General Plant - Electric Metering	55,000
Municipal Fiber		
262	FB - Network Construction	284,022
263	FB - Network Growth	606,000
264	FB - Service Drops	1,639,791
265	FB - Fiber Optic Splicing Trailer	53,953
266	FB - Fusion Splicer	35,968
267	FB - IP Addresses	166,967
268	FB - Maintenance Trucks	225,493
269	FB - OLT Replacements / Upgrades	5,382,699
270	FB - ONT Replacement / Upgrade	2,741,017
271	FB - Optical Time Domain Reflectometer (OTDR)	23,979
272	FB - Service Vans	189,560
Stormwater		
273	SWA - 22nd Street Storm Sewer (Van Buren to Taft)	1,333,400
274	SWA - 29th & Sheridan Stormwater Improvements	499,200
275	SWA - Boyd Lake Outlet Ditch Improvements	2,727,000
276	SWA - Engineering, Surveying & Geotechnical Services	1,897,000
277	SWA - Garfield & Harrison Outfall	13,809,700
278	SWA - Hogback Basin Outfall	2,565,100
279	SWA - Maintenance & Asset Management Projects	4,459,150
280	SWA - Millennium SW 9th Subdivision Outfall	353,500
281	SWA - Silver Lake Improvements (North Phase)	645,400
282	SWA - Silver Lake Improvements (South Phase)	665,600
283	SWA - South Loveland Outfall (Phase 3)	6,878,100
284	SWA - South Rist Benson Lake Outfall	240,000
285	SWA - Stormwater Quality Retrofits	1,193,820
286	SWA - Wilson & Eisenhower Stormwater Improvements	5,655,450
287	SWA - New & Replacement Equipment	5,937,700
288	SWA - Highway 287 Flood Mitigation Project (From Big Thompson River Corridor Master Plan)	16,900,000
289	SWA - Big Thompson River/Mariano Exchange Ditch Water Quality Improvements	670,000
290	SWA - Big Thompson River Maintenance and Management Program	650,000
Golf		
291	GOLF - Cattail Creek Golf Course Projects	757,500
292	GOLF - Mariana Butte Golf Course Projects	165,000
293	GOLF - Olde Course Clubhouse Replacement	2,070,500
294	GOLF - Olde Course Maintenance Building Replacement	1,514,000
295	Equipment Replacement	4,718,643
Total Horizon Projects List		
Total 10 Year CIP List		
Total Horizon Projects + Total 10 Year CIP		

CARE Meeting #4 - 3/30/2020
2020-2029 Capital Improvement Program and Horizon Projects List Summation
Governmental Funds Only (General Fund)

This is a blended summary of all capital improvement needs, including projects currently in the 2020-2029 Capital Improvement Program (CIP), as well as projects from our forecasted Horizon Project List that are not affordable under the current 10-year revenue forecasts.

