



Capital Investment Program Updates & Draft 2024-2028 CIP

Presentation 23-408

July 24, 2023

Agenda

- Capital Investment Program (CIP)
- Preventative Maintenance Projects
- Project Prioritization/Scoring
- Capital Project Revenues
- Draft Five-Year CIP
- Next Steps
- Questions?



Capital Investment Program (CIP)

CIP Team

Cross-Departmental CIP Team:

- Jeffery Maxwell, Projects & Operational Implementation Officer
- Shawn Poe, Interim Public Works Director
- Michael McGoldrick, CIP Manager
- Chad Redin, Deputy Parks, Recreation & Golf Director
- Traci Ferguson, Parks Planner
- Armando Guardiola, Chief Innovation Officer
- Theresa Wilson, Interim Finance Director
- Chris Johnson, Budget Manager



Capital Investment Program (CIP)

Capital Projects

- Capital projects are long-term investments to build, add to, or improve physical City assets.
 - Examples include road widening projects, new parks or buildings, concrete and flatwork, road reconstruction, etc.
 - Capital projects come in two key varieties:
 - Capital maintenance projects
 - Capital improvement projects



Capital Investment Program (CIP) Rebranding

- The Capital Improvement and Preservation Plan (CIPP) is being rebranded the Capital Investment Program (CIP).
- Promote holistic view of project needs (current and future)
- Streamline the capital project framework for ease of understanding and maintenance

Capital Investment Program (CIP)

Streamlined CIP Framework

1. Capital Maintenance Projects

- **1(a) – Preventative Maintenance** – annual (recurring) capital maintenance needs to maintain baseline levels of service (these are considered “Tier 1 Projects”)
- **1(b) – Periodic Maintenance** – less frequent, non-annual capital maintenance needs

2. Capital Improvement Projects – construction of new capital infrastructure or significant additions or alterations to existing City assets that are beyond the scope of capital maintenance

This project differentiation allows for better allocation of resources



1(a) Preventative Maintenance

“Tier 1 Projects”

- Focus on preventative maintenance projects
 - Deferred Maintenance Costs
 - Efficient Use of Funding
 - Financial Baseline
 - Decreases Unplanned Downtime
- Examples of Projects
 - Bridge Maintenance
 - Concrete Flatwork
 - Parks Repair and Replacement
- Staff recommends funding these projects before any other project needs



Project Prioritization/Scoring

- Tier 1 Projects
 - 1(a) Preventative Maintenance
 - Highest priority needs
 - Funded first above all other projects
 - Projects categorized, reviewed, and updated, but not scored
- Tier 2 Projects
- 1(b) – Periodic Maintenance and 2 – Capital Improvement projects
- Projects categorized, reviewed, and updated, then scored
- Both of these categories were scored according to the following:
 - Existing Obligations or Commitments (such as legal or contractual requirements)
 - Presence of Grants or Other External Revenue Awards
 - Impact on Existing Infrastructure
 - Impact on Public Safety
 - Shovel-Readiness



Project Prioritization/Scoring

- 1(b) Periodic Projects were also scored according to:
 - Cost of Deferral, including the consequences of tabling a maintenance project to future years
- 2 – Capital Improvement Projects were also scored according to:
 - Portion (%) of Community Served by Project
 - Impact on Quality of Life and Equity
 - Impact on Operations Budget, including personnel, equipment, and material costs that may recur during the project life-cycle



Capital Project Revenues

Dedicated Funding Sources

- General Fund Transfers
- 2K
- Highway Users Tax
- County Shared Revenues:
 - Road and Bridge (mill levy)
 - Open Space Tax
 - Transportation Tax (sales tax)
- Conservation Trust Fund (lottery)
- Impact Fees (park, road, drainage)
- Water Rights Acquisition Fund
- Solid Waste Fees
- Tax Increment Financing (TIF)
- Internal Service Funds Retained Earnings (IT, Fleet, Facilities)



Capital Project Revenues

Funding Challenges

- Dedicated revenues sufficient to meet needs of 1(a)
 - Preventative Maintenance needs, but not enough left over to meet 1(b) – Periodic Maintenance and 2-Capital Improvement needs
- More effort needed to acquire additional funding for capital projects:
 - Partnerships (Adams County, metro districts, developers, etc.)
 - Grants
 - New funding sources (???)

Draft Five-Year CIP

- Staff recommendations regarding how best to fund projects over 2024-2028 planning period within available resources
 - **Five-Year CIP Summary** – high level summary of funding recommendations
 - **Project Pages** – additional project specific details
 - **Horizon Projects List** – documented list of additional unfunded needs beyond existing funding capabilities

Draft Five-Year CIP

Ref #	Project Name	Previous	Grant	2024	2025	2026	2027	2028	Total	Cat
1	68th Avenue Improvements		1,420,000	450,000	-	-	-	-	\$1,870,000	2
2	96th Avenue Improvement - I-76 to Highway Z						625,000	625,000	\$1,250,000	2
3	104th Avenue - S Platte River to US 85				3,000,000	2,000,000	1,000,000	-	\$6,000,000	2
4	112th Avenue and US 85	500,000				1,200,000	4,800,000	4,800,000	\$11,300,000	2
5	Bridge Maintenance		300,000	200,000	200,000	200,000	200,000	200,000	\$1,100,000	1(a)
6	Cay Parking Lots Reconstruction	629,500			1,100,000	650,000	-	-	\$2,379,500	1(b)
7	Concrete Flatwork			600,000	280,000	295,000	310,000	325,000	\$1,810,000	1(a)
8	Colorado Blvd 68-70th	680,000	2,720,000	350,000					\$3,750,000	2
9	Core City Improvements			260,000	270,000	280,000	290,000	300,000	\$1,400,000	1(a)
10	Crack Repair Program			750,000	250,000	250,000	250,000	250,000	\$1,750,000	1(a)
11	Fairfax Park Drainage Reconstruction	200,000			2,375,000	2,375,000			\$4,950,000	2
12	I-76 On-Ramp	100,000					1,000,000	1,000,000	\$2,100,000	2
13	Ironton Regional Drainage	300,000		300,000	700,000	700,000	700,000	-	\$2,700,000	2
14	Long Lane Striping			300,000	172,500	180,000	187,500	195,000	\$1,035,000	1(a)
15	Multi-Intersection Improvements (72nd/60th & 112th/60th)			115,000					\$115,000	2
16	ORM Facility Capital				678,000	2,953,500	1,617,000	1,914,000	\$7,162,500	1(a)
17	Pavement Management			3,500,000	2,700,000	2,800,000	2,900,000	3,000,000	\$14,900,000	1(a)
18	Quiet Zones - UPRR Crossings - 69th and 72nd			200,000					\$200,000	2
19	Railroad Crossing Replacement			500,000	270,000	280,000	290,000	300,000	\$1,640,000	1(a)
20	Rosentary Street Widening	8,577,292		2,100,000					\$10,677,292	2
21	Sidewalk Connectivity			150,000	96,000	96,000	96,000	96,000	\$534,000	1(a)
22	Stormwater Master Plan	90,000			110,000				\$200,000	2
23	Street Reconstruction			525,000	550,000	575,000	600,000	625,000	\$2,875,000	1(a)
24	Traffic Calming			62,500	37,500	40,000	42,500	45,000	\$227,500	1(a)
25	Traffic Signal Maintenance			810,000	690,000	690,000	690,000	690,000	\$3,370,000	1(a)
26	Traffic Signal Program				1,000,000	1,900,000	1,900,000	1,900,000	\$6,700,000	2
	Total - Public Works	11,076,792	4,140,800	11,272,500	14,479,000	17,464,500	17,498,000	16,265,000	\$92,196,592	
27	Eagle Point Security Improvements			150,000					\$150,000	2
28	Paradise Island Repair/Spicy Ground			2,900,000					\$2,900,000	1(b)
29	Buffalo Run Golf Course Drainage Improvements				500,000				\$500,000	2
30	Parks Repair and Replacement			2,076,000	2,410,000	601,000	526,000	245,000	\$5,858,000	1(a)
	Total - Parks Rec and Golf	-	-	5,126,000	2,910,000	601,000	526,000	245,000	\$9,408,000	
	Grand Total	11,076,792	4,140,800	16,398,500	17,389,000	18,065,500	18,024,000	16,510,000	\$101,604,592	
Totals by Project Category:										
	Total - 1(a) - Preventative Maintenance	-	-	9,833,500	8,604,000	9,240,500	7,999,000	\$185,000	43,862,000	
	Total - 1(b) - Periodic Maintenance	629,500	-	2,900,000	1,100,000	650,000	-	-	5,279,500	
	Total - 2 - Capital Improvement	10,447,292	4,140,800	3,895,000	7,683,000	8,175,000	10,025,000	8,325,000	\$2,693,092	
	Grand Total	\$11,076,792	\$4,140,800	\$16,628,500	\$17,389,000	\$18,065,500	\$18,024,000	\$16,510,000	\$101,834,592	

Note: Please refer to the Draft Five-Year CIP document for larger and enlargeable electronic version for better viewing.

Draft Five-Year CIP Horizon Projects List

This is a summary list of unfunded projects not included in the 2024-2028 Capital Improvement Program (CIP). These projects have been identified as capital needs, however, are not affordable under current 5-year revenue forecasts. Projects are listed by category and are not listed in priority order. Cost Estimates include all funding sources (internal and external to the City).

#	Project	Total Estimated Cost	Funding Sources			Remaining Unfunded Amount
			City Resources	Outside Revenue	Total Available Funds	
1(a) - Preventative Maintenance Projects						
	Project Name	\$ -	\$ -	\$ -	\$ -	\$ -
1(b) - Periodic Maintenance Projects						
	Project Name	\$ -	\$ -	\$ -	\$ -	\$ -
2 - Capital Improvement Projects						
	Project Name	\$ 81,673,350	\$ 31,173,350	\$ 3,000,000	\$ 34,173,350	\$ 47,500,000
1	88th Avenue Improvements	31,333,350	8,833,350	3,000,000	11,833,350	19,500,000
2	96th Avenue Improvement - Chambers to Tower	19,000,000	9,000,000	-	9,000,000	10,000,000
3	Chambers Road Improvements - 105th Ave. to 117th Ave.	31,340,000	13,340,000	-	13,340,000	18,000,000
Total Horizon Projects List		\$ 81,673,350	\$31,173,350	\$3,000,000	\$34,173,350	\$ 47,500,000

Notes:

- 96th Avenue Improvement - Chambers to Tower - staff recommends funding this by transferring \$10,000,000 from the Chambers Road Improvements - 105th Ave. to 117th Ave. Project, to provide one fully funded project vs. two partially funded projects
- As planning efforts such as the Comprehensive Plan, Transportation Plan, and Parks, Recreation & Golf Master Plan are completed, additional project needs will be identified and added to this List for tracking and future funding decision making purposes.

Draft Five-Year CIP Project Planning Correlations

- Cost Drivers:
 - Construction cost increases
 - Labor shortages
 - Inflation
- Plan and Study efforts currently underway:
 - Comprehensive Plan
 - Transportation Plan
 - Parks, Recreation and Golf Master Plan
 - Citywide Strategic Plan
 - Growth Management Study

These items impact capital project needs and associated costs.



Next Steps

- Revise draft CIP materials based on City Council's feedback
- Incorporate 1st year of Five-Year CIP into 2024 Proposed Budget
- Work with project managers to determine O&M impacts of capital projects (bottom section of project pages)
- Develop meaningful and routine project reporting
- Develop interactive project dashboard (utilizing GIS and PowerBI technologies)
- Continue to work with project managers to refine project management life cycle
- Continue to seek grant opportunities and work with partners to deliver projects



Questions

Opportunity for questions and further discussion.



