



# **City Council of Commerce City**

## ***Regular Meeting Agenda***

Council Chambers, 7887 E. 60th Ave.

**Monday, May 16, 2011, 6:30 p.m.**

***(TIMES INDICATED NEXT TO AGENDA ITEMS ARE  
AN APPROXIMATE START TIME ONLY)***

- 1. Call to Order - 6:30**
- 2. Roll Call - 6:35**
- 3. Pledge of Allegiance**
- 4. Audience Introduction - 6:40**
- 5. Presentations & Proclamations**
  - a) 6:45 Presentation of GFOA Certificate of Achievement for Excellence in Financial Reporting **Tab 1**
  - b) 6:50 Proclamation honoring and thanking Congressman Perlmutter **Tab 2**
  - c) 7:05 National Police Week Proclamation **Tab 3**
  - d) 7:15 Proclamation Supporting National Kids to Parks Day **Tab 4**

**5. Presentations & Proclamations**

- e) 7:20 Mental Health Month Proclamation **Tab 5**

**6. Citizen Communication - 7:25**

Two Public Comment Rosters are available immediately inside the Council Chambers. Anyone who would like to address Council will be given the opportunity after signing one of the rosters. Speakers should limit their comments to three minutes.

**7. Consent Agenda - 7:40**

- a) **Ordinance 1859** AN ORDINANCE AMENDING ORDINANCE 1761 OF THE ORDINANCES OF THE CITY OF COMMERCE CITY RELATIVE TO AMENDMENT OF THE DESCRIPTION OF THE BOUNDARIES OF WARD 3 IN THE CITY OF COMMERCE CITY. **Tab 6**

**8. Ordinance on 1st Reading**

- a) 7:45 **Ordinance 1860** AN ORDINANCE AMENDING THE 2011 BUDGET OF THE CITY OF COMMERCE CITY, COLORADO BY THE RECOGNITION OF THE ADAMS COUNTY OPEN SPACE GRANT IN THE AMOUNT OF \$312,000 TO BE USED FOR A NEW IRRIGATION SYSTEM AND MAINTENANCE BUILDING AT FAIRFAX PARK AND THE AUTHORIZATION OF THE EXPENDITURE THEREOF. **Tab 7**

**9. Council Business**

- a) 7:50 2011 First Quarter Financial Status Presentation **Tab 8**
- b) 8:05 City Council Retreat and City Staff Retreat Update **Tab 9**
- c) 8:30 Presentation on Fiscal Policy & Strategy Recommendations in Long Range Financial Plan **Tab 10**

## **9. Council Business**

- d) 9:00 Motion to change the June 13th City Council Meeting to a City Council/Staff work session for the purpose of reviewing the City Council's goals and setting priorities. The meeting will begin at 3:00 p.m. and end at approximately 9:00 p.m.

## **10. Administrative Council Business - 9:10**

## **11. Legislative Update - 9:25**

## **12. Reports - 9:30**

## **13. Adjourn - 9:55**



**Council Communication**

**City Council Meeting:** 16 May 2011

**Prepared:** 09 May 2011

**Number of Attachments:** None

**Subject: Presentation of GFOA Certificate of Achievement for Excellence in Financial Reporting**

**Presenter:** Mayor

**Recommended City Council Action:**

No Council action is necessary.

**Summary Statement:**

- The City was awarded the certificate for its 2009 Comprehensive Annual Financial Report (CAFR).
- The award is presented by the Government Finance Officers Association (GFOA) of the United States and Canada.
- The certificate is the highest form of recognition in the area of governmental accounting and financial reporting and represents a significant accomplishment by a government and its management.
- This is the 23<sup>rd</sup> consecutive year the City's finance department has received the award.

**Next Steps:** None

**Expenditure Required:** None

**Source of Funds:** N.A.

**Policy Issue:** None

**Alternative:** None

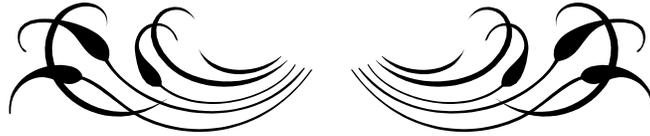
**Background Information:**

The Government Finance Officers Association reviews the CAFR annually for the quality of the information presented.

Office of the Mayor

Commerce City, Colorado

# Proclamation



*WHEREAS, Congressman Ed Perlmutter is currently serving his third term in the United States Congress, representing the diverse seventh congressional district; and*

*WHEREAS Congressman Perlmutter has long been known as a bipartisan bridge builder and a champion of renewable energy and smart growth policies; and*

*WHEREAS, Congressman Perlmutter has tirelessly represented the needs of Commerce City constituents through his advocacy for job creation, support of needed local transportation infrastructure projects, and defense of community development block grants that fund police officers and urban renewal projects; and*

*WHEREAS, Commerce City appreciates the work not only of the Congressman, but his dedicated staff who help our shared constituents with issues and concerns; and*

*WHEREAS, Commerce City is honored to have a positive working relationship with Congressman Perlmutter that will help further the established goals of City Council and the stated priorities of our citizens to make Commerce City a thriving and diverse community today and in the future.*

*NOW, THEREFORE, I, on behalf of City Council, hereby proclaim special recognition and thanks to Congressman Ed Perlmutter for his work on behalf of Commerce City residents and businesses, helping all of us build a Quality Community for a Lifetime.*

*In witness whereof I have hereunto set my hand and caused this seal to be affixed.*

CITY OF COMMERCE CITY, COLORADO

\_\_\_\_\_  
Paul Natale, Mayor

ATTEST:

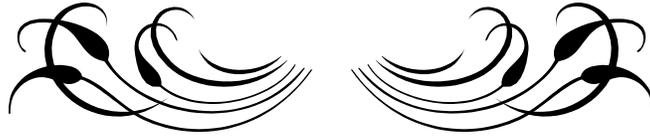
\_\_\_\_\_  
Laura J. Bauer, CMC, City Clerk

Date: \_\_\_\_\_

Office of the Mayor

Commerce City, Colorado

# Proclamation



To recognize National Police Week 2011 and to honor the service and sacrifice of those law enforcement officers killed in the line of duty while protecting our communities and safeguarding our democracy.

WHEREAS, The Congress and President of the United States have designated May 15 as Peace Officers' Memorial Day, and the week in which May 15 falls as National Police week; and

WHEREAS, the members of the law enforcement agency of the City of Commerce City play an essential role in safeguarding the rights and freedoms of Commerce City; and

WHEREAS, it is important that all citizens know and understand the duties, responsibilities, hazards, and sacrifices of their law enforcement agency, and that members of our law enforcement agency recognize their duty to serve the people by safeguarding life and property, by protecting them against violence and disorder, and by protecting the innocent against deception and the weak against oppression; and

WHEREAS, May 15 is designated as Peace Officers Memorial Day, with federal law (P.L. 103-322) directing that all flags on Government buildings be flown at half-staff on that date in honor of fallen officers and their families;

THEREFORE, BE IT PROCLAIMED that the City of Commerce City, its Mayor, and City Council formally declare May 15-21, 2011, as Police Week in the City of Commerce City, and publicly salute the service of law enforcement officers in our community and in communities across the nation.

*In witness whereof I have hereunto set my hand and caused this seal to be affixed.*

\_\_\_\_\_  
*Paul Natale, Mayor*

Attest: \_\_\_\_\_  
Laura J. Bauer, City Clerk

Date: May 16, 2011



**Council Communication**

**City Council Meeting:** 16 May 2011

**Prepared:** 10 May 2011

**Number of Attachments:** 2

**Subject:** Proclamation Supporting National Kids to Parks Day

**Presenter:** Carolyn Kieth

**Recommended City Council Action:**

Approve the proclamation as presented.

**Summary Statement:**

The National Park Trust is organizing the first National Kids to Parks Day on Saturday May 21, 2011. The theme of the grassroots movement, led by mascot Buddy Bison, is "*Explore Outdoors, the Parks are Yours.*" The day empowers kids and supports families to get outdoors and visit America's parks at a national, state or local level.

Children, parents and teachers can participate by logging onto [www.buddybison.org](http://www.buddybison.org) to find a park, pledge to participate, or download lesson plans, resources and activities for use.

Supported by the White House's *Let's Move!* and *Let's Move Outside!* initiatives, the day encourages children to lead a more active lifestyle and provides an opportunity for adults to model healthy behaviors. As one of the country's Let's Move Cities and Towns, the National Park Trust is requesting Commerce City's participation in the event by passing a proclamation of support.

**Next Steps:** N/A

**Expenditure Required:** N/A

**Source of Funds:** N/A

**Policy Issue:** N/A

**Alternative:** Council can modify the proclamation as presented.  
Council can not approve the proclamation as presented.

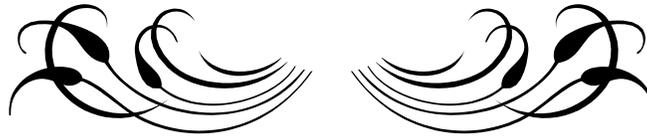
**Background Information:**

National Kids to Parks Day in Commerce City, is part of a grassroots movement sponsored by the National Park Trust to empower children and encourage adults to visit a local park. The event is part of the White House's Let's Move! initiative, of which Commerce City has received designation. Commerce City would join Boulder, Brighton, Denver, Glendale, Longmont, Parker and Westminster in passing a proclamation of support.

Office of the Mayor

Commerce City, Colorado

# Proclamation



*WHEREAS, May 21st is the first National Kids to Parks Day organized and launched by the National Park Trust; and*

*WHEREAS, National Kids to Parks Day empowers kids and encourages families to get outdoors and visit America's parks; and*

*WHEREAS, Commerce City is committed to expanding recreation amenities for our youth and families, completing new playgrounds, trails and open space; and*

*WHEREAS, it is important to introduce a new generation to our nation's parks because of the decline in Park attendance over the last decades; and*

*WHEREAS, we should encourage children to lead a more active lifestyle to combat the issues of childhood obesity, diabetes, and hypertension; and*

*WHEREAS, National Kids to Parks Day is open to all children and adults across the country to encourage a large and diverse group of participants; and*

*WHEREAS Commerce City provides a wide range of programs and activities that improve health and wellness for more than 9,700 diverse participants; and*

*WHEREAS, National Kids to Parks Day will broaden children's appreciation for nature and the outdoors.*

*NOW THEREFORE, I, on behalf of City Council, do hereby proclaim our participation in National Kids to Parks Day. We urge Commerce City residents to take the children in their lives to a neighborhood, state or national park on May 21.*

*In witness whereof I have hereunto set my hand and caused this seal to be affixed.*

CITY OF COMMERCE CITY, COLORADO

\_\_\_\_\_  
Mayor Paul Natale

ATTEST:

\_\_\_\_\_  
Laura J. Bauer, CMC, City Clerk

Date: \_\_\_\_\_

# National Kids to Parks Day

Saturday, May 21, 2011

Join the fun with kids across America. Sign up at [www.BuddyBison.org](http://www.BuddyBison.org) and get great resources for outdoor, healthy living.



Explore outdoors, the parks are yours!



CITY PARKS

STATE PARKS

NATIONAL PARKS



Active kids are healthy kids!

IN SUPPORT OF:



IN COLLABORATION WITH:



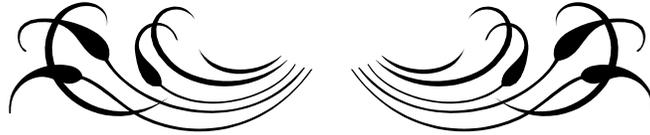
WITH THANKS TO:



Office of the Mayor

Commerce City, Colorado

# Proclamation



*WHEREAS, mental health is essential to everyone's overall health and well-being; and*

*WHEREAS, all Americans experience times of difficulty and stress in their lives; and*

*WHEREAS, prevention is an effective way to reduce the burden of mental health conditions; and*

*WHEREAS, there is a strong body of research that supports specific tools that all Americans can use to better handle challenges and protect their health and well-being; and*

*WHEREAS, mental health conditions are real and prevalent in our nation and with effective treatment, individuals with mental health conditions can recover and lead full productive lives; and*

*WHEREAS, each business, school, government agency, healthcare provider, organization and citizen shares the burden of mental health problems and the responsibility to support prevention efforts.*

*NOW, THEREFORE, BE IT RESOLVED, that I, on behalf of City Council, hereby proclaim May 2011 as Mental Health Month in Commerce City, calling upon the entire community to increase awareness and understanding of mental health as well as the need for appropriate and accessible services.*

*In witness whereof I have hereunto set my hand and caused this seal to be affixed.*

CITY OF COMMERCE CITY, COLORADO

\_\_\_\_\_  
Mayor Paul Natale

ATTEST:

\_\_\_\_\_  
Laura J. Bauer, CMC, City Clerk

Date: \_\_\_\_\_



**Council Communication**

**City Council Meeting:** 16 May 2011

**Prepared:** 30 Mar 2011

**Number of Attachments:** 1

**Subject:** Ordinance amending Ordinance 1761 relative to amendment of Ward 3 boundaries

**Presenter:** Robert R. Gehler, City Attorney

**Recommended City Council Action:**

Staff recommends City Council approve Ordinance No. 1859 on second reading.