 Indicates projects on Horizon Project's List Only

 Indicates projects currently included in the 2020-2029 Capital Plan

#	Project	Governmental Funds			
		General Fund/ TABOR	CEF's	Other City Resources ²	Total Governmental
Traditionally Funded					
	Corridor Planning	\$ 46,538,450	\$ -	\$ -	\$ 46,538,450
1	CORD - 37th Street Completion	10,000,000	-	-	10,000,000
2	CORD - East and West Connections	10,000,000	-	-	10,000,000
3	CORD - Dry Creek Enhancements - Pedestrian Underpass and Trail Connections	7,500,000	-	-	7,500,000
4	CORD - Zone 3 Curve Improvements	5,000,000	-	-	5,000,000
5	CORD - North US 287 (37th to Orchards) Multi-Modal	3,327,000	-	-	3,327,000
6	CORD - River District	3,275,000	-	-	3,275,000
7	CORD - Dry Creek Culvert Enhancements	1,500,000	-	-	1,500,000
8	CORD - 29th & Garfield Plan	1,015,800	-	-	1,015,800
9	CORD - Transit Access Improvements	1,005,600	-	-	1,005,600
10	CORD - Couplet Area Improvements	1,000,000	-	-	1,000,000
11	CORD - Couplet Area	754,000	-	-	754,000
12	CORD - Gateway Enhancements	659,550	-	-	659,550
13	CORD - Bike/Ped Amenities & Study	250,000	-	-	250,000
14	CORD - Southern Gateway Enhancements	250,000	-	-	250,000
15	CORD - West 34 Corridor Plan	250,000	-	-	250,000
16	CORD - Hwy 34 and US 287 Integration Minor Improvements (287 Strategic Plan Implementation)	201,500	-	-	201,500
17	CORD - Transit Oriented Development Plan	175,000	-	-	175,000
18	CORD - Annexation Study	150,000	-	-	150,000
19	CORD - Orchards Loveland Marketplace and Palmer Gardens Area plan	150,000	-	-	150,000
20	CORD - North US 287 Longview-Midway Economic Development Plan	75,000	-	-	75,000
	Cultural Services	\$ 11,000,000	\$ 11,000,000	\$ -	\$ 22,000,000
21	CUL - Museum Expansion	11,000,000	11,000,000	-	22,000,000
	Development Services	\$ 750,000	\$ -	\$ -	\$ 750,000
22	DS - Development Services Planning and Building Permit Billing System	750,000	-	-	750,000
	Facilities	\$ 18,873,007	\$ 10,762,500	\$ 3,450,000	\$ 33,085,507
23	FAC - Additional Administration Building	3,282,500	3,282,500	-	6,565,000
24	FAC - Police & Courts Expansion	1,640,000	1,640,000	-	3,280,000
25	FAC - North Transit Center	1,500,000	1,500,000	-	3,000,000
26	FAC - Ice Slicer Storage Purchase	1,600,000	-	-	1,600,000
27	FAC - Public Works Heated Storage	959,000	-	-	959,000
28	FAC - Municipal Operations Center Cold Storage	429,250	-	-	429,250
29	FAC - Police Patrol Unit Covered Parking	368,500	-	-	368,500
30	FAC - Annual Facilities Major Maintenance	5,331,257	-	-	5,331,257
31	FAC - CNG Fueling Station	-	-	1,200,000	1,200,000
32	FAC - Fleet Garage Expansion	-	4,340,000	-	4,340,000
33	FAC - Fuel Island Replacement	1,262,500	-	-	1,262,500
34	FAC - Pulliam Building (Phase II)	2,500,000	-	2,250,000	4,750,000
	Loveland Fire Rescue Authority	\$ 9,700,000	\$ -	\$ -	\$ 9,700,000
35	LFRA - Fire Station 3 Replacement	6,000,000	-	-	6,000,000
36	LFRA - Fire Station 5 Replacement	3,700,000	-	-	3,700,000
	Library	\$ 9,580,600	\$ 9,318,000	\$ -	\$ 18,898,600
37	LIB - New Branch Library	9,318,000	9,318,000	-	18,636,000
38	LIB - Customer Service Redesign	262,600	-	-	262,600
	Parks & Recreation	\$ 51,103,070	\$ 67,013,890	\$ 23,825,450	\$ 141,942,410
39	P&R - New Recreation Center	30,870,000	30,870,000	-	61,740,000
40	P&R - Rec Trail Underpasses	10,500,000	10,500,000	-	21,000,000
41	P&R - Community Park	6,750,000	6,750,000	-	13,500,000
42	P&R - North Lake Park Infrastructure Improvements	1,168,570	-	-	1,168,570
43	P&R - Civic Center Landscape Improvements	403,500	-	-	403,500
44	P&R - Chilson Entrance Renovation	300,000	-	-	300,000
45	P&R - ADA Facility Updates	1,111,000	-	-	1,111,000
46	P&R - Fairgrounds Park - Phase II	-	1,715,000	-	1,715,000
47	P&R - Kroh Park - Phase II	-	4,029,450	-	4,029,450
48	P&R - Neighborhood Park	-	3,157,800	-	3,157,800
49	P&R - North Lake Miniature Train	-	-	272,700	272,700
50	P&R - Open Lands Acquisitions & Developments OL	-	5,600,000	18,520,750	24,120,750
51	P&R - Park Renovation Projects	-	-	505,000	505,000
52	P&R - Park Water Acquisition	-	1,000,000	-	1,000,000
53	P&R - Parks & Recreation Center Land Acquisition	-	455,000	-	455,000
54	P&R - Recreation Trails	-	2,936,640	4,527,000	7,463,640
	FLEET	\$ -	\$ 120,000	\$ -	\$ 120,000
55	FLEET - 2 New Class 8 Dump Trucks	-	120,000	-	120,000

CARE Meeting #4 - 3/30/2020
2020-2029 Capital Improvement Program and Horizon Projects List Summation
Governmental Funds Only (General Fund)

This is a blended summary of all capital improvement needs, including projects currently in the 2020-2029 Capital Improvement Program (CIP), as well as projects from our forecasted Horizon Project List that are not affordable under the current 10-year revenue forecasts.