City of Commerce City

**FIVE-YEAR
CAPITAL
INVESTMENT
PROGRAM**

2024-2028

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CAPITAL INVESTMENT PROGRAM

Commerce City continues to be one of Colorado's fastest-growing communities. As a result, the demand for superior transportation, recreation, and lifestyle is high. In order to meet the demand for these services, the City must continuously invest in capital maintenance and improvement efforts. As such, the purpose of Commerce City's five-year 2024-2028 Capital Investment Program (CIP) is to systematically guide capital expenditures that provide budget predictability while maintaining and improving public infrastructure. Because infrastructure investments typically require large-scale, multi-year resource commitments to be implemented successfully, producing a five-year CIP is an important milestone for Commerce City. By establishing a five-year plan, the City improves budget certainty, advances strategic goals and initiatives, communicates priorities to residents and other stakeholders, and systematically manages a robust project portfolio. This section of the budget provides background information on the CIP, plan definitions, process, and project-specific information by year and funding source. Intended to be a working document, the five-year CIP will undergo regular updates based on changing priorities and feedback from City Council.

A capital improvement is a project or effort that acquires, maintains, improves, or constructs a capital asset such as buildings, streets, bridges, bike lanes, parks and playgrounds, public art, or other real property of a permanent nature. Capital assets typically have a lifecycle of fifteen years or more and non-recurring expenses in excess of \$50,000. Department needs assessments or studies that cost more than \$50,000 and are conducted in anticipation of or in preparation for a capital improvement project or city-wide strategic planning documents may be included in the CIP.

The City maintains over 260 miles of streets with bridges, traffic signals, bike lanes, and sidewalks and 840 acres of parks and open space. Capital improvement projects have the potential to provide jobs and spur economic growth. Infrastructure projects can be used to drive job creation, helping to offset losses in other sectors, stem high unemployment, and create economic activity.

CAPITAL INVESTMENT PROGRAM

The Capital Improvement and Preservation Plan (CIPP) is being rebranded the Capital Investment Program (CIP). The dual purposes of this rebranding are:

- To promote a holistic view of the City’s CIP projects (current and future), by summarizing project data in a logical manner that also clarifies what projects are funded vs. unfunded. Projects that are funded are included in the Five-Year CIP, while projects that are unfunded are included on the Horizon Projects List.
- To streamline the capital project framework and make it easier to understand and maintain, reducing the number of capital project categories from three (Preservation, Operations, and Traditional) to two main categories (Capital Maintenance and Capital Improvements) with one subcategory under Capital Maintenance (Preventative Maintenance). This simplified framework is defined in more detail below.

Streamlined CIP Framework

1. CAPITAL MAINTENANCE PROJECTS

Related to the maintenance or replacement of existing City assets needed to meet regulatory or operational requirements. Examples of projects in this category include pavement management, replacement or installation of traffic signals, bridge replacements, emergency warning towers, sidewalk connections, drainage/water quality, and studies/assessments. Capital Maintenance is sufficiently large and costly enough to be broken down into the following sub-categories:

1(a) Preventative Maintenance – Related to annual (recurring) capital maintenance needs. This project funding is needed to maintain baseline levels of service. If funding were reduced in this area, reductions in levels of service would need to occur.

1(b) Periodic Maintenance – Related to less frequent, non-annual capital maintenance needs.

2. CAPITAL IMPROVEMENT PROJECTS

Related to the construction of new capital infrastructure or significant additions or alterations to existing City assets that are beyond the scope of capital maintenance. Examples of projects in this category include new or expanded parks, recreation amenities, multi-modal transportation needs, and buildings.

CAPITAL INVESTMENT PROGRAM EVALUATION

Project Evaluation and Scoring Process

Step 1: Project Categorization – The CIP Team categorized all 2024 Capital Projects into the CIP Framework categories:

- 1(a) – Preventative Maintenance
- 1(b) – Periodic Maintenance
- 2 – Capital Improvement

Step 2: Development of “Tier 1” Projects – The CIP Team confirmed the list of 1(a) – Preventative Maintenance Projects. These projects are viewed as the highest priority and most important projects to fund for multiple reasons:

- **Deferred Maintenance:** Delaying these projects would significantly increase the cost of returning City assets to acceptable maintenance standards (prevention is cheaper than the cure). It is important to place a higher priority on “maintaining existing” prior to “adding new”. Preventative maintenance avoids more costly repair projects later and extends the useful lives of assets. An example of this is mill and overlay projects, which are many times cheaper than street reconstruction and extend the useful lives of existing roads.
- **Efficient Use of Funding:** Well-supported annual maintenance programs allow funding and resources to be directed towards the greatest needs, which are impacted by safety, high visibility, and level of use, among other concerns. An example of this is keeping major arterial roads in good condition.
- **Financial Baseline:** Separating these projects out allows the City to see what it costs to maintain current assets. With the knowledge that new capital improvements lead to more street miles, ROW, parks, and/or facilities to maintain, it is beneficial to have a good baseline regarding existing (status quo) capital maintenance needs to help determine the viability and affordability of new capital projects. An important, though perhaps not always popular question is – If we can’t afford to maintain what we have, should we be building more?
- **Decreases Unplanned Downtime:** Preventative Maintenance decreases the need for unpopular and long-term road, facility, or park closures that are very visible to the communities they serve.

CAPITAL INVESTMENT PROGRAM EVALUATION

Given the high priority placed on 1(a) – Preventative Maintenance Projects, the CIP Team labeled this category of projects “Tier 1” to emphasize their importance. Further, the CIP Team views these projects to be of such high importance and recommends that these projects be funded first, above all other projects.

Step 3: Project Scoring – After pulling 1(a) – Preventative Maintenance projects off the top, all remaining 1(b) – Periodic Maintenance and 2 – Capital Improvement Projects were scored based on established criteria and weights. The CIP Team recognized the need to evaluate Periodic Maintenance differently than Capital Improvements and established criteria specific to each of these two project categories.

1(b) – Periodic Maintenance Projects were evaluated and scored according to the criteria and weights detailed below:

Annual Capital Maintenance Project Matrix

	Criteria	Definition	Weight
A	Obligations & Commitments (Federal/State/Local Mandate or Other Legal Obligation or related to Regional Partnership)	Factor 1: Completion of project is mandated by federal/state/local law or some other form of legal obligation (settlement, contractual obligation, etc.); Mandated project equals a 5, non-mandated project equals a 0 Factor 2: Formal commitment made to a regional partner (federal, state or local jurisdiction) via an Intergovernmental Agreement (IGA) or similar action; Existing IGA or similar action equals a 5, no IGA or similar action equals a 0 (if either Factor is met, enter a 5; if neither is met, enter a 0)	30%
B	Grant or Other External Revenue Award	Project has grant or other external revenue associated with it; Existing grant/external funding award equals a 5, strong likelihood of award equals a 3, moderate likelihood a 1, and no likelihood equals a 0 (if an anticipated grant does not come to fruition, the associated project may be re-prioritized)	20%
C	Maintenance of Existing Capital Infrastructure	Project represents an annual maintenance program required to maintain existing capital infrastructure - not a new project or other enhancement; Existing annual maintenance program (previously included in 2018-2027 CIP) equals a 5, new annual maintenance program equals a 3, does not relate to an annual maintenance program equals a 0	20%
D	Public Safety	Degree to which project relates to public safety (reduces risk, prevents injury, reduces liability, promotes safety of individuals within the community)	15%
E	Shovel Readiness	Level of readiness to commence project; Shovel ready (dig today) equals a 5, planning & design complete equals a 3, project in concept only equals a 0	10%
F	Cost of Deferral	Postponing of necessary maintenance work and repairs. It commonly occurs due to a lack of budget or staffing resources needed to complete maintenance repairs. (If the cost to deferral will	5%

CAPITAL INVESTMENT PROGRAM EVALUATION

2) Capital Improvement Projects were evaluated and scored according to the criteria and weights detailed below:

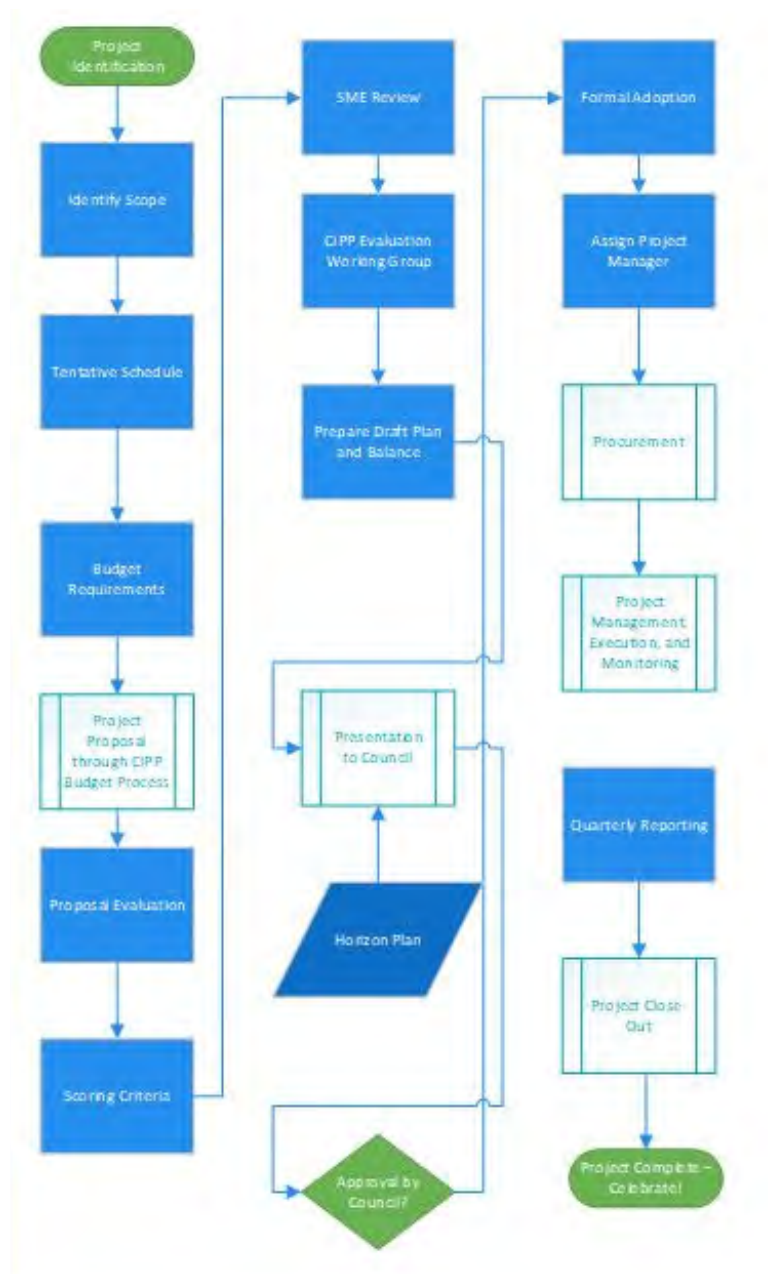
Improvement Project Matrix

	Criteria	Definition	Weight
A	Grant or Other External Revenue Award	Project has grant or other external revenue associated with it; Existing grant/external funding award equals a 5, strong likelihood of award equals a 3, moderate likelihood a 1, and no likelihood equals a 0 (if an anticipated grant does not come to fruition, the associated project may be re-prioritized)	20%
B	Obligations & Commitments (Federal/State/Local Mandate or Other Legal Obligation or related to Regional Partnership)	Factor 1: Completion of project is mandated by federal/state/local law or some other form of legal obligation (settlement, contractual obligation, etc.); Mandated project equals a 5, non-mandated project equals a 0 Factor 2: Formal commitment made to a regional partner (federal, state or local jurisdiction) via an Intergovernmental Agreement (IGA) or similar action; Existing IGA or similar action equals a 5, no IGA or similar action equals a 0 (if either Factor is met, enter a 5; if neither is met, enter a 0)	30%
C	Maintenance of Existing Capital Infrastructure	Project represents an annual maintenance program required to maintain existing capital infrastructure - not a new project or other enhancement; Existing annual maintenance program (previously included in 2018-2027 CIP) equals a 5, new annual maintenance program equals a 3, does not relate to an annual maintenance program equals a 0	15%
D	Portion of Community Served by Project	Extent of community or amount of residents served by project; Entire City equals a 5, Quadrant/Ward equals a 3, and neighborhood equals a 1	5%
E	Shovel Readiness	Level of readiness to commence project; Shovel ready (dig today) equals a 5, planning & design complete equals a 3, project in concept only equals a 1	10%
F	Public Safety	Degree to which project relates to public safety (reduces risk, prevents injury, reduces liability, promotes safety of individuals within the community)	10%
G	Equity/Quality of Life	Degree to which project relates to equity/quality of life within the community; enhances the equity/quality of life for Entire City equals a 5, Quadrant/Ward equals a 3, and a neighborhood equals a 1	5%
H	Impact on Operations Budget	New construction or major improvements do require some additional operating costs. No cost to operational budget equals a 5, Impact can be absorbed by current budget, needs additional budget equals a 0	5%