**Summary Statement:**

During the process of updating Neighborhood Services districts, it was discovered that the boundaries of Ward 3 needed to also be updated due to annexations that had been completed since the passage of Ordinance 1761 in June of 2009.

**Next Steps:** Passage on second reading.

**Expenditure Required:** none

**Source of Funds:** n/a

**Policy Issue:** n/a

**Alternative:**

**Background Information:**

ORDINANCE NO. 1859

INTRODUCED BY: BENSON, BULLOCK, CARSON, JOHNSON, MCELLOWNEY,  
MORENO, SNYDER, TETER

AN ORDINANCE AMENDING ORDINANCE 1761 OF THE ORDINANCES OF THE CITY OF COMMERCE CITY RELATIVE TO AMENDMENT OF THE DESCRIPTION OF THE BOUNDARIES OF WARD 3 IN THE CITY OF COMMERCE CITY.

WHEREAS, Ordinance 1761 of the City of Commerce City established the four ward boundaries of the City of Commerce City; and

WHEREAS, it has been determined that the boundaries of Ward 3 of the City of Commerce City need to be amended in order to provide a correct description of the boundaries of Ward 3 in the City of Commerce City.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COMMERCE CITY, COLORADO AS FOLLOWS:

**SECTION 1.** Ordinance 1761 is amended as follows: The description of the boundaries of Ward III in the City of Commerce City is amended to provide that all of that part of the City of Commerce City described as follows shall constitute the boundaries of Ward 3 of the City of Commerce City:

Beginning at the intersection of East 72ND Avenue and the western city limit boundary in the vicinity of Colorado Boulevard; thence north along the westerly city limit boundary and continuing north past East 74th Avenue to Interstate 76; thence northeasterly along the centerline of Interstate 76 to the intersection of Dahlia Street; thence northerly along the centerline of Dahlia Street to the intersection of the westerly city limit boundary; thence northerly along the city limit boundary to the centerline of Dahlia Street; thence continuing northerly along the centerline of Dahlia Street to East 88TH Avenue; thence westerly along the centerline of East 88TH Avenue to the western bank of the South Platte River; thence northeasterly along the west bank of the South Platte River to the intersection of East 89th Avenue extended; thence easterly along the centerline of East 89TH Avenue extended to the west bank of the South Platte River; thence northeasterly along the west bank of the South Platte River to the intersection of the city limit boundary in the vicinity of East 114TH Avenue extended; thence easterly along the city limit boundary to the point where the city limit boundary proceeds north in the vicinity of Ulster Street extended; thence northerly along the city limit boundary to the point where the city limit boundary proceeds east in the vicinity of East 115TH Drive extended; thence easterly along the city limit boundary to the intersection of the westerly right-of-way boundary of Brighton Road; thence northeasterly along the westerly right-of-way boundary of Brighton Road continuing northeasterly past East 120TH Parkway to the intersection of the city limit boundary; thence following the city limit boundary past East 120th Avenue; thence easterly along the city limit boundary to the intersection of Peoria Street; thence southerly along the centerline of Peoria Street to the intersection of East 104th Way extended; thence southwesterly (paralleling along the west side of the

Burlington Northern Santa Fe Railroad tracks) to the intersection of East 104TH Avenue and Oswego Street extended; thence easterly along the centerline of East 104TH Avenue to the intersection of Chambers Road; thence southerly along the centerline of Chambers Road to the intersection of East 96TH Avenue; thence westerly along the centerline of East 96TH Avenue to the intersection of Colorado State Highway 2; thence southwesterly along the centerline of Colorado State Highway 2 to the intersection of East 80TH Avenue extended; thence easterly along the centerline of East 80TH Avenue extended to the intersection of Spruce Street extended; thence southerly along the centerline of Spruce Street extended to the intersection of East 64TH Avenue extended; thence easterly along the centerline of East 64TH Avenue extended to the intersection of Yosemite Street; thence southerly along the centerline of Yosemite Street to the intersection of East 56TH Avenue; thence westerly along the centerline of East 56TH Avenue to the intersection of Quebec Street; thence northerly along the centerline of Quebec Street to the intersection of Colorado State Highway 2; thence southwesterly along the centerline of Colorado State Highway 2 to the intersection of East 72ND Avenue; thence westerly along the centerline of East 72ND Avenue to the intersection of the western city limit boundary in the vicinity of Colorado Boulevard, the true point of beginning; and excluding property not annexed into the city.

INTRODUCED, PASSED ON FIRST READING AND PUBLIC NOTICE ORDERED THIS 18<sup>TH</sup> DAY OF APRIL, 2011.

PASSED ON SECOND AND FINAL READING AND PUBLIC NOTICE ORDERED THIS 16<sup>TH</sup> DAY OF MAY, 2011.

CITY OF COMMERCE CITY, COLORADO

BY: \_\_\_\_\_  
Paul Natale, Mayor

ATTEST:

\_\_\_\_\_  
Laura J. Bauer, CMC, City Clerk



**Council Communication**

**City Council Meeting:** 16 May 2011

**Prepared:** 25 Apr 2011

**Number of Attachments:** 1

**Subject:** Grant Recognition - Fairfax Park Irrigation - \$312,000

**Presenter:** Carolyn Keith/Traci Ferguson/Leigh Ann Noell

**Recommended City Council Action:**

Staff recommends City Council approve Ordinance No. 1860 on first reading, allowing the city to accept and recognize funds applied for and awarded by Adams County Open Space.

**Summary Statement:**

Funds applied for and awarded to the city by Adams County Open Space in the amount of \$312,000 will be used to make improvements to Fairfax Park that will include a new irrigation system and a new maintenance building.

**Next Steps:** Consent or 2nd Reading agenda scheduled in one month.

**Expenditure Required:** \$573,668

**Source of Funds:** \$312,000 Adams County Open Space; \$261,668 city match

**Policy Issue:** N/A

**Alternative:** The city could refuse the funds and complete the project on their own or choose not to proceed.

**Background Information:**

Twenty thousand residents live in the southern portion of Commerce City and Fairfax Park is the second largest park in this area. Several recreational baseball and softball leagues as well as youth baseball, softball and soccer programs support this project. Fairfax has been an important part of Commerce City for over 35 years and implementing the current master plan for the park will ensure that residents are able to

enjoy it for many more years to come.

ORDINANCE NO. 1860

INTRODUCED BY: \_\_\_\_\_  
\_\_\_\_\_

AN ORDINANCE AMENDING THE 2011 BUDGET OF THE CITY OF COMMERCE CITY, COLORADO BY THE RECOGNITION OF THE ADAMS COUNTY OPEN SPACE GRANT IN THE AMOUNT OF \$312,000 TO BE USED FOR A NEW IRRIGATION SYSTEM AND MAINTENANCE BUILDING AT FAIRFAX PARK AND THE AUTHORIZATION OF THE EXPENDITURE THEREOF.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COMMERCE CITY, COLORADO AS FOLLOWS:

An amendment is made to the 2011 budget of the City of Commerce City, Colorado for the recognition of the funds from the Adams County Open Space Grant in the amount of \$312,000 to be used for a new irrigation system and maintenance building at Fairfax Park. (Fund 395)

INTRODUCED, PASSED ON FIRST READING AND PUBLIC NOTICE ORDERED THIS 16<sup>th</sup> DAY OF MAY, 2011.

PASSED ON SECOND AND FINAL READING AND PUBLIC NOTICE ORDERED THIS 6<sup>th</sup> DAY OF JUNE, 2011.

CITY OF COMMERCE CITY, COLORADO

By: \_\_\_\_\_  
PAUL NATALE, MAYOR

ATTEST

\_\_\_\_\_  
Laura J. Bauer, City Clerk



**Council Communication**

**City Council Meeting:** 16 May 2011

**Prepared:** 09 May 2011

**Number of Attachments:** One

**Subject:** 2011 First Quarter Financial Status Presentation

**Presenter:** Roger Tinklenberg

**Recommended City Council Action:**

No action is needed. This is for information only.

**Summary Statement:**

- Knowledge of the City's financial condition is crucial for the management of the City and for your policy decisions.
- In accordance with the City Manager's direction, I will be providing you with a financial update at the May 16 meeting.

**Next Steps:** None

**Expenditure Required:** None

**Source of Funds:** N.A.

**Policy Issue:** None

**Alternative:** N.A.

**Background Information:**

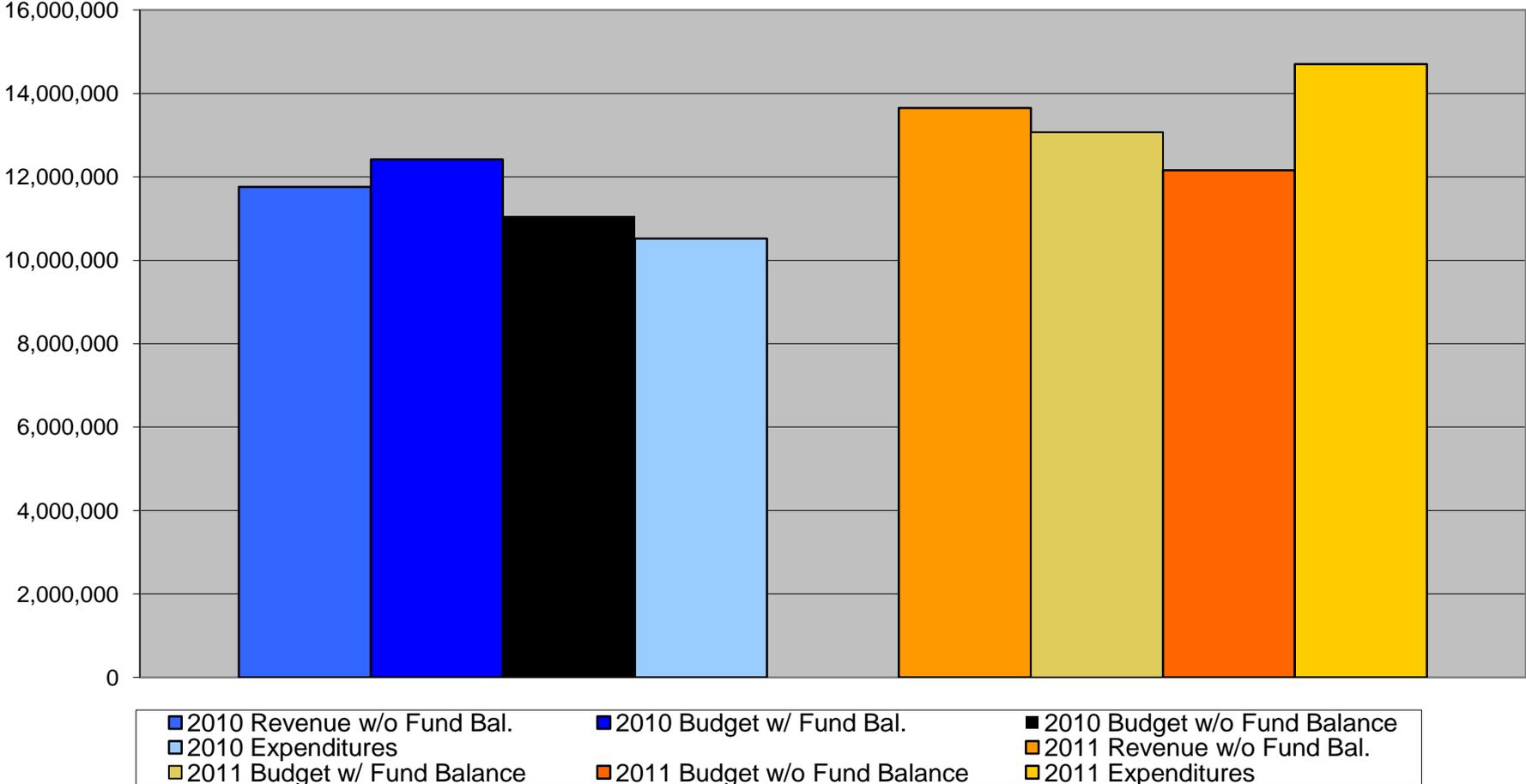
Financial updates are presented to Council quarterly.