 Indicates projects on Horizon Project's List Only
 Indicates projects currently included in the 2020-2029 Capital Plan

#	Project	Governmental Funds			
		General Fund/ TABOR	CEF's	Other City Resources ²	Total Governmental
	Transportation¹	\$ 315,485,431	\$ 35,017,551	\$ 76,976,709	\$ 427,479,691
56	TRANS - HWY 402 Floodplain Raising (No scope yet, \$40 mil)	40,000,000	-	-	40,000,000
57	TRANS - US 34 Widening	15,960,000	6,840,000	-	22,800,000
58	TRANS - HWY 287 Bridge Replacement over the Big Thompson	15,000,000	-	-	15,000,000
59	TRANS - Taft Avenue - 28th St. SW to 14th St. SW Widening	5,250,000	-	-	5,250,000
60	TRANS - US 34 @ Lincoln/Cleveland - Major Intersection	7,028,000	-	-	7,028,000
61	TRANS - Annual Downtown Sidewalks (\$576,535 per year for 10 years)	5,765,530	-	-	5,765,530
62	TRANS - Cleveland Avenue Traffic Calming	5,272,500	-	-	5,272,500
63	TRANS - Boise Avenue Bridge Replacement over the Big Thompson River	5,000,000	-	-	5,000,000
64	TRANS - CR 9E Bridge Replacement over the Big Thompson River	5,000,000	-	-	5,000,000
65	TRANS - St. Louis Avenue Bridge Replacement over the Big Thompson River	5,000,000	-	-	5,000,000
66	TRANS - Taft Avenue Bridge Replacement over Big Thompson River	4,036,000	-	-	4,036,000
67	TRANS - Boise Avenue/37th Street Intersection Improvements (Roundabout Project)	2,500,000	-	-	2,500,000
68	TRANS - US 34 Medians	1,800,000	-	-	1,800,000
69	TRANS - Improvements to HWY 287/37th St. Intersection	1,000,000	-	-	1,000,000
70	TRANS - CR 30 (71st Street) Improvements - Boyd Lake W. I-25 Frontage Rd (#16) - Design Only	450,000	-	-	450,000
71	TRANS - Biannual Flasher Units	150,000	-	-	150,000
72	TRANS - Wilson Avenue and 50th St. Signal	150,000	-	-	150,000
73	TRANS - HIP Streets (Surface)	22,000,000	-	-	22,000,000
75	US34 Median Improvements (includes 10yr operating)	2,700,000	-	-	2,700,000
76	Citywide Sidewalk Improvements	110,000,000	-	-	110,000,000
77	TRANS - 29th and Madison Intersection Improvements	405,414	1,621,656	-	2,027,070
78	TRANS - 29th/Madison Intersec. and Corridor Design	602,000	917,650	-	1,519,650
79	TRANS - 37th and Madison Intersection Improvements	405,414	1,621,656	-	2,027,070
80	TRANS - 37th St. Improvements-US 287 to Dry Creek	-	1,919,000	-	1,919,000
81	TRANS - 57th and Taft Intersection Improvements	305,423	1,221,692	-	1,527,115
82	TRANS - 57th and Wilson Intersection Improvements	166,485	665,940	-	832,425
83	TRANS - 57th Reconstruction - Wilson to Taft	3,225,712	2,326,288	-	5,552,000
84	TRANS - Annual Bike Route Signing and Striping	162,500	162,500	-	325,000
85	TRANS - Annual Bike, PED and ADA Ramps	5,862,692	-	-	5,862,692
86	TRANS - Annual Bridge Maintenance	2,916,890	-	-	2,916,890
87	TRANS - Annual Extended Projects	1,717,000	-	-	1,717,000
88	TRANS - Annual ITS and Communications Program	1,840,952	-	-	1,840,952
89	TRANS - Annual Right-of-Way (ROW) Acquisition	-	2,000,000	-	2,000,000
90	TRANS - Annual Small Capital Projects	-	1,010,000	-	1,010,000
91	TRANS - Boise Traffic Calming - US34 to Park Dr.	2,128,173	-	-	2,128,173
92	TRANS - Boyd Lake Ave. - LCR 20E to Mtn. Lion Dr.	904,357	2,600,903	-	3,505,260
93	TRANS - Cleveland Avenue Traffic Calming Study	170,000	-	-	170,000
94	TRANS - Developer Reimbursements	25,800	821,200	-	847,000
95	TRANS - Madison Ave Improve - Silver Leaf to 29th	326,367	2,873,313	-	3,199,680
96	TRANS - Madison Avenue Improvements - 29th to 37th	1,682,356	332,443	-	2,014,799
97	TRANS - Mill Levy Pass-Through to Larimer County	400,000	-	-	400,000
98	TRANS - Monroe and 33rd Intersection Improvements	100,900	403,600	-	504,500
99	TRANS - Rehab - Street Rehabilitation Program	32,042,231	-	67,379,576	99,421,807
100	TRANS - Taft and Eisenhower Intersection Improve.	585,629	1,297,428	3,330,637	5,213,694
101	TRANS - Taft Avenue Widening - Westshore to 22nd	2,347,721	5,058,339	-	7,406,060
102	TRANS - Traffic Optimization (Phase II)	22,000	138,000	640,000	800,000
103	TRANS - US 34 Widening - Centerra to LCR 3	2,890,771	1,005,149	3,865,000	7,760,920
104	TRANS - US 34 Widening - Denver to Rocky Mountain	186,614	180,794	1,761,496	2,128,904
Total Horizon Projects List		\$ 391,402,400	\$ 81,700,500	\$ -	\$ 473,102,900
Total 10 Year CIP List		\$ 71,628,158	\$ 51,531,441	\$ 104,252,159	\$ 227,411,758
Total Horizon Projects + Total 10 Year CIP		\$ 463,030,558	\$ 133,231,941	\$ 104,252,159	\$ 700,514,658

