



City of Burlington  
 Department of Public Works  
 645 Pine Street  
 Burlington, VT 05402  
 802.863.9094 P  
 802.863.0466 F

Chapin Spencer  
 DIRECTOR OF PUBLIC WORKS  
 Martha Q. Keenan  
 Capital Improvement Program Manager

Date: July 15, 2016  
 To: Public Works Commission  
 From: Chapin Spencer, Director  
 Martha Keenan, CPM, Capital Improvement Program Manager  
 Subject: Draft 10 Year Capital Plan

A cross departmental committee has been working for over a year to assess the City's assets and develop a pragmatic yet ambitious plan to address the extensive capital repairs needed for our critical physical infrastructure. The attached draft document titled "An Infrastructure Plan for a Sustainable City" and the companion 10 Year Capital Plan detail the existing status of each municipal asset class, the proposed plan to remedy the deferred maintenance needs, and ultimately recommend a sustainable approach for the future. On September 12, the City's Board of Finance reviewed the draft 10 Year Capital Plan and voted 4 to 1 to recommend City Council approval. The draft plan is expected to go the City Council at either the September 19 or 26 meeting.

The General Fund Capital Plan shows a total 5 year need of \$160 million. Approximately \$117 million (or ~73%) of the total need has existing identified sources with a remaining General Fund gap of \$42 million. The proposed financing plan has a blended approach that looks to visitors, institutions, businesses and residents to close the \$42M General Fund gap.

General Fund	Streets/Sidewalks	Vehicle Fleet	Bike Path	City Hall Park	IT infrastructure	Civic Buildings	Total
Traffic Fund	\$250,000						250,000
Gross Receipts			\$7,670,425	\$1,000,000			\$8,670,425
Institutions	\$2,085,320	\$785,888	\$750,000	\$500,000			\$4,121,208
Philanthropy			\$1,000,000	\$1,030,000*			\$2,030,000
Bond Proceeds	\$14,392,032	\$3,357,325	\$2,698,576	\$500,000	\$1,675,000	\$4,950,575	\$27,573,508
<b>Total</b>	<b>\$16,727,352</b>	<b>\$4,143,213</b>	<b>\$12,119,001</b>	<b>\$3,030,000</b>	<b>\$1,675,000</b>	<b>\$4,950,575</b>	<b>42,645,141</b>

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At the September 2016 Commission meeting we are looking for the Commission to support the City's 10 Year Capital Plan and the proposed financing plan.

To ensure we have sufficient funding for coordinating our upgrades to the City's subsurface utilities prior to repaving streets or reconstructing sidewalk, we are also proposing a \$8.3 million revenue bond for the City's water distribution system. This will enable us to reline or replace aging water mains in coordination with the enhanced paving program.

In the Capital Plan, DPW's assets are addressed in the following ways:

- 1) Fleet maintenance (Streets, Recycling, etc.) – Each year a master lease will be created to finance the replacement of vehicles determined at end of life by the Fleet Manager. The Leases will be for five years while the life of the vehicle is estimated at 10 years. Once we have addressed the backlog of need, we will be able to put the funding from the closed leases into reserves and begin purchasing on a cash basis.
- 2) Streets and Sidewalks – There is a proposed stimulus of funding for five years to address all sidewalks and streets currently in a serious to failed condition, expand our preventive maintenance programs to lengthen their life span, and recommend a sustainable level of funding into the future. In addition:
  - a. Curb work and barriers are given funding to maintain these neglected assets
  - b. Sidewalk expansion is included
  - c. Parks' roads are incorporated into our paving and preventative maintenance work
- 3) Transportation Planning – There is a new line item that addresses both transportation planning and traffic calming, areas that have not previously had their own budgets. In the outer years, it addresses various transportation initiatives that have been recognized but not yet acted on.
- 4) Water Resources – A coordinated effort of capital planning and investment through the \$8.3M revenue bond to allow subsurface work to happen prior to repaving streets.

In a related effort, the City is advancing a proposed Charter Change regarding the Traffic Fund that would clarify language and make explicit eligible activities under 'controlling and regulating traffic.' As the City moves to advance integrated and innovative approaches to managing parking and traffic, we need clear guidance on what activities can be funded through the Traffic Fund. Such activities include transportation demand management (TDM), bike parking, pedestrian facilities and wayfinding leading to and from our parking garages, coordinating the opening of private parking for public parking, etc.

**In sum, we seek DPW Commission support on the following items:**

- 10 Year Capital Plan
- \$27.5M General Obligation Bond
- \$8.3M Water Revenue Bond
- Charter Change for Traffic Fund

Together, these strategies will substantially address deferred maintenance and better enable us to sustainably manage our assets moving forward. If you have any questions, please feel free to contact Martha at [mkeenana@burlingtonvt.gov](mailto:mkeenana@burlingtonvt.gov) or 802-540-0701.

## New/Additional Revenues to Address FY 17-FY 21 Capital Needs 9/1/16

<p>Increase Rooms and Alcohol Gross Receipts Tax by 2% - Council vote – No increase in Meals Tax                  Start date 12/1/16</p> <p>FY 17 new revenue anticipated (approximately \$800K if started in December 2016)                  Over last ten years yearly average growth of revenue is 7.744%                  12/1/16 through FY 21 total new revenue                  Apply \$100K p/y starting in FY 18 for economic development activity – not for capital                  Net Gross Receipts tax Revenue for Capital Plan</p>	<p>\$8,670,425  <del>-\$400,000</del>  <b>\$8,270,425</b></p>
<p>City Hall Park Donations</p> <p>Current commitments of \$100,000 p/y for 10 years starting FY 16                  Additional commitment                  Total donations committed</p>	<p>\$1,000,000*  <del>\$30,000</del>  <b>\$1,030,000</b></p>
<p>State Transportation Grants for New Work</p> <p>Conservative estimate based on past history of average yearly grant                  FY 17 through FY 21 total</p>	<p>\$200,000 x5  <b>\$1,000,000</b></p>
<p>City Hall Renovation Grants and Rebates – One-time</p> <p>Expected grants and energy efficiency rebates due to City Hall renovations FY 17</p>	<p><b>\$250,000</b></p>
<p>FY 16 Carry-Forward – One-time</p> <p>Unspent budgeted FY 16 revenue to pay for FY 16 carry-forward projects</p>	<p><b>\$307,395</b></p>
<p>Traffic Fund Contribution to 10 Year Capital Plan –                  Revenue to be used for streets, traffic calming, curb                  FY 17 contribution budgeted for in FY 17 Traffic Fund budget</p>	<p><b>\$250,000</b></p>
<p>UVM and Champlain College (CC) Contribution to 10 Year Capital Plan                  Significant property owned by UVM and CC are non-taxable                  On-campus students, who live in non-taxable dorms, utilize City facilities                  UVM and CC in good faith negotiations, (methodology to be determined) to contribute                  Starting in FY 18 with combined contribution of \$1,000,000 with yearly increases                  Total contribution FY 18 to FY 21</p>	<p><b>\$4,121,208</b></p>
<p><b>Total new/additional revenue</b></p>	<p><b>\$14,829,028*</b></p>
<p><b>Needed to borrow FY 17 to FY 21</b>                  *\$400,000 actually received FY 22 to FY 26 so not available FY 17 to FY 21</p>	<p><b>\$27,573,508</b></p>

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Plan for New Borrowing FY 17 to FY 21  
Total General Obligation Bonds Borrowing Request \$27,573,508,

Goal:

To create a schedule that only borrows when we need the revenue, with term length correlated to life expectancy of capital need, and term payments designed to smooth out costs to taxpayers. For modeling purposes, interest rates used are at assumed high range of charge.

FY 17 Borrowing		
One bond for \$5,971,568 with 5 year IO then remaining 15 years payments and 4% interest rate		
First five years yearly payments and then next fifteen years the yearly payments		\$238,863 then \$537,089
Or One bond for \$5,971,568 with 20 years interest/principal payments at 3.5% interest rate		\$420,166
FY 18 Borrowings		
One bond for \$1,500,000 with term of 12 years and 3.5% interest rate		
Yearly payments are		\$155,226
One bond for \$7,177,031 with 5 year IO then remaining 15 years payments and 4% interest rate		
First five years yearly payments and then next fifteen years the yearly payments		\$287,081 then \$645,510
Or One bond for \$7,177,031 with 20 years interest/principal payments at 3.5% interest rate		\$504,984
FY 19 Borrowings		
One bond for \$2,200,000 with term of 12 years and 3.5% interest rate		
Yearly payments are		\$227,665
One bond for \$5,925,663 with 5 year IO then remaining 15 years payments and 4% interest rate		
First five years yearly payments and then next fifteen years the yearly payments		\$237,027 then \$532,961
Or One bond for \$5,925,663 with 20 years interest/principal payments at 3.5% interest rate		\$416,936
FY 20 Borrowings		
One bond for \$250,000 with term of 12 years and 3.5% interest rate		
Yearly payments are		\$25,871
One bond for \$3,662,412 with term of 20 years and 3.5% interest rate		
Yearly payments are		\$257,692
FY 21 Borrowings		
One bond for \$225,000 with term of 12 years and 3.5% interest rate		
Yearly payments are		\$23,284
One bond for \$661,828 with term of 20 years and 3.5% interest rate		
Yearly payments are		\$46,567

Impact on Taxpayers Owning Medium Value Home

Assumption of Grand List Growth of 1% p/y for FYs 18-19, then .8% FYs 20-21 and then .7% FYs 22-27  
 In FY 22 current DPW bond retires - yearly bond payment of \$278,000 will apply to paying new borrowing\*  
 New Borrowing payment start one year after actual borrowing  
 Does not include cost of charter-designated yearly borrowing of \$2M  
 Any new borrowing after FY 21 not included in calculations  
 Medium Residential Home Value of \$231,500

	Tax amount in each year With 3 Interest Only Bonds	Tax amount in each year With No Interest Only Bonds
FY 18 tax payment	\$14.97	\$26.33
FY 19 tax payment	\$42.26	\$67.02
FY 20 tax payment	\$70.52	\$106.16
FY 21 tax payment	\$87.27	\$122.63
FY 22 tax payment	\$74.05*	\$109.16*
FY 23 tax payment	\$91.49*	\$108.40*
FY 24 tax payment	\$112.28*	\$107.65*
FY 25 tax payment	\$129.07*	\$106.90*
FY 26 tax payment	\$128.17*	\$106.15*
FY 27 tax payment	\$127.28*	\$105.42*

After FY 27 stays level and then lessens

Impact on Other Taxpayers - Please note that by City Charter commercial property pay taxes on 120% of assessed value

Property Value of \$300,000		
FY 18 tax payment	next year	\$34.12
FY 27 tax payment	ten years from current fiscal year	\$136.61
Property Value of \$500,000		
FY 18 tax payment	next year	\$56.86
FY 27 tax payment	ten years from current fiscal year	\$227.68
Property Value of \$1,000,000		
FY 18 tax payment	next year	\$113.72
FY 27 tax payment	ten years from current fiscal year	\$455.36
Property Value of \$5,000,000		
FY 18 tax payment	next year	\$568.59
FY 27 tax payment	ten years from current fiscal year	\$2,276.81
Property Value of \$30,000,000		
FY 18 tax payment	next year	\$3,411.54
FY 27 tax payment	ten years from current fiscal year	\$13,660.85

After FY 27 stays level and then lessens

## FY17 – FY21 General Fund Capital Plan Summary by Source

General Fund	Streets/Sidewalks	Vehicle Fleet	Bike Path	City Hall Park	IT infrastructure	Civic Buildings	Total
Traffic Fund	\$250,000						250,000
Gross Receipts			\$7,670,425	\$1,000,000			\$8,670,425
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\*\$500,000 actually received FY 22 to FY 26 so not available FY 17 to FY 21

**Plan for New Water Borrowing to meet FY 17 to FY 21 Paving Needs  
Total Water Revenue Anticipation Bonds Borrowing Request \$8,344,000**

Goal: To create a schedule that only borrows when we need the revenue (i.e. to fund needed water distribution capital replacements in advance of repaving), with term length correlated to life expectancy of renewed asset (30 years), and term payments designed to smooth out costs to taxpayers as much as possible. For modeling purposes, interest rates used are at assumed high range of charge (4%).

FY 17 Borrowing	\$ 2,724,000
FY 18 Borrowing	\$ 2,025,000
FY 19 Borrowing	\$ 1,704,000
FY 20 Borrowing	\$ 1,891,000

Note: Water main replacement and relining work must be completed in advance of street paving, thus proposed borrowing is currently proposed for FY17-FY20. However, depending on the schedule of paving, the remainder of the borrowing (up to the requested \$8.344 M authorization) could occur in FY21.

**Rate Impact of Water Borrowing on Average Single Family Residence**

Average water use = 755 cf or 5648 gallons/month; (9057 cf or 67750 gallons/year)

Average annual cost of water with FY 17 rate = \$366.81

	<u>Estimated Yearly Cost to Pay For Borrowing<sup>1</sup></u> <u>(Average Single Family Home)</u>
FY 18	\$9.96
FY 19	\$17.21
FY 20	\$23.55
FY21	\$30.79
FY22 – FY47 <sup>2</sup>	\$30.79

The debt service payment expense for the full \$8.344M in borrowing will result in a total cost increase for an average single family home of approximately \$30.79 (8.4%) over FY17 rates.

<sup>1</sup> This rate impact is only for this proposed borrowing and does not include rate impacts due to City cost allocations, operating expense needs or other non-distribution system capital needs.

<sup>2</sup> Debt Service begins to decrease in FY48, with full retirement by FY51 (last payment of FY20 borrowing)

**Resolution Relating to**

NOVEMBER 8, 2016 – SPECIAL CITY MEETING  
ISSUANCE OF GENERAL OBLIGATION BONDS FOR  
CAPITAL PROJECTS

**RESOLUTION** \_\_\_\_\_

Sponsor(s): Bd. of Finance  
Introduced: \_\_\_\_\_  
Referred to: \_\_\_\_\_  
Action: \_\_\_\_\_  
Date: \_\_\_\_\_  
Signed by Mayor: \_\_\_\_\_

**CITY OF BURLINGTON**

In the year Two Thousand Sixteen .....

Resolved by the City Council of the City of Burlington, as follows:

1 That WHEREAS, the City established a process to identify and address challenges facing the City with  
2 respect to its public infrastructure and identified needs for various capital improvements; and  
3 WHEREAS, through that process, the City developed a 10 year capital plan in order to enhance the  
4 ability to maintain and invest in the public infrastructure serving the City and its residents; and  
5 WHEREAS, such capital plan is designed to bring greater rigor to decision-making regarding physical  
6 assets, identify areas of under-investment, prioritize and coordinate all types of capital assets and manage the  
7 cumulative cost of the infrastructure so that the impact on taxpayers is predictable and stable; and  
8 WHEREAS, the City has determined in order to fund the costs of such capital improvements, it will be  
9 necessary to finance such capital costs; and  
10 WHEREAS, Section 63 of the City’s Charter, provides that, with a two-thirds vote of the City’s  
11 voters, the City Council shall have the authority to pledge the credit of the City for any purpose by issuing its  
12 negotiable orders, warrants, notes or bonds, for which authority has been given by the voters; and  
13 WHEREAS, the Board of Finance, at its September 12, 2016 meeting approved advancing this capital  
14 projects bonding for City-wide consideration and a public vote at the City’s Special Meeting to be held on  
15 November 8, 2016;  
16 NOW, THEREFORE, BE IT RESOLVED that the City Council hereby requests, pursuant to Sec. 25  
17 of the City Charter, that the Mayor call a Special City Meeting to be held on November 8, 2016 and that the  
18 following question be placed on the ballot of that Special City Meeting:

**Approval of General Obligation Bonds for City Capital Plan Projects**

“Shall the City Council be authorized to issue general obligation bonds or notes in one or more series in an aggregate principal amount not to exceed Twenty-Seven Million, Five Hundred Seventy-Three Thousand, Five Hundred Eight Dollars and 00/100 (\$27,573,508.00) to be borrowed in increments between Fiscal Year 2017 and Fiscal Year 2021 for the purpose of

24 funding capital improvement infrastructure projects of the City and its departments in  
25 furtherance of the City’s 10 Year capital plan?”