# Financial Update to City Council

2011 – 1<sup>st</sup> quarter

# General Fund

(1st Quarter - unaudited)



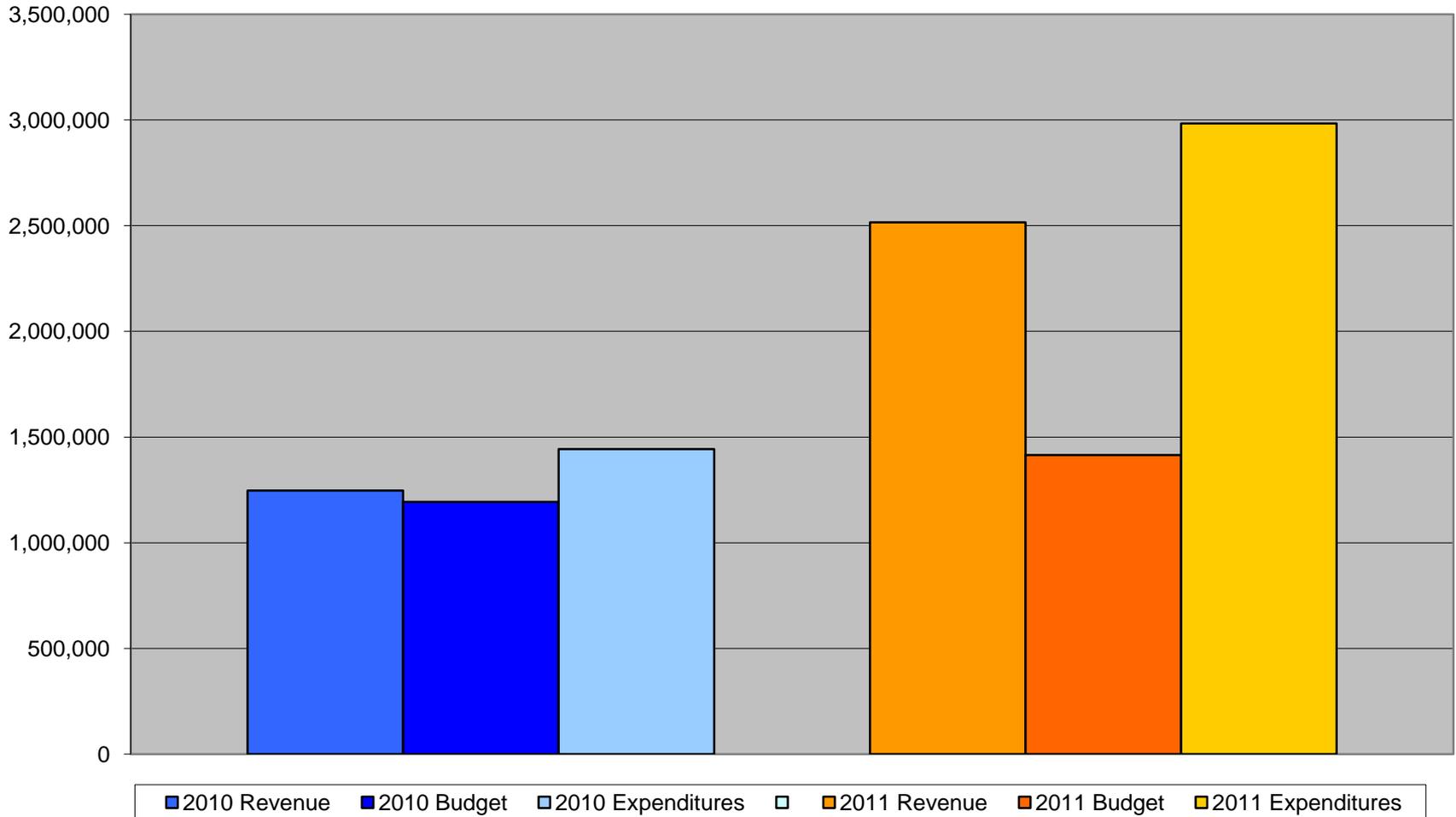
# General Fund Totals

| <b>Revenue</b>                 | <b>Budget</b>       | <b>1<sup>st</sup> Quarter Totals</b> | <b>25%</b> |
|--------------------------------|---------------------|--------------------------------------|------------|
| Revenue                        |                     |                                      |            |
| <b>Revenue Total</b>           | <b>\$52,272,892</b> | <b>\$13,651,038</b>                  | <b>26%</b> |
| <b>Expenditures</b>            |                     |                                      |            |
| <b>Expenditure Grand Total</b> | <b>\$52,272,892</b> | <b>\$14,702,630</b>                  | <b>28%</b> |

- Expenditures include one-time transfers:
  - CC Housing Authority \$60,000
  - Elected Officials Retirement Fund \$32,316
  - CIPP Fund \$2,374,629
  - Debt Service \$1,328,012

# Debt Service Fund

(2011 First Quarter - unaudited)



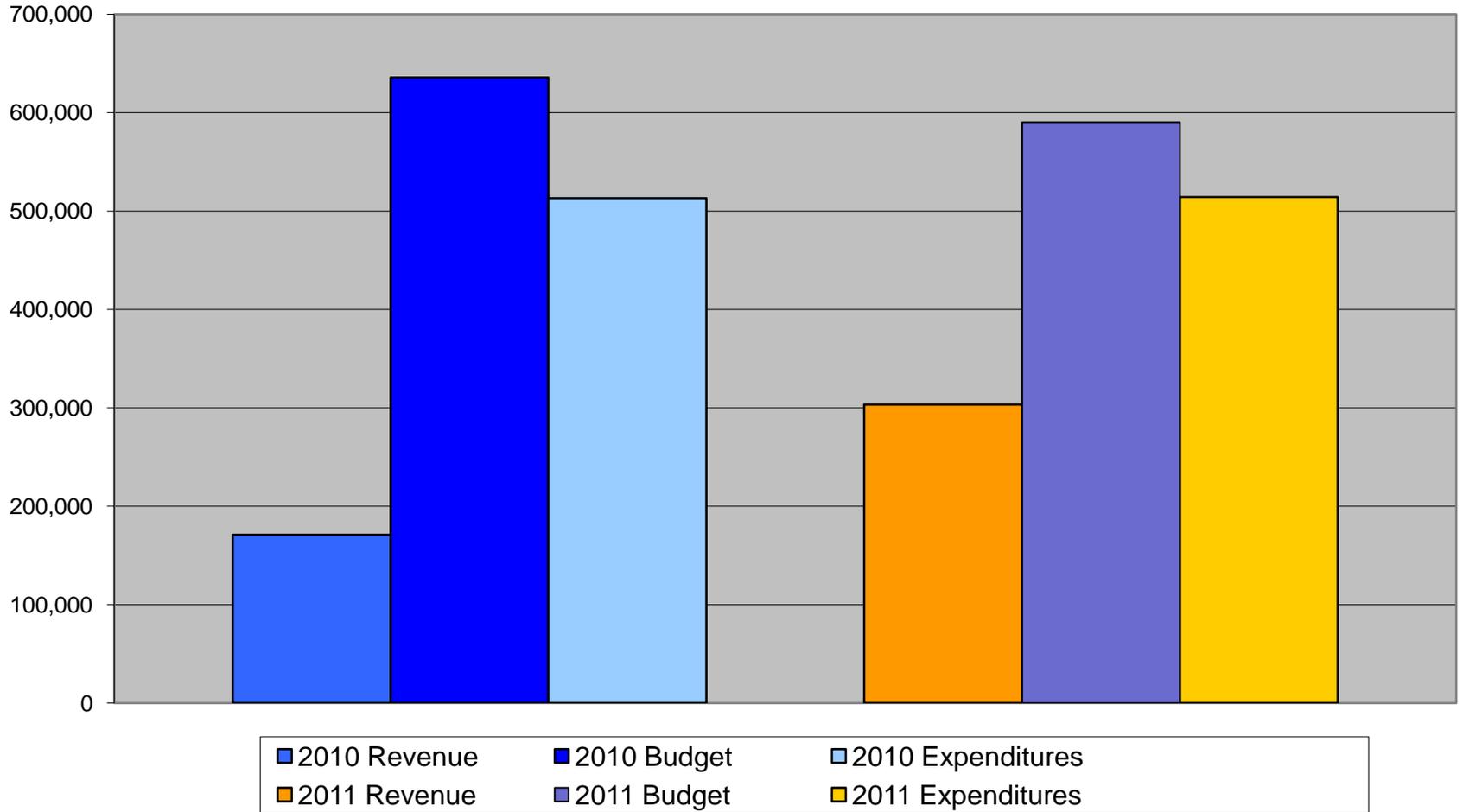
# Debt Service Fund Totals

| <b>Revenue</b>                 | <b>Budget</b>      | <b>1st Quarter Totals</b> | <b>%</b>   |
|--------------------------------|--------------------|---------------------------|------------|
| <b>Revenue Total</b>           | <b>\$5,658,939</b> | <b>\$2,515,470</b>        | <b>44%</b> |
| <b>Expenditures</b>            |                    |                           |            |
| <b>Expenditure Grand Total</b> | <b>\$5,658,939</b> | <b>\$2,983,784</b>        | <b>53%</b> |

- Debt Service budget was amended for defeasance of 2002 series bonds
- Expenditures normally outpace budget & revenues in first two quarters

# Golf

(1st Quarter - unaudited)



# Golf Fund Totals

| <b>Revenue</b>             | <b>Budget</b>      | <b>1st Quarter Totals</b> | <b>%</b>   |
|----------------------------|--------------------|---------------------------|------------|
| <b>Revenue Totals</b>      | <b>\$2,361,281</b> | <b>\$303,224</b>          | <b>13%</b> |
| <b>Expenditures</b>        |                    |                           |            |
| <b>Expenditure Totals:</b> | <b>\$2,361,281</b> | <b>\$514,121</b>          | <b>22%</b> |

- Expenditures normally outpace revenues in 1<sup>st</sup> quarter
- Expenditures are steady with 2010
- Revenues are significantly higher than 2010



**Council Communication**

**City Council Meeting:** 16 May 2011

**Prepared:** 10 May 2011

**Number of Attachments:** 2

**Subject:** City Council Retreat and City Staff Retreat Update

**Presenter:** Jerry Flannery, Tom Acre, Brian McBroom

**Recommended City Council Action:**

No City Council action is requested, this is for review and discussion only.

**Summary Statement:**

Pursuant to the City Council's retreat on February 24th and 25th and the City staff retreat on April 8th, city staff has developed an extensive list of goals and action items to accomplish the goals and priorities set by the City Council. The City Manager's Office will provide an overview of City Council goals and priorities and the related staff goals, along with a process for reporting results back to the City Council on a quarterly basis.