Annual CIP Budget Process

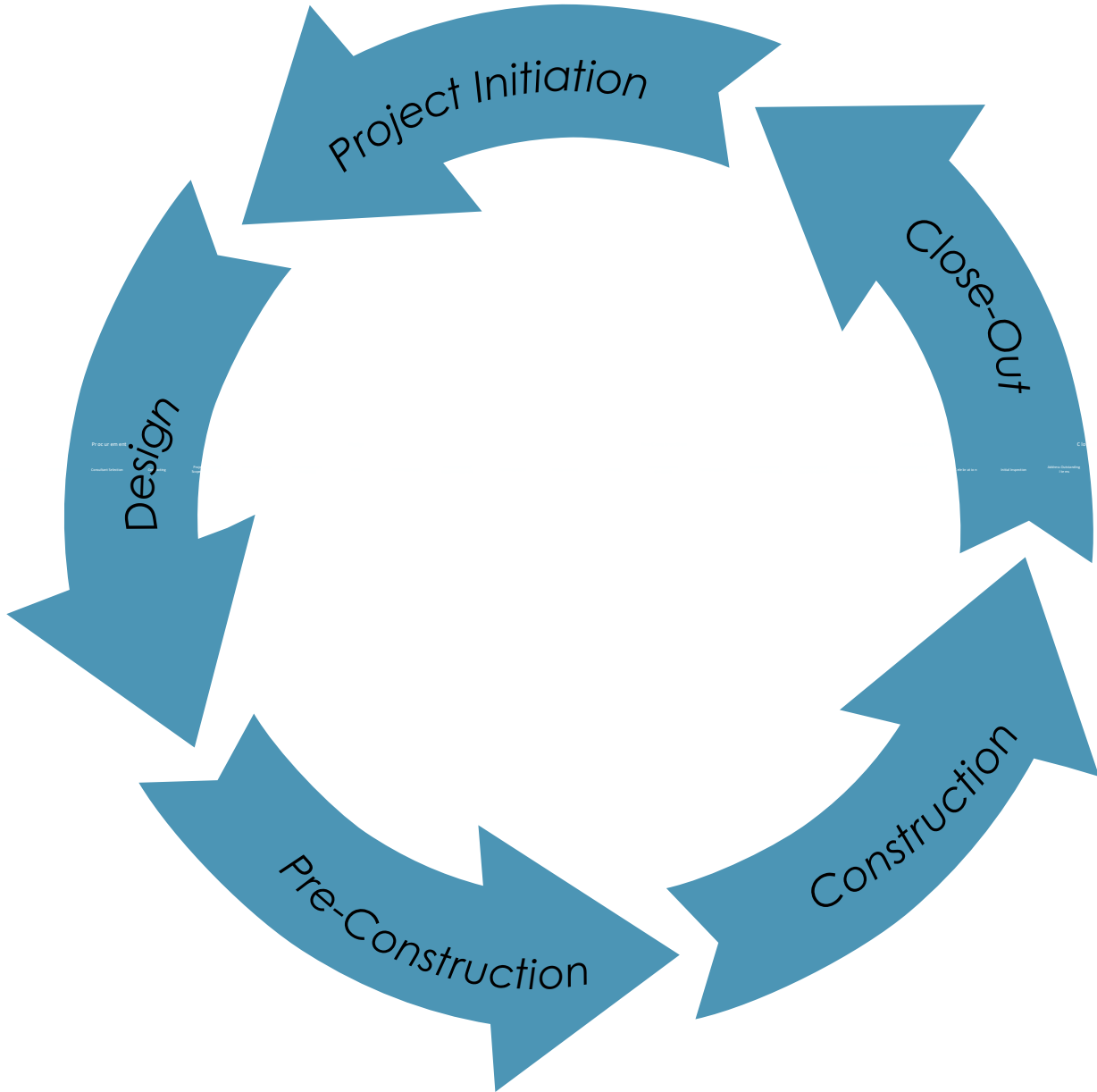
At the start of each annual capital budget process, the Finance Department determines projected revenues and unbudgeted reserves, confirms the total needed for financial obligations, and sets annual capital maintenance targets. City departments then manage an internal process to define capital improvement needs and submit capital maintenance budgets and project requests to the Finance Department. The City's cross-departmental CIP team evaluates project requests based on the CIP project evaluation and scoring process.

Capital Investment Program Process Flow



Annual CIP Budget Process

CIP Project Lifecycle



CAPITAL REVENUES

2024-2028 Capital Investment Program (CIP) Revenues

General Fund Transfers

Unassigned General Fund Balance transfers made to supplement other sources of CIP revenues to fully fund projects.

2K

2K was the ballot measure of a 1.00% sales and use tax increase passed by Commerce City voters in 2013. This revenue is restricted to fund approved capital projects and their associated operations and maintenance. As a result of the collection of this additional sales and use tax, the city has been able to issue sales and use tax revenue bonds and has accumulated a 2K fund balance, to be used on eligible capital improvement projects.

Highway Users Tax

The Highway User's Tax (HUT) is a State tax shared revenue with local governments. HUT revenues are based on formulas that include revenues derived from motor fuel taxes and driver's license fees and motor vehicle registration fees. The HUT is distributed monthly to municipalities through a formula based on the number of vehicles registered and the miles of streets in each municipality relative to the same data in other municipalities. These funds may be expended on new construction, safety, reconstruction, improvements, repairs and maintenance, and capacity improvements.

Road and Bridge

The Transportation Tax is a county-shared tax revenue. This revenue is remitted to the City by the Adams County Treasurer's Office. It is part of the county mill levy and the portion distributed to each city is based on a prorated amount from the assessed valuation paid on a quarterly basis.

Adams County Open Space Tax

As the name suggests, the Adams County Open Space Tax is a county-shared tax revenue. This revenue is comprised of a county sales tax that is shared with municipalities within Adams County, based on the geographic location where the sales occur. Funds can only be used for the acquisition, development, and maintenance of parks, or for capital improvements to or maintenance of recreational facilities on any public site.



CAPITAL REVENUES

Transportation Tax

The Transportation Tax is also a county tax shared tax revenue. This revenue is comprised of a county mill levy portion that is shared with municipalities within Adams County, based on property valuation. Transportation tax is projected to increase 23% to \$2,597,070 for the 2023 budget. This revenue stream is located in the Capital Expenditures Fund, where it is used on road improvement projects.

Conservation Trust Fund

The Conservation Trust Fund is primarily funded by State lottery proceeds. Per state law, 40% of the lottery revenues are placed in the state's Conservation Trust Fund for distribution to municipalities, counties and other eligible entities. Municipal lottery proceeds are based on the most current population estimates prepared by the State Department of Local Affairs' Division of Local Government. Funds can only be used for the acquisition, development, and maintenance of parks, or for capital improvements to or maintenance of recreational facilities on any public site.

Impact Fees (Park, Road, and Drainage)

Impact Fees represent a monetary charge on development to recoup a proportionate share of the public capital costs required to accommodate development with necessary public infrastructure. Impact management includes subdivision dedication requirements, payments in lieu of dedication, environmental impact mitigation, and user and connection charges. Drainage impact fees collected by the city include: First Creek Drainage Basin, Second Creek Drainage Basin, Third Creek Drainage Basin, Henderson Creek Drainage Basin, and Irondale Gulch Drainage Basin. The city also collects General Impact Fees, which include parks/open space and transportation impact fees. Park Impact Fees are the same throughout the city. Transportation Impact Fees are separated into four development areas: BD1, BD2, BD3, and BD 4. Impact Fee funds are transferred to the Capital Expenditures Fund to assist with construction of eligible capital projects. Impact fees can only be used for new capital improvement projects and cannot be used for capital maintenance needs.

Water Rights Acquisition Fund

The Water Rights Acquisition Fund exists for the purchase of irrigation and potable water rights. The Water Rights Acquisition Fee is applied to building permits to generate revenue for the acquisition of water rights for irrigation and potable water use on new parks, recreation center, and open space in the city. An annual transfer is made from this fund to cover debt service payments for the 2017B certificates of participation series, which relate to the purchase of City water.



CAPITAL REVENUES

Solid Waste Fees

The City has one Enterprise Fund for the collection of landfill operations' charges (tipping fees). These waste disposal charges are paid by agreement with Republic Services. Republic Services agreed to pay the City 5% of disposal revenues from the landfill operation. These funds are to be used for financing solid waste management projects and services within the City. Specifically, they can be used for a wide range of projects to mitigate impacts of the landfill operation including roadway infrastructure, beautification, traffic control, facilities construction, and other projects. The Funds are transferred to the Capital Expenditures Fund for use on capital projects pertaining to surrounding roads and transportation impacts of the landfill.

Tax Increment Financing (TIF)

Captures the increase in property taxes, and sometimes other taxes, resulting from new development, and diverts that revenue to subsidize that development.

Internal Service Funds Retained Earnings

Balances held within the Internal Service Funds to facilitate the replacement of all assets within that fund. Information Technology, Fleet, Facilities, and Health Benefits are the City's current Internal Service Funds.



CAPITAL EXPENDITURES

A capital expenditure is an outlay of significant value that results in the acquisition of or addition to a capital asset that is properly held or used for more than one year and typically more than five years.

It is the responsibility of City departments, the Finance Department, and City Council to determine capital projects that can be undertaken within the funds available each budget year. The CIP Team may conduct outreach while developing capital maintenance priorities and a list of prioritized capital project requests to ensure the City’s priorities are being met. Capital funding recommendations made by the Finance Department to the City Council are included in the City’s annual capital budget, which is approved by City Council as part of the City’s annual budget process.

The majority of annual capital improvement funds are used to meet contractual commitments or support annual maintenance programs. A lesser percentage of the total annual funds are used for new capital project requests.

The use of capital improvement funds are categorized into two expenditure categories: capital maintenance projects and capital improvement projects.

In general, capital improvement projects include public infrastructure or building improvements that cost \$50,000 or more. Capital improvement projects do not include vehicles and equipment that are acquired and funded through the Fleet Management Internal Service Fund, or the routine acquisition of computers, related equipment, or software applications that are financed through the Information Technology Internal Services Fund. Facility capital projects funded through the Facility Services Internal Services Fund costing \$50,000 or more shall be treated as capital expenditures in a “special fund” under Section 12.10 “Lapse of Appropriation” provisions of the City Charter, without having to be budgeted within the Capital Expenditures Fund.

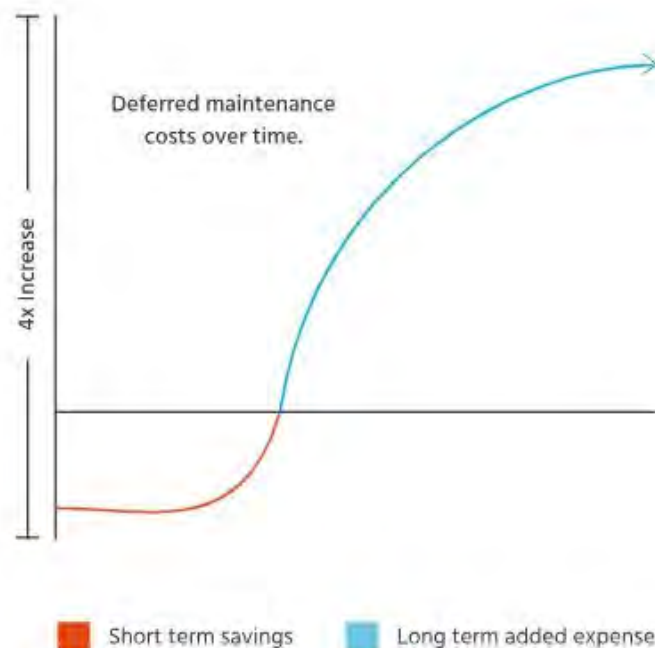
CAPITAL EXPENDITURES

Capital Investment Program Improvements

Once contingency, financial commitments, and annual maintenance programs are fulfilled each year, the remainder of funds are prioritized for use on capital improvement projects. This includes capital projects that address improvements to Commerce City's capital project portfolio, such as new infrastructure, major deferred maintenance projects, facility upgrades, plans and studies, and other infrastructure investments that result in improved quality of life, economic development, and recreational opportunities.