26  
27  
28  
29 1b/EMB/Resolutions 2016/Treasurer - General Obligation Bonds for Capital Projects (Special City Meeting 11-8-16)  
30 9/6/16

**Resolution Relating to**

**RESOLUTION \_\_\_\_\_**

NOVEMBER 8, 2016 - SPECIAL CITY MEETING  
AUTHORITY TO ISSUE REVENUE BONDS  
FOR WATER SYSTEM IMPROVEMENTS

Sponsor(s): Bd. of Finance  
Introduced: \_\_\_\_\_  
Referred to: \_\_\_\_\_  
Action: \_\_\_\_\_  
Date: \_\_\_\_\_  
Signed by Mayor: \_\_\_\_\_

**CITY OF BURLINGTON**

In the year Two Thousand Sixteen .....

Resolved by the City Council of the City of Burlington, as follows:

1 That WHEREAS, Whereas, the City has identified needs for various capital improvements to its water  
2 system, including capital improvements to its metering and water distribution pipelines, water mains and  
3 hydrants; and

4 WHEREAS, the City has determined in order to fund the costs of such capital improvements, it will be  
5 necessary to finance such capital costs; and

6 WHEREAS, the City Charter provides that, with at least a majority vote of the City’s voters, the City  
7 shall have the authority to issue bonds, from time to time, for the purpose of financing the cost of any  
8 improvement to the City waterworks system, with such bonds payable solely from the revenues of its  
9 waterworks system; and

10 WHEREAS, the Board of Finance, at its September 12, 2016 meeting approved advancing the  
11 proposed revenue bonding for water system improvements for City-wide consideration and a public vote at the  
12 City’s Special Meeting to be held on November 8, 2016;

13 NOW, THEREFORE, BE IT RESOLVED that the City Council hereby requests, pursuant to Sec. 25  
14 of the City Charter, that the Mayor call a Special City Meeting to be held on November 8, 2016 and that the  
15 following question be placed on the ballot of that Special City Meeting:

16 “Shall the City be authorized to issue revenue bonds or notes in one or more series, pursuant to  
17 the City Charter, on behalf of the Water Resources Division of the Department of Public Works,  
18 in an amount not to exceed \$8,344,000, secured by the revenues of the waterworks system, to be  
19 borrowed in increments between Fiscal Year 2017 and Fiscal Year 2020 for the financing of  
20 capital additions and improvements to the waterworks system, including (i) capital improvements  
21 to the City’s underground pipe and water distribution system, water mains, services, valves and  
22 hydrants, and (ii) to fund debt service reserve funds and pay costs of issuance?”

23 Estimated total Project Cost: \$8,344,000

24 City Share of Costs: \$8,344,000

**Resolution Relating to**

NOVEMBER 8, 2016 SPECIAL CITY MEETING—  
CHARTER CHANGES TO CLARIFY USES OF PARKING  
GARAGE AND METER REVENUES

**RESOLUTION** \_\_\_\_\_

Sponsor(s): Charter Change Committee

Introduced: \_\_\_\_\_

Referred to: \_\_\_\_\_

Action: \_\_\_\_\_

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

Signed by Mayor: \_\_\_\_\_

**CITY OF BURLINGTON**

In the year Two Thousand Sixteen .....

Resolved by the City Council of the City of Burlington, as follows:

1 That WHEREAS, subsection 58 of section 48 of the Burlington City Charter currently provides that the  
2 revenues of parking lots and garages owned and operated by the City of Burlington are maintained in a  
3 separate fund that is known as the “Traffic Fund;” and

4 WHEREAS, subsection 58 also states that revenues from on-street parking meters are also credited to  
5 that Traffic Fund, to the extent the city council has not appropriated them to purchase and operate parking  
6 meters or for expenditures controlling or regulating traffic; and

7 WHEREAS, that and other language in subsection 58 is confusing because, for example, it does not  
8 define what “controlling or regulating traffic” means; and

9 WHEREAS, the revenues in the “Traffic Fund” are intended to only be used by the board of public  
10 works for operating and certain other expenses related to parking lots and garages; and

11 WHEREAS, at its meeting on August 3, 2016, the Charter Change Committee recommended that  
12 changes be made to subsection 58 of section 48 of the City Charter to address those issues;

13 NOW, THEREFORE, BE IT RESOLVED that the City Council approves the amendments to the city  
14 charter recommended by the Charter Change Committee as follows:

**ARTICLE 19. POWERS OF CITY COUNCIL**

16 **48 Enumerated.**

17 The city council shall have power:

18 ...

19 (58) (A) To acquire and hold by lease, purchase, gift, condemnation under the provisions of  
20 sections 2805 through 2812, inclusive of Title 24 of the Vermont Statutes Annotated, as amended,  
21 or otherwise, and to maintain and operate within the limits of Chittenden County, a municipal  
22 parking lot or lots, and a municipal parking garage or garages, and any other municipal parking  
23 structure(s), and to alter, improve, extend, add to, construct, and reconstruct such lots or garages,

24 subject, however, to the provisions hereinafter contained in this subdivision. In exercising the  
25 foregoing power, and notwithstanding the preceding sentence, the city council shall not, except  
26 pursuant to subdivision (50) of this section and section 276 of this Charter, have authority to  
27 acquire any property outside the limits of the City of Burlington through the use of the power of  
28 eminent domain or condemnation. The city council shall not be exempt from the responsibility for  
29 securing all applicable permits from any community within Chittenden County outside the limits of  
30 Burlington in which it desires to construct a parking lot or garage. Any parking lot or garage  
31 constructed by the city outside the corporate limits of Burlington shall be subject to the ad valorem  
32 property tax of the community in which it is located.

33 (B) The board of public works commissioners shall have general control, management and  
34 supervision of all municipal parking lots and garages. Said board shall have power to make  
35 regulations with respect to the use of all such municipal parking lots and garages, including  
36 reasonable terms, conditions and charges, and shall also have the power to regulate the parking,  
37 operation and speed of vehicles and pedestrian and vehicular traffic on the public highways of the  
38 city, including such ways, streets, alleys, lanes or other places as may be open to the public, to  
39 erect, maintain and operate ~~coin-operated parking meters equipment and systems~~ for the regulations  
40 of parking of vehicles, to govern and control the erection of guideposts, street signs and street safety  
41 devices on said highways, and to prescribe regulations and penalties for violation of the same in  
42 respect to all of said matters and to remove and impound as a public nuisance, at the expense of the  
43 owner, any vehicle found parking on a public highway or in a municipal parking lot or garage in  
44 violation of any city ordinance or any regulation hereunder, and to prescribe the terms and  
45 conditions upon which the owner may redeem such vehicle from the pound, which regulations,  
46 when published in the manner provided in section 49 for the publication of ordinances, shall have  
47 the force and effect of ordinances of the city, and violations of which shall be subject to the  
48 penalties provided in section 50 of this Charter. All ordinances of the city, and all regulations of the  
49 board of parking commissioners, in effect prior to July 1, 1959, shall remain in full force and effect  
50 notwithstanding that the subject matter thereof shall be within the jurisdiction of the board of public  
51 works commissioners, unless and until such board shall, by regulation duly adopted and published,  
52 alter, amend or repeal the same.

53 (C) Said board shall also from time to time recommend to the city council the acquisition or  
54 construction of municipal parking lots or garages, and the city council shall not authorize such  
55 acquisition or construction without such recommendation, nor shall the city council dispose of or

56 lease to others for operation any municipal parking lot or garage without the recommendation of  
57 said board.

58 (D) All receipts from the operation or lease of ~~said~~ municipal parking lots and garages shall be  
59 kept by the city treasurer in a separate fund, ~~which shall not at the end of any fiscal year become a~~  
60 ~~part of the general fund of the city under the provisions of section 65 of this Charter, except as~~  
61 ~~hereinafter provided~~ to be known as the Parking Facilities Fund and shall be used. ~~Expenditures~~  
62 ~~from said fund may be authorized by said board for the purpose of paying any and all operating~~  
63 ~~expenses related to operating, maintaining, acquiring, constructing, or expanding of said lots and~~  
64 ~~garages, including salaries and rentals, any payments on any obligation incurred for construction or~~  
65 ~~repair of those lots or garages. Any amounts unused at the end of a fiscal year shall be carried over~~  
66 ~~to the next fiscal year. All revenues generated from on-street parking equipment and systems shall~~  
67 ~~be used by the city council for traffic regulation and control, including but not limited to acquisition~~  
68 ~~or maintenance of parking facilities; proper repair or construction of streets, sidewalks, and bridges;~~  
69 ~~traffic or parking demand management facilities, planning, or services; traffic calming measures;~~  
70 ~~and other transportation-related activities. In addition, the city council may vote to place any such~~  
71 ~~revenues in the Parking Facilities Fund, at its discretion. There shall also be credited to said fund by~~  
72 ~~the city treasurer such portion of the receipts of traffic meter installations on the public streets of the~~  
73 ~~city as is not appropriated by the city council for the purpose of purchasing and operating said~~  
74 ~~traffic meter installations or controlling or regulating traffic. At the close of each fiscal year the city~~  
75 ~~treasurer shall credit to the general fund of the city such portion of the balance of said fund, after~~  
76 ~~the payment of operating expenses, as may be required to meet interest payments on any obligations~~  
77 ~~issued for the purpose of acquiring, altering, improving, extending, adding to, constructing or~~  
78 ~~reconstructing such parking lots or garages, and shall further credit to the sinking fund of the city~~  
79 ~~such further portion of said balance as may be required to meet principal payments on any~~  
80 ~~obligations issued for said purpose, provided, however, that any pledge, assignment or~~  
81 ~~hypothecation of net revenues under paragraph (E) shall be complied with before making such~~  
82 ~~credits.~~

83 (E) If it shall reasonably appear to ~~said~~ the board of public works commissioners at any time that  
84 the receipts from ~~said~~ the existing municipal parking lots or garages are in excess of the amounts  
85 required for the purposes enumerated in the preceding paragraph, and that the acquisition of further  
86 lots or garages is not required, they shall cause rates and charges for the use of said lots and  
87 garages, or some of them, to be reduced.

88 (F) If the board of public works commissioners, Subject pursuant to the provisions of paragraph  
 89 (C) of this subdivision, has recommended the acquisition or construction of a new parking lot or  
 90 garage, the city council may from time to time pledge, assign or otherwise hypothecate the net  
 91 revenues from said lots or garages, after the payment of operating expenses, and may mortgage any  
 92 part or all of said lots or garages, including personal property located therein, to secure the payment  
 93 of the cost of purchasing, acquiring, leasing, altering, improving, extending, adding to, constructing  
 94 or reconstructing said lots or garages, but the city council shall not pledge the credit of the city for  
 95 any of said purposes except in accordance with the provisions of section 62 of this Charter.

96 AND BE IT FURTHER RESOLVED that the following question be placed on the ballot of the Special  
 97 City Meeting to be held on November 8, 2016:

98  
 99 *“Shall the Charter of the City of Burlington, Acts of 1949, No. 298 as amended be further amended to*  
 100 *amend Article 19 Powers of City Council, Section 48, subsection 58 as follows:*

101 **ARTICLE 19. POWERS OF CITY COUNCIL**

102 **48 Enumerated.**

103 *The city council shall have power:*

104 ...

105 (58) (A) *To acquire and hold by lease, purchase, gift, condemnation under the provisions of*  
 106 *sections 2805 through 2812, inclusive of Title 24 of the Vermont Statutes Annotated, as amended,*  
 107 *or otherwise, and to maintain and operate within the limits of Chittenden County, a municipal*  
 108 *parking lot or lots, ~~and~~ a municipal parking garage or garages, and any other municipal parking*  
 109 *structure(s), and to alter, improve, extend, add to, construct, and reconstruct such lots or garages,*  
 110 *subject, however, to the provisions hereinafter contained in this subdivision. In exercising the*  
 111 *foregoing power, and notwithstanding the preceding sentence, the city council shall not, except*  
 112 *pursuant to subdivision (50) of this section and section 276 of this Charter, have authority to*  
 113 *acquire any property outside the limits of the City of Burlington through the use of the power of*  
 114 *eminent domain or condemnation. The city council shall not be exempt from the responsibility for*  
 115 *securing all applicable permits from any community within Chittenden County outside the limits of*  
 116 *Burlington in which it desires to construct a parking lot or garage. Any parking lot or garage*

117 *constructed by the city outside the corporate limits of Burlington shall be subject to the ad valorem*  
118 *property tax of the community in which it is located.*

119 *(B) The board of public works commissioners shall have general control, management and*  
120 *supervision of all municipal parking lots and garages. Said board shall have power to make*  
121 *regulations with respect to the use of all such municipal parking lots and garages, including*  
122 *reasonable terms, conditions and charges, and shall also have the power to regulate the parking,*  
123 *operation and speed of vehicles and pedestrian and vehicular traffic on the public highways of the*  
124 *city, including such ways, streets, alleys, lanes or other places as may be open to the public, to*  
125 *erect, maintain and operate ~~coin-operated parking meters~~ equipment and systems for the*  
126 *regulations of parking of vehicles, to govern and control the erection of guideposts, street signs and*  
127 *street safety devices on said highways, and to prescribe regulations and penalties for violation of*  
128 *the same in respect to all of said matters and to remove and impound as a public nuisance, at the*  
129 *expense of the owner, any vehicle found parking on a public highway or in a municipal parking lot*  
130 *or garage in violation of any city ordinance or any regulation hereunder, and to prescribe the*  
131 *terms and conditions upon which the owner may redeem such vehicle from the pound, which*  
132 *regulations, when published in the manner provided in section ~~49~~ for the publication of ordinances,*  
133 *shall have the force and effect of ordinances of the city, and violations of which shall be subject to*  
134 *the penalties provided in section ~~50~~ of this Charter. All ordinances of the city, and all regulations of*  
135 *the board of parking commissioners, in effect prior to July 1, 1959, shall remain in full force and*  
136 *effect notwithstanding that the subject matter thereof shall be within the jurisdiction of the board of*  
137 *public works commissioners, unless and until such board shall, by regulation duly adopted and*  
138 *published, alter, amend or repeal the same.*

139 *(C) Said board shall also from time to time recommend to the city council the acquisition or*  
140 *construction of municipal parking lots or garages, and the city council shall not authorize such*  
141 *acquisition or construction without such recommendation, nor shall the city council dispose of or*  
142 *lease to others for operation any municipal parking lot or garage without the recommendation of*  
143 *said board.*