**Next Steps:** The City Manager's next quarterly report will be in July

**Expenditure Required:** N/A

**Source of Funds:** N/A

**Policy Issue:** Is the method of tracking progress and reporting results acceptable to the City Council?

**Alternative:** Provide alternative direction to the City Manager for tracking progress and reporting results.

**Background Information:**

2011 City Council Goals Follow Up Presentation

City Council Presentation May 16, 2011

Presentation Outline

- City Council Goals Overview
- Outcomes from Leadership Team Retreat
- Process Moving Forward
  - Quarterly Updates
  - Staff Tracking
  - Department Level Goals and Strategies

#### City Council Goals Overview

- 4 Over-arching Goals
- 16 Primary Goals
- Based upon City Council Retreat and public input
- Remaining 2010 City Council Goals

#### Leadership Team Goals

- 70 Separate Department Level Goals and growing
- Organized According to the related City Council Goal
- More are being added
- Department Goals are broken down into specific action items and strategies
- Emphasis is on outcomes and measuring progress

#### Goals Are All Linked

- Insert Goals Diagram Here

#### Keeping the Organization Connected

- Linkage Diagram

#### What's Next?

- Next Quarterly Update in July
- Staff refinement of internal tracking tool
- Development of a report format for City Council quarterly updates

**Council Priority** **CULTIVATE ECONOMIC DEVELOPMENT THROUGH BUSINESS RETENTION, EXPANSION AND JOB CREATION.**

|                         |    |  |
|-------------------------|----|--|
| <b>2011 Staff Goals</b> | 1  | Redefining Commerce Campaign   |
|                         | 2  | Business Retention and Expansion (BRE) Program and Business Appreciation Event   |
|                         | 3  | 2nd Annual Business/Development Summit   |
|                         | 4  | Citizen Advisory Committee and Business Advisory Committee   |
|                         | 5  | Victory Crossing Marketing and Attraction  |
|                         | 6  | Aggressive Retail Strategy and ICSC 2011   |
|                         | 8  | Evaluation/Recommendations for Incentive Program beyond June 2011  |
|                         | 10 | Communicate city's ED successes and further develop/embrace civic pride: There's a lot of exciting things going on in the city. We want to share those and further create sense of the city leading the way.   |
|                         | 13 | Identify quantitative citizen feedback needed and craft 2011 Citizen Survey accordingly: Execute a 2011 citizen survey, working with council to identify the quantitative citizen feedback needed. It is necessary to test the qualitative findings of the audit to further refine the city's communications plan.   |
|                         | 34 | Strategic Marketing Plan - Develop additional and enhance existing efforts for a strategic marketing plan for parks, recreation, and golf.   |
|                         | 40 | 104th Avenue Project: Fully finance and complete design and construction of the 104 <sup>th</sup> Avenue Project, Phases 3A and 3B.  |
|                         | 41 | Tower/Pena Ramp: Complete financing plan, design, and construction of the Tower/Pena ramp.   |
|                         | 42 | Infrastructure Financing: Develop a financing plan and funding mechanism(s) for infrastructure needed to support development (i.e., roads, drainage, water, sewer, lighting.) These infrastructure improvements will be needed in the Northern Range region. Possible priority corridors for these improvements include Tower Road, 120th Avenue, and 96th Avenue. |

|                         |    |  |
|-------------------------|----|--|
| <b>2010 Staff Goals</b> |    | Conduct thorough analysis of sales & use tax scheme – are we too aggressive? Who have we driven away & why? Include comparisons of neighboring communities                                       |
|                         | 4  | Bringing in a grocery store up North   |
|                         | 18 | Company retention  |
|                         | 25 | ED for airport borders   |
|                         | 49 | Economic Development - Getting involved with Kroenke Sports and Jones Lange LaSalle to develop the property around the soccer stadium;   |
|                         | 50 | Sit down restaurants in the entire City that compliment Northfield development. Growth is all around us, in Northfield/Stapleton, and the Prairie Way Center                                     |
|                         | 60 | More forceful approach to Economic Development, especially the Prairie Gateway area and Northern Range, including but not limited to grocery stores, sit-down restaurants, and commercial retail |
|                         | 72 | Implement key recommendations from Angelou   |
|                         | 76 | Conduct thorough analysis of sales & use tax scheme – are we too aggressive? Who have we driven away & why? Include comparisons of neighboring communities                                       |
|                         | 79 | Heavily and creatively incentivize key retail to spark/generate momentum & spur introduction of amenities in NE & NW part of town as well as key re-development nodes in historic city.          |
|                         | 84 | Thorough analysis of sales & use tax scheme, audit practices – are we too aggressive?  |

# 2011 City Council Goals Follow Up Presentation

City Council Presentation  
May 16, 2011

# Presentation Outline

- City Council Goals Overview
- Outcomes from Leadership Team Retreat
- Process Moving Forward
  - Quarterly Updates
  - Staff Tracking
  - Department Level Goals and Strategies

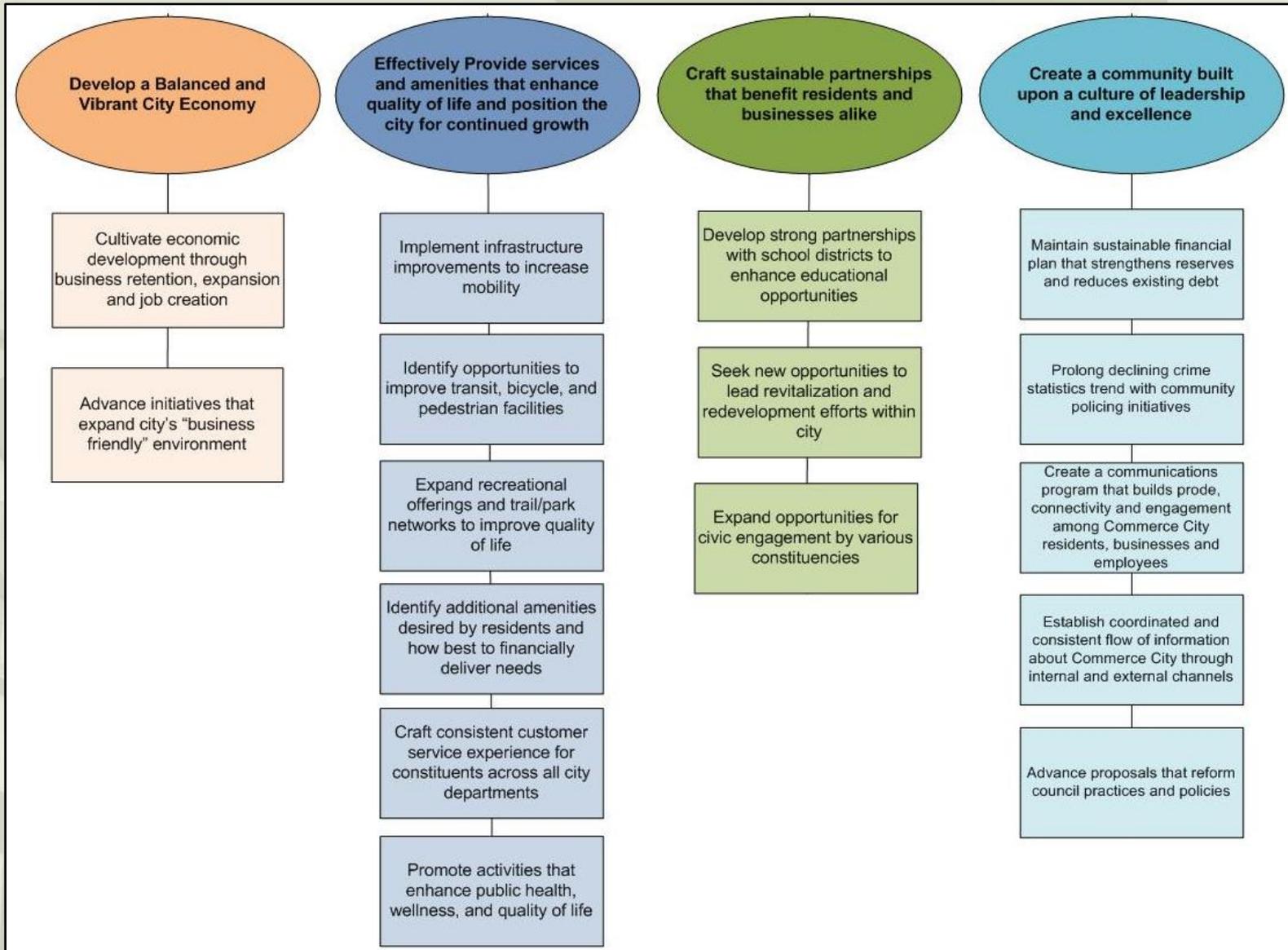
# City Council Goals Overview

- 4 Over-arching Goals
- 16 Resulting Priorities
- Based upon City Council Retreat and public input
- Remaining 2010 City Council Goals were carried forward

# Leadership Team Goals

- 70 Separate Department Level Goals
- Organized According to the related City Council Goal
- More are being added
- Department Goals are being broken down into specific action items and strategies
- Emphasis is on outcomes and measuring progress