Capital Maintenance

Capital maintenance programs comprise the majority of the annual CIP, with the goal of maintaining or improving current levels-of-service in all City capital assets. The City programs funding annually to “keep up” with the existing capital assets. The act of “keeping up” is considered lifecycle sustainment. In addition to lifecycle sustainment, the City makes additional investments annually for the rehabilitation and replacement of existing assets that have reached the end of their useful life, commonly referred to as “catching up” or deferred maintenance. In each budget year, City departments make decisions on how to allocate spending across asset categories to meet an overall target level for maintenance expenditures. This approach allows flexibility for departments on how to best utilize maintenance funding across individual asset programs and manage service delivery. Annual capital maintenance activities include street repaving, bridge rehabilitation/replacement, bike/ped infrastructure, curb and gutter repair, traffic signal reconstruction, playground replacement, athletic field and sport courts rehabilitation, recreation center capital maintenance, city building repair, and public art restoration.





Five-Year Capital Investment Plan

Commerce City needs many capital improvements to address the ongoing maintenance and construction of infrastructure. The Five-Year Capital Investment Program (CIP) is a foundation for the City's Capital Investment Program. The CIP encompasses projects citywide from an unconstrained funding perspective. As capital project needs are comprehensively documented, the CIP serves as an important tool to effectively prioritize limited resources to realize priority outcomes.

The City's Five-Year CIP is updated every year to respond to the changing desires of a dynamic city. It is a framework document that consists of a comprehensive list of major capital projects envisioned in Commerce City in the coming years. It guides annual capital budgeting and decision-making, as well as the programming of funding opportunities such as grants and general obligation bond programs. The intent of the CIP is to align capital expenditures with citywide goals and initiatives. It also serves as an educational document to share forecasts of expected citywide capital revenues, an overview of the allocation of capital expenditures, and highlights capital project needs beyond annual funding.

The 2024-2028 CIP is a multi-departmental plan. The 2024-2028 CIP has been updated to account for current revenue forecasts and ensure that the City first meets its financial obligations and maintenance commitments. The remaining major capital projects have been prioritized into a Horizon list. The prioritization of the capital projects was based on alignment with city-wide goals/values to ensure that the capital investments support the vision for Commerce City's future.

CIP ROLES AND PARTNERSHIPS

Capital planning and project delivery through the CIP is a collaborative process that involves many stakeholders and partners. Individual departments identify and prioritize capital needs for their respective capital portfolios based on asset conditions, technical requirements, and input from the community through plans and studies. The Finance Department is responsible for managing the city-wide perspective of capital funding and investment needs, as well as supporting decision-making by City leadership. Commerce City residents inform capital needs through various City planning efforts, which can include a neighborhood plan or a master plan for mobility or parks. These long or short-range plans are usually focused on a specific geographic area or type of asset. The CIP is where the major capital projects identified in those specific planning efforts come together to establish the comprehensive capital investment needed in the city.



Five-Year Capital Investment Plan

The Finance Department strives to provide citywide transparency and communication of expected capital revenues and expenditures. To facilitate the identification of capital needs, the Finance Department works with other City departments to prepare the CIP and facilitates the annual CIP planning and budgeting process. On an annual basis, the Finance Department performs long-range revenue and expenditure forecasting and analysis of the Capital Improvement Program financials. Departments responsible for capital projects also monitor the delivery of all capital projects to ensure:

- Expenditures meet the original intent of the project budget appropriation
- Projects are finished in a reasonable timeframe
- Projects are completed on budget or with reasonable justifications for cost increases

As part of the annual budget process, the Finance Department works in coordination with City departments to recommend projects that can be undertaken within the funds available. Finance also manages the list of committed financial obligations and sets annual maintenance target amounts for primary capital planning agencies to determine their annual maintenance program budgets. The CIP Team is also responsible for reviewing the submitted lists of capital project requests and facilitates the decision-making process with City Leadership which provides recommendations to City Council.

There are many critical programs and projects proposed during each annual capital budget process that are outside the capacity of the annual capital revenues. It is important that these initiatives are continually documented and prioritized for other funding opportunities that may arise. In 2023, the 2023-2028 Five-Year Capital Improvement Plan identified over 38 capital programs and projects totaling over \$95.7 million dollars. The attached projects highlight the 2023-2028 Five-Year CIP list with project status.

The CIP is a multi-departmental plan. The prioritization of projects into a five-year list and a separate Horizon Projects List was based on alignment with city-wide goals and values to ensure that the capital investments support the vision for Commerce City's future.



Five-Year Capital Investment Plan

The CIP Team evaluated and scored 44 projects. The evaluation included use of criteria that aligned with Council goals as well as foundational criteria important to implementing capital projects and being good stewards of City finances.

The Five-Year CIP is a long-range planning document, with the information included herein subject to change. The intent of the CIP is to align capital expenditures with citywide goals and initiatives. It also serves as an educational tool to share forecasts of expected citywide capital revenues, an overview of the allocation of capital expenditures, and highlights capital project needs beyond annual funding. Each year, the Finance Department facilitates the annual budget process, which includes refining projected revenues based on the most recent historical data and economic conditions.

The intent is to align annual investments with the long-term vision for growth and development in Commerce City. While there is a greater need than can be funded on an annual basis, some projects are able to achieve certain project development milestones through incremental progress. For those needs beyond the capacity of annual capital revenues, the City will continue to pursue other financial tools. The Five-Year CIP serves as a foundational document when developing project lists for consideration for General Obligation Bonds, Revenue Bonds, or seeking Grants. The lists of deferred discretionary capital projects will be updated periodically through the annual capital improvement budget process, as well as through future Five-Year Plan updates. A report on progress against the current 2023-2028 Five-Year Plan will be published every two-three years in alignment with plan milestones.

Five-Year Capital Investment Plan

1(a) - Preventative Maintenance Projects

Project Name	2024
Bridge Maintenance	\$300,000
Concrete Flatwork	\$600,000
Core City Improvements	\$260,000
Crack Repair Program	\$750,000
Long Lane Striping	\$300,000
Pavement Management	\$3,500,000
Railroad Crossing Replacement	\$500,000
Sidewalk Connectivity	\$150,000
Street Reconstruction	\$525,000
Traffic Calming	\$62,500
Traffic Signal Maintenance	\$810,000
Parks Repair and Replacement	\$2,076,000
Total - 1(a) - Preventative Maintenance Projects	\$9,833,500



1(b)– PERIODIC MAINTENANCE AND 2 – CAPITAL IMPROVEMENT PROJECTS PRIORITIZATION & SCORING OUTCOME

Priority #	Project Year	Type	Project	Weighted Score
1	2024	2 - Capital Improvement	Colorado Blvd 68th to 70th	3.940
2	2024	2 - Capital Improvement	68th Avenue Improvements	3.710
3	2024	2 - Capital Improvement	Multi-Intersection Improvements (72nd/Locust & 112th/Havana)	3.490
4	Horizon Project List	2 - Capital Improvement	88th Avenue Improvements	3.430
5	2024	2 - Capital Improvement	Rosemary Street Widening	3.100
6	2024	1(b) - Periodic Maintenance	Paradise Island Repairs/Spray Ground	3.060
7	2024	2 - Capital Improvement	Quiet Zones - UPRR Crossings - 69th and 72nd	3.000
9	Horizon Project List	2 - Capital Improvement	96th Avenue Improvement - Chambers to Tower	2.875
10	2025	2 - Capital Improvement	Fairfax Park Drainage Reconstruction	2.810
11	Horizon Project List	2 - Capital Improvement	Chambers Road Improvements - 105th Ave. to 117th Ave.	2.795
12	2024	2 - Capital Improvement	Eagle Point Security Improvements	2.745
13	2024	2 - Capital Improvement	Irondale Regional Drainage	2.695
14	2023 -Transfer	1(b) - Periodic Maintenance	Buffalo Run Golf Course Concrete Repairs	2.575
15	2023 -Transfer	2 - Capital Improvement	Elm Street - 69th to 72nd	2.405
16	2025	1(b) - Periodic Maintenance	City Parking Lots Reconstruction	2.400
17	2023 -Transfer	2 - Capital Improvement	E. 62nd Ave. and Holly St. Improvements	2.290
18	2025	2 - Capital Improvement	104th Avenue - S Platte River to US 85	2.155
19	2025	2 - Capital Improvement	Buffalo Run Golf Course Drainage Improvements	2.085
20	2026	2 - Capital Improvement	112th Avenue and US 85	2.050
21	2025	2 - Capital Improvement	Traffic Signal Program	1.888
22	2027	2 - Capital Improvement	I-76 On Ramp	1.823
23	2025	2 - Capital Improvement	Stormwater Master Plan	1.768
24	2027	2 - Capital Improvement	96th Avenue Improvement - I-76 to Highway 2	1.700

Notes:

- 88th Avenue Improvements - Moved to Horizon Projects List due to lack of sufficient funding
- 96th Avenue Improvement - Chambers to Tower - staff recommends funding this by transferring \$10,000,000 from the Chambers Road Improvements - 105th Ave. to 117th Ave. Project, to provide one fully funded project vs. two partially funded projects
- Chambers Road Improvements - 105th Ave. to 117th Ave. - Moved to Horizon Projects List due to lack of sufficient funding; however, would have \$3,340,000 remaining to begin design
- Buffalo Run Golf Course Concrete Repairs, Elm Street - 69th to 72nd, and E. 62nd Ave. and Holly St. Improvements projects funded by reallocated project balances from closed projects
- Some projects were shifted to out-years to balance project costs to estimated revenues across the Five-Year CIP; this includes the Fairfax Park Drainage Reconstruction, City Parking Lots Reconstruction, 104th Avenue - S Platte River to US 85, Buffalo Run Golf Course Drainage Improvements, and I-76 On Ramp projects

Draft Five-Year 2024-2028 Capital Investment Program (CIP)

Ref #	Project Name	Previous	Grant	2024	2025	2026	2027	2028	Total	Cat
1	68th Avenue Improvements		1,420,800	450,000	-	-	-	-	\$1,870,800	2
2	96th Avenue Improvement - I-76 to Highway 2						625,000	625,000	\$1,250,000	2
3	104th Avenue - S Platte River to US 85				3,000,000	2,000,000	1,000,000	-	\$6,000,000	2
4	112th Avenue and US 85	500,000				1,200,000	4,800,000	4,800,000	\$11,300,000	2
5	Bridge Maintenance			300,000	200,000	200,000	200,000	200,000	\$1,100,000	1(a)
6	City Parking Lots Reconstruction	629,500			1,100,000	650,000	-	-	\$2,379,500	1(b)
7	Concrete Flatwork			600,000	280,000	295,000	310,000	325,000	\$1,810,000	1(a)
8	Colorado Blvd 68th-70th	680,000	2,720,000	350,000					\$3,750,000	2
9	Core City Improvements			260,000	270,000	280,000	290,000	300,000	\$1,400,000	1(a)
10	Crack Repair Program			750,000	250,000	250,000	250,000	250,000	\$1,750,000	1(a)
11	Fairfax Park Drainage Reconstruction	200,000			2,375,000	2,375,000			\$4,950,000	2
12	I-76 On-Ramp	100,000					1,000,000	1,000,000	\$2,100,000	2
13	Irondale Regional Drainage	300,000		300,000	700,000	700,000	700,000	-	\$2,700,000	2
14	Long Lane Striping			300,000	172,500	180,000	187,500	195,000	\$1,035,000	1(a)
15	Multi-Intersection Improvements (72nd/Locust & 112th/Havana)			115,000					\$115,000	2
16	O&M Facility Capital			-	678,000	2,953,500	1,617,000	1,914,000	\$7,162,500	1(a)
17	Pavement Management			3,500,000	2,700,000	2,800,000	2,900,000	3,000,000	\$14,900,000	1(a)
18	Quiet Zones - UPRR Crossings - 69th and 72nd			200,000					\$200,000	2
19	Railroad Crossing Replacement			500,000	270,000	280,000	290,000	300,000	\$1,640,000	1(a)
20	Rosemary Street Widening	8,577,292		2,100,000					\$10,677,292	2
21	Sidewalk Connectivity			150,000	96,000	96,000	96,000	96,000	\$534,000	1(a)
22	Stormwater Master Plan	90,000			110,000				\$200,000	2
23	Street Reconstruction			525,000	550,000	575,000	600,000	625,000	\$2,875,000	1(a)
24	Traffic Calming			62,500	37,500	40,000	42,500	45,000	\$227,500	1(a)
25	Traffic Signal Maintenance			810,000	690,000	690,000	690,000	690,000	\$3,570,000	1(a)
26	Traffic Signal Program				1,000,000	1,900,000	1,900,000	1,900,000	\$6,700,000	2
	Total - Public Works	11,076,792	4,140,800	11,272,500	14,479,000	17,464,500	17,498,000	16,265,000	\$92,196,592	
27	Eagle Point Security Improvements			150,000					\$150,000	2
28	Paradise Island Repairs/Spray Ground			2,900,000					\$2,900,000	1(b)
29	Buffalo Run Golf Course Drainage Improvements				500,000				\$500,000	2
30	Parks Repair and Replacement			2,076,000	2,410,000	601,000	526,000	245,000	\$5,858,000	1(a)
	Total - Parks Rec and Golf	-	-	5,126,000	2,910,000	601,000	526,000	245,000	\$9,408,000	
	Grand Total	11,076,792	4,140,800	16,398,500	17,389,000	18,065,500	18,024,000	16,510,000	\$101,604,592	