144 *(D) All receipts from the operation or lease of said municipal parking lots and garages shall be*  
145 *kept by the city treasurer in a separate fund, ~~which shall not at the end of any fiscal year become a~~*  
146 *~~part of the general fund of the city under the provisions of section 65 of this Charter, except as~~*  
147 *~~hereinafter provided~~ to be known as the Parking Facilities Fund and shall be used. ~~Expenditures~~*

148 ~~from said fund may be authorized by said board for the purpose of paying any and all operating~~  
149 ~~expenses related to operating, maintaining, acquiring, constructing, or expanding of said lots and~~  
150 ~~garages, including salaries and rentals. any payments on any obligation incurred for construction~~  
151 ~~or repair of those lots or garages. Any amounts unused at the end of a fiscal year shall be carried~~  
152 ~~over to the next fiscal year. All revenues generated from on-street parking equipment and systems~~  
153 ~~shall be used by the city council for traffic regulation and control, including but not limited to~~  
154 ~~acquisition or maintenance of on- or off-street parking facilities; proper repair or construction of~~  
155 ~~streets, sidewalks, and bridges; traffic or parking demand management facilities, planning, or~~  
156 ~~services; traffic calming measures; and other transportation-related activities. In addition, the city~~  
157 ~~council may vote to place any such revenues in the Parking Facilities Fund, at its discretion. There~~  
158 ~~shall also be credited to said fund by the city treasurer such portion of the receipts of traffic meter~~  
159 ~~installations on the public streets of the city as is not appropriated by the city council for the~~  
160 ~~purpose of purchasing and operating said traffic meter installations or controlling or regulating~~  
161 ~~traffic. At the close of each fiscal year the city treasurer shall credit to the general fund of the city~~  
162 ~~such portion of the balance of said fund, after the payment of operating expenses, as may be~~  
163 ~~required to meet interest payments on any obligations issued for the purpose of acquiring, altering,~~  
164 ~~improving, extending, adding to, constructing or reconstructing such parking lots or garages, and~~  
165 ~~shall further credit to the sinking fund of the city such further portion of said balance as may be~~  
166 ~~required to meet principal payments on any obligations issued for said purpose, provided, however,~~  
167 ~~that any pledge, assignment or hypothecation of net revenues under paragraph (E) shall be~~  
168 ~~complied with before making such credits.~~

169 (E) ~~If it shall reasonably appear to said the board of public works commissioners at any time that~~  
170 ~~the receipts from said the existing municipal parking lots or garages are in excess of the amounts~~  
171 ~~required for the purposes enumerated in the preceding paragraph, and that the acquisition of~~  
172 ~~further lots or garages is not required, they shall cause rates and charges for the use of said lots~~  
173 ~~and garages, or some of them, to be reduced.~~

174 (F) ~~If the board of public works commissioners, Subject pursuant to the provisions of paragraph~~  
175 ~~(C) of this subdivision, has recommended the acquisition or construction of a new parking lot or~~  
176 ~~garage, the city council may from time to time pledge, assign or otherwise hypothecate the net~~  
177 ~~revenues from said lots or garages, after the payment of operating expenses, and may mortgage any~~  
178 ~~part or all of said lots or garages, including personal property located therein, to secure the~~  
179 ~~payment of the cost of purchasing, acquiring, leasing, altering, improving, extending, adding to,~~

180 *constructing or reconstructing said lots or garages, but the city council shall not pledge the credit*  
181 *of the city for any of said purposes except in accordance with the provisions of section 62 of this*  
182 *Charter?”*

183  
184 AND, BE IT FURTHER RESOLVED that in accordance with 17 V.S.A. Sec. 2645, public hearings on  
185 the above-proposed amendment of the Burlington City Charter shall be held on Monday, September 19, 2016  
186 at 5:00 p.m. and on Monday, September 26, 2016 at 7:00 p.m. in Contois Auditorium, City Hall, Burlington,  
187 Vermont.

188  
189 \* Material underlined added.

190 \*\*Material stricken out deleted.

# WHY DO WE NEED A WATER BOND NOW?

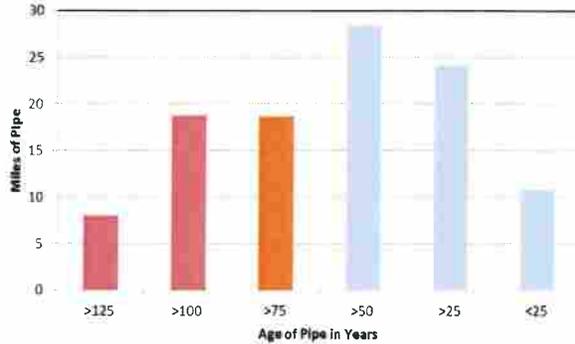
## ENHANCED WATER DISTRIBUTION SYSTEM CAPITAL FUNDING IS NEEDED TO SUPPORT SUSTAINABLE ROAD SURFACE INVESTMENTS PROPOSED AS PART OF THE GENERAL OBLIGATION BOND AND SUSTAINABLE WATER SYSTEM REINVESTMENT

The system of water mains or pipes (distribution system) that delivers water from our water treatment plant to Burlington properties is very old and our current capital funding is not sufficient to address our near term (next 25 years) infrastructure deficit.

- The useful life of metal water pipes is 75-100 years depending on installation and soil conditions.
- An estimated 42% of our public water pipes are older than 75 years old, with almost 25% over 100
- To get on an average 88 year replacement schedule, we need to be spending ~\$2.3 M annually for the next 25 years
- FY 17 proposed distribution capital is \$1.262K total (including \$362K of Council Authorized Bonding)
- Not having sufficient funding means more instances of discolored water, reductions in fire protection flow and service disruptions due to main breaks which also impact our road surface system.



**Water Main Length vs Age**



Water main breaks and their resultant patches reduce the longevity of our pavement investment. Water pipes typically break due to a combination of age, corrosion, soil movement and pressure fluctuations—but the vibrations from paving machinery can also exacerbate weaknesses in the system. It is thus important that we renew any subsurface water main infrastructure with a higher consequence and risk of failure (criticality) BEFORE paving occurs to reduce the likelihood of breaks.



### Examples of Streets with Water Main Breaks after Paving (since 2009)

- ◆ Howard
- ◆ Pine
- ◆ Scarff
- ◆ S. Champlain
- ◆ Industrial
- ◆ S. Prospect
- ◆ St. Louis
- ◆ St. Paul
- ◆ Henry
- ◆ Brookes
- ◆ Hayward
- ◆ College

The proposed borrowing for the November 2016 Revenue Bond vote provides for sufficient funding to address critical water main infrastructure on the FY18-FY21 paving program streets BEFORE the streets are paved (FY17-FY20) as well as to be able to renew critical water mains on our 30 year capital plan thereby beginning to reduce our infrastructure deficit. This funding will allow for both open trench water line replacement for certain streets and trenchless relining of eligible streets.



DRAFT – FOR DISCUSSION

*An Infrastructure Plan for a Sustainable City  
Stewarding & Strengthening Burlington's Foundation  
for Future Generations*



Updated September 9, 2016

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## I. Executive Summary: An Infrastructure Plan for a Sustainable City

### Purpose and Vision

The foundation of a vibrant city life rests on well-maintained capital infrastructure. Quality of life, public safety, commerce, 21<sup>st</sup> century transportation systems, and tourism depend to a great degree on the proper care and functioning of a city's streets, sidewalks, park network, parking facilities, fire suppression capacity, and water / wastewater / stormwater systems. Water main breaks, deteriorated sidewalks, old fire trucks, and neglected parks are not just inconveniences – they impact businesses' bottom line, erode people's ability to enjoy the city's open space, and hinder economic development.

Stewarding these assets is one of a municipality's core responsibilities and one of its greatest opportunities. This white paper summarizes Burlington's comprehensive capital planning effort and lays out an affordable, multi-pronged plan of action and reinvestment that will address areas of chronic underinvestment and prospects for important modernization in a cost-effective way. The plan will ensure a City where current and future generations can move easily across the City on foot, by stroller, or in a wheelchair along sidewalks or 21<sup>st</sup> century streets, where businesses can depend on the water system and easy public access to help facilitate commerce, where City parks are well maintained, where our Bike Path is restored and strengthened, where City Hall Park is rebuilt to better accommodate our wonderful Farmers' Market and new community events and increase park usage by the public, and where we have made necessary investments in our fire trucks and other City vehicles to maintain a high level of public safety for our community.

### Our Infrastructure Challenge

Over the past two years, the City of Burlington has conducted an evaluation of its infrastructure – including independent professional assessments of our sidewalks, facilities, and garages and detailed projection of our capital needs in every City department. While the City has existing sources for most of the capital investment that it will need to make over the next decade, we have to identify approximately \$42M in new revenue for the next five years, and \$70.7M in the next ten years in order to address eleven areas of current underinvestment that will cost taxpayers more money the longer they are left unaddressed:

- **Bike Path:** This much-loved recreation and transportation corridor along the lake generates millions of dollars in economic activity for the City every year, yet in many areas is in poor and deteriorating condition and does not meet modern standards.
- **Sidewalks:** 16 percent of our sidewalk system is in serious to failed condition based on an empirical assessment across the City conducted by a specialized firm.
- **Streets:** Burlington should have well-functioning 21<sup>st</sup> century streets, yet we repair streets on a 40-year cycle despite the fact that streets require road surface redevelopment after 15 to 25 years. As a result, 23 percent of our streets are currently in a poor or failed condition and we are falling further behind every year.
- **Fire Engines:** Five of our six fire vehicles are nearing the end of their service life, and responsibly replacing these necessary vehicles carries a substantial cost.
- **City Hall Park:** This central park, meant to represent our City's park system, is poorly lit and underutilized much of the time. The park needs updating to be welcoming, well-used by people

of all ages, and properly accommodate current uses, such as the popular and successful Farmers' Market.

- **Park System:** While the City has successfully completed over 100 park improvement projects across the community in the last four years, the park system struggles with deferred court replacements, stormwater management issues, and outdated public restroom and playground facilities.
- **Water Mains:** An estimated 42 percent of our water mains are older than 75 years old, and thus at or near the end of their useful life. All aspects of our water system (the distribution system, including our storage reservoirs, and the water plant) need on-going investment to make sure we can continue to produce and supply high quality water and sufficient flow for fire protection throughout the City and avoid costly reactive maintenance and water main breaks.
- **Sewer Mains and Wastewater Plants:** Many of the pipes for sanitary, storm or combined sewer main infrastructure are beyond their useful life and need repair or replacement. The City's three wastewater treatment plants are also in need of addressing deferred and ongoing maintenance.
- **IT infrastructure:** As we modernize the City's existing IT infrastructure to implement measures intended to make City data more transparent and City processes like permit applications more efficient, updates to existing infrastructure and security protocols are necessary to keep our IT system secure and properly functioning.
- **Garages:** An independent assessment of the City's three garages determined over \$9 million of capital repairs are needed to keep the aging facilities open and safe in the years to come.
- **Deferred Facility Maintenance:** The City faces substantial deferred maintenance on several facilities, including City Hall, the Miller Center, Leddy Park Arena, and other civic buildings that when addressed should result in increased energy efficiency, better space utilization, and a reduced need for unanticipated (and potentially expensive) reactive repairs.

**This paper details a total unmet need over the next decade for the proper stewardship of our City General Fund assets of approximately \$70 million and lays out a detailed plan for fully meeting this challenge.**

### **The Way Forward**

*To address this unmet need, the City will 1) make approximately \$42 million of General Fund infrastructure investments in the next five fiscal years along with the proposed water system improvements outlined below, and then 2) increase its baseline annual investment in the following years to ensure the higher quality infrastructure is maintained and the current backlog of deferred investment does not build up again.*

To make this needed investment affordable, the City will use a number of simultaneous strategies, including:

- **Long-term planning:** For the first time in many years, the City now has a comprehensive 10-year capital plan. This planning tool enables strategic decision-making with a multi-year perspective that can help avoid dramatic impact on property taxpayers, improve coordination

of related investments (i.e. replacing water lines when streets are dug up for repaving), and identify structural funding deficiencies that can be addressed with appropriate planning over multiple years. Further, a key component of long-term asset stewardship that the City is actively pursuing is developing an asset management program that sets levels of service and provides metrics so that the City can make the best decisions possible when allocating its scarce capital resources.

- **Focus on preventative maintenance:** The City has prioritized a new and logical effort around preventative maintenance, including, a systematic approach to sealing cracks and micro-surfacing on City streets, shaving down cement sidewalks to eliminate displacement, and relining old water mains beneath streets prior to repaving. Those strategies are expected to extend the effective life of our streets and sidewalks substantially, reducing taxpayer costs.
- **Prudent financial management:** As a result of recent credit rating upgrades and refinancing the City is well-positioned to take on new long-term debt. In the last year the City refinanced existing debt to save \$130,000 on annual debt payments, and the combination of historically low interest rates and a restored “A” credit rating should allow the City to secure favorable long-term debt terms. Further, energy efficiency measures implemented over the last two years are generating \$75,000 a year in savings now and are projected to save taxpayers nearly \$1 million over the life of the 10-year capital plan. In future years, the City will retire debt and use some limited interest-only borrowing options to minimize increases in capital-related debt service payments, reducing annual debt service payments by hundreds of thousands of dollars and helping to keep the impact of the plan on property tax payers low.
- **Generate new non-property tax revenue sources for capital financing:** Over the last two years the City has reformed its parking system, positioning the Traffic Fund to contribute \$250,000 toward the City’s capital needs in FY17. The City also is pursuing new philanthropic fundraising efforts that are projected to contribute approximately \$2 million to the infrastructure effort.
- **Secure commitments from the University of Vermont and Champlain College:** The City has been in discussions with the institutions about a contribution to the City’s capital needs that starting in FY18 would provide approximately \$1 million a year of new revenues for infrastructure.
- **Coordinate with the School District to identify new saving opportunities:** The City and School District both have capital needs and are seeking to work collaboratively to limit the impact of those costs on the community. Working together, the City and School District are seeking to identify up to \$2 million of savings that could be realized through better coordination of existing assets. This includes, for example, a collaborative approach to managing and using School and City park space or the more efficient use of City and School facilities to accommodate existing needs while reducing costs.
- **Secure new revenue from visitors to Burlington:** The plan will be funded in part by an additional two percent of gross receipts tax on alcohol and rooms starting during FY17. More than two-thirds of the gross receipts tax is expected to be paid by visitors to Burlington and will produce approximately \$2 million a year for infrastructure projects that generate economic development – such as the revitalization and enhancement of the Bike Path and City Hall Park.

- **In sum, approximately \$15 million in new, non-property tax revenue will be generated for the needed capital infusion over the next five years. The balance will be paid by an infrastructure bond of approximately \$27.5 million.** The bond would be structured and drawn down in such a way that the total added cost to the average residential taxpayer of the new bonding would not exceed \$10/month over the next five years, and would be limited to approximately \$10/month in the peak cost years of 2025 and later. For that amount, City taxpayers would see a rebuilt City Hall Park, enhanced Bike Path, new fire engines, a dramatically improved and sustainable street and sidewalk system, important facility renovations, necessary investments in City IT systems, and more. Completing this work now – with low interest rates, the City in a financially strong position, and before the infrastructure deteriorates further – will save taxpayers money as well.