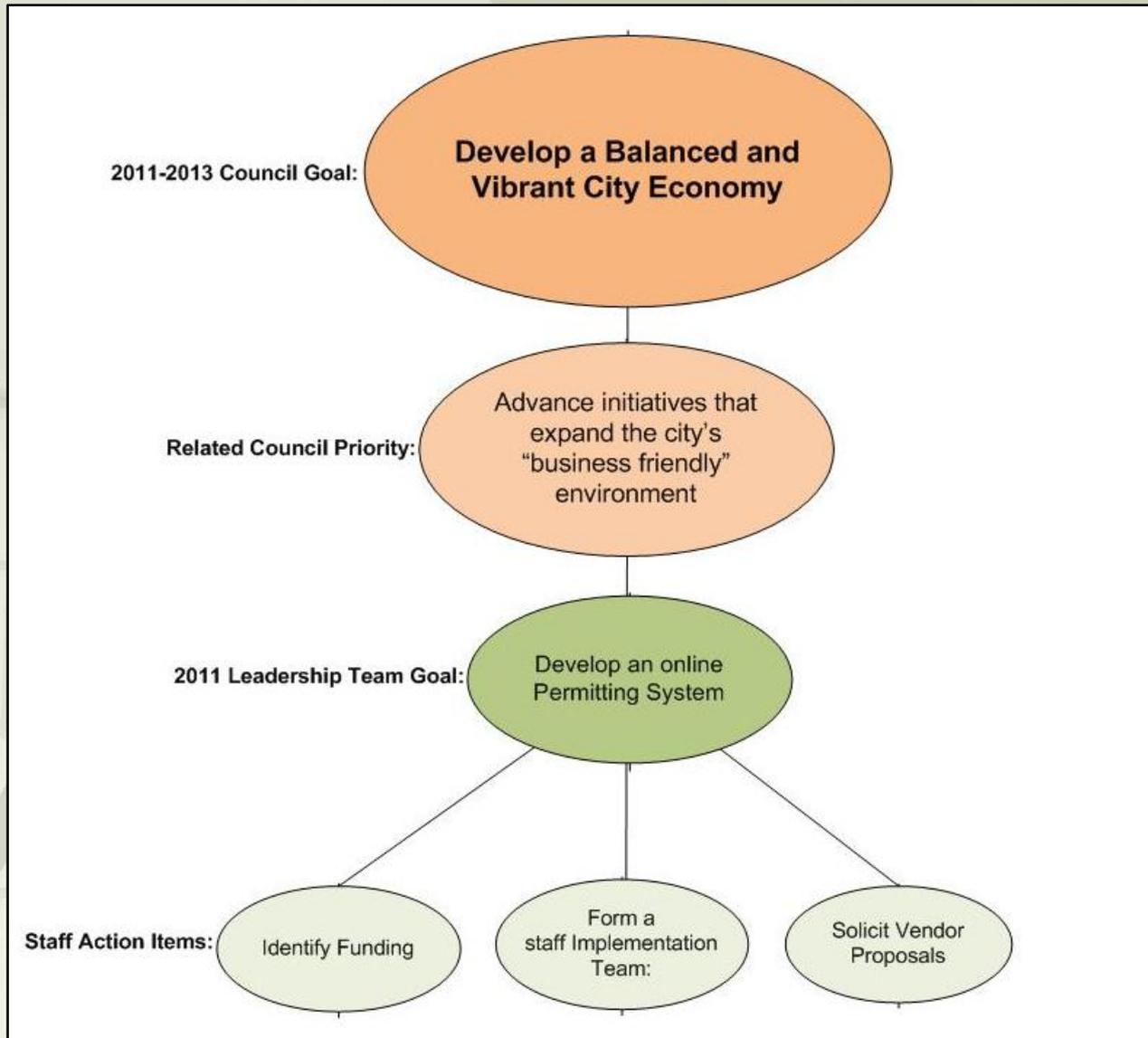
# Goals Are All Linked



# Keeping the Organization Connected

| Council Priority |   | CULTIVATE ECONOMIC DEVELOPMENT THROUGH BUSINESS RETENTION, EXPANSION AND JOB CREATION.   |
|------------------|---|--|
| 2011 Staff Goals | 1   | Redefining Commerce Campaign   |
|                  | 2   | Business Retention and Expansion (BRE) Program and Business Appreciation Event   |
|                  | 3   | 2nd Annual Business/Development Summit   |
|                  | 4   | Citizen Advisory Committee and Business Advisory Committee   |
|                  | 5   | Victory Crossing Marketing and Attraction  |
|                  | 6   | Aggressive Retail Strategy and ICSC 2011   |
|                  | 8   | Evaluation/Recommendations for Incentive Program beyond June 2011  |
|                  | 10  | Communicate city's ED successes and further develop/embrace civic pride: There's a lot of exciting things going on in the city. We want to share those and further create sense of the city leading the way.   |
|                  | 13  | Identify quantitative citizen feedback needed and craft 2011 Citizen Survey accordingly: Execute a 2011 citizen survey, working with council to identify the quantitative citizen feedback needed. It is necessary to test the qualitative findings of the audit to further refine the city's communications plan.   |
|                  | 34  | Strategic Marketing Plan - Develop additional and enhance existing efforts for a strategic marketing plan for parks, recreation, and golf.   |
|                  | 40  | 104th Avenue Project: Fully finance and complete design and construction of the 104 <sup>th</sup> Avenue Project, Phases 3A and 3B.  |
|                  | 41  | Tower/Pena Ramp: Complete financing plan, design, and construction of the Tower/Pena ramp.   |
|                  | 42  | Infrastructure Financing: Develop a financing plan and funding mechanism(s) for infrastructure needed to support development (i.e., roads, drainage, water, sewer, lighting.) These infrastructure improvements will be needed in the Northern Range region. Possible priority corridors for these improvements include Tower Road, 120th Avenue, and 96th Avenue. |
|                  | 43  | 96 <sup>th</sup> Avenue, I-76 to Heinz Way: Develop a financing plan, including a funding mechanism, for design and construction of roadway improvements and an overpass of the Union Pacific Railroad tracks.   |
|                  | 47  | Adopt-a-District Clean-Up Program: Explore coordination with local businesses to create a program to adopt a neighborhood, district, high-profile street, or a local park in conjunction with other appropriate city and state departments.  |
|                  | 50  | Annexation Criteria - Develop annexation criteria for Adams County enclaves. Different criteria may be needed for Historic City, Irondale, Northern Range, and E-470.  |
| 51               | Funding and Grants for Redevelopment/Brownfields: Explore grants, low-interest loans, and redevelopment corporations to address redevelopment goals and to reduce industrial/residential conflicts.   |  |
| 56               | Finalize the recruitment and development of the Business Advisory Council for the Chief.  |  |
| 64               | Microsoft SharePoint Implementation: The SharePoint software can replace the existing and rather static internal Intranet with a more dynamic, user friendly and user updatable solution. Additionally it will provide the organization with the ability to further consolidate data and greatly enhance the organization's ability to collaborate and share information. |  |
| 2010 Staff Goals |   | Conduct thorough analysis of sales & use tax scheme - are we too aggressive? Who have we driven away & why? Include comparisons of neighboring communities   |
|                  | 4   | Bringing in a grocery store up North   |
|                  | 18  | Company retention  |
|                  | 25  | ED for airport borders   |
|                  | 49  | Economic Development - Getting involved with Kroenke Sports and Jones Lange LaSalle to develop the property around the soccer stadium;   |
|                  | 50  | Sit down restaurants in the entire City that compliment Northfield development. Growth is all around us, in Northfield/Stapleton, and the Prairie Way Center   |
|                  | 60  | More forceful approach to Economic Development, especially the Prairie Gateway area and Northern Range, including but not limited to grocery stores, sit-down restaurants, and commercial retail   |
|                  | 72  | Implement key recommendations from Angelou   |
|                  | 76  | Conduct thorough analysis of sales & use tax scheme - are we too aggressive? Who have we driven away & why? Include comparisons of neighboring communities   |
|                  | 79  | Heavily and creatively incentivize key retail to spark/generate momentum & spur introduction of amenities in NE & NW part of town as well as key re-development nodes in historic city.  |
| 84               | Thorough analysis of sales & use tax scheme, audit practices - are we too aggressive?   |  |

# Keeping the Organization Connected



# What's Next?

- Next Quarterly Update in July
- More detail after June 13<sup>th</sup> City Council/Staff Planning Session
- Staff refinement of internal tracking tool
- Development of a report format for City Council and community quarterly updates

# Q & A

Thank you!

COMMERCIAL CITY

CIVIC CENTER

7887 EAST 60th AVENUE



**Council Communication**

**City Council Meeting:** 16 May 2011

**Prepared:** 09 May 2011

**Number of Attachments:** One

**Subject: Presentation on Fiscal Policy & Strategy Recommendations in Long Range Financial Plan**

**Presenter: Roger Tinklenberg**

**Recommended City Council Action:**

No action is requested at this time. This is for information only in preparation for the Council/Staff goal and priority setting meeting on June 13, 2011.

**Summary Statement:**

The Long-Range Financial Plan is intended to cover all aspects of the City's revenues and operating expenditures and capital improvement needs. The City's General Fund revenue is not adequate to fund City operations and all the needed capital improvements, which include City facilities, drainage and stormwater management, golf, open space, parks, recreation, trails and transportation improvements. Therefore, trade-offs will need to be discussed as part of the fiscal policies and strategies presentation. The fiscal policies and strategies presentation is attached.

**Next Steps:** The next step is the City Council's retreat to weight alternatives, set priorities and provide direction to staff.

**Expenditure Required:** None

**Source of Funds:** N.A.

**Policy Issue:** How to adequately fund the capital improvement needs and provide for the ongoing City operation and maintenance costs.

**Alternative:** Do nothing.

**Background Information:**

The Long-Range Financial Plan looks at the challenges facing the City, examines options and potential solutions and makes recommendations to provide a financial plan of action for the next ten years. Presentations have been made to Council regarding the City's revenues and expenditures and capital investment needs. This will be the last presentation on fiscal policy and strategy recommendations.



# Long-Range Financial Plan

**Fiscal Policy & Strategy  
Recommendations**

**May 16, 2011**

# Accomplishing Council's Priorities

- January – Council set 2011 priorities
- Quality Community for a Lifetime
- Need Council direction to build action plan
- 2004 LRFP identified > \$1 billion capital needs
- What ¼ do we build in next 10 years?
- How do we prepare for remaining 20-30 years to build out?

# 2011 Revenue & Expenditure Summary

|   |                     |              |   |
|---|---------------------|--------------|---|
| • Est. Operating Revenues                   |                     | \$44,912,740 |   |
| • Total Operating Budget                    | \$45,282,528        |              |   |
| • Total Housing Authority Transfer          | \$ 60,000           |              |   |
| • Total Elected Official Ret. Fund          | \$ 32,316           |              |   |
| • Transfer to Debt Service                  | \$ 3,195,407        |              |   |
| • <u>Transfer to CIPP Fund</u>              | <u>\$ 2,374,629</u> |              |   |
| • Budget Total                              | \$50,944,880        |              |   |
| • Not covered by Revenue                    |                     | \$ 6,032,140 |   |
| • Fund Balance in General Fund (operations) | \$ 1,582,383        |              |   |
| • Fund Balance in General Fund (CIPP)       | \$ 2,374,629        |              |   |
| • Retained Earnings Transfers (Fleet)       | \$ 1,915,547        |              |   |
| • P & R Equipment Reserve Fund Bal          | \$ 84,880           |              |   |
| • <u>SID Fund Balance Transfer</u>          | <u>\$ 74,701</u>    |              |   |
| • Transfers                                 | \$ 6,032,140        |              |   |
| • Gap                                       |                     | \$           | 0 |

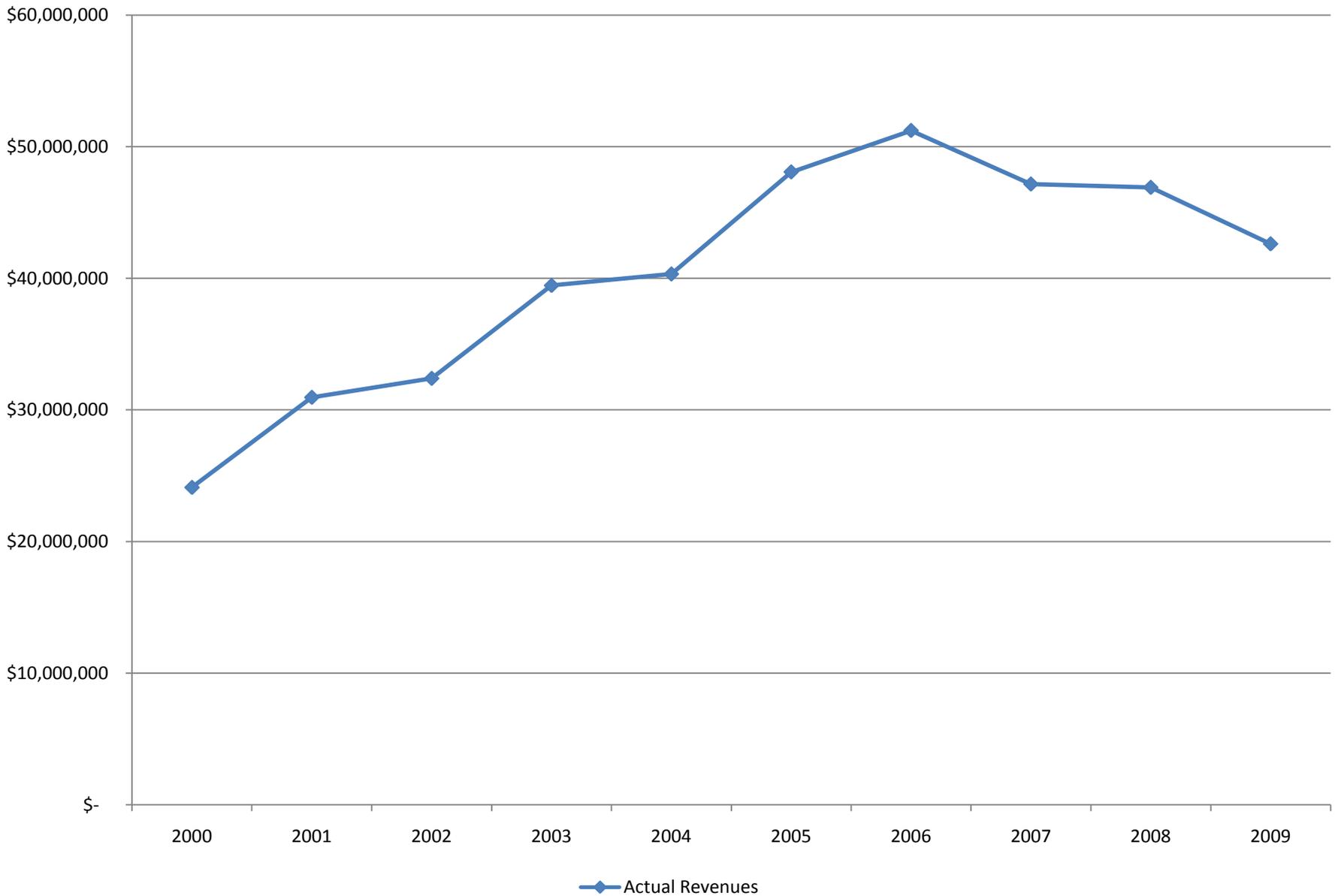
# 2011 Budget Status

- Revenue estimate: \$44,912,740
- Appropriated Expenditures: \$45,282,528
- Programmed fund balances of \$6,032,140
- Of the fund balance, \$2,374,629 is from one-time tax settlements going to CIPP
- 1<sup>st</sup> quarter 2011 revenues exceed expenditures