Totals by Project Category:

Total - 1(a) - Preventative Maintenance	-	-	9,833,500	8,604,000	9,240,500	7,999,000	8,185,000	43,862,000
Total - 1(b) - Periodic Maintenance	629,500	-	2,900,000	1,100,000	650,000	-	-	5,279,500
Total - 2 - Capital Improvement	10,447,292	4,140,800	3,895,000	7,685,000	8,175,000	10,025,000	8,325,000	52,693,092
Grand Total	\$11,076,792	\$4,140,800	\$16,628,500	\$17,389,000	\$18,065,500	\$18,024,000	\$16,510,000	\$101,834,592

68th Avenue Improvements

Council Goal 3

Department: Public Works
Project Category: 2. Capital Improvement
New World Account: 395-15-750-XXX
Ward: I
Anticipated Start Date: 6/1/2023
Anticipated Completion Date: 12/1/2025



Project Description:

The 68th Avenue project will improve the segment of 68th Avenue from Colorado Boulevard to Brighton Road by widening or installing sidewalks, adding improved drainage, and lighting. The project will extend the improved pedestrian and bicycle facilities to connect a continuous multi-modal corridor from Alsup Elementary School to the RTD Park-n-Ride at 70th Avenue and Colorado Boulevard.

The City applied for and received a grant through the Revitalizing Main Streets program for \$1,420,800.

Design of the project started in the summer of 2023 and construction has an anticipated completion date at the end of 2025.

Funding Sources

Year	General Fund	ADCO Open Space	Lottery	Impact Fee	Grant	Total
Previous						\$ -
2024	450,000				1,420,800	\$ 1,870,800
2025						\$ -
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ 450,000	\$ -	\$ -	\$ -	\$ 1,420,800	\$ 1,870,800

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous		-				\$ -
2024		200,000		1,670,800		\$ 1,870,800
2025						\$ -
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ -	\$ 200,000	\$ -	\$ 1,670,800	\$ -	\$ 1,870,800

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

96th Avenue Improvement - I-76 to Highway 2

Council Goal 3

Department: Public Works
Project Category: 2. Capital Improvement
New World Account: 395-15-750-315
Ward: I & III
Anticipated Start Date: 4/1/2024
Anticipated Completion Date: 6/1/2027



Project Description:

This project improves 96th Avenue between I-76 and Highway 2 to the City's 4-lane Minor Arterial section.

Design of the project started in the spring of 2024 and construction has an anticipated completion date at the end of 2027.

Funding Sources

Year	General Fund	ADCO Open Space	Lottery	Highway User Tax	2K	Total
Previous						\$ -
2024						\$ -
2025						\$ -
2026						\$ -
2027					625,000	\$ 625,000
2028				625,000		\$ 625,000
Total	\$ -	\$ -	\$ -	\$ 625,000	\$ 625,000	\$ 1,250,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous						\$ -
2024						\$ -
2025						\$ -
2026						\$ -
2027		625,000				\$ 625,000
2028		625,000				\$ 625,000
Total	\$ -	\$ 1,250,000	\$ -	\$ -	\$ -	\$ 1,250,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

104th Avenue - S Platte River to US 85

Council Goal 3

Department: Public Works
Project Category: 2. Capital Improvement
New World Account: 395-15-750-xxx
Ward: III
Anticipated Start Date: 10/1/2023
Anticipated Completion Date: 12/1/2027



Project Description:

City of Commerce City's portion of 104th Ave. widening and public improvements from South Platte River to HWY 85. The proposed cross section will be a 4-lane, principal arterial roadway along this stretch which could have the potential to be widened to six lanes at full build out to enhance continuity between Commerce City, Thornton, and Westminster. The design and widening of E. 104th Avenue is a joint project between Commerce City, Thornton, and Adams County. Approximately 41% of overall project's length is within City Limits (2,220 LF of 5,500 LF). The City's portion of improvement is from Brighton Rd. to US HWY 85. Project stage is currently in the environmental and preliminary design phase. 2022 Commerce City Public Works The total Engineering Project Cost Estimate for this project is \$12,908,000. The City funded amount is currently expected to be \$6,000,000, with the balance expected to be provided by project partners (mainly Adams County) and/or grant opportunities. This project is currently in the preliminary design phase, so total costs are still uncertain. The cost estimate for this project will be updated when more information is known.

Funding Sources

Works Engineering Project C	General Fund	Highway Users Tax	Transportation Tax	Road and Bridge	Impact Fee	Total
Previous						\$ -
2024						\$ -
2025	2,000,000	350,000		650,000		\$ 3,000,000
2026	1,450,000	550,000				\$ 2,000,000
2027		1,000,000				\$ 1,000,000
2028						\$ -
Total	\$ 3,450,000	\$ 1,900,000	\$ -	\$ 650,000	\$ -	\$ 6,000,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous						\$ -
2024						\$ -
2025		500,000	500,000	2,000,000		\$ 3,000,000
2026				2,000,000		\$ 2,000,000
2027				1,000,000		\$ 1,000,000
2028						\$ -
Total	\$ -	\$ 500,000	\$ 500,000	\$ 5,000,000	\$ -	\$ 6,000,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

112th Avenue and US 85

Council Goal 3

Department: Public Works
Project Category: 2. Capital Improvement
New World Account: 395-15-750-xxx
Ward: III
Anticipated Start Date: 10/1/2023
Anticipated Completion Date: 12/31/2026



Project Description:

This project will install designated left turn lanes for eastbound and westbound movements at the intersection of 112th Ave. & US 85 to include: concrete medians, an improved railroad crossing, drainage improvements and signal timing. The upgrades to this intersection shall reduce driver delay and vehicle emissions caused by congestion and rail activity, reduce crashes at this location, and reduce vehicle/railway conflicts at 112th Avenue which will improve rail freight movement through this area while minimizing vehicle-rail interactions.

A preferred alternative for these intersection upgrades is included with this project submittal and can be found online as a current CDOT Project; US 85: I-76 to 124th Avenue Corridor Access Plan, Felsburg Holt & Ullevig, 12/12/2018.

Funding Sources

Year	General Fund	Highway Users Tax	Transportation Tax	Road and Bridge	2K	Total
Previous					500,000	\$ 500,000
2024						\$ -
2025						\$ -
2026		1,200,000				\$ 1,200,000
2027	2,800,000				2,000,000	\$ 4,800,000
2028	2,600,000	200,000			2,000,000	\$ 4,800,000
Total	\$ 5,400,000	\$ 1,400,000	\$ -	\$ -	\$ 4,500,000	\$ 11,300,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous		500,000				\$ 500,000
2024						\$ -
2025						\$ -
2026		1,200,000				\$ 1,200,000
2027				4,800,000		\$ 4,800,000
2028				4,800,000		\$ 4,800,000
Total	\$ -	\$ 1,700,000	\$ -	\$ 9,600,000	\$ -	\$ 11,300,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Bridge Maintenance

Council Goals 2 & 3

Department: Public Works
Project Category: 1(a). Preventative Maintenance
New World Account: 395-15-750-336
Ward: I, II, III, & IV
Anticipated Start Date: Annual Program
Anticipated Completion Date: Annual Program



Project Description:

Annual bridge maintenance project which identifies routine, preventive, and corrective maintenance procedures for bridges. This ongoing budgeted program focuses on bridge maintenance recommended by CDOT's bi-annual inspections.

Funding Sources

Year	General Fund	Highway Users Tax	Transportation Tax	Road and Bridge	Solid Waste	Total
2024				300,000		\$ 300,000
2025				200,000		\$ 200,000
2026			200,000			\$ 200,000
2027				200,000		\$ 200,000
2028				200,000		\$ 200,000
Total	\$ -	\$ -	\$ 200,000	\$ 900,000	\$ -	\$ 1,100,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
2024				300,000		\$ 300,000
2025				200,000		\$ 200,000
2026				200,000		\$ 200,000
2027				200,000		\$ 200,000
2028				200,000		\$ 200,000
Total	\$ -	\$ -	\$ -	\$ 1,100,000	\$ -	\$ 1,100,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

City Parking Lots Reconstruction

Council Goal 3

Department: Public Works
Project Category: 1(b). Periodic Capital Maintenance
New World Account: 395-15-750-364
Ward: All
Anticipated Start Date: 4/1/2024
Anticipated Completion Date: 10/1/2024



Project Description:

This is an ongoing, annual program to repair, resurface and restripe parking lots at City facilities. Parking lots need regular maintenance and this program extends the life of the pavement in the lots.

Funding Sources

Year	General Fund	Highway Users Tax	Transportation Tax	Road and Bridge	Impact Fee	Total
Previous	629,500					\$ 629,500
2024						\$ -
2025	1,100,000					\$ 1,100,000
2026	650,000					\$ 650,000
2027						\$ -
2028						\$ -
Total	\$ 2,379,500	\$ -	\$ -	\$ -	\$ -	\$ 2,379,500

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous				629,500		\$ 629,500
2024				1,100,000		\$ 1,100,000
2025				650,000		\$ 650,000
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ -	\$ -	\$ -	\$ 2,379,500	\$ -	\$ 2,379,500

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Concrete Flatwork

Council Goal 3

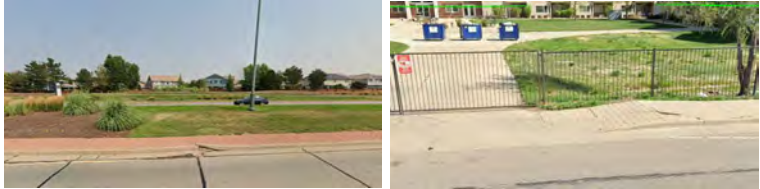
Department: Public Works
Project Category: 1(a). Preventative Maintenance
New World Account: 395-15-750-329
Ward: I, II, III, & IV
Anticipated Start Date: Annual Program
Anticipated Completion Date: Annual Program



Project Description:

Annual program to evaluate and replace substandard concrete, including broken sidewalk, curb, gutter, and concrete pavement panels.

The Core City Improvements project supplements this program each year and contributes to the pavement maintenance, missing sidewalks, and drainage improvements within the Core City area of Commerce City.