#### **Conclusion:**

The balance of this white paper describes in detail the status of every major element of the City's infrastructure and provides greater discussion of each funding strategy.

Over the months ahead we have an opportunity to take a number of key actions to see this plan implemented, setting us on a course to dramatically improve our core infrastructure within five years, and then sustainably maintain it at a high level thereafter. Unlike decades past, no windfall of help is likely to come from the state or federal government. It is incumbent on us to act at the local level to properly steward the City's infrastructure and leave our children a City worthy of Burlington's proud history.

## **II. Background: Continuation of Effort to Responsibly Steward the City's Resources**

The infrastructure plan outlined in this white paper is a continuation of the multi-year focus on responsible stewardship of the City's resources and the product of two years of sustained due diligence across City government. It also marks a transition of sorts: Having addressed the urgent financial challenge the City faced in 2012, the Administration is seeking to proactively address our growing infrastructure needs and in a way that will ultimately reduce the total burden asked of the City's taxpayers.

### **Focus on Responsible Stewardship of the City Resources**

In 2012, the City's credit rating was downgraded three steps from A3 to Baa3, the edge of junk bond status. The Administration, City Council, and voters responded to this adversity and have successfully addressed our most acute financial issues. Improved management of our enterprises, voter approval of the Fiscal Stability Bond, and the creation and resourcing of a new fund balance policy has addressed the City's dangerous liquidity challenge. The City settled an uncertain \$33.5-plus million Citibank lawsuit on terms favorable to the City and taxpayers, eliminating a cloud of financial uncertainty that had hung over Burlington for five years. Improved financial controls have steadily improved our annual audits, reducing the number of management letter deficiencies from 27 in 2012 to four in 2015. As a result of this work on many fronts, the City, the Burlington International Airport, and Burlington Electric Department have all been upgraded over the last two years, and the City's A credit rating has been restored. In fact, the success of this effort has led to modest decreases in the municipal tax rate each of the last two years – a trend that stands in stark contrast to the trajectory of many Vermont municipalities.

With the most acute financial issues addressed, the Administration has turned our focus increasingly to addressing long-term financial challenges that continue to pose a risk to taxpayers and detract from residents' quality of life and the economic vibrancy of the City. The infrastructure challenge is the last major element of this effort to restore responsible stewardship to the City's financial resources to affordably modernize and maintain our community's physical infrastructure in the years to come to benefit all of our residents. Stewardship is a coordinated effort of the Capital Plan with an asset management plan to ensure there is a clear strategy to maintaining our infrastructure in a sustainable manner.

### **Two Years of Due Diligence**

This infrastructure effort began with Mayor Weinberger's 2014 State of the City declaration:

*"Overall, our infrastructure continues to degrade at a faster rate than we reinvest, and there is no comprehensive, coordinated plan for properly caring for the community assets we have inherited. I have directed the Chief Administrative Officer to lead an effort to craft an affordable and comprehensive 10-year capital plan for presentation to the City Council for approval no later than Town Meeting Day 2015. This plan will include responsible investments in our roads, sidewalks, municipal buildings and parking garages, our water, sewer, and stormwater system, the bike path, parks, and our schools. The plan also will include better management of our fleet of over 250 vehicles to reduce maintenance and fuel costs, as well as capital costs. I see this plan as a key document for ensuring that we make good on our responsibility to leave the City in better shape than it was when we started."*

In the two years since Mayor Weinberger's remarks, the City has commissioned engineering studies of our garages, buildings, streets, sidewalks, and bike path. A draft 10-year capital plan has been reviewed by the City Council and the relevant City Boards and Commissions with a stake in the City's capital planning. The Burlington School District is now also fully engaged in an evaluation of

their capital assets and projections of future needs that mirrors the effort the City has undertaken, and initial indications of the results of that planning are expected in the months ahead. Further, the City Administration and the School District have begun coordinating their efforts to take advantage of creative opportunities to save money on shared infrastructure needs. Additional planning documents that form the basis of this initiative include the 2011 Burlington Bike Path Task Force Report, 2011 Transportation Plan, 2014 PlanBTV Downtown & Waterfront, 2015 Burlington Parks, Recreation & Waterfront Master Plan, and the ongoing development of the City's Walk-Bike Master Plan and Great Streets request for proposals.

The Administration's work on this effort has been led by the Mayor, with day-to-day responsibility for management of the effort delegated to the Chief Administrative Officer overseeing a working group that has included the Public Works Director, Parks, Recreation & Waterfront Director, City Engineer, Assistant Director – Water Resources and the Capital Improvement Program Manager. In addition the Community & Economic Development Office (CEDO) Director, Planning & Zoning Director, Burlington City Arts Director, City Attorney's Office, additional City Staff, and numerous consultants have contributed significantly to this plan.

The Neighborhood Planning Assemblies (NPAs) have been briefed and provided input on elements of the emerging infrastructure plan over the past two years. The Administration plans to re-engage the City Council, relevant City Boards and Commissions, and NPAs, and reach out to many other community groups during the finalization and implementation of this plan over the course of 2016.

This effort has already produced results, without any impact on City taxpayers. With a heightened organizational focus on infrastructure investment and the benefit of the planning tool that is the 10-year capital plan, existing resources have been deployed in a focused and strategic manner that has already dramatically increased our investments in parks, City buildings, and sidewalks in the last two fiscal years without impacting taxpayers (and, in fact, supported two consecutive budgets with modest reductions in the municipal tax rate). After greatly improving their financial positions over the last four years, the City's water and sewer enterprise funds have also increased their capital reinvestment, and major renovations of our three downtown garages are underway that will improve the lifespan, safety, and quality of experience for users parking in the downtown.

**These two years of careful planning and analytical work have provided a strong empirical basis for moving forward and making additional strategic investments now to implement the next and critical phase of this effort in a way that will address an unavoidable challenge proactively, save taxpayers money over time, and improve the quality of life in the City for generations to come.**

### III. Guiding Principles of Infrastructure Plan

This action plan has been shaped by the following principles:

- Stewardship of public infrastructure is a core responsibility of municipal government that drives quality of life, equity, economic development, public safety, and highest value of public investment.
- Strategic investments reflecting a comprehensive plan should be able to save taxpayers money over time, rather than investments made reactively in the face of an immediate need.
- Residents, businesses, visitors, and institutions all benefit from high quality public infrastructure, and all should contribute to its construction, maintenance, and improvement.
- Preventative maintenance and coordinated investments between different asset classes are critical for efficient use of public dollars and for improving infrastructure quality (i.e., it is generally most efficient to replace subsurface water and sewer pipes when a street is being repaved – not a year after a street has been paved).
- Municipal and school district capital investments should be coordinated both to promote efficiencies and shared-use facilities and to moderate and minimize the impact on Burlington property taxpayers of needed capital investments.
- Use the opportunity provided by the ten-year capital plan horizon to thoughtfully and methodically address the structural underfunding of core assets in a way that reduces projected taxpayer costs.
- Given the significant ongoing capital investments required to maintain City assets individually, and more significantly the collective asset list, the City will relook at the current capital asset portfolio to evaluate if all truly meet the requirement of qualifying as essential public infrastructure. For any assets that don't meet that criteria, the City will develop plans that could include selling these assets, or leasing them out to private sector operators who would be responsible for daily operations and capital maintenance. This would allow the City to invest available staff resources into the projects which are most essential
- After exhausting efforts to maximize existing resources and seek other revenue sources, it is reasonable to consider bonding for some of the necessary investment for several reasons:
  - It is fair and equitable to pay for long-term assets over the course of their functional life;
  - Like the use of long-term mortgages to finance household acquisitions and improvements, bonding has traditionally been employed by municipalities to financing long-term assets;
  - Burlington has considerable untapped debt capacity by objective standards and the plan proposed here will keep the City well within its debt capacity limits; and
  - Long-term debt interest rates remain at historic lows.
- Any consideration of new bonding should be as limited as possible to respect the substantial property taxes paid by City residents and to minimize the cost of future interest payments.
- Any new bonding should be explained alongside sustained efforts to offset or even reduce City taxpayers' burden.

#### **IV. Summary of Plan by Major Asset Type**

This section articulates the status and proposed future actions for General Fund, Water Resources and Traffic asset category that the City is responsible for maintaining.

In addition, the review of different City asset classes led the City Administration to the conclusion that Memorial Auditorium was an asset the City could no longer afford to maintain – with substantial deferred maintenance of that facility since the early 1990s, the City is looking instead to partner with the University of Vermont and produce a joint RFP that would allow for a private operator to update Memorial to accommodate UVM hockey and basketball games, other civic events, and concerts, conferences, and community gatherings. The decision not to reinvest in Memorial Auditorium as part of the capital plan will save the City about \$14 million.

#### **City Fleet**

##### *Current Status:*

- Numerous vehicles within the fleet are at or near their end of life. Fire trucks and some Public Works vehicles take six months to a year from ordering to delivery.
- Public Works fleet has 11 plow trucks with the oldest purchased in 1998. Four are more than 10 years old (the average life for a plow truck).
- Having an older fleet adds operational costs through higher levels of maintenance, labor, and parts.

##### *Proposed Action Under 10-Year Capital Plan:*

- The goal of all vehicle purchases in the future is to minimize operational maintenance costs and increase the trade-in value of the vehicles.
- Five of the City's six fire vehicles will be replaced through capital infusion between 2017 – 2021.
- The last purchase of fire trucks occurred in 2008, and the majority were purchased in 2003 or earlier. The capital plan includes replacement of fire trucks on a 12-year life cycle and ambulances on a 6 year life cycle.
- This will allow for lower costs in operational maintenance and higher trade-in values to offset the cost of the new vehicles.
- Police have their vehicles on a five-year rotation due to the high level of use and are budgeted to pay cash out of their operating budgets.
- Public Works vehicles are scheduled on a 10-year life cycle, although with good maintenance the life may be extended to 15 years. The strategy will be to utilize master leases of 4-5 years in the short term to catch up on deferred purchases allowing for outright purchases when replacement is scheduled in 10 years.

#### **Facilities**

##### *Current Status:*

- From the assessments completed in 2014, there is a large volume of deferred maintenance causing a larger capital need. Addressing the need in the near future will allow for lower operational costs.
- There is significant labor spent on reactive work rather than being able to schedule maintenance and be more efficient with our labor force.

##### *Proposed Action Under 10-Year Capital Plan:*

- All major deferred maintenance identified in the 2014 building needs assessments – approximately \$10 million in projects – is budgeted to be completed by 2021 without expanding the City’s customary annual facilities bonding of \$2 million a year.
- Facilities with the greatest need will be renovated as completely as possible to create a more predictable building need. Fletcher Free Library and Fire Station #1 are examples of buildings already renovated as part of the City’s increased focus on capital needs that have immediately saved operational dollars and maintenance labor.
- As noted above, the City is also seeking to divest itself from the continued operation and maintenance of Memorial Auditorium, given the \$3 to \$4 million in known needs to keep the building open in its current underutilized state.
- The City will continue to implement energy efficiency projects in collaboration with BED to utilize on-line billing and minimize capital outlay while saving dollars on utilities. We are currently saving over \$75,000 a year as a result of projects in recent years, and this figure is expected to continue to grow modestly and reach six-figure annual savings by approximately 2023.
- Adding continuous preventive maintenance on the buildings will extend the life of the equipment, lowering our capital need in the longer term.
  - The City added an electrician this past year who is attending to many deferred electrical projects, saving more than the cost of the position in the first year. Additional maintenance capacity has been approved in the FY17 budget.
  - Where in house staff cannot address the preventive maintenance needs, RFPs and contracts are being developed to ensure the assets of the City are maintained.
  - An Asset Management Plan is in process to make sure there is a method long-term to capture the needs of the City’s assets.

## **Sidewalks**

### *Current Status:*

- A 2014 inventory of the City’s 130 miles of sidewalks conducted by Sally Swanson Architects, Inc. found that 16 percent of the City’s sidewalks were in serious to failed condition. The sidewalks are graded on a scale of seven criteria with serious and failed the lowest two on the scale.
- The City has an existing sidewalk property tax that generates approximately \$515,000 a year in revenues, enough to replace less than 1 percent of the sidewalk network per year. Given that the average sidewalk lifespan is 40 years or less, continuing to invest on this 100-year replacement cycle will result in further degradation of the existing system.
- In FY’15, FY’16 and FY’17, the Capital Plan has supplemented the \$515,000 of base funding with an additional \$700,000 per year.
- The City has identified approximately seven miles of streets without any sidewalks that would be improved by adding a sidewalk on at least one side of all accepted streets.

### *Proposed Action Under 10-Year Capital Plan:*

- For the years 2017 through 2021 the plan contemplates investing approximately \$2 million per year in the sidewalk system with the goal of correcting the 16 percent of the system (21 miles) that is currently in a serious to failed condition.
- During the years 2021 through 2026 the plan proposes a base of \$1.5 million a year with a 3 percent escalator, the amount necessary to achieve a 40-year replacement cycle.
- This investment will address all of the sidewalks currently categorized as serious or failed within five years, and have addressed all of the poor to failed segments in approximately 15 years.

- The City will continue to budget \$100,000 a year of local funds for sidewalk expansion projects and vigorously pursue state and federal funding (over the last decade Burlington has successfully implemented six sidewalk enhancement projects funded largely by state and federal funds).
- The City in FY16 successfully piloted a new preventive maintenance process utilizing diamond cutting of vertically displaced sidewalk panels to maintain the functional lifespan of sidewalk segments. It is anticipated that this technique will help the City achieve a higher level of service in our sidewalk network over the projected 40-year lifespan by minimizing the costs to address the safety and short run repairs that tend to be related to the vertical displacement of sidewalk slabs.

## **Streets**

### *Current Status:*

- Mayor Kiss and his Administration identified the need to increase investment in the City streets, supporting an effort approved by voters in November 2008 to bond \$5.5 million for additional street work.
- As part of the evaluation of City streets following that infusion, the City has implemented a Pavement Maintenance Management System entitled MicroPaver, which uses inspection data and a pavement condition index (PCI) rating from zero (failed) to 100 (excellent) to consistently describe a pavement's condition and predict its maintenance and repair needs many years into the future.
  - The City inspected and inventoried the 95 centerline miles of roads in the last two years to ensure our inspection records are accurate and up to date with their assessment.
  - The computer model provides City staff information as to which streets will likely require repair a number of years into the future. As you look further into the future, the model becomes less accurate, however, it has been proven to be a useful tool to inform and coordinate subterranean utility capital reinvestment.
- The City has an existing street property tax that generates approximately \$1,500,000 a year in revenues, enough to replace approximately 2.5 percent of the road network per year. Given that the average road lifespan is between 15-25 years depending on usage, the current replacement cycle is about 40 years. It is anticipated to result in further degradation of the existing system.
- The City initiated a pavement preservation program in 2016 with crack sealing on several of the major arterial roads. This measure will protect the pavement against deterioration and thereby extend its service life, ultimately reducing annual maintenance costs by using more cost-effective preservation techniques.