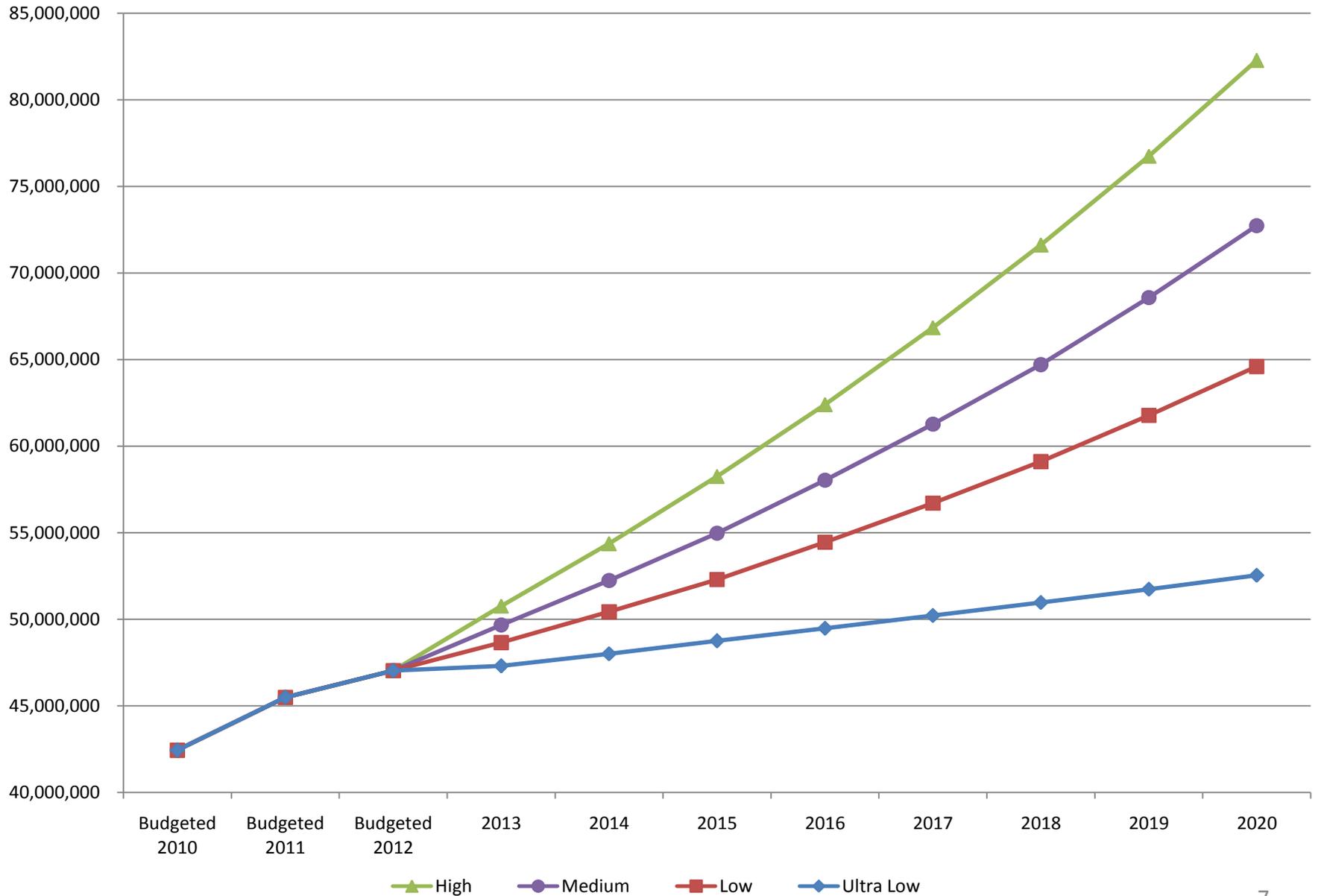
# 2012 Budget Plan Estimates

- General Fund Revenues: \$46,434,101
- General Fund Expenditures: \$49,678,391
- Sources to be determined: **\$3,244,290**
- Budget process for 2012 just started

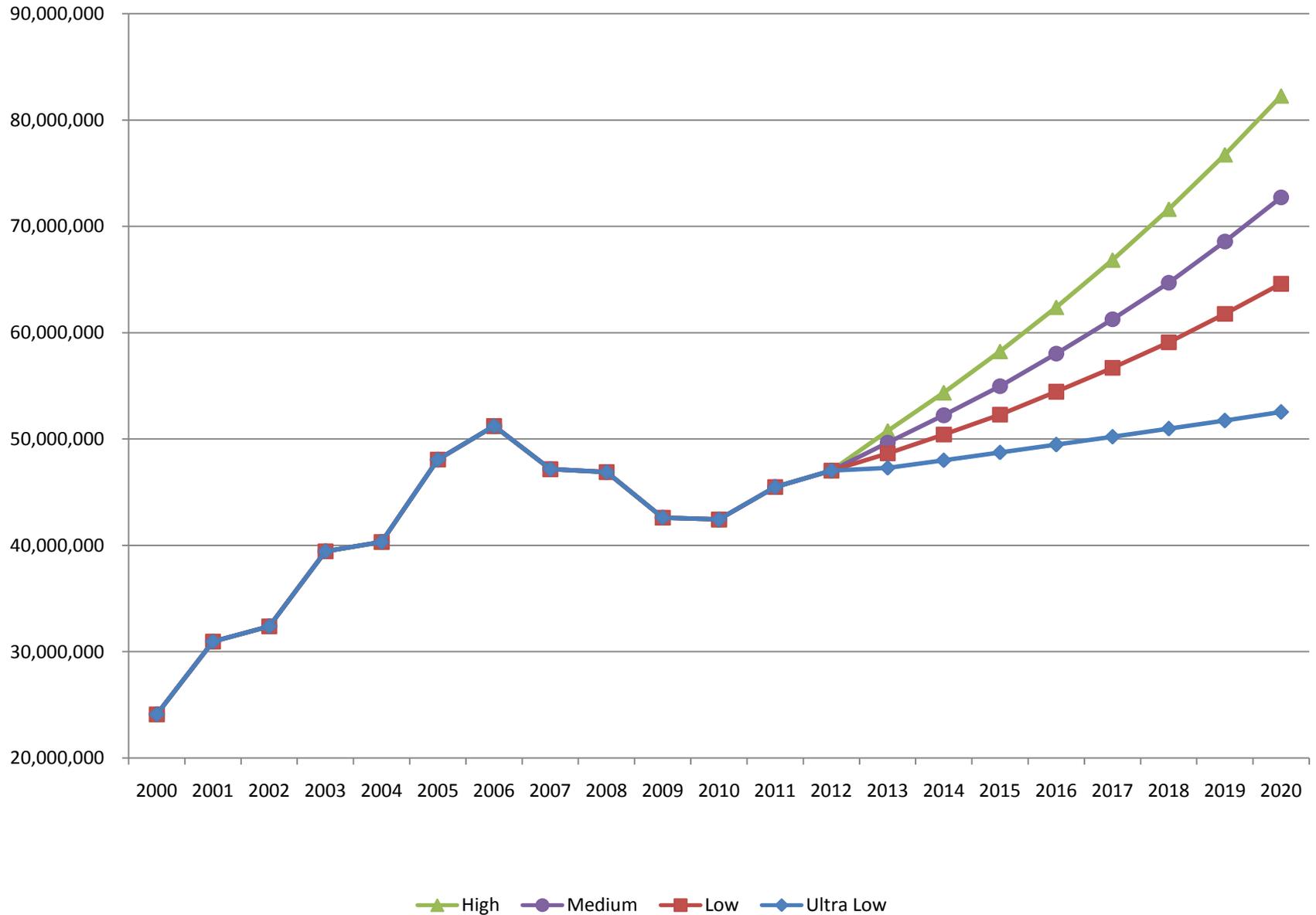
# Historic General Fund Revenues



# General Fund Revenues - Estimated



# General Fund Revenues - Actual & Estimated



# Comments on Revenue Estimates

- Estimates include only recurring portion of one-time revenues
- Ultra-low estimate provides worst-case scenario (2.1% growth)
- Low estimate assumes no to very little expansion in number of businesses (4.2% growth)

# Comments on Revenue Estimates (con't)

- Middle estimate includes both growth within the existing businesses and modest expansion in the number of businesses (5.5% growth)
- High estimate provides an up-side scenario (6.8% growth)
  - Much lower than the 2000-2006 growth rate
- Middle & high estimates may provide money to add employees, increase services, add new programs and capital projects

# Revenue Vulnerabilities

- All City revenues are affected to varying degrees by national economy
- Sales tax falls or rises as retail sales change
  - Commerce City not reliant on big-box retail
  - Less vulnerable to economic shocks
- Use tax falls or rises as businesses contract or expand equipment purchases
- Franchise tax falls or rises with utility sales & telecommunication purchases

# Revenue Vulnerabilities (con't)

- Property tax changes are delayed
  - Drop or increase in property market values reflected in Assessor's valuations (res. this year)
  - Assessor's valuations determine assessed value
  - Taxes collected in following year
  - Property taxes fall much later but also increase much later than the economy
- Municipal court fines are fairly stable – affected more by Police Traffic Unit staffing

# Revenue Vulnerabilities (con't)

- Major source of permit revenue is building permits, which are affected by:
  - Housing market
  - Business expansions
  - New business location decisions
- Investment earnings are determined by market interest rates, which are affected by:
  - Federal Reserve Bank
  - Market expectations regarding inflation & risk

# Revenue Vulnerabilities (con't)

- Intergovernmental revenues determined by Colorado Legislature:
  - Highway Users Tax – Legislature may change revenue sharing formula (\$1,490,000)
  - Motor Vehicle Registrations – Legislature may change revenue sharing formula (\$160,000)
  - Cigarette Tax – Legislature may change revenue sharing formula (\$120,000)
  - Lottery Revenue (not GF) - Legislature may amend CRS changing revenue sharing formula (\$365,960)

# Revenue Vulnerabilities (con't)

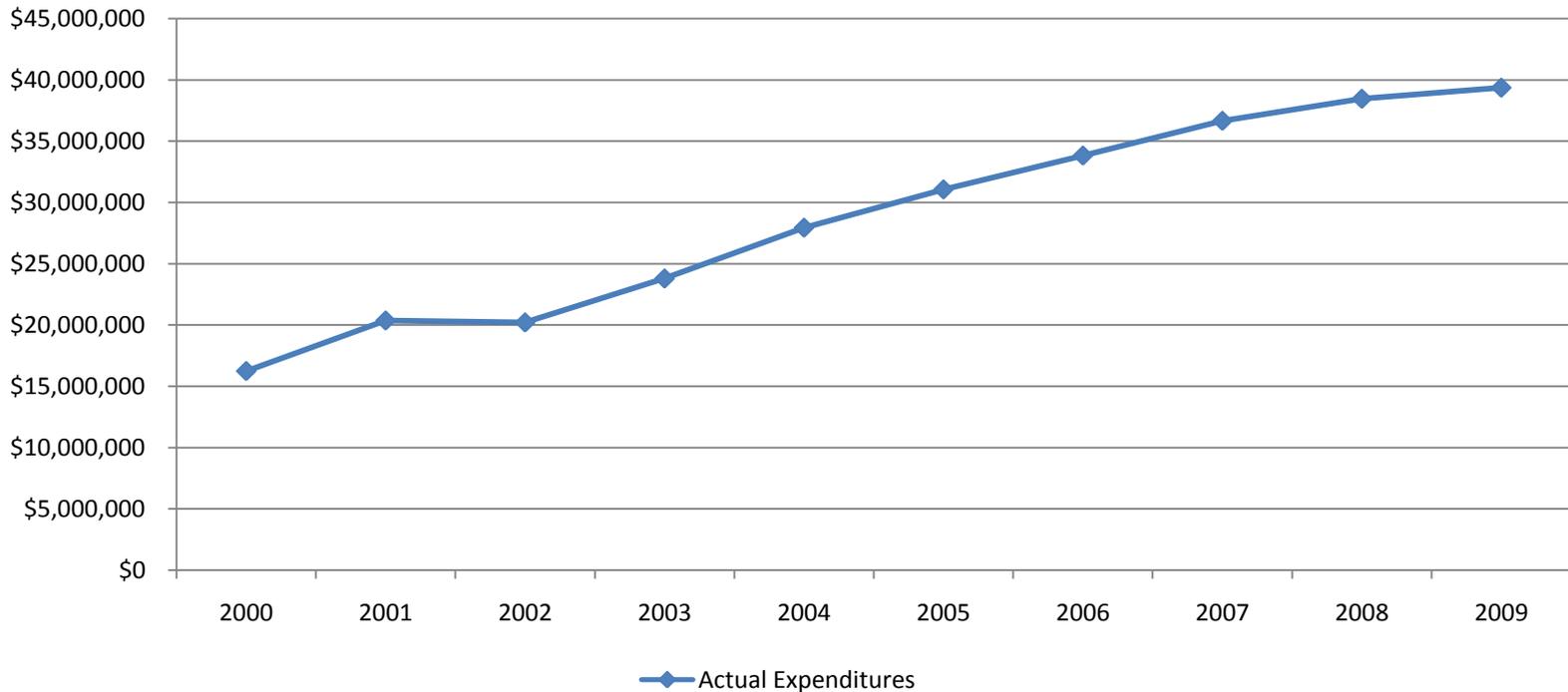
- Intergovernmental revenues determined by Adams County:
  - Road & Bridge Tax – Commissioners may reduce Road & Bridge mill levy to increase General Fund mill levy (\$400,000)
  - Transportation Tax (not GF) – Commissioners may not change revenue sharing formula since that was set by voter election (\$575,000)
  - Open Space Tax (not GF) – Commissioners may not change revenue sharing formula since that was set by voter election (\$255,000)