Funding Sources

Year	General Fund	Highway Users Tax	Transportation Tax	Road and Bridge	Solid Waste	Total
2024		600,000				\$ 600,000
2025					280,000	\$ 280,000
2026					295,000	\$ 295,000
2027				310,000		\$ 310,000
2028			325,000			\$ 325,000
Total	\$ -	\$ 600,000	\$ 325,000	\$ 310,000	\$ 575,000	\$ 1,810,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
2024				600,000		\$ 600,000
2025				280,000		\$ 280,000
2026				295,000		\$ 295,000
2027				310,000		\$ 310,000
2028				325,000		\$ 325,000
Total	\$ -	\$ -	\$ -	\$ 1,810,000	\$ -	\$ 1,810,000

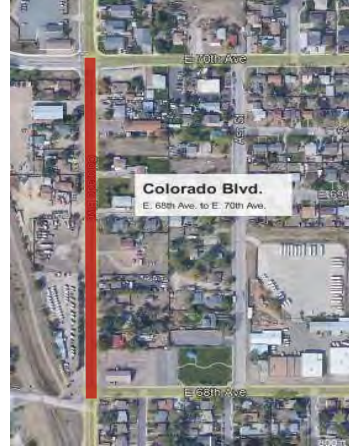
Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Colorado Boulevard - East 68th Avenue to East 70th Avenue

Council Goal 3

Department: Public Works
Project Category: 2. Capital Improvement
New World Account: 395-15-750-346
Ward: 1
Anticipated Start Date: 4/8/2021
Anticipated Completion Date: 6/24/2024



Project Description:

Roadway, drainage, and pedestrian improvements to Colorado Boulevard from East 68th Avenue to East 70th Avenue.

Funding Sources

Year	General Fund	Highway Users Tax	Transportation Tax	Road and Bridge	Grant	Total
Previous	680,000					\$ 680,000
2024	350,000				2,720,000	\$ 3,070,000
2025						\$ -
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ 1,030,000	\$ -	\$ -	\$ -	\$ 2,720,000	\$ 3,750,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous		650,000				\$ 650,000
2024				3,100,000		\$ 3,100,000
2025						\$ -
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ -	\$ 650,000	\$ -	\$ 3,100,000	\$ -	\$ 3,750,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Core City Improvements

Council Goal 3

Department: Public Works
Project Category: 1(a). Preventative Maintenance
New World Account: 395-15-750-324
Ward: I & II
Anticipated Start Date: Annual Program
Anticipated Completion Date: Annual Program



Project Description:

This annual capital maintenance program funds improvements within the Core City. These improvements include pavement mill and overlay, street reconstruction, concrete repair, sidewalk extensions among other items.

Funding Sources

Year	General Fund	Highway Users Tax	Transportation Tax	Road and Bridge	Solid Waste	Total
2024		260,000				\$ 260,000
2025					270,000	\$ 270,000
2026					280,000	\$ 280,000
2027			290,000			\$ 290,000
2028					300,000	\$ 300,000
Total	\$ -	\$ 260,000	\$ 290,000	\$ -	\$ 850,000	\$ 1,400,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
2024				260,000		\$ 260,000
2025				270,000		\$ 270,000
2026				280,000		\$ 280,000
2027				290,000		\$ 290,000
2028				300,000		\$ 300,000
Total	\$ -	\$ -	\$ -	\$ 1,400,000	\$ -	\$ 1,400,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Crack Repair Program

Council Goal 3

Department: Public Works
Project Category: 1(a). Preventative Maintenance
New World Account: 395-15-750-303
Ward: I, II, III, & IV
Anticipated Start Date: Annual Program
Anticipated Completion Date: Annual Program



Project Description:

This annual program repairs transverse cracks in asphalt pavement throughout the City. Fixing cracks can lengthen the lifespan of pavement reducing the need for a full repaving of the street.

Funding Sources

Year	General Fund	Highway Users Tax	Transportation Tax	Road and Bridge	Solid Waste	Total
2024		250,000		500,000		\$ 750,000
2025			250,000			\$ 250,000
2026					250,000	\$ 250,000
2027					250,000	\$ 250,000
2028					250,000	\$ 250,000
Total	\$ -	\$ 250,000	\$ 250,000	\$ 500,000	\$ 750,000	\$ 1,750,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
2024				750,000		\$ 750,000
2025				250,000		\$ 250,000
2026				250,000		\$ 250,000
2027				250,000		\$ 250,000
2028				250,000		\$ 250,000
Total	\$ -	\$ -	\$ -	\$ 1,750,000	\$ -	\$ 1,750,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Fairfax Park Drainage Reconstruction

Council Goal 3

Department: Public Works
Project Category: 2. Capital Improvement
New World Account: 395-15-750-372
Ward: I
Anticipated Start Date: TBD
Anticipated Completion Date: 12/1/2026



Project Description:

This project initiates infrastructure improvements, through implementation for the joint City/ Mile High Flood District drainage study to analyze design and construct improvement to the outfall from Fairfax Park to the South Platte River.

Design of the project is currently underway and is expected to be completed in 2026.

Funding Sources

Year	General Fund	ADCO Open Space	Lottery	Impact Fee	2K	Total
Previous	200,000					\$ 200,000
2024					1,950,000	\$ 1,950,000
2025	1,400,000					\$ 1,400,000
2026					1,400,000	\$ 1,400,000
2027						\$ -
2028						\$ -
Total	\$ 1,600,000	\$ -	\$ -	\$ -	\$ 3,350,000	\$ 4,950,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous		200,000	-			\$ 200,000
2024		250,000	200,000	1,500,000		\$ 1,950,000
2025				1,400,000		\$ 1,400,000
2026				1,400,000		\$ 1,400,000
2027						\$ -
2028						\$ -
Total	\$ -	\$ 450,000	\$ 200,000	\$ 4,300,000	\$ -	\$ 4,950,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

I-76 On-Ramp

Council Goals 1 & 3

Department: Public Works
Project Category: 2. Capital Improvement
New World Account: 395-15-750-374
Wards: I & III
Anticipated Start Date: 7/1/2023
Anticipated Completion Date: 1/1/2027



Project Description:

A Feasibility Study will be conducted in 2023 to determine if an on-ramp can be implemented from E. 104th Avenue to Interstate 76. The project's study area will be from Brighton Road to Highway 2 on E. 104th Avenue. The design and construction of this on-ramp will resume in 2025 & 2026 if the preliminary analysis shows this project is viable and approved by the Community, Council, Colorado Department of Transportation, and the Federal Highway Administration.

The project's design will begin in July 2023 and construction is expected to be completed in January 2027.

Funding Sources

Year	General Fund	ADCO Open Space	Lottery	Highway User Fee	2K	Total
Previous	100,000					\$ 100,000
2024						\$ -
2025						\$ -
2026						\$ -
2027					1,000,000	\$ 1,000,000
2028				1,000,000		\$ 1,000,000
Total	\$ 100,000	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 2,100,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous		100,000				\$ 100,000
2024						
2025						\$ -
2026						\$ -
2027				1,000,000		\$ 1,000,000
2028				1,000,000		\$ 1,000,000
Total	\$ -	\$ 100,000	\$ -	\$ 2,000,000	\$ -	\$ 2,100,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Irondale Regional Drainage

Council Goal 3

Department: *Public Works*
Project Category: *2. Capital Improvement*
New World Account: *395-15-750-326*
Ward: *I & II*
Anticipated Start Date: *Annual Program*
Anticipated Completion Date: *Annual Program*



Project Description:

This annual capital maintenance program provides funds to acquire property, design and construct drainage infrastructure to support improving the Irondale area and implement the Irondale Neighborhood and Infrastructure Plan

Funding Sources

Year	General Fund	Highway Users Tax	Transportation Tax	Solid Waste	2K	Total
Previous			300,000			\$ 300,000
2024		150,000			150,000	\$ 300,000
2025				700,000		\$ 700,000
2026					700,000	\$ 700,000
2027				700,000		\$ 700,000
2028						\$ -
Total	\$ -	\$ 150,000	\$ 300,000	\$ 1,400,000	\$ 850,000	\$ 2,700,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous				300,000		300,000
2024				300,000		\$ 300,000
2025				700,000		\$ 700,000
2026				700,000		\$ 700,000
2027				700,000		\$ 700,000
2028						\$ -
Total	\$ -	\$ -	\$ -	\$ 2,700,000	\$ -	\$ 2,700,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Long Lane Striping

Council Goal 2

Department: *Public Works*
Project Category: *1(a). Preventative Maintenance*
New World Account: *395-15-750-338*
Wards: *I, II, III, IV*
Anticipated Start Date: *Annual Program*
Anticipated Completion Date: *Annual Program*



Project Description:

This is an annual capital maintenance program to re-stripe pavement marking on all collector and arterial roadways in the City. The program promotes safety by clearly delineating lanes, turn lanes, crosswalks, etc.

Funding Sources

Year	General Fund	Transportation Tax	Solid Waste	HUTF	2K	Total
2024		150,000	150,000			\$ 300,000
2025				172,500		\$ 172,500
2026			180,000			\$ 180,000
2027			187,500			\$ 187,500
2028			195,000			\$ 195,000
Total	\$ -	\$ 150,000	\$ 712,500	\$ 172,500	\$ -	\$ 1,035,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
2024				300,000		\$ 300,000
2025				172,500		\$ 172,500
2026				180,000		\$ 180,000
2027				187,500		\$ 187,500
2028				195,000		\$ 195,000
Total	\$ -	\$ -	\$ -	\$ 1,035,000	\$ -	\$ 1,035,000

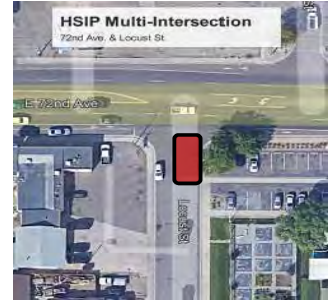
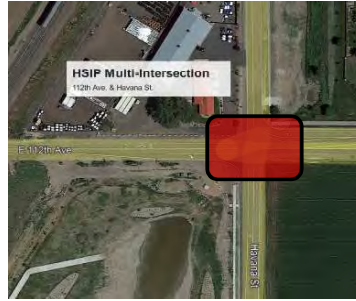
Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Multi-Intersection Improvements (72nd Avenue/Locust Street and 112th Avenue/Havana Street)

Council Goal 3

Department: Public Works
Project Category: 2. Capital Improvement
New World Account: 395-15-750-XXX
Ward: 1
Anticipated Start Date: 6/1/2023
Anticipated Completion Date: 6/1/2024



Project Description:

The City applied for and was awarded a Highway Safety Improvement Program (HSIP) grant for the intersections of 72nd Avenue and Locust Street and 112th Avenue and Havana Street. The project will enhance safety at both intersections. The improvements at 72nd Avenue and Locust Street will restrict traffic movements to reduce the likelihood of accidents. 112th Avenue will be widened west of Havana Street and allow for a dedicated left turn lane for westbound 112th Avenue. This will eliminate the need for westbound through traffic to queue behind the vehicles turning left to southbound Havana Street.

The project's design will begin in the summer of 2023 and construction will be completed in the summer of 2024.

Funding Sources

Year	General Fund	ADCO Open Space	Lottery	HUTF	2K	Total
Previous						\$ -
2024				115,000		\$ 115,000
2025						\$ -
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ -	\$ -	\$ -	\$ 115,000	\$ -	\$ 115,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous						\$ -
2024				115,000		\$ 115,000
2025						\$ -
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ -	\$ -	\$ -	\$ 115,000	\$ -	\$ 115,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

O&M Facility Capital

Council Goal

Department: Public Works
Project Category: 1(a). Preventative Maintenance
New World Account: 395-15-750-301
Ward: All
Anticipated Start Date: Annual Program
Anticipated Completion Date: Annual Program



Project Description:

Various Facilities Improvement Projects at Various City Buildings/Facilities scheduled for 2023 (from McKinstry Facility Condition Assessments conducted in 2021). In 2021 the Facilities Division contracted with a professional facilities management consultant to conduct comprehensive facility condition assessments of all City Facilities. The assessments resulted in estimated yearly facility component replacements costs for 10 successive years (2021-2030). The attached list of projects were identified and subsequently prioritized for 2023 replacements/projects. The lack of comprehensive assessments and proactive facility component replacements in the past resulted in a significant number of projects at a substantial cost to be needed in a condensed time frame. Continued on-going repair and replacement of all facility components as identified and scheduled in accordance with the comprehensive facility condition assessments will help to maintain a reasonable and manageable number of projects in a given year and further help prevent, to the greatest extent possible, substantial and costly projects all being needed simultaneously/condensed time frame. In addition, the overall condition and functionality of all City facilities will remain at desired/appropriate levels.