### *Proposed Action Under 10-Year Capital Plan:*

- The plan proposes an annual investment in the program of approximately \$2.3 million dollars from 2017 to 2021 into street paving related work.
- The program goal is to focus on 23 percent of the poor to failed streets within the City that require full depth rehabilitation to restore the street subbase and pavement.
  - Streets that currently fall within the poor to failed categories are not candidates for any alternative maintenance or preservation treatments that could extend the life of the pavement. Therefore it is important to redevelop these streets to a new condition to allow for these maintenance techniques to be used in the future.
- In years 2022 and beyond the paving program will be adjusted to an annual adjusted base of \$1.55 million with additional funding for preventative maintenance and curbs. The goal is to maintain an average pavement condition of "good" (PCI above 72) for the entire network.

- The City is working closely with all of its Departments to plan and coordinate work. It is vital to address failing underground infrastructure prior to redeveloping the street surface under both the near-term additional funding as well as the long-term program investment.
  - Coordinating work with subsurface utilities maximizes the cost efficiencies of combining work, shortens total construction of all work types, and results in higher quality street and infrastructure investment.
  - Coordinating work also reduces the risk to the new street investment of future utility work that will result in cuts, excavations, and repairs that reduce the service life of a street.
- An enhanced pavement preservation investment of \$200,000 annually towards pavement life extending practices will complement the enhanced investment into the pavement replacement program.
  - The program will focus on streets where the condition of the street is still in excellent-good condition and maintaining that status through preservation treatments.
  - Pavement preservation techniques such as crack sealing, fog sealing, and microsurfacing are low cost treatments that add four to eight years or more of service life to pavement depending on the treatment used for a single application.
  - This allocation towards pavement preservation paired with the reinvestment will help to ensure the long-term success of a sustainable 40 year pavement management program.
- The Capital Plan will introduce a dedicated allocation toward curb construction and replacement. The initial investment in the first five years will total \$2.5 million from 2017 through 2021.
  - Curbing will have multiple benefits to the City with added pedestrian safety, greenbelt preservation, and better stormwater management.
  - The allocation towards curb work will then be adjusted to a base of \$1 million starting in 2022 with a 3 percent annual escalator.
  - The goal of the program is to initially address some of the serious deficiencies that exist throughout the City with our curb infrastructure within the first four years. Subsequent years curb work will focus on leading ahead of the paving program to curb streets scheduled for paving. The target replacement cycle for curbs under this program is 50 years.
- The 10-Year Capital Plan has allocated approximately \$3.5 million to address the long-term deferred maintenance of the City owned/shared bridges and culverts. These funds paired with grant opportunities from State programs and adjacent municipalities will allow for necessary repairs to the structures to ensure the remaining service life is achieved.

## **IT Infrastructure**

### *Current Status:*

The City's spending on IT needs for Departments funded from the General Fund has not kept pace with our operational demands or the changing technology landscape. Over the last five years, investments in our network infrastructure (e.g. servers, backup appliances) have totaled approximately \$150,000. We currently find ourselves with gaps in our infrastructure and capabilities that will prevent us from maintaining, improving, and expanding the services and capabilities we provide to residents.

- The pace of the creation and use of data continues to increase, and the tools we use to capture and store that data are at capacity, no longer adequately support our current work, and do not allow for growth.

- There are increasing threats to the security of networks and data, and there are many steps we could take to better protect our assets.
- There are limited disaster recovery capabilities in place that would enable us to quickly be operational in the event of a disaster.
- Employee computers have not always been replaced on a standard schedule, resulting in inefficient work as well as security vulnerabilities.
- There are many untapped opportunities to automate existing work; the lack of using technology leads to relying on manual processes and significant inefficiencies.
- The City does not provide many capabilities to allow the community to obtain services or engage online.

*Proposed Action Under 10-Year Capital Plan:*

The plan proposes investing an average amount of \$363,000 per year to be allocated for technology capital expenses for FY 2017-2021 for a total investment of about \$1.4 million. If approved, the funds will help address the challenges identified above and enable the City to take advantage of future opportunities. Investments will be made toward the following activities:

- Invest approximately \$45,000 in tools and services that will help to protect the security and integrity of our network and data, and an additional \$50,000 to develop and maintain disaster recovery capabilities.
- Invest \$150,000 in infrastructure over the next four years (local hardware and cloud-based) beyond our traditional investment to replace existing hardware past its useful life that is necessary to expand the capacity of services we provide to staff and the public.
- Purchase and implement tools that will allow City Departments to work more efficiently and collaboratively, and to deliver improved services. This includes:
  - \$225,000 for software, which includes purchase and implementation of a computerized maintenance management system (CMMS) in FY17 to support renewed efforts across Departments to more proactively and efficiently maintain City assets and upgrades to permitting software.
  - \$100,000 to advance the capabilities of the Burlington Fire Department over the next four years.
  - Approximately \$75,000 in new hardware over the next four years to enable employees to work more efficiently and effectively by performing their work from the field.
- Continue recently implemented efforts to replace employee computers every four years to enable efficient work and to protect network security, and to purchase computers for new employees, estimated at \$130,000 per year.

**Bike Path**

*Current Status:*

- In 2012 the Bike Task Force, commissioned by the City Council, completed the Burlington Bike Path Improvement Feasibility Study. Its purpose was to identify significant issues so that the path remains a safe corridor, attracts visitors to the City, and enhances quality of life.
- An intersection scoping study finalized in 2014 evaluated at grade crossings across the City to identify short-term safety improvements and long-term design changes.
- The City conducted preliminary engineering and conceptual design work beginning in 2013 to begin the path's rehabilitation and to address issues raised by the Feasibility and Scoping Study.
- In 2014 rehabilitation of the path began in Waterfront Park as part of the Tax Increment Financing (TIF) investment. The first phase of construction from Perkins Pier to the Urban Reserve was completed in the winter of 2015.

- In 2016, path rehabilitation and realignment is taking place from the Urban Reserve through to North Beach.
- The current path generates over \$4 million in economic activity annually.

*Proposed Action Under 10-Year Capital Plan:*

- After spending \$3.5M in FY15 and FY16, the entire eight mile path from Queen City Parkway to the Winooski River Bridge will be fully rehabilitated in the next five years.
  - 2017 – North Beach Bridge to Staniford - \$3.5M
  - 2018 – Staniford to Winooski River Bridge - \$3M
  - 2019 – Queen City Parkway to Oakledge Park - \$3M
  - 2020 – Oakledge to Perkins Pier - \$3M
  - 2021 – Oakledge to Perkins Pier Finish - \$500K
  - 2022 – final touches to bike path - \$500K
- Estimated project budget is \$17 million.
- To date over \$3.5 million has been secured through City resources (TIF, BPRW Capital and CIP) with an additional nearly \$1 million raised through private philanthropy by the Parks Foundation of Burlington.
- Approximately \$12.5 million is needed to complete the project as envisioned.

**City Hall Park**

*Current Status:*

- A 2011 study commissioned by Burlington City Arts and the Burlington Business Association found that the park was negatively impacted by its current design. Problems identified included stormwater, fountain functionality, age and location of trees and pathways.
- In the years since the report, the Parks, Recreation & Waterfront Department has mitigated these issues through intense efforts at erosion control and planting of new grass, and BCA and the Police Department have made numerous attempts at improving conditions in the park through programming and different policing strategies. While these efforts have provided temporary relief, they have not fundamentally altered the conditions found in the study.
- In 2014 after an extended public planning process, the City Council unanimously approved a resolution endorsing a conceptual plan for a rebuilt City Hall Park.
- In early 2015 the City, through the Parks Foundation of Burlington, received a \$1,000,000 philanthropic contribution towards the rebuilding of the park from Antonio and Rita Pomerleau.
- In early 2016 a contribution of \$30,000 was received through a grant from Northfield Savings Bank.
- The City is currently underway with a consultant to complete the design and engineering of a renovated park.

*Proposed Action Under 10-Year Capital Plan:*

- Beyond investing approximately \$1,000,000 in anticipated total private contributions, the plan includes \$2 million for completing the renovation during the summer of 2017.

**Street Trees**

*Current Status:*

- The City has over 8,500 individual street trees.
- Trees in the downtown core of the City suffer from quantity and quality of soils. Expected lifespan of a downtown tree is approximately 10-15 years, while trees in other parts of the City can last over 30-50 years.

- Biggest barrier to improving tree infrastructure is cost of improving streets and sidewalks.
- Through greenbelt capital funding, trees are planted and maintained across the City on a regular basis, with over 200 trees planted in 2015.
  - The City's Climate Action Plan calls for planting over 500 trees annually between public and private property.

*Proposed Action Under 10-Year Capital Plan:*

- With increased funding for sidewalks and streets, integrated planning can accomplish improvements to soil quality, quantity and structures to support future growth.
  - Approximately 200 trees need to be replaced in the downtown over the next 10 years.
    - Increased capital funding allows current resources to be focused on planting in greenbelts, parks, and riparian areas to achieve increased canopy coverage.
    - Downtown trees play a specific green infrastructure role in managing stormwater, a much less costly solution than improvements to grey infrastructure improvements.
    - Additional tree replacements and new tree planting opportunities (50-75) can be created through new coordinated development in the plan (i.e. Burlington Town Center, Imagine City Hall Park)
  - Trees with suspended pavement and proper soil volume can live up to 50 years, making the initial investment pay off.
    - <http://www.deeproot.com/silvapdfs/resources/articles/LifecycleCostAnalysis.pdf>
    - Current trees need to be replaced three times over the same 50 year period.
    - If the trees reach maturity, an ROI can be over \$25,000 per tree over this period.
    - Benefits include stormwater retention, air quality, energy conservation, increased property values and business performance. These all factor into the ROI and have real quantitative value, as well as qualitative benefit.
- The Great Streets initiative will significantly improve standards for future improvements to tree infrastructure.
  - Approximately 1,000 - 1500 cubic yards of soil is needed per tree for proper growth for large trees like elm and maple. 500-600 cubic yards are needed for smaller mature trees.
  - All downtown trees should have tree grates for protection and accessibility.
  - Vertical tree protection is needed for young trees to limit vandalism and damage from sidewalk plowing and other impacts.

**Water Infrastructure**

*Current Status:*

- Water initially developed a prioritized 30 Year Capital Reinvestment Plan in 2008 outlining the highest priority needs in all areas from the Treatment Plant, two Reservoirs, two Elevated Tanks, the 100-mile Distribution System and Metering. The greatest need at that time, and for the future, is the distribution system with needs in excess of \$35 million. While the 2008 plan did list streets in need of capacity upgrades or streets with a known history of breaks, the plan was not comprehensive in its evaluation of the entire distribution system and did not specifically outline a plan for replacement/rehabilitation based on the expected life cycle of our metal water pipes.
- Given that 42 percent of our pipes are older than 75 years, the water distribution system in particular is in need of additional investment – while at the same time investments in our Water

Treatment and Storage system must also be maintained at sufficient levels to ensure the City's ability to produce high quality drinking water.

- To complement the above analysis, a building envelope/facility conditions assessment was completed in late 2014.
- After many years of underfunding capital investments, FY16 was the first year of a more robust annual capital budget to date totaling \$1.5 million for efforts related to water distribution, building envelope, plant internal infrastructure and reservoirs. The FY16 rate increase (an increase of \$0.50/100 cu. ft. of use) along with retired debt added \$1 million to the Water Capital budget.
- The proposed budget for FY17 continues to improve the City's water system capital reinvestment ability through a small rate increase (\$0.05/100 cu. ft.) and \$382,000 in Council authorized borrowing to meet the minimum level of investment required to coordinate subsurface utility work with Champlain Parkway efforts. However, this infusion does not provide sufficient funding for replacement of water lines on streets on the regular paving program list, nor the proposed enhanced paving program documented above under the *Streets* section above.
- Replacement of water mains in the recent years has focused on coordinated investments that follow the Capital Street Plan.
- Efforts to develop a formal asset management plan and implement a computerized maintenance management system (CMMS) are underway to support decision making regarding maintenance activities and capital replacement.

*Proposed Action Under 10-Year Capital Plan:*

- Update the 30 Year Capital Reinvestment Plan to reflect the comprehensive needs of the drinking water system, including all needs at the drinking water plant (building envelope and production infrastructure), storage facilities, metering and distribution system. This enhanced plan will focus on estimating the condition of our pipes older than 75 years old and plan to mitigate this infrastructure deficit as quickly as financially feasible, while beginning to plan for the concurrent timely replacement of younger pipes as they reach their useful life. Where possible, this work will be coordinated with the street paving program, but it is possible that some pipes may need to be rehabilitated outside of the paving program work. Additionally it will integrate our building envelope/facility to ensure integrated financial planning.
- Develop a long term financial planning model for the Water utility for improved long term budget and rate planning. This model will be integrated with financial models for Wastewater and Stormwater to ensure that rate increases across the three utilities are coordinated in such a way to minimize impact to rate payers.
- Pursue additional potential sources of capital funding such as the State Drinking Water Revolving Loan Fund to maintain the necessary level of investments in the Water Capital Reinvestment Plan.
- Leverage new technologies like CIPP (cured-in-place-pipe) relining of water mains to increase their useful life, increase fire flow capabilities, improve water quality, decrease overall project costs and prevent traffic/pedestrian disruption resulting from open digging of City streets.
- Implement the necessary asset management strategies identified in the asset management plan and acquire and implement CMMS tools to support the long term stewardship of our water resource assets. The total estimated distribution (water main) capital need for Water to integrate water main rehabilitation with proposed street paving projects over the next five years (FY17-FY21) is approximately \$12.3 million. This need will be addressed through a combination of new revenues (including possible rate increases and use of cash reserve) and Council or voter-authorized borrowing of up to an additional \$8.4 million. Depending on the

results of the updated water capital plan and paving plans for FY22 and beyond, additional borrowing may be required in advance of FY22 to continue our paving related infrastructure renewal efforts and bring our average pipe age back to a more acceptable range.

- The total additional water process related capital unrelated to the paving program (e.g. water treatment plant and metering; does not include all building capital) for FY17- FY21 is currently estimated at \$2.6 million. At this time, no borrowing is proposed, but this estimated need will likely change with our updated capital plan, particularly regarding needs at the water treatment plant.
- As part of this capital implementation enhancement, Water Resources will need to evaluate staff resource needs in order to ensure successful implementation of these capital projects.