# Revenue Vulnerabilities Summary

- Greatest vulnerability - Intergovernmental revenues determined by state Legislature:
  - Highway Users Tax – \$1,490,000
  - Motor Vehicle Registrations – \$160,000
  - Cigarette Tax – \$120,000
- Total at risk by state Legislature due to state's budget shortfalls – \$1,770,000
- Move \$1,770,000 & \$400,000 of County Road & Bridge Tax revenue out of General Fund

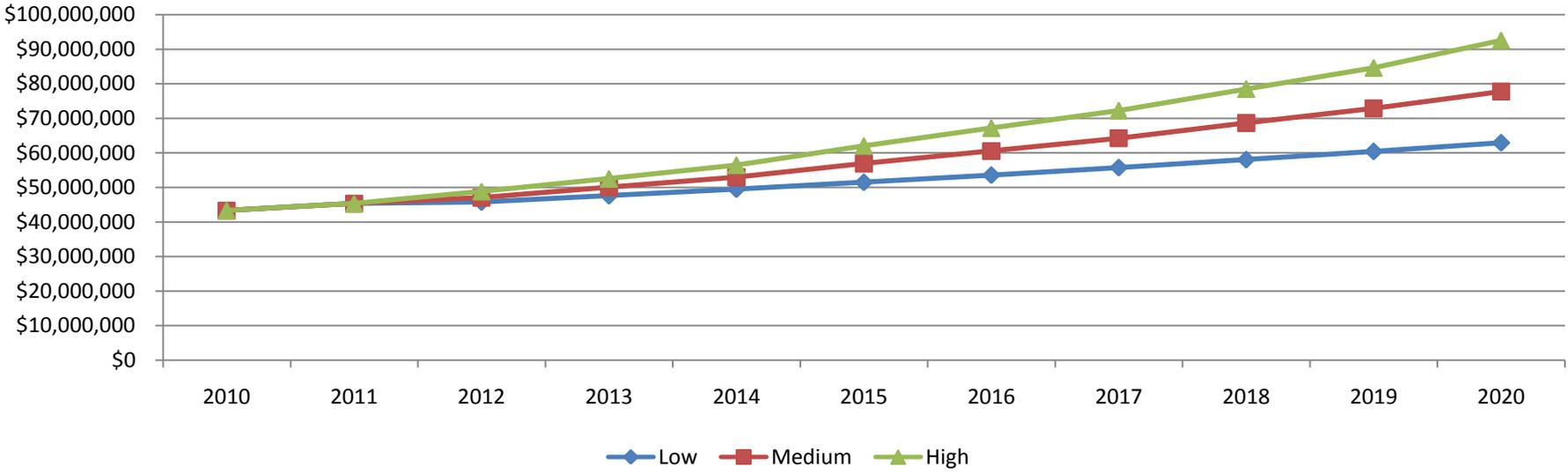
# General Fund Expenditure History

| GENERAL FUND       | 2000         | 2001         | 2002         | 2003         | 2004         | 2005         | 2006         | 2007         | 2008         | 2009         | Avg Annual Increase 2009-2009 |
|--------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------------------------|
| General Fund Total | \$16,249,357 | \$20,368,559 | \$20,212,000 | \$23,794,149 | \$27,939,517 | \$31,062,715 | \$33,822,818 | \$36,654,733 | \$38,452,041 | \$39,359,139 | 13.5%                         |

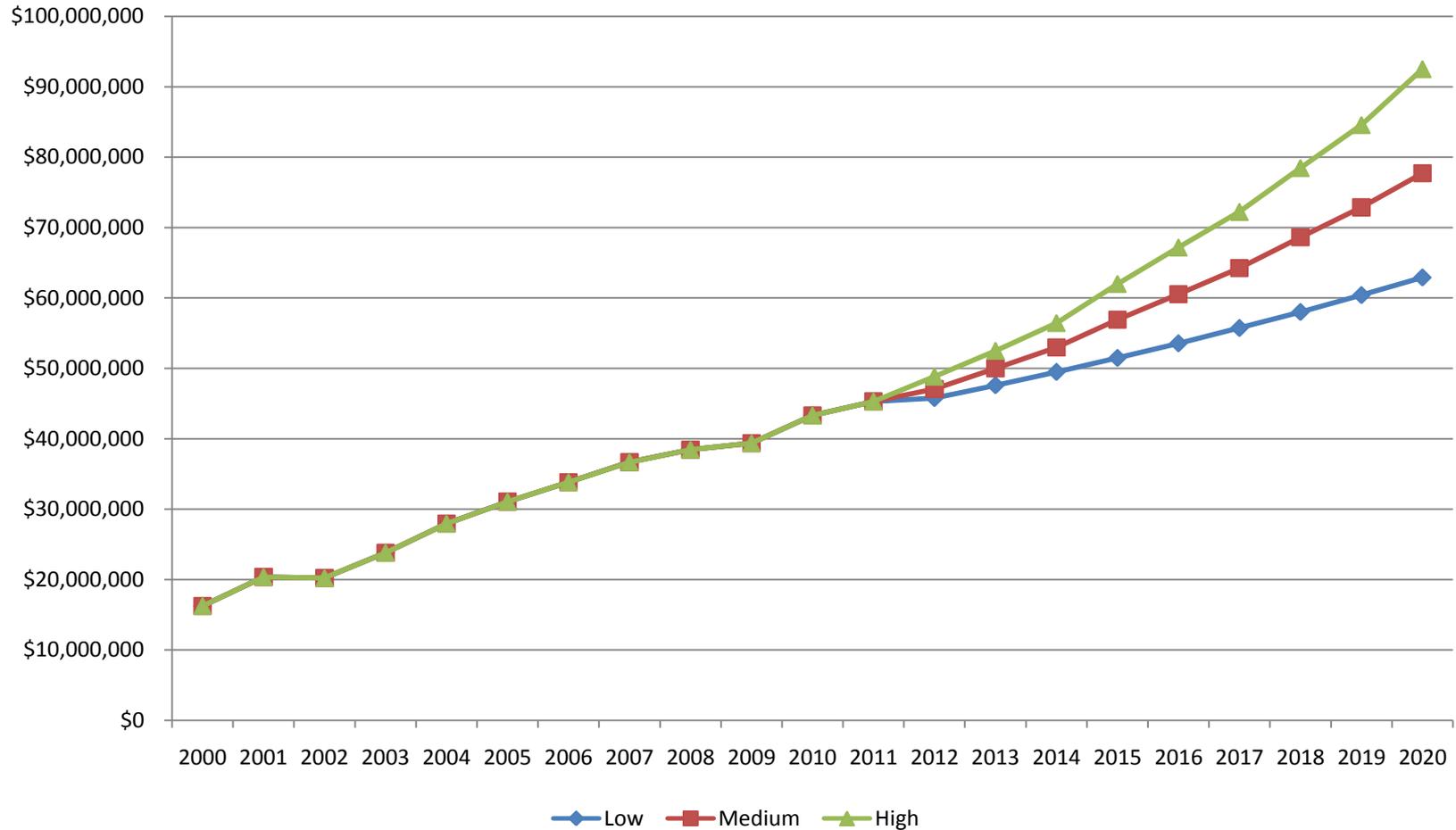


# Expenditure Estimates

| GENERAL FUND  | 2010         | 2011         | 2012         | 2013         | 2014         | 2015         | 2016         | 2017         | 2018         | 2019         | 2020         | Avg Annual Increase 2010-2020 |
|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------------------------|
| <b>Low</b>    | \$43,299,324 | \$45,282,528 | \$45,763,676 | \$47,574,634 | \$49,469,806 | \$51,453,704 | \$53,531,106 | \$55,707,079 | \$57,986,993 | \$60,376,539 | \$62,881,755 | 3.8%                          |
| <b>Medium</b> | \$43,299,324 | \$45,290,431 | \$47,051,643 | \$49,994,855 | \$52,946,208 | \$56,899,182 | \$60,503,363 | \$64,205,395 | \$68,606,267 | \$72,846,060 | \$77,679,994 | 6.0%                          |
| <b>High</b>   | \$43,299,324 | \$45,290,431 | \$48,814,458 | \$52,490,685 | \$56,439,197 | \$61,985,638 | \$67,161,216 | \$72,214,063 | \$78,444,295 | \$84,559,193 | \$92,492,158 | 7.9%                          |



# Expenditure History & Estimates



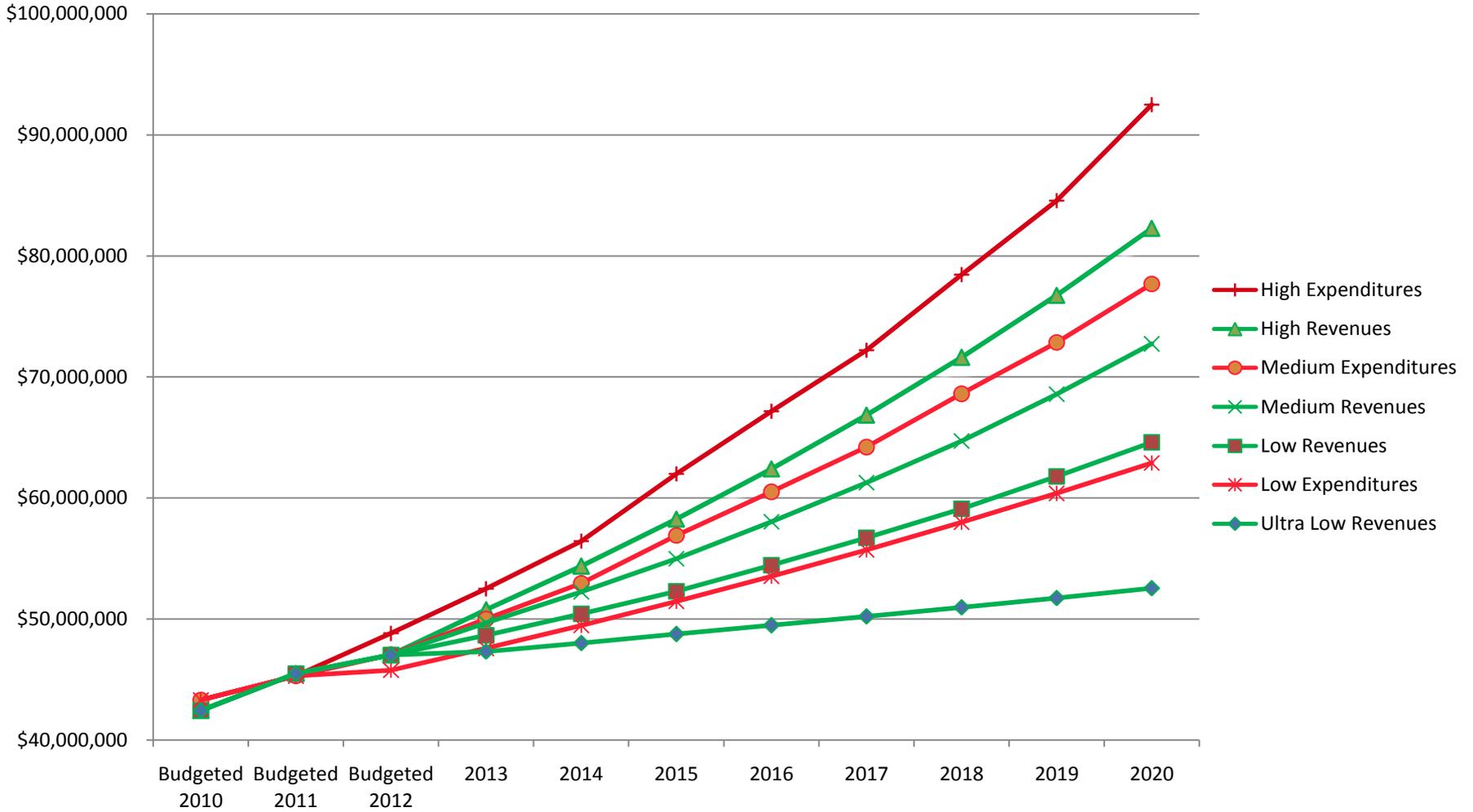
# Comments on Expenditure Est.