Funding Sources

Year	General Fund	Highway Users Tax	Transportation Tax	Road and Bridge	Impact Fee	Total
2024						\$ -
2025	658,000					\$ 658,000
2026	2,953,500					\$ 2,953,500
2027	1,617,000					\$ 1,617,000
2028	1,914,000					\$ 1,914,000
Total	\$ 7,142,500	\$ -	\$ -	\$ -	\$ -	\$ 7,142,500

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
2024						\$ -
2025					658,000	\$ 658,000
2026					2,953,500	\$ 2,953,500
2027					1,617,000	\$ 1,617,000
2028					1,914,000	\$ 1,914,000
Total	\$ -	\$ -	\$ -	\$ -	\$ 7,142,500	\$ 7,142,500

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Pavement Management

Council Goal 3

Department: Public Works
Project Category: 1(a). Preventative Maintenance
New World Account: 395-15-750-303
Ward: I, II, III, & IV
Anticipated Start Date: Annual Program
Anticipated Completion Date: Annual Program



Figure 1-2 - The Pavement Management Process

Project Description:

Annual roadway maintenance project which identifies routine, preventive, and corrective maintenance procedures for asphalt pavement. This multi-year budgeted program focuses on roadways with a pavement condition index less than 70.

The Core City Improvements project supplements this program each year and contributes to the pavement maintenance, missing sidewalks, and drainage improvements within the Core City area of Commerce City.



Funding Sources

Year	General Fund	Highway Users Tax	Transportation Tax	Road and Bridge	Solid Waste	Total
2024		500,000	2,000,000		1,000,000	\$ 3,500,000
2025			2,700,000			\$ 2,700,000
2026			2,800,000			\$ 2,800,000
2027			2,900,000			\$ 2,900,000
2028			3,000,000			\$ 3,000,000
Total	\$ -	\$ 500,000	\$ 13,400,000	\$ -	\$ 1,000,000	\$ 14,900,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
2024				3,500,000		\$ 3,500,000
2025				2,700,000		\$ 2,700,000
2026				2,800,000		\$ 2,800,000
2027				2,900,000		\$ 2,900,000
2028				3,000,000		\$ 3,000,000
Total	\$ -	\$ -	\$ -	\$ 14,900,000	\$ -	\$ 14,900,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Quiet Zones - Union Pacific Railroad (UPRR) Crossings - 69th Avenue and 72nd Avenue

Council Goals 2 & 3

Department: Public Works
Project Category: 2. Capital Improvement
New World Account: 395-15-750-XXX
Wards: I & II
Anticipated Start Date: IGA with CDOT in fall of 2023
Anticipated Completion Date: 6/1/2024



Project Description:

This project will increase safety at two at-grade railroad crossings: 72nd Avenue and Union Pacific Railroad (UPRR); and 69th Avenue and UPRR Wayside. Horns and Constant Warning Time (CWT) systems will be installed at each crossing, improving safety and reducing the noise impact on nearby residences.

Installation is expected to be completed in the summer of 2024.

Funding Sources

Year	General Fund	ADCO Open Space	Lottery	Impact Fee	2K	Total
Previous						\$ -
2024	200,000					\$ 200,000
2025						\$ -
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous						\$ -
2024				200,000		\$ 200,000
2025						\$ -
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Railroad Crossing Replacement

Council Goal 3

Department: Public Works
Project Category: 1(a). Preventative Maintenance
New World Account: 395-15-750-342
Ward: I, II, & III
Anticipated Start Date: Annual Program
Anticipated Completion Date: Annual Program



Project Description:

Annual funding to replace railroad crossings throughout the City. The City has numerous railroad crossings, including approximately twenty over the main lines of either the Union Pacific Railroad or BNSF Railway. This program funds the City's share - 50% - of the repair cost of the crossings. Each year the City coordinates with the railroads to repair and replace the crossing to enhance safety.

Funding Sources

Year	General Fund	Highway Users Tax	Transportation Tax	Road and Bridge	Solid Waste	Total
2024			500,000			\$ 500,000
2025		270,000				\$ 270,000
2026					280,000	\$ 280,000
2027				290,000		\$ 290,000
2028					300,000	\$ 300,000
Total	\$ -	\$ 270,000	\$ 500,000	\$ 290,000	\$ 580,000	\$ 1,640,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
2024				500,000		\$ 500,000
2025				270,000		\$ 270,000
2026				280,000		\$ 280,000
2027				290,000		\$ 290,000
2028				300,000		\$ 300,000
Total	\$ -	\$ -	\$ -	\$ 1,640,000	\$ -	\$ 1,640,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Rosemary Street Widening

Council Goal 3

Department: Public Works
Project Category: 2. Capital Improvement
New World Account: 395-15-750-330
Ward: 1
Anticipated Start Date: Construction Start Fall of 2023
Anticipated Completion Date: Construction Completion Fall of 2024



Project Description:

The Rosemary Widening project improves Rosemary Street from 81st Avenue to 86th Avenue, adding curb, gutter, sidewalk and landscaping as well as widening the roadway to add a center turn lane. In addition, significant drainage improvements will be constructed to mitigate the flooding that now occurs.

The project will improve the multimodal facilities to make the corridor more accessible to bicyclists and pedestrians as well as making the area safer for motorists.

Funding Sources

Year	General Fund	Transportation Tax	Road and Bridge	Impact Fee	2K	Total
Previous	6,150,000				2,427,292	\$ 8,577,292
2024					2,100,000	\$ 2,100,000
2025						\$ -
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ 6,150,000	\$ -	\$ -	\$ -	\$ 4,527,292	\$ 10,677,292

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous		1,114,917				\$ 1,114,917
2024			600,000	7,400,000	1,562,375	\$ 9,562,375
2025						\$ -
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ -	\$ 1,114,917	\$ 600,000	\$ 7,400,000	\$ 1,562,375	\$ 10,677,292

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Sidewalk Connectivity

Council Goal 3

Department: Public Works
Project Category: 1(a). Preventative Maintenance
New World Account: 395-15-750-329
Ward: I, II, III, & IV
Anticipated Start Date: Annual Program
Anticipated Completion Date: Annual Program



Project Description:

Annual capital maintenance program to install sidewalks where gaps currently exist between sections of existing sidewalk or where priority connections are identified. This annual program also upgrades street curbing if needed.

Funding Sources

Year	General Fund	Highway Users Tax	Transportation Tax	Road and Bridge	Solid Waste	Total
2024			150,000			\$ 150,000
2025		96,000				\$ 96,000
2026				96,000		\$ 96,000
2027					96,000	\$ 96,000
2028					96,000	\$ 96,000
Total	\$ -	\$ 96,000	\$ 150,000	\$ 96,000	\$ 192,000	\$ 534,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
2024				150,000		\$ 150,000
2025				96,000		\$ 96,000
2026				96,000		\$ 96,000
2027				96,000		\$ 96,000
2028				96,000		\$ 96,000
Total	\$ -	\$ -	\$ -	\$ 534,000	\$ -	\$ 534,000

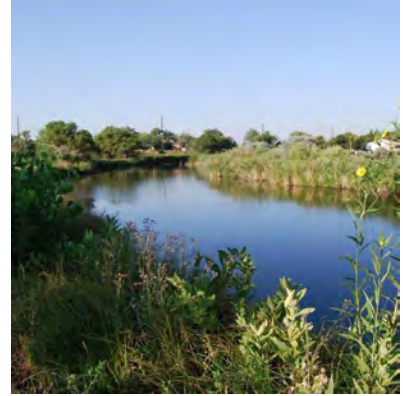
Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Stormwater Master Plan

Council Goals 2 & 3

Department: Public Works
Project Category: 2. Capital Improvement
New World Account: 395-15-750-348
Wards: All
Anticipated Start Date: 4/1/2024
Anticipated Completion Date: 4/1/2025



Project Description:

Currently, there is no backup information regarding the backbone drainage infrastructure withing Commerce City. Without this information, Public Works cannot make requests from developers (in Developer Agreements) for drainage improvements that are in compliance with current regulations. This information will also be used to plan, design, and construct future CIP projects. The data can be organized in a GIS database and presented on a website in order for staff to update the data on an ongoing basis.

Funding Sources

Year	General Fund	ADCO Open Space	Highway User Tax	Impact Fee	2K	Total
Previous			90,000			\$ 90,000
2024						\$ -
2025			110,000			\$ 110,000
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous	90,000					\$ 90,000
2024						\$ -
2025	110,000					\$ 110,000
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Street Reconstruction

Council Goal 3

Department: *Public Works*
Project Category: *1(a). Preventative Maintenance*
New World Account: *395-15-750-344*
Ward: *I, II, III, & IV*
Anticipated Start Date: *Annual Program*
Anticipated Completion Date: *Annual Program*



Project Description:

Annual capital maintenance program to reconstruct roads which have deteriorated beyond repair of the mill and overlay process and are in need of full depth asphalt reconstruction.

Funding Sources

Year	General Fund	Highway Users Tax	Transportation Tax	Road and Bridge	Solid Waste	Total
2024		525,000				\$ 525,000
2025		550,000				\$ 550,000
2026				575,000		\$ 575,000
2027		600,000				\$ 600,000
2028		625,000				\$ 625,000
Total	\$ -	\$ 2,300,000	\$ -	\$ 575,000	\$ -	\$ 2,875,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
2024				525,000		\$ 525,000
2025				550,000		\$ 550,000
2026				575,000		\$ 575,000
2027				600,000		\$ 600,000
2028				625,000		\$ 625,000
Total	\$ -	\$ -	\$ -	\$ 2,875,000	\$ -	\$ 2,875,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Traffic Calming

Council Goal 2

Department: Public Works
Project Category: 1(a). Preventative Maintenance
New World Account: 395-15-750-310
Wards: I, II, III, IV
Anticipated Start Date: Annual Program
Anticipated Completion Date: Annual Program



Project Description:

Staff continually receives inquiries and requests for traffic calming. This requires speed studies, analyses, and designs as well as the installation of the preferred measures, such as speed humps and speed tables. The demand for these facilities has increased annually.

Funding Sources

Year	General Fund	Transportation Tax	Road and Bridge	Solid Waste	HUTF	Total
2024		62,500				\$ 62,500
2025					37,500	\$ 37,500
2026			40,000			\$ 40,000
2027				42,500		\$ 42,500
2028		45,000				\$ 45,000
Total	\$ -	\$ 107,500	\$ 40,000	\$ 42,500	\$ 37,500	\$ 227,500

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
2024				62,500		\$ 62,500
2025				37,500		\$ 37,500
2026				40,000		\$ 40,000
2027				42,500		\$ 42,500
2028				45,000		\$ 45,000
Total	\$ -	\$ -	\$ -	\$ 227,500	\$ -	\$ 227,500

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Traffic Signal Maintenance

Council Goal 2

Department: Public Works
Project Category: 1(a). Preventative Maintenance
New World Account: 395-15-750-307
Wards: I, II, III, IV
Anticipated Start Date: Annual Program
Anticipated Completion Date: Annual Program



Project Description:

This annual capital maintenance program provides for traffic signal maintenance as well as several sign and lighting replacement programs to maintain the City's signage and signals. A breakdown of intended uses of funding for 2024 funding amount of \$810,000 is detailed below:

- Traffic Signal Detection Replacement Program \$100,000
- Traffic Signal ISNS Replacement \$160,000
- Traffic Signal LED Replacement \$200,000
- Traffic Signal UPS Battery Replacement Program \$30,000
- Traffic Signal Maintenance \$240,000
- Traffic Signal CCTV Replacement Program \$50,000
- Replacement of Radar Feedback Signs \$30,000

Funding Sources

Year	General Fund	Transportation Tax	Road and Bridge	Solid Waste	HUTF	Total
2024		810,000				\$ 810,000
2025					690,000	\$ 690,000
2026			250,000		440,000	\$ 690,000
2027					690,000	\$ 690,000
2028			290,000	400,000		\$ 690,000
Total	\$ -	\$ 810,000	\$ 540,000	\$ 400,000	\$ 1,820,000	\$ 3,570,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
2024				810,000		\$ 810,000
2025				690,000		\$ 690,000
2026				690,000		\$ 690,000
2027				690,000		\$ 690,000
2028				690,000		\$ 690,000
Total	\$ -	\$ -	\$ -	\$ 3,570,000	\$ -	\$ 3,570,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Traffic Signal Program

Council Goal 2

Department: Public Works
Project Category: 2. Capital Improvement
New World Account: 395-15-750-XXX
Wards: I, II, III, IV
Anticipated Start Date: 1/1/2025
Anticipated Completion Date: 12/31/2028



Project Description:

This capital improvement program provides for new traffic signals throughout the City as they become warranted. Continued growth is leading to greater demand for signals to maintain safety and traffic flow on the City's roadway network. Increases in the cost of signal installation requires an increase in funding.