Notes:

- 1 Transportation section of the Horizon Projects List contains only the near-future projects that did not make it into the 10-Year Traditionally Funded CIP. There are over 100 additional projects in the Transportation Plan and the Transportation Engineering Project Prioritization List - the highest priorities are included in the 10-Year Traditionally Funded CIP, with the next set of highest priorities included in the Horizon Projects List.
- 2 Other City Resources can include the following funding mechanisms: Special Revenue Funds, Other Governmental Funds, Grants, Contributions or funding from an Outside Entity.

1st DRAFT 3/11/2020

Potential Revenue Chart

		<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Sales & Use Tax		Including Sales Tax on Food for Home Consumption					
Base	3.00 Cents	\$ 56,000,000	\$ 56,600,000	\$ 58,300,000	\$ 60,700,000	\$ 62,300,000	\$ 65,600,000
1.00	\$ 18,666,667	\$ 18,866,667	\$ 19,433,333	\$ 20,233,333	\$ 20,766,667	\$ 21,866,667	\$ 21,866,667
0.50	\$ 9,333,333	\$ 9,433,333	\$ 9,716,667	\$ 10,116,667	\$ 10,383,333	\$ 10,933,333	\$ 10,933,333
0.25	\$ 4,666,667	\$ 4,716,667	\$ 4,858,333	\$ 5,058,333	\$ 5,191,667	\$ 5,466,667	\$ 5,466,667
0.10	\$ 1,866,667	\$ 1,886,667	\$ 1,943,333	\$ 2,023,333	\$ 2,076,667	\$ 2,186,667	\$ 2,186,667
0.05	\$ 933,333	\$ 943,333	\$ 971,667	\$ 1,011,667	\$ 1,038,333	\$ 1,093,333	\$ 1,093,333
Sales & Use Tax		Excluding Sales Tax on Food for Home Consumption					
Base	3.00 Cents	\$ 48,000,000	\$ 48,514,286	\$ 49,971,429	\$ 52,028,571	\$ 53,400,000	\$ 56,228,571
1.00	\$ 16,000,000	\$ 16,171,429	\$ 16,657,143	\$ 17,342,857	\$ 17,800,000	\$ 18,742,857	\$ 18,742,857
0.50	\$ 8,000,000	\$ 8,085,714	\$ 8,328,571	\$ 8,671,429	\$ 8,900,000	\$ 9,371,429	\$ 9,371,429
0.25	\$ 4,000,000	\$ 4,042,857	\$ 4,164,286	\$ 4,335,714	\$ 4,450,000	\$ 4,685,714	\$ 4,685,714
0.10	\$ 1,600,000	\$ 1,617,143	\$ 1,665,714	\$ 1,734,286	\$ 1,780,000	\$ 1,874,286	\$ 1,874,286
0.05	\$ 800,000	\$ 808,571	\$ 832,857	\$ 867,143	\$ 890,000	\$ 937,143	\$ 937,143
Adding the Consumer Use Tax							
Base	3 Cents		\$ 2,000,000	\$ 2,060,070.67	\$ 2,144,876	\$ 2,201,413.43	\$ 2,318,021.20
Add	1.00		\$ 666,667	\$ 686,690	\$ 714,959	\$ 733,804	\$ 772,674
	0.50		\$ 333,333	\$ 343,345	\$ 357,479	\$ 366,902	\$ 386,337
	0.25		\$ 166,667	\$ 171,673	\$ 178,740	\$ 183,451	\$ 193,168
	0.10		\$ 66,667	\$ 68,669	\$ 71,496	\$ 73,380	\$ 77,267
	0.05		\$ 33,333	\$ 34,335	\$ 35,748	\$ 36,690	\$ 38,634