- Low estimate maintains existing operation – no new employees, no service expansion, no major capital projects: 3.8% estimated growth
  - It places City in position of scrambling to try to maintain services & likely requires cuts to services
- One-time tax audits & settlements may be able to fund one or more large capital projects
- However, major capital projects require on-going revenue to cover added on-going operation & maintenance costs

# Comments on Expenditure Est. (con't)

- Medium estimate from departments: 6.0%
  - Not fiscally constrained to match revenues
  - Assumes some growth in staffing & services
- High estimate from departments: 7.9%
  - Not fiscally constrained to match revenues
  - Assumes growth rate closer to past 10 years
- Capital budget & operating budget must balance

## General Fund Revenues and Expenditures - Estimated



# Recap of Revenues & Expenditures

- Low revenue estimate slightly exceeds low expenditure estimate
- When departments add staff to deal with pop. growth then expenditures exceed revenues
  - Medium expenditure estimate exceeds estimated medium revenues by \$5 million
  - High expenditure estimate exceeds estimated high revenues by \$10 million
- Need to constrain expenditures, prioritize projects & find alternative revenue sources

# Summary of LRF Chapter

- Expenditures exceed revenues in medium & high estimates
- New drainage almost development funded
- Drainage maintenance needs stormwater utility funded at \$3,367,000/year
- Facilities must be expanded & improved

| Facility               | Estimated Cost | Construction |
|------------------------|----------------|--------------|
| MSC Expansion Phase 1A | \$2,337,931    | 2015         |
| Police Substation      | \$10,119,400   | 2018         |
| MSC Expansion Phase 1B | \$1,980,440    | 2020         |
| 10-Year Total          | \$14,437,771   | 2015 - 2020  |

# Transportation Chapter Summary

- Transportation improvements are needed on following roadways:

| Project                     | Cost Estimate | Funding Sources                    |
|-----------------------------|---------------|------------------------------------|
| Tower Road                  | \$30,000,000  | City, GID & new GID/Metro District |
| 96 <sup>th</sup> Avenue (A) | \$8,500,000   | Developer Metro District           |
| 96 <sup>th</sup> Avenue (B) | \$21,500,000  | City & new GID or Metro District   |
| 96 <sup>th</sup> Avenue (C) | \$29,400,000  | City & new GID or Metro District   |
| 88 <sup>th</sup> Avenue (A) | \$23,300,000  | City & new GID or Metro District   |
| 88 <sup>th</sup> Avenue (B) | \$21,500,000  | City & new GID or Metro District   |
| 72 <sup>nd</sup> Avenue     | \$3,100,000   | City                               |
| Signal System               | \$862,500     | City                               |
| Rosemary St.                | \$5,000,000   | City                               |
| Colorado Blvd               | \$17,000,000  | City & new GID or Metro District   |
| 56 <sup>th</sup> Avenue     | \$12,800,000  | City & new GID or Metro District   |

# Parks, Open Space, Recreation & Trails

## Chapter Summary

- Following improvements are needed:

| Project  | Cost Estimate | Year        |
|--|---------------|-------------|
| Loop Trails north of 96 <sup>th</sup> Ave.                 | \$7,970,864   | 2011 & 2012 |
| O'Brian Canal Trail (Outlook – 96 <sup>th</sup> )          | \$5,673,642   | 2011 & 2012 |
| 2 <sup>nd</sup> Creek Trail (Buffalo Mesa – O'Brian Canal) | \$1,709,136   | 2011 & 2012 |
| Loop & Neighborhood Connections                            | \$ 588,086    | 2011 & 2012 |
| Fairfax Park Drainage & Irrigation Renovation              | \$2,250,000   | 2012        |
| 2 <sup>nd</sup> Creek Neighborhood Park                    | \$3,250,000   | 2013        |
| 1 <sup>st</sup> Creek Community Park                       | \$11,500,625  | 2015        |
| New Recreation Center                                      | \$19,350,000  | 2015        |
| Outdoor Aquatic Center & Pool                              | \$6,000,000   | 2016        |
| Potomac/Turnberry Neighborhood Park                        | \$1,820,000   | 2017        |
| Villages at Buff. Run E. Neighborhood Park                 | \$1,737,500   | 2019        |
| 2 <sup>nd</sup> Creek Community Park Land Acquisition      | \$11,356,250  | TBD         |

# 10-Year Total Capital Needs

- Existing pass-through revenues can fund an estimated \$40 million over 10 years
- Need new funding sources for anything over \$40 million

| <b>Facility</b>                       | <b>Estimated Cost</b> |
|---------------------------------------|-----------------------|
| Drainage/Stormwater                   | \$33,670,000          |
| Facilities                            | \$14,437,771          |
| Transportation                        | \$172,962,500         |
| Golf, Open Space, Recreation & Trails | \$73,206,103          |
| <b>10-Year Total</b>                  | <b>\$294,276,374</b>  |

# General Fund Summary

- Some General Fund revenues are vulnerable
- Must constrain growth in operating costs
- Currently not enough revenue to fund inflation in operating costs & capital projects
- Must identify on-going O&M costs of projects

# Capital Project Summary

- Not enough “ice chests to preserve all of the elephant at the same time”
- Must priority rank projects to fund
- Must identify on-going O&M costs
- Must establish project phasing plans
- Must develop new funding sources
- It is possible to accomplish the task

# Potential Funding Sources

| Potential Revenue Source | Authorization Required            | Annual Amount |
|--------------------------|-----------------------------------|---------------|
| Refuse Collection Fee    | Council Approval                  | \$1,840,552   |
| Stormwater Utility & Fee | Council Approval                  | \$3,367,000   |
| Increase Impact Fees     | Council Approval @ 500 homes/yr.  | \$1,000,000   |
| Sales Tax Increase       | Voter Approval @ ½ cent           | \$4,285,700   |
| Property Tax Increase    | Voter Approval @ 1 mill           | \$675,562     |
| Sales Tax on Food        | Voter Approval @ current rate     | \$2,050,000   |
| Head Tax                 | Voter Approval @ \$15/pay check   | \$11,700,000  |
| Form new GID             | Property Owner Approval (need 3)  | \$5,000,000   |
| Form Recreation District | Voter Approval at @ 9.3 mills     | \$6,282,010   |
| Toll on Tower Road       | Council Approval @ \$0.25/vehicle | \$1,377,875   |
| Admissions (Seat) Tax    | Voter Approval @ 8%               | \$575,000     |
| Carbon Base Fuel Tax     | Voter Approval @ 3%               | \$4,661,375   |

# Use Bonds for City Portion?

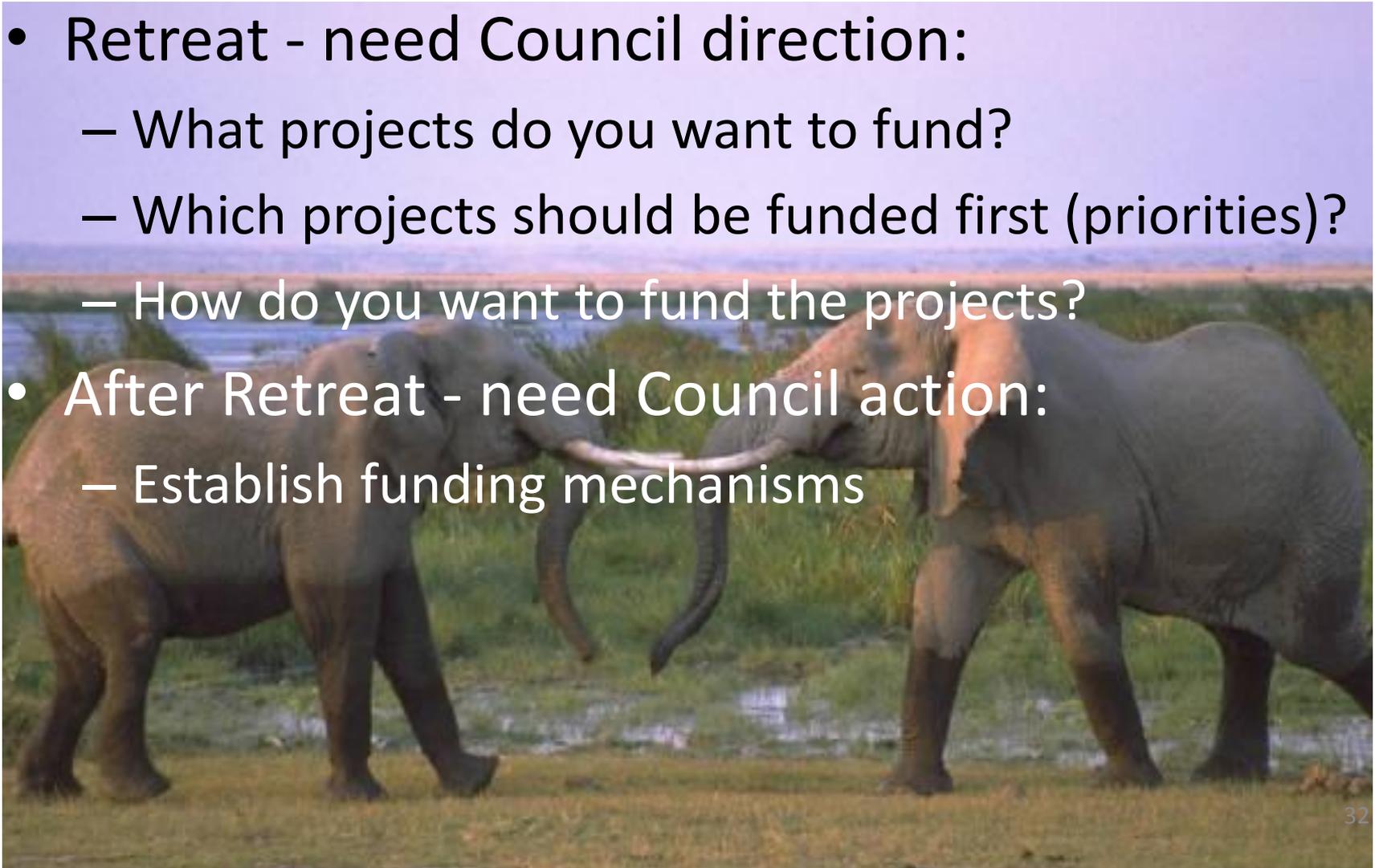
- Instead of “Pay-as-you-go” could fund CIPP with bonds
  - Revenue Bonds
  - General Obligation Bonds

## City GO Bonds vs. NIGID GO Bonds

| City GO Bonds                                |                                    | NIGID Bonds                      |                                       |
|--|------------------------------------|----------------------------------|---------------------------------------|
| Pros   | Cons                               | Pros                             | Cons                                  |
| Provides another funding source              | Require city-wide vote             | May be easier to obtain approval | Limited to northern range of city     |
| Funds historic city & north range facilities | Increases property taxes city-wide | Has more debt capacity           | Areas already has high property taxes |
| Limit: \$67.5 million                        | Limit: \$67.5 million              |                                  |                                       |

# What is Needed at Retreat & After?

- Retreat - need Council direction:
  - What projects do you want to fund?
  - Which projects should be funded first (priorities)?
  - How do you want to fund the projects?
- After Retreat - need Council action:
  - Establish funding mechanisms



# Good News

- Commerce City funded approximately \$250 million in capital projects in past 10 years
- By implementing various new funding strategies it is possible to fund another \$250 million of capital projects in next 10 years
- That leaves an estimated \$500 million of capital projects to be funded in remaining 20 to 30 years until build-out



# Recommendations

- Stabilize General Fund revenues
- Move vulnerable revenues out of GF
- Establish new revenues to backfill GF
- Chose between funding source & project trade-offs
- Set priorities on projects
- Establish project phasing plans
- Establish funding sources for projects

# Next Steps

- Council Retreat:
  - Weigh trade-offs
  - Set priorities
  - Agree on funding sources
- Gain public input on trade-offs & priorities
- Council adoption of Long-Range Financial Plan
- Council action on LRFP recommendations