Funding Sources

Year	General Fund	Road And Bridge	HUTF	Road Impact Fee	2K	Total
Previous						\$ -
2024						\$ -
2025				1,000,000		\$ 1,000,000
2026				1,900,000		\$ 1,900,000
2027				1,900,000		\$ 1,900,000
2028		700,000		1,200,000		\$ 1,900,000
Total	\$ -	\$ 700,000	\$ -	\$ 6,000,000	\$ -	\$ 6,700,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous						\$ -
2024						\$ -
2025				1,000,000		\$ 1,000,000
2026				1,900,000		\$ 1,900,000
2027				1,900,000		\$ 1,900,000
2028				1,900,000		\$ 1,900,000
Total	\$ -	\$ -	\$ -	\$ 6,700,000	\$ -	\$ 6,700,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Eagle Pointe Security Improvements

Council Goal 3 Maintain Public Infrastructure

Department: Parks, Recreation & Golf
Project Category: 2. Capital Improvement
New World Account: New
Ward: II
Anticipated Start Date: 1/1/2024
Anticipated Completion Date: 3/31/2024



Project Description:

CIP enhancement request to the security system at Eagle Pointe Recreation Center to ensure the safety and well-being of patrons. The proposal is to install additional cameras throughout Eagle Pointe Recreation Center enhancing the existing security infrastructure by strategically placing the additional cameras in key areas of the recreation center. This will deter potential security threats, monitor activities, and provide a safer environment for visitors.

Benefits:

1. **Enhanced Surveillance:** The installation of additional cameras will extend surveillance coverage to critical areas, including entrances, parking lots, and common areas. This expanded coverage will improve the ability to detect and respond to security incidents promptly.
 2. **Deterrence and Prevention:** Visible cameras act as a deterrent to criminal activities, reducing the likelihood of theft, vandalism, and other unlawful behaviors. The presence of cameras will serve as a constant reminder to potential wrongdoers that their actions are being monitored and recorded.
 3. **Incident Investigation:** In the unfortunate event of an incident, the additional cameras will provide valuable visual evidence that can assist law enforcement agencies during investigations. This evidence can lead to a higher chance of identifying culprits and improving the likelihood of successful prosecutions.
- Budget Request:** To ensure the success of this enhancement, costs are estimated at \$150,000. This allocation will cover the cost of high-quality cameras, installation services, necessary cabling, storage systems, and any additional hardware or software required to integrate the new cameras into our existing security infrastructure.

Funding Sources

Year	General Fund	Highway Users Tax	Transportation Tax	Road and Bridge	IT Retained Earnings	Total
Previous						\$ -
2024					\$150,000	\$ 150,000
2025						\$ -
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous						\$ -
2024				\$150,000		\$ 150,000
2025						\$ -
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Paradise Island/Spray Ground Repairs

Council Goal 3 Maintain Public Infrastructure

Department: Parks, Recreation & Golf
Project Category: 1(b). Periodic Maintenance
New World Account: New
Ward: II
Anticipated Start Date: 1/1/2024
Anticipated Completion Date: 5/1/2024



Project Description:

Estimated Cost/Amount: \$2,900,000

There are four major fixes needed for Paradise Island estimated at a total \$2,800,000 in repairs plus an additional \$100,000 project contingency.

- Spray Ground Renovation
- Leaking underground pool pipes (Attached image, red lines show damaged lines/leaks)
- Tile work replacement
- Re-plastering of pools

Spray Ground Overview: (\$1,600,000)

The project will involve demolition of existing spray ground, design, construction, and installation of a new spray ground that meets all safety and regulatory requirements. The spray ground will be designed to provide a fun, interactive, and safe environment for children and families to enjoy.

Leak Repair Overview: (\$335,000)

- Remove sections of the deck, excavate, demo sections of the pool surface, core drill pool shell, run penetration pipes, install plumbing and test installation. Next, backfill trenches, pour deck concrete, final preparation of surface for plastering pool.

Tile Work Overview: (\$415,000)

- During the time of the leak repair, the contractor would simultaneously perform tile work needed throughout the pool area, at the identified locations.

Re-plastering Overview: (\$450,000)

- Final step, once leak repair and tile work has been completed. Contractor would plaster the pool surfaces then fill pools to cure plaster.

Contingency Request: (\$100,000)

Funding Sources

Year	General Fund	Highway Users Tax	Transportation Tax	Road and Bridge	2K Fund Balance	Total
Previous						\$ -
2024					\$2,900,000	\$ 2,900,000
2025						\$ -
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ 2,900,000	\$ 2,900,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous						\$ -
2024		100,000		\$2,800,000		\$ 2,900,000
2025						\$ -
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ -	\$ 100,000	\$ -	\$ 2,800,000	\$ -	\$ 2,900,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

Buffalo Run Golf Course Drainage Improvements

Council Goal (3) Improve Public Infrastructure

Department: Parks Recreation & Golf
Project Category: 2. Capital Improvement
New World Account: Existing
Ward: IV
Anticipated Start Date: 1/1/2024
Anticipated Completion Date: 1/1/2025



Project Description:

Buffalo Run Golf Course spans approximately 200 acres and the soil quality throughout the property varies significantly. Some soil areas are comprised mostly of sandy-loam, some are heavy clay, some areas have an abundance of silt, and some are strictly sand. Many of the areas with heavy clay also have salt veins running through them, creating even more difficulties. These areas are the most difficult to maintain quality turf because it's nearly impossible to flush the soil of contaminants such as sodium and bicarbonates (heavy metals). When these contaminants are present in the soil (not flushed) the plant absorbs them creating weak areas. Over time these contaminants become excessive in the soil, creating a toxic environment to the plant and it begins to die. As more of the plant dies, bare dirt areas get larger and larger.

Throughout the years many attempts to flush the soil have been used, including: aeration; deep-tine aeration; slit-aeration; drill-and-fill; acid injections; calcium applications; magnetic water treatment; ozone diffusion system; sulfate of potash applications.

Unfortunately, these treatments have not solved the problem and heavy clay areas continue to be weak/dying. Research to resolve the problem has included:

- Attending seminars at local conferences
- Attending seminars at national conferences
- Meetings with CSU professor Dr. Koski (Department Head – Horticulture)
- Meetings with local members of Golf Course Superintendents Assoc. of America
- Meeting with local members of Rocky Mountain Turf Grass Assoc.
- Meetings with experts in the field of soil and water – Soil Horizons, Inc.

In a recent discussion with one of the experts, staff learned about a new drainage system specific to flushing soil that is far superior when compared to any other system known. The “QwikDRAIN” system is designed for areas with heavy clay and poor drainage – once installed it allows sodium and other contaminants to be flushed from the soil. Traditional drainage systems only remove surface water from low areas – the “QwikDRAIN” system flushes the area, promoting a larger and healthier root zone for the plant, and ultimately stronger turf in fairways, approaches, rough, etc.

Funding Sources

Year	General Fund	ADCO Open Space	Lottery	Impact Fee	2K	Total
Previous						\$ -
2024						\$ -
2025	500,000					\$ 500,000
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
Previous						\$ -
2024						\$ -
2025			100,000	400,000		\$ 500,000
2026						\$ -
2027						\$ -
2028						\$ -
Total	\$ -	\$ -	\$ 100,000	\$ 400,000	\$ -	\$ 500,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

PRG Preservation (Repair and Replace)

Council Goal 3

Department: Parks Recreation & Golf
Project Category: 1(a). Preventative Maintenance
New World Account: 395-16-750-008
Ward: All Wards
Anticipated Start Date: Annual Program
Anticipated Completion Date: Annual Program



Project Description:

Parks has a repair and replacement schedule for all amenities within parks. Each shelter, playground, bench, table, etc., as well as items needed to ensure the safety of those items such as playground surface material, concrete, infield mix, paint, and volleyball sand, is tracked along with its expected life. A 5-year repair and replacement plan is updated each year. Needs and priorities are reviewed and re-evaluated each year, and adjustments are made based on the best available information when the plan is updated. The Parks Capital Projects Manager and Parks Operations and Maintenance Supervisor work together to complete the current year items. Occasionally, to utilize funds efficiently, and/or due to contracting constraints, amounts for certain items will roll over to the next calendar year before they are spent. For many years, the funds received as pass through from the Adams County Open Space Tax and the Conservation Trust Fund (Colorado Lottery proceeds) have been allocated to these repair and replacement projects, ensuring the city is able to take care of what we have and keep all of our parks, trails, and open spaces in good condition for the community.

Funding Sources

Year	General Fund	ADCO Open Space	Lottery	Impact Fee	2K	Total
2024		1,290,000	786,000			\$ 2,076,000
2025	400,000	1,210,000	800,000			\$ 2,410,000
2026		601,000				\$ 601,000
2027			526,000			\$ 526,000
2028		245,000				\$ 245,000
Total	\$ 400,000	\$ 3,346,000	\$ 2,112,000	\$ -	\$ -	\$ 5,858,000

Project Cost Estimates Per Year

Year	Planning	Design	Pre-Construction	Construction	Other Capital	Total
2024				2,076,000		\$ 2,076,000
2025				2,410,000		\$ 2,410,000
2026				601,000		\$ 601,000
2027				526,000		\$ 526,000
2028				245,000		\$ 245,000
Total	\$ -	\$ -	\$ -	\$ 5,858,000	\$ -	\$ 5,858,000

Estimated Initial Operations & Maintenance Impact

Year	Personnel	Supplies	Other Services	Fleet	Total	FTE
2024					\$ -	
2025					\$ -	
2026					\$ -	
2027					\$ -	
2028					\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	0.00

2024-2028 Capital Investment Program Horizon Projects List

This is a summary list of unfunded projects not included in the 2024-2028 Capital Improvement Program (CIP). These projects have been identified as capital needs, however, are not affordable under current 5-year revenue forecasts. Projects are listed by category and are not listed in priority order. Cost Estimates include all funding sources (internal and external to the City).

#	Project	Total Estimated Cost	Funding Sources			Remaining Unfunded Amount
			City Resources	Outside Revenue	Total Available Funds	
1(a) - Preventative Maintenance Projects						
	Project Name	\$ -	\$ -	\$ -	\$ -	\$ -
1(b) - Periodic Maintenance Projects						
	Project Name	\$ -	\$ -	\$ -	\$ -	\$ -
2 - Capital Improvement Projects						
	Project Name	\$ 81,673,350	\$ 31,173,350	\$ 3,000,000	\$ 34,173,350	\$ 47,500,000
1	88th Avenue Improvements	31,333,350	8,833,350	3,000,000	11,833,350	19,500,000
2	96th Avenue Improvement - Chambers to Tower	19,000,000	9,000,000	-	9,000,000	10,000,000
3	Chambers Road Improvements - 105th Ave. to 117th Ave.	31,340,000	13,340,000	-	13,340,000	18,000,000
Total Horizon Projects List		\$ 81,673,350	\$ 31,173,350	\$ 3,000,000	\$ 34,173,350	\$ 47,500,000

Notes:

- 96th Avenue Improvement - Chambers to Tower - staff recommends funding this by transferring \$10,000,000 from the Chambers Road Improvements - 105th Ave. to 117th Ave. Project, to provide one fully funded project vs. two partially funded projects
- As planning efforts such as the Comprehensive Plan, Transportation Plan, and Parks, Recreation & Golf Master Plan are completed, additional project needs will be identified and added to this List for tracking and future funding decision making purposes.