Potential Revenue Chart

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		<u>2020</u>		<u>2021</u>		<u>2022</u>		<u>2023</u>		<u>2024</u>		<u>2025</u>
Property Tax												
Base	9.564 mills	\$	11,400,000	1.00	\$	11,500,000	\$	11,500,000	\$	11,600,000	\$	12,200,000
Add	4.000 mills		4,767,880	0.42	\$	4,809,703	\$	4,809,703	\$	4,851,527	\$	5,102,468
	3.500 mills		4,171,895	0.37	\$	4,208,490	\$	4,208,490	\$	4,245,086	\$	4,464,659
	3.000 mills		3,575,910	0.31	\$	3,607,277	\$	3,607,277	\$	3,638,645	\$	3,826,851
	2.500 mills		2,979,925	0.26	\$	3,006,064	\$	3,006,064	\$	3,032,204	\$	3,189,042
	2.000 mills		2,383,940	0.21	\$	2,404,852	\$	2,404,852	\$	2,425,763	\$	2,551,234
	1.500 mills		1,787,955	0.16	\$	1,803,639	\$	1,803,639	\$	1,819,322	\$	1,913,425
	1.000 mill		1,191,970	0.10	\$	1,202,426	\$	1,202,426	\$	1,212,882	\$	1,275,617
Lodging Tax												
Base	3.00 Cents	\$	1,130,000		\$	1,186,500	\$	1,233,960	\$	1,283,318	\$	1,334,651
Add	3.00				\$	1,186,500	\$	1,233,960	\$	1,283,318	\$	1,334,651
	2.50	\$	941,667		\$	988,750	\$	1,028,300	\$	1,069,432	\$	1,112,209
	2.00	\$	753,333		\$	791,000	\$	822,640	\$	855,546	\$	889,767
	1.00	\$	376,667		\$	395,500	\$	411,320	\$	427,773	\$	444,884
	0.50	\$	188,333		\$	197,750	\$	205,660	\$	213,886	\$	222,442
	0.25	\$	94,167		\$	98,875	\$	102,830	\$	106,943	\$	111,221
Admissions Tax												
				Boulder 5%			Westminster 3%					
Base	0											
Add	3%				\$	1,800,000	\$	1,854,064	\$	1,930,389	\$	1,981,272
	5%				\$	3,000,000	\$	3,090,106	\$	3,217,314	\$	3,302,120

Potential Revenue Chart

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Tax Policy Changes to Update Definitions for Online Sales, Telecom, and Right of Way						
Add	Low end estiamate	\$600,000	\$618,021	\$643,463	\$660,424	\$695,406
	High end estimate	\$1,200,000	\$1,236,042	\$1,286,926	\$1,320,848	\$1,390,813
Occupational Priviledge Tax (Head Tax)						
Base	0	Denver (\$5.75/\$4/\$9.75) Greenwood Village (\$2/\$2/\$4)	2.50%	Aurora (\$2/\$2/\$4) Sheridan (\$3/\$3/\$6)	2.50%	Glendale (\$5/\$5/\$10)
Add	\$4	\$ 1,000,000	\$ 1,025,000	\$ 1,050,625	\$ 1,076,891	\$ 1,103,813
	\$6	\$ 1,500,000	\$ 1,537,500	\$ 1,575,938	\$ 1,615,336	\$ 1,655,719
	\$8	\$ 2,000,000	\$ 2,050,000	\$ 2,101,250	\$ 2,153,781	\$ 2,207,626
	\$10	\$ 5,000,000	\$ 5,125,000	\$ 5,253,125	\$ 5,384,453	\$ 5,519,064