## **Wastewater/Stormwater Infrastructure**

### *Current Status:*

- Through an intensive inventory effort in 2011, the City has an up to date GIS inventory (location, type, size) of all sanitary, combined, and storm-sewer pipes.
- Whereas the City's CCTV based (pipe filming) condition assessment had been suspended for a number of years due to staff constraints and other demands, the City acquired in-house equipment for filming on an as-needed basis. Since 2015, pipe condition assessment has been prioritized for sewers on streets that are part of the paving program. At this point, there is not enough data to know the full picture of the condition of our sewer assets; however the City is launching a comprehensive Pipe Assessment Project in FY17 (see below under proposed action).
- Rehabilitation (trenchless pipe lining) of a select number of high priority sewer pipes sections has been occurring since 2012 in both the wastewater and stormwater systems. This activity has been coordinated to the maximum extent practicable with streets identified for paving in order to ensure our paving investment is protected. Average annual reinvestment in recent years for sewers has been approximately \$150,000 and \$75,000 for Wastewater and Stormwater respectively. Additional condition assessments are needed to understand the full scope of the sewer infrastructure need and the level of annual investment likely needs to increase to adequately address aging and structurally failing pipe (see Pipe Assessment Project).
- Inspections and initial conditions assessments have been completed for the City's stormwater outfalls. Of our 102 outfalls, approximately 10 percent are in a failed/near failure condition, with many more in poor condition.
- A draft report of the 20-year engineering evaluation and 10 year capital plan for Main, East and North Wastewater Treatment Plants, all 25 pump stations, and portions of the collection system has recently been completed and is under review (as of June 2016). Additionally, assessments of the building envelopes/facilities of the WWTPs were completed late 2014.
- Significant investment in combined sewer stormwater reductions (\$1.16 million) were made in 2010-2012 to reduce the frequency of combined sewer overflows (CSOs) at three combined sewer overflow outfalls. Additional work is necessary to abate CSOs at Pine Street, and possibly at other CSOs pending an update of the Vermont CSO policy.
- Localized separated stormwater management planning activities have either been completed or are underway (College Street Green Stormwater Infrastructure Plan, Centennial Brook Flow Restoration Plan, Englesby Brook Flow Restoration Plan). Additional City wide stormwater management planning is necessary to address our regulatory (Lake Champlain TMDL) as well as our local water resources issues (flooding etc.).
- The recent release of the Lake Champlain TMDL (Total Maximum Daily Load) will result in additional new (vs. reinvestment in existing capital) capital costs. Efforts are underway to

pursue Integrated Water Quality Management Planning to examine the most cost effective solutions to meeting the TMDL as well as other Clean Water Act obligations and local clean water priorities.

- Efforts to develop a formal asset management plan and implement a computerized maintenance management system (CMMS) are underway to support decision making regarding maintenance activities and capital replacement.

*Proposed Action Under 10-Year Capital Plan:*

- A prioritized 10 Year Capital Plan for the three treatment plants and 25 pump stations is in process through a 20 Year Engineering Evaluation for Wastewater. This will also include a recommended methodology for assessing the collection system.
- Borrow Clean Water State Revolving Fund (CWSRF) loan money to complete a Pipe Assessment and Rehabilitation project totaling approximately \$5.02 million. This effort will involve an expanded pipe filming and assessment effort to obtain a more comprehensive look at the condition of our wastewater and stormwater pipes and to develop a capital replacement plan for this asset class. Funds will then be used to rehabilitate (through trenchless lining) or replace as many pipes as possible based on that capital plan. The capital plan will also identify long term funding strategies to ensure that remaining pipe replacement needs are addressed in the years to come.
- Borrow CWSRF loan money (\$4.65 million) and Ecosystem Restoration Program grant funds (\$100K) to complete Integrated City-wide stormwater/wet-weather master planning, design and capital project implementation. This effort will involve a substantial detailed capital and programmatic planning effort to identify the specific stormwater management capital investments and other strategies that will be needed to ensure compliance with the Lake Champlain Total Maximum Daily Load (TMDL), as well as other water quality issues such as combined sewer overflows and basement back up issues, stormwater impaired watersheds etc. Later stages will involve the design and implementation of the highest priority water quality management capital projects. State policy on this topic is in flux, and it is possible that additional stormwater treatment, combined sewer mitigation, and possibly wastewater treatment plant upgrade funds will be necessary in the long term to fully comply with the requirements of the TMDL. Leverage CWSRF loan money for any equipment replacement/upgrades identified as part of the 20 year engineering evaluation and 10 year WWTP capital plan or process upgrades if required to meet the Lake Champlain TMDL.
- Develop a long term financial planning model for the Stormwater utility for improved long term budget and rate planning, and continue to advance the financial planning model developed in 2016 for Wastewater as more cost estimate data becomes available. These models will be integrated with financial models for Water to ensure that rate increases across the three utilities are coordinated in such a way to minimize impact to rate payers.
- Implement the necessary asset management strategies identified in the asset management plan and acquire and implement CMMS tools to support the long term stewardship of our water resource assets.
- The total estimated wastewater capital need in order to integrate sewer main rehabilitation with proposed street paving projects over the next 5 years (FY17-FY21) is approximately \$3.1 million. This need will be addressed through rate derived revenues (including possible rate increases and use of cash reserve) and approximately \$2.5 million of borrowing from the CWSRF. No additional bonding is proposed at this time for paving related wastewater infrastructure improvements. However, the pipe assessment project will inform the need for additional sewer main expenditures beyond FY19/FY20 and additional borrowing may be necessary at that point.

- The total additional wastewater capital unrelated to the street paving program (e.g. wastewater treatment plant including some building facility repair and pump stations) for FY17- FY21 is currently roughly estimated at \$4.3 million, without any upgrades that may be required as part of the Lake Champlain TMDL. Additional capital planning and Integrated Planning over FY17- FY19 will assist in determining what additional needs must be met due to existing infrastructure, TMDL and other Clean Water Act obligations. This planning effort will be coupled with a financial capacity analysis and strategy development for funding these improvements, including, but not limited to, rate increases, grants, smaller amounts of annual borrowing authorized by the Council (per the Charter), leveraging of additional CWSRF funding or future (larger scale) revenue bonds.
- The total estimated stormwater capital need in order to integrate storm sewer main rehabilitation and stormwater treatment with proposed street paving projects over the next five years (FY17-FY21) is approximately \$4.1 million. This need will be addressed through rate derived revenues (including possible rate increases and use of cash reserve) and approximately \$2.5 million of borrowing from the CWSRF. No additional bonding is proposed at this time for paving related stormwater infrastructure improvements. However, the pipe assessment project will inform the need for additional sewer main expenditures beyond FY19/FY20 and additional borrowing may be necessary at that point.
- Additional stormwater capital costs unrelated to the paving program (FY17-FY21) include an additional approximate \$1.1 million for stormwater outfall repair (currently proposed to be funded by rate revenue) and approximately \$2.1 million on Integrated Planning and initial phases of implementation of enhanced stormwater management retrofits (funded by CWSRF borrowing) related to our highest priority clean water obligations. Additional capital planning and Integrated Planning over FY17-FY19 will assist in determining what additional capital needs must be met due to existing infrastructure, the TMDL and other Clean Water Act obligations. This planning effort will be coupled with a financial capacity analysis and strategy development for funding these improvements, including, but not limited to, rate increases, grants, smaller amounts of annual borrowing authorized by the Council (per the Charter), leveraging of additional CWSRF funding or future larger scale revenue bonds.
- As part of this capital implementation enhancement, Water Resources will need to evaluate staff resource needs in order to ensure successful implementation of these capital projects.

<b>Water Resources FY17-21 Capital Needs</b>	<b>Water</b>	<b>Wastewater</b>	<b>Stormwater</b>	<b>Total</b>
<b>Related to Street Paving</b>	\$12,300,000	\$3,100,000	\$4,100,000	<b>\$15,700,000</b>
<b>Unrelated to Street Paving</b>	\$2,600,000	\$4,300,000	\$3,200,000	<b>\$10,100,000</b>
<b>Total Needs</b>	\$14,100,000	\$7,400,000	\$7,300,000	<b>\$25,800,000</b>
<b>2016 Water Revenue Bond Request*</b>	\$8,350,000			<b>\$8,350,000</b>

\*Note: See wastewater and stormwater narrative above for discussion of funding plan for identified wastewater and stormwater need. Future budget planning and Council authorizations will affect FY17- FY21 funding portfolios for all Water Resources. Ongoing capital planning in FY17 and FY18 will inform possible additional needs and borrowing particularly for FY20 and beyond.

## **Memorial Auditorium**

### *Current Status:*

- There is significant capital work needed to continue use of the building.
  - The fire alarm system and the heating system need to be rehabilitated.
  - There are structural questions that require the upper portion of the building be opened up, beams tested, and repaired.
  - No events are scheduled within the building after April 1, 2016.
- There is no budget in the Capital Plan to address any capital needs, which are estimated to cost about \$4 million to maintain the building as is and approximately \$14 million to redevelop the facility.

### *Proposed Action Under 10-Year Capital Plan:*

- An RFP is in process to look at potential reuses of the building. The RFP process is expected to result in a plan for the building, potentially in collaboration with the University of Vermont.

## **Parking Garages**

### *Current Status:*

- A 2014 engineering assessment identified \$9 million of major capital repairs needed in the City's three major downtown parking structures to enable them to reach their full service life:
  - Marketplace Garage (built in 1976 with 378 spaces) requires an estimated \$3.8 million in repairs to extend its life an additional 15-20 years;
  - College Street Garage (built in 1986 with 456 spaces) requires an estimated \$3.9 million in repairs to extend its life an additional 20-30 years; and
  - Lakeview Garage (built in 1998 with 667 spaces) requires an estimated \$647,000 in repairs to extend its life an additional 30-40 years.
- If the structural, drainage, electrical, and mechanical repairs are not completed in a timely fashion, the parking structures will suffer from increased operating costs, poor customer experience, and a shortened lifespan.
- In 2015, the City Council accepted a Downtown Parking & Transportation Plan that provides a roadmap to upgrading the parking system so it achieves three main goals into the future:
  - Delivering excellent customer service;
  - Achieving a financially sustainable system; and
  - Contributing to the ongoing vitality of downtown.

### *Proposed Action Under 10-Year Capital Plan:*

- Thanks to the continued patronage of the public and rate increases that were enacted in November 2014, the Traffic Fund has transitioned from deficit budgets and deferred capital expenditures to positive budgets that include increased capital investments.
- Phase I of the capital repair effort is currently underway. This \$1.6 million investment is repairing the decks and improving drainage in the College Street Garage while repairing the decks and refurbishing the elevators in Marketplace Garage.
- Design for Phase II is underway, and construction is expected to start in FY17. The estimated cost for this phase is \$7 million. Work in the College Street Garage will include all new high-efficiency LED lighting, repairs to the structural beams, new ventilation fans, etc. Work in the Marketplace Garage will include upgraded stair towers, new cable guard rail, and overhauled exit lanes. The Lakeview Garage will see painting of steel, reconfiguration of

the stair tower enclosure, and joint sealant. The Downtown Parking & Transportation Plan recommended additional rate adjustments to fund this and future capital repair work.

- The parking plan also recommended further upgrades to the garage payment equipment on-street meter system to expand payment options and to allow for dynamic pricing depending on demand.
- The parking plan's recommendations also provided a road map for expanding the Traffic Fund's focus on maintaining our current system – to also be a dynamic engine of innovation as the City looks to reinvest in downtown infrastructure and transportation options.

## **Parks**

### *Current Status:*

- Burlington Parks, Recreation & Waterfront (BPRW) currently manages 40 parks, 38 miles of public trails, and 500+ acres of parkland.
- The Penny for Parks program has been successfully re-established over the last four years, reaching beyond the level of functionality originally intended with the program's inception.
- BPRW's capital planning and implementation resources also include the Bike Path Maintenance Improvement Program (BPMIF), Park Impact Fees, and private donations from the Parks Foundation.
- Over the last four years, BPRW has successfully completed over 100 projects, leveraging an additional \$3 million in enhancements above current funding levels from alternate sources.
- Despite these efforts, BPRW still has significant deferred court replacements, crumbling roadways, stormwater management issues, and outdated public restroom and playground facilities, not to mention climate adaptation needs.

### *Proposed Action Under 10-Year Capital Plan:*

- The comprehensive 2015 BPRW Master Plan illustrated that the Department actually requires twice the current annual funding to maintain capital investments in current parkland, facilities, and amenities.
- Much of the current, identified parks capital need comes from projects that were originally installed decades ago and now require substantial investment and renovation rather than light improvement or repair.
- Additional funding will support:
  - Evaluation of existing court placements and subsequent improvement, replacement, or removal;
  - Playground enhancements to increase universal accessibility and innovative play design;
  - Coordinated planning efforts with DPW and stormwater team for improvements to park infrastructure and better community management of stormwater issues;
  - Increased funding for connectivity and accessibility upgrades to existing park facilities (trails, paths, bathrooms);
  - Phased installation of parks and Bike Path-specific wayfinding throughout the parks system;
  - Management updates to Urban Wild Conservation areas to better protect our sensitive natural areas; and
    - Monument restoration and public art maintenance to preserve and protect the heritage, history, and beauty of our parks system.
- Staffing/consultant capacity to support expeditious project completion.

## **Burlington School District**

### *Current Status:*

- As noted above, the City and School District both have capital needs and are seeking to work collaboratively to limit the impact of those costs on the community.
- Adopting the practice of a long-range comprehensive capital planning effort in consultation with the City, the School District has conducted facility assessments and identified needs across the community.
- In addition to diagnosing its capital needs, the School District is collaborating with the City to attempt to find \$2 million of recurring annual operational savings.
- Unlike the City, the District is reliant on property taxes supporting the State Education Fund for its infrastructure needs.
- Total School District need will be a function in large part of the District's vision for the future of Burlington High School – the School Board is weighing options that range from necessary repairs to the facility to a complete rebuild (the latter option is substantially more expensive).

### *Proposed Action Under 10-Year Capital Plan:*

- The School District is by law outside of the City's capital planning effort.
- The City and School District understand they draw on the same property tax base and are working together to reduce operational costs where possible and to accommodate each other's capital needs.
- Part of the reason the City has pursued the RFP process for Memorial Auditorium was a recognition of the needs in the School District: a complete re-build and repurposing of the auditorium could have cost upward of \$14 million, which would have taken place in competition with the needs of the School District.

## V. Financing Plan

The challenge posed by our deteriorating infrastructure impacts all our residents, businesses, and institutions. Proper stewardship will require contributions from all stakeholders across the City to stabilize and efficiently maintain our infrastructure if we are going to keep our City affordable, accessible, economically vibrant, and reduce long-term potential costs. By sharing the cost among all stakeholders, we will be able to address the challenge while avoiding an undue burden on any group – and by taking action proactively now, while the City is in a strong financial position and before the system deteriorates further, we are reducing the total cost to taxpayers.

This section outlines cost-saving measures and a proposed cost-sharing strategy among different stakeholders, including institutions, visitors, and the business community.

### Overview

This white paper outlines a period of focused infrastructure investment of about \$42 million in general fund assets and about \$26 million in water resource related assets over the next five years. The strategy for funding this needed investment includes:

- \$8.6 million in investment in the Bike Path and renovated City Hall Park from increasing the City's Gross Receipts Tax by two percent on alcohol and rooms starting in FY17. Visitors to Burlington are expected to pay for the majority of these revenues, approximately 60 percent of meals costs and close to 100 percent of hotel room costs.
- Approximately \$4 million in new contributions from the University of Vermont (UVM) and Champlain College.
- \$250,000 in new transportation investment from the Traffic Fund in FY17.
- Approximately \$2 million in private contributions.
- Approximately \$27.5 million in a new general obligation bond that will be drawn down incrementally over five years to pay for the balance of the investments planned over the next five years (detailed in the chart below).
- An additional \$8.4 million in a revenue bond for Water and Wastewater improvements, with an additional almost \$7 million in initial Clean Water State Revolving Fund loans for Wastewater and Stormwater capital planning, design and implementation.

Following the five-year investment period, the 10-year capital plan projects a substantially higher ongoing annual investment in the maintenance of the City's streets and sidewalks to ensure the higher quality infrastructure is maintained and the current backlog of deferred investment does not build up again.

## FY17 – FY21 General Fund Capital Plan Summary by Source

General Fund	Streets/Sidewalks	Vehicle Fleet	Bike Path	City Hall Park	IT Infrastructure	Civic Buildings	Total
Traffic Fund	\$250,000						250,000
Gross Receipts			\$7,670,425	\$1,000,000			\$8,670,425
Institutions	\$2,085,320	\$785,888	\$750,000	\$500,000			\$4,121,208
Philanthropy			\$1,000,000	\$1,030,000			\$2,030,000
Bond Proceeds	\$14,392,032	\$3,357,325	\$2,698,576	\$500,000	\$1,675,000	\$4,950,575	\$27,573,508
<b>Total</b>	<b>\$16,727,352</b>	<b>\$4,143,213</b>	<b>\$12,119,001</b>	<b>\$3,030,000</b>	<b>\$1,675,000</b>	<b>\$4,950,575</b>	<b>\$42,645,141</b>

## **Financing Details by Source**

### **Traffic Fund**

*Summary of role in 10 Year Capital Plan:* Over the past three years, through expense reductions and new pricing strategies, the Traffic Fund has been transformed from negative operating revenues to a revenue generator for the City's traffic-related needs. The plan assumes that the Traffic Fund will generate \$250,000 from the approved FY17 budget.

### **Institutions**

*Summary of role in 10 Year Capital Plan:* UVM and Champlain College are tremendous assets for the City of Burlington, which benefits from the students, faculty, research, and cultural springs both institutions provide. In turn, UVM and Champlain share a common interest in maintaining an attractive and inviting community that is diverse, vibrant, welcoming to students, maintains a high quality of life, and possesses amenities that attract students and take advantage of Burlington's remarkable natural setting.

Students living off campus generally live in taxable properties that participate in the funding of the City's capital infrastructure. However, approximately 8,000 students – about 20 percent of the City's population – live in tax-exempt dormitories. The City is involved in negotiations with UVM and Champlain College an annual contribution that would generate about \$10 million over a 10-year period for capital investments, approximately 14 percent of the total funding need for the Capital Plan. The plan assumes that these payments begin with the 2017-2018 academic year.

*Implementation required:* Completion of agreements regarding this plan with both UVM and Champlain College.

### **Gross Receipts Revenues**

*Summary of role in 10 Year Capital Plan:* Burlington's business community has time and again stepped forward to help make this City the incredible destination and accessible community that is has become. And, there is reason to believe that re-investment in City assets will help support the prosperity Burlington has enjoyed in recent years. To facilitate necessary investment in new, enhanced City assets like the Bike Path and City Hall Park that spur economic growth, this white paper proposes an increase from two to three percent of the gross receipts tax for five years.

- The City's gross receipts tax (which includes rooms and meals purchases) is paid primarily by the many visitors who come annually to Burlington (about 60 percent of meals costs and close to 100 percent of hotel room costs). Over a five year period, that increase would generate approximately \$2 million annually and about \$8.67 million total.

*Implementation required:*

- The City Council must approve a two percent increase in the gross receipts tax for alcohol and rooms for FY17.

### **Bonding**

*Summary of role in 10 Year Capital Plan:* To make the balance of the necessary investments between FY17 and FY21, the City will seek authority to bond over time for a total General Obligation Bond of approximately \$27.5 million. The City will pursue a number of strategies to minimize the impact of this new bonding on taxpayers, including:

- Phasing: If authorized, the new bonding will be done in annual phases to keep pace with the construction of new infrastructure. This will spread out over that time period the new financial impact of this bonding.
- Debt retirement: In 2022 the City will retire \$4.3 million of debt, freeing up approximately \$300,000 a year to service the new bond.
- Deferral of principal payments: To minimize the impact of the new bonding on taxpayers in the early years (until other debt is retired and the City's Waterfront TIF district expires in 2026, freeing up considerable new revenues that will take pressure off property taxpayers), the City will pursue a strategy common in the municipal bond market of deferring principal payments on some of the new bonding for five years.

The cumulative impacts of these strategies mean that the average residential property taxpayer will face higher tax bills as a result of the new bond authorization of less than \$10/month in the early years of the new bonding and no more than \$10/month when the bonds are fully drawn and amortizing (around \$120 a year). The model contains some uncertainty beyond 2021, as the higher base spending required to maintain improved infrastructure is not fully projected. This approach is well within the City's bonding capacity. As noted above, the City relies on different sources for its underground water infrastructure, and would seek additional authority to supply the \$8.4 million necessary to complete water infrastructure repairs concurrent with street repaving.

Regarding its overall bond debt, Burlington has taken a conservative approach. The City could issue an additional \$200 million of general obligation debt and not jeopardize its newly restored "A" rating or otherwise impact the scoring it receives related to the City's debt. The City currently has approximately \$76 million of net direct General Obligation debt.

*Implementation required:* The General Obligation bond will require a two-thirds vote in support from City taxpayers in November 2016. The Revenue Anticipation bond will require a 50 percent vote in support from City residents in November 2016.

## VI. 2016 Timeline

Key steps in the implementation of this plan will take place over the course of the 2016 calendar year. Current projected actions include:

- September – October 2016:
  - City Council review, amendment, and approval of the 10-year capital plan.
  - Commission review of the 10-year capital plan.
  - Completion of discussions with UVM and Champlain College regarding contributions to 10-year capital plan.
  
- November 2016:
  - Voter consideration of \$27.5 million General Fund infrastructure bond
  - Voter consideration of \$8.4 million Water infrastructure bond
  - City Council consideration and approval of increase of gross receipts tax.

	A	B	C	F	G	H	I	J	K	L	M	N	O	P	R
1	<b>City of Burlington 10 Year Capital Plan (Fiscal Year 2017 - 2026)</b>														
2	<b>General Fund Capital Plan by Asset Class</b>														
3	<b>GO BOND OBLIGATION</b>	<b>Item</b>	<b>NOTES</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 17 - 21</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>TOTAL FY17 - 26</b>
4	<i>Expenditures</i>	GO Bond Obligations Debt Service		\$ 2,982,948	\$ 3,037,153	\$ 3,045,114	\$ 2,664,689	\$ 2,665,650	\$ 14,395,554	\$ 2,635,467	\$ 2,639,595	\$ 2,635,938	\$ 2,735,070	\$ 2,731,420	\$ 30,438,694
5		GO Bond Debt Service Public Works		\$ 275,235	\$ 275,330	\$ 278,582	\$ 276,835	\$ 278,210	\$ 1,384,193	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,662,403
6		GO Bond New Debt Service (\$2M)		\$ -	\$ -	\$ 175,000	\$ 175,000	\$ 175,000	\$ 525,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 1,575,000
7		<b>Total Debt Service Expense</b>		<b>\$ 3,258,183</b>	<b>\$ 3,312,483</b>	<b>\$ 3,498,696</b>	<b>\$ 3,116,525</b>	<b>\$ 3,118,860</b>	<b>\$ 16,304,747</b>	<b>\$ 2,810,467</b>	<b>\$ 2,814,595</b>	<b>\$ 2,810,938</b>	<b>\$ 2,910,070</b>	<b>\$ 2,906,420</b>	<b>\$ 33,676,097</b>
8	<i>Revenue</i>	GO Bond Revenue for New Debt		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9		DPW Central Facility 7200_115		\$ (277,123)	\$ (277,123)	\$ (277,123)	\$ (277,123)	\$ (277,123)	\$ (1,385,615)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,662,738)
10		Property Tax Debt Service 4000_220		\$ (2,982,948)	\$ (3,037,153)	\$ (3,221,000)	\$ (2,876,000)	\$ (2,876,000)	\$ (14,993,101)	\$ (2,876,000)	\$ (2,876,000)	\$ (2,876,000)	\$ (2,876,000)	\$ (2,876,000)	\$ (32,249,101)
11		CIP Bond		\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (10,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (22,000,000)
12		<b>Total Debt Service Revenues</b>		<b>\$ (5,260,071)</b>	<b>\$ (5,314,276)</b>	<b>\$ (5,498,123)</b>	<b>\$ (5,153,123)</b>	<b>\$ (5,153,123)</b>	<b>\$ (26,378,716)</b>	<b>\$ (4,876,000)</b>	<b>\$ (55,911,839)</b>				
13	<b>Net Debt Service Obligation</b>			<b>\$ (2,001,888)</b>	<b>\$ (2,001,793)</b>	<b>\$ (1,999,427)</b>	<b>\$ (2,036,598)</b>	<b>\$ (2,034,263)</b>	<b>\$ (10,073,969)</b>	<b>\$ (2,065,533)</b>	<b>\$ (2,061,405)</b>	<b>\$ (2,065,062)</b>	<b>\$ (1,965,930)</b>	<b>\$ (1,969,580)</b>	<b>\$ (22,235,742)</b>
14															
15	<b>CITYWIDE FLEET REINVESTMENT</b>	<b>Item</b>	<b>NOTES</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 17 - 21</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>	<b>TOTAL FY17 - 26</b>
16	<i>Expenditures</i>	Equipment Maintenance Vehicle		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ 65,000
17		Recycling Vehicles	will be leases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 260,000	\$ 260,000	\$ -	\$ 260,000	\$ -	\$ 780,000
18		Right of Way Streets Vehicles leases FY15		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19		Streets Equipment leases		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
21		Right of Way Streets Leases FY15		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
22		Right of Way Interest on Leases FY15		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23		ROW old lease		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24		Fleet Lease	5%	\$ 100,000	\$ 105,000	\$ 110,250	\$ 181,000	\$ 200,000	\$ 696,250	\$ 210,000	\$ 220,500	\$ 231,525	\$ 243,101	\$ 255,256	\$ 2,056,633
35		Fire engines and ladder		\$ -	\$ 1,362,000	\$ 1,450,000	\$ -	\$ -	\$ 2,812,000	\$ -	\$ -	\$ 1,100,000	\$ -	\$ -	\$ 3,912,000
36	FY 20/21 ambulance in lease	Fire Vehicles		\$ -	\$ -	\$ 630,000	\$ -	\$ -	\$ 630,000	\$ -	\$ 640,000	\$ 25,000	\$ -	\$ 292,000	\$ 1,587,000
37		Library Van		\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
38		Police Vehicles		\$ 224,000	\$ 349,000	\$ 315,000	\$ 255,000	\$ 207,000	\$ 1,350,000	\$ 225,000	\$ 274,000	\$ 315,000	\$ 255,000	\$ 207,000	\$ 2,833,000
39		Police DEA leases		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
40		Police Chase lease 2011 final payment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
41		Parks Ford Motor Credit van		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
42		Chase Parks Zamboni		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
43		Chase Parks 2011		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
44		Parks FY16/Lease	5%	\$ 50,000	\$ 52,500	\$ 55,125	\$ 57,881	\$ 60,775	\$ 276,282	\$ 63,814	\$ 67,005	\$ 70,355	\$ 73,873	\$ 77,566	\$ 689,670
45		Parks Fleet		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
46		New Parks leases		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
47		<b>Total Fleet Replacement Cost</b>		<b>\$ 399,000</b>	<b>\$ 1,868,500</b>	<b>\$ 2,560,375</b>	<b>\$ 493,881</b>	<b>\$ 467,775</b>	<b>\$ 5,789,532</b>	<b>\$ 758,814</b>	<b>\$ 1,461,505</b>	<b>\$ 1,741,880</b>	<b>\$ 896,974</b>	<b>\$ 831,823</b>	<b>\$ 11,948,303</b>
48	<i>Revenue</i>	Police Impact Fees (\$49,058/year)		\$ -	\$ (82,837)	\$ (147,174)	\$ -	\$ -	\$ (230,011)	\$ (147,174)	\$ -	\$ -	\$ (147,174)	\$ (147,174)	\$ (671,533)
49		Police Revenue from GL		\$ (224,000)	\$ (224,077)	\$ (224,077)	\$ (224,077)	\$ (224,077)	\$ (1,120,308)	\$ (223,629)	\$ (223,629)	\$ (223,629)	\$ (223,629)	\$ (223,629)	\$ (2,462,530)
50		Police Revenue from GL DPW maintenance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
51		Airport Reimbursement Police		\$ -	\$ -	\$ -	\$ (6,000)	\$ (6,000)	\$ (12,000)	\$ (6,000)	\$ (6,000)	\$ (6,000)	\$ (6,000)	\$ (6,000)	\$ (48,000)
52		Fire Dept New Lease GL		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
53		Fire Dept. Impact Fees (\$39,599/year)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (158,396)	\$ -	\$ -	\$ -	\$ (158,396)
54		Library van (impact fees??)		\$ (25,000)	\$ -	\$ -	\$ -	\$ -	\$ (25,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (25,000)
55		Parks GL		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
56		Parks GL for FY17 lease		\$ (50,000)	\$ -	\$ -	\$ -	\$ -	\$ (50,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (50,000)
57		DPW GL	48K	\$ (86,500)	\$ -	\$ -	\$ -	\$ -	\$ (86,500)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (86,500)
58		Streets maintenance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
59		Recycling GL lease \$147,500/year		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
60		Police Trade-in		\$ (13,500)	\$ (13,500)	\$ (13,500)	\$ (13,500)	\$ (13,500)	\$ (67,500)	\$ (13,500)	\$ (13,500)	\$ (13,500)	\$ (13,500)	\$ (13,500)	\$ (148,500)
61		fleet lease purchase		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
62		Trade-in Fire engines		\$ -	\$ (55,000)	\$ -	\$ -	\$ -	\$ (55,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (55,000)
63		<b>Total Revenues</b>		<b>\$ (399,000)</b>	<b>\$ (375,414)</b>	<b>\$ (384,751)</b>	<b>\$ (243,577)</b>	<b>\$ (243,577)</b>	<b>\$ (1,646,319)</b>	<b>\$ (390,303)</b>	<b>\$ (401,525)</b>	<b>\$ (243,129)</b>	<b>\$ (390,303)</b>	<b>\$ (390,303)</b>	<b>\$ (3,705,459)</b>
64	<b>Fleet Reinvestment Total Deficit (Surplus)</b>			<b>\$ -</b>	<b>\$ 1,493,086</b>	<b>\$ 2,175,624</b>	<b>\$ 250,304</b>	<b>\$ 224,198</b>	<b>\$ 4,143,213</b>	<b>\$ 368,511</b>	<b>\$ 1,059,980</b>	<b>\$ 1,498,751</b>	<b>\$ 506,671</b>	<b>\$ 441,520</b>	<b>\$ 8,242,844</b>
65															

	A	B	C	F	G	H	I	J	K	L	M	N	O	P	R
66	CITY WIDE FACILITIES	Item	NOTES	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 17 - 21	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL FY17 - 26
67	<i>Expenditures</i>	FFL		\$ 88,519	\$ 121,089	\$ 301,676	\$ 108,016	\$ 1,337	\$ 620,637	\$ 1,565	\$ 334,748	\$ 137,558	\$ 50,582	\$ 24,297	\$ 1,170,724
68		City Hall Repairs		\$ 600,000	\$ 90,476	\$ 100,000	\$ 100,000	\$ 100,000	\$ 990,476	\$ 205,225	\$ 49,870	\$ 305,157	\$ 99,020	\$ 42,646	\$ 1,792,394
69		Miller Center		\$ 11,190	\$ 15,570	\$ 41,673	\$ -	\$ 1,476	\$ 69,909	\$ -	\$ 26,095	\$ 249,896	\$ 27,411	\$ -	\$ 374,787
70		Leddy Arena		\$ 480,000	\$ 121,413	\$ 599,345	\$ 18,029	\$ 50,279	\$ 769,066	\$ 184,685	\$ -	\$ 322,212	\$ 197,605	\$ 58,917	\$ 1,532,764
71		North Beach		\$ 18,781	\$ 225,726	\$ 170,941	\$ -	\$ 874	\$ 416,322	\$ 21,600	\$ 16,724	\$ 418,988	\$ 984	\$ 43,030	\$ 918,522
72		Oakledge		\$ 45,020	\$ -	\$ 13,682	\$ 1,061	\$ 2,697	\$ 62,460	\$ 52,191	\$ -	\$ 1,194	\$ 1,871	\$ 8,917	\$ 129,330
73		Boathouse		\$ -	\$ -	\$ 425,000	\$ 400,000	\$ 36,989	\$ 861,989	\$ -	\$ 12,336	\$ 12,330	\$ 656	\$ 25,423	\$ 949,723
74		Lake View Cemetery Building		\$ 15,000	\$ 24,057	\$ 53,205	\$ 1,143	\$ 23,714	\$ 117,119	\$ 2,987	\$ 3,082	\$ 1,287	\$ 15,286	\$ 27,611	\$ 191,086
75		Miscellaneous Parks Buildings		\$ 146,443	\$ 110,000	\$ 110,000	\$ 6,274	\$ 63,183	\$ 435,900	\$ 19,486	\$ 72,335	\$ 62,238	\$ 27,174	\$ 111,936	\$ 792,252
76		Stonehouse - North Avenue		\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
77		Police Department		\$ 50,000	\$ 3,124	\$ 84,567	\$ 6,817	\$ 55,995	\$ 200,503	\$ 144,480	\$ 3,622	\$ 188,684	\$ 69,884	\$ 36,383	\$ 699,551
78		Fire Station #1		\$ 3,085	\$ -	\$ 25,295	\$ 8,667	\$ 15,687	\$ 52,734	\$ -	\$ 28,803	\$ 21,097	\$ 2,049	\$ -	\$ 120,370
79		Fire Station #2		\$ -	\$ 410	\$ 40,000	\$ 15,256	\$ 9,851	\$ 65,517	\$ 10,752	\$ 72,652	\$ 59,968	\$ -	\$ -	\$ 218,740
80		Fire Station #3		\$ -	\$ -	\$ 7,328	\$ -	\$ -	\$ 7,328	\$ -	\$ 9,790	\$ 112,911	\$ 139,765	\$ -	\$ 269,794
81		Fire Station #4		\$ 24,917	\$ 1,568	\$ 15,064	\$ 521	\$ 17,020	\$ 59,090	\$ 17,081	\$ 1,817	\$ 18,234	\$ 6,541	\$ 14,460	\$ 134,243
82		Fire Station #5		\$ 24,597	\$ 1,661	\$ 27,782	\$ 521	\$ 21,689	\$ 76,250	\$ 19,584	\$ 1,926	\$ 27,400	\$ 6,135	\$ 13,067	\$ 166,051
83		645 Pine Street		\$ 176,000	\$ 1,393	\$ 62,477	\$ 177,602	\$ 83,315	\$ 500,787	\$ 1,568	\$ 1,615	\$ 90,239	\$ 142,137	\$ 112,207	\$ 931,868
84		Firehouse Gallery		\$ 40,388	\$ 46,545	\$ 4,107	\$ -	\$ 31,320	\$ 122,360	\$ 40,000	\$ 17,269	\$ 17,614	\$ 19,465	\$ 30,758	\$ 278,786
85		Memorial		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
86		<b>Total Expenditure</b>		\$ <b>1,973,940</b>	\$ <b>763,032</b>	\$ <b>1,582,142</b>	\$ <b>843,907</b>	\$ <b>515,426</b>	\$ <b>5,678,447</b>	\$ <b>721,204</b>	\$ <b>652,684</b>	\$ <b>2,047,007</b>	\$ <b>806,565</b>	\$ <b>499,652</b>	\$ <b>10,920,985</b>
87	<i>Revenue</i>	Interest Perpetual Care Fund Lake View Cemetery		\$ (15,000)	\$ (24,057)	\$ -	\$ -	\$ -	\$ (39,057)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (39,057)
88		Donation for Stonehouse		\$ (250,000)	\$ -	\$ -	\$ -	\$ -	\$ (250,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (250,000)
89		Utility savings from EE projects	5% increase/yr	\$ (75,000)	\$ (78,750)	\$ (82,688)	\$ (86,822)	\$ (91,163)	\$ (414,422)	\$ (95,721)	\$ (100,507)	\$ (105,533)	\$ (110,809)	\$ (116,350)	\$ (1,034,505)
90		<b>Total Revenues</b>		\$ <b>(340,000)</b>	\$ <b>(102,807)</b>	\$ <b>(82,688)</b>	\$ <b>(86,822)</b>	\$ <b>(91,163)</b>	\$ <b>(703,479)</b>	\$ <b>(95,721)</b>	\$ <b>(100,507)</b>	\$ <b>(105,533)</b>	\$ <b>(110,809)</b>	\$ <b>(116,350)</b>	\$ <b>(1,323,562)</b>
91		<b>City Wide Facilities Total Deficit (Surplus)</b>		\$ <b>1,633,940</b>	\$ <b>660,225</b>	\$ <b>1,499,455</b>	\$ <b>757,085</b>	\$ <b>424,263</b>	\$ <b>4,974,968</b>	\$ <b>625,483</b>	\$ <b>552,177</b>	\$ <b>1,941,474</b>	\$ <b>695,756</b>	\$ <b>383,302</b>	\$ <b>9,597,423</b>
92															
93	RD & SIDEWALK REINVESTMENT	Item	NOTES	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 17 - 21	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL FY17 - 26
94	<i>Expenditures</i>	Street Reinvestment	2%esc FY22	\$ 2,482,391	\$ 2,299,321	\$ 2,299,321	\$ 2,299,321	\$ 2,299,321	\$ 11,679,675	\$ 1,500,000	\$ 1,530,000	\$ 1,560,600	\$ 1,591,812	\$ 1,623,648	\$ 21,785,056
95		Curb Reinvestment	was \$75)k	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,030,000	\$ 1,060,900	\$ 1,092,727	\$ 8,183,627
96		Preventive Maint. Streets		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,200,000
97		Median protection		\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,650,000
98		Park Road Paving		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000
99		Sidewalk Reinvestment	2%esc FY22	\$ 2,100,000	\$ 1,967,500	\$ 1,967,500	\$ 1,967,500	\$ 1,967,500	\$ 9,970,000	\$ 1,570,000	\$ 1,601,400	\$ 1,633,428	\$ 1,666,097	\$ 1,699,418	\$ 20,107,843
100		Projects		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
101		Bridge Replacement	Queen City Bridge	\$ -	\$ -	\$ 1,875,000	\$ -	\$ -	\$ 1,875,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,875,000
102		Bridge Repairs		\$ -	\$ 150,000.00	\$ -	\$ -	\$ 175,000	\$ 325,000	\$ 1,475,000	\$ -	\$ -	\$ -	\$ -	\$ 1,975,000
103		<b>Total Expenditures</b>		\$ <b>5,632,391</b>	\$ <b>5,466,821</b>	\$ <b>7,191,821</b>	\$ <b>5,316,821</b>	\$ <b>5,291,821</b>	\$ <b>28,899,675</b>	\$ <b>5,895,000</b>	\$ <b>4,481,400</b>	\$ <b>4,574,028</b>	\$ <b>4,668,809</b>	\$ <b>4,765,794</b>	\$ <b>58,576,526</b>
104	<i>Revenue</i>	Fees & Permits		\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (500)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (1,100)
105		Lakeview Perpetual Fund		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
106		Vtrans Bridge replacement dollars	80% of QC bridge	\$ -	\$ -	\$ (1,500,000)	\$ -	\$ -	\$ (1,500,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,500,000)
107		Excavation Fees		\$ (300,000)	\$ (309,000)	\$ (318,270)	\$ (327,818)	\$ (337,653)	\$ (1,592,741)	\$ (347,782)	\$ (358,216)	\$ (368,962)	\$ (380,031)	\$ (391,432)	\$ (3,776,816)
108		Dedicated Tax 1%		\$ (2,067,251)	\$ (2,087,923)	\$ (2,108,803)	\$ (2,129,891)	\$ (2,151,190)	\$ (10,545,057)	\$ (2,172,701)	\$ (2,194,428)	\$ (2,216,373)	\$ (2,238,536)	\$ (2,260,922)	\$ (23,779,207)
109		<b>Total Revenues</b>		\$ <b>(2,367,351)</b>	\$ <b>(2,397,023)</b>	\$ <b>(3,927,173)</b>	\$ <b>(2,457,809)</b>	\$ <b>(2,488,942)</b>	\$ <b>(13,638,298)</b>	\$ <b>(2,520,584)</b>	\$ <b>(2,552,744)</b>	\$ <b>(2,585,435)</b>	\$ <b>(2,618,667)</b>	\$ <b>(2,652,454)</b>	\$ <b>(29,057,123)</b>
110		<b>Rd &amp; Sidewalk Reinvestment Total Deficit (Surplus)</b>		\$ <b>3,265,040</b>	\$ <b>3,069,798</b>	\$ <b>3,264,648</b>	\$ <b>2,859,012</b>	\$ <b>2,802,879</b>	\$ <b>15,261,377</b>	\$ <b>3,374,416</b>	\$ <b>1,928,656</b>	\$ <b>1,988,593</b>	\$ <b>2,050,141</b>	\$ <b>2,113,340</b>	\$ <b>29,519,403</b>
111															

	A	B	C	F	G	H	I	J	K	L	M	N	O	P	R
112	ROAD & SIDEWALK ENHANCEMENTS	Item	NOTES	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 17 - 21	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL FY17 - 26
113		Expenditures		\$ 1,560,000	\$ 15,500,000	\$ 14,500,000	\$ -	\$ -	\$ 31,560,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,560,000
114		Champlain Parkway Budget	\$20K match	\$ 93,100	\$ -	\$ -	\$ -	\$ -	\$ 93,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93,100
115		DPW Projects		\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000	\$ 257,500	\$ 265,225	\$ 273,182	\$ 281,377	\$ 289,819	\$ 2,867,102
116		Transportation Planning		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	\$ 103,000	\$ 106,090	\$ 109,273	\$ 112,551	\$ 115,927	\$ 1,146,841
117		Traffic calming		\$ 500,000	\$ 500,000	\$ 1,000,000	\$ 2,000,000	\$ 3,000,000	\$ 7,000,000	\$ 3,000,000					\$ 13,000,000
118		Railyard Enterprise		\$ 887,000	\$ 5,787,500	\$ 2,528,500	\$ 7,666,430	\$ -	\$ 16,869,430	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,869,430
119		TIF Enhancement projects -infrastructure							\$ -						\$ -
120		Bike path slope failure		\$ 63,000					\$ 63,000						\$ 63,000
121		Lavalley lane repaving				\$ 2,700,000			\$ 2,700,000						\$ 2,700,000
122		TIF Waterfront - Cherry St. Imp.		\$ -	\$ -	\$ -	\$ -	\$ 947,500	\$ 947,500	\$ 2,947,500	\$ 2,947,500	\$ 2,947,500	\$ 2,947,500	\$ 2,947,500	\$ 16,632,500
123		Transportation Projects		\$ -	\$ -	\$ -	\$ -	\$ 947,500	\$ 947,500	\$ 2,947,500	\$ 2,947,500	\$ 2,947,500	\$ 2,947,500	\$ 2,947,500	\$ 16,632,500
124		Total Expenditures		\$ 3,453,100	\$ 22,137,500	\$ 21,078,500	\$ 10,016,430	\$ 4,297,500	\$ 60,983,030	\$ 6,308,000	\$ 3,318,815	\$ 3,329,954	\$ 3,341,428	\$ 3,353,246	\$ 84,931,973
125		Revenue		\$ -	\$ -	\$ -	\$ -	\$ (758,000)	\$ (758,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (13,306,000)
126		Federal or State Funding Projects	est. 80%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
127		WAN BEDI		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
128		Railyard Enterprise		\$ (400,000)	\$ (400,000)	\$ (800,000)	\$ (1,600,000)	\$ (2,400,000)	\$ (5,600,000)	\$ (2,400,000)					\$ (10,400,000)
129		parks reimburse for bike path slope							\$ -						\$ -
130		Lavalley lane water resources		\$ (63,000)					\$ (63,000)						\$ (63,000)
131		TIF Enhancement projects -infrastructure		\$ (887,000)	\$ (5,787,500)	\$ (2,528,500)	\$ (7,666,430)	\$ -	\$ (16,869,430)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (16,869,430)
132		TIF Waterfront - Cherry St. Imp.				\$ (2,700,000)			\$ (2,700,000)						\$ (2,700,000)
133		Street Capital funding for CP		\$ (31,200)					\$ (31,200)						\$ (31,200)
134		Champlain Parkway Funded Portion		\$ (1,528,800)	\$ (14,700,000)	\$ (13,720,000)	\$ -	\$ -	\$ (29,948,800)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (29,948,800)
135		CIP carryforward							\$ -						\$ -
136		Bike/Ped Grant		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
137		Total Revenues		\$ (2,910,000)	\$ (20,887,500)	\$ (19,748,500)	\$ (9,266,430)	\$ (3,158,000)	\$ (55,970,430)	\$ (4,758,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (73,318,430)
138	Road & Sidewalk Enhancements Total	Deficit (Surplus)		\$ 543,100	\$ 1,250,000	\$ 1,330,000	\$ 750,000	\$ 1,139,500	\$ 5,012,600	\$ 1,550,000	\$ 960,815	\$ 971,954	\$ 983,428	\$ 995,246	\$ 11,613,543
139	FLETCHER FREE LIBRARY	Item	NOTES	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 17 - 21	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL FY17 - 26
140		Expenditures		\$ -	\$ -	\$ 130,396	\$ -	\$ -	\$ 130,396	\$ -	\$ 130,396	\$ -	\$ -	\$ 130,396	\$ 391,188
141		Total Expenditures		\$ -	\$ -	\$ 130,396	\$ -	\$ -	\$ 130,396	\$ -	\$ 130,396	\$ -	\$ -	\$ 130,396	\$ 391,188
142		Revenue		\$ -	\$ -	\$ (130,396)	\$ -	\$ -	\$ (130,396)	\$ -	\$ (130,396)	\$ -	\$ -	\$ (130,396)	\$ (391,188)
143		Impact Fees (\$32,599/year)		\$ -	\$ -	\$ (130,396)	\$ -	\$ -	\$ (130,396)	\$ -	\$ (130,396)	\$ -	\$ -	\$ (130,396)	\$ (391,188)
144		Total Revenues		\$ -	\$ -	\$ (130,396)	\$ -	\$ -	\$ (130,396)	\$ -	\$ (130,396)	\$ -	\$ -	\$ (130,396)	\$ (391,188)
145	Fletcher Free Library Total	Deficit (Surplus)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
146	INNOVATIONS DEPARTMENT	Item	NOTES	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 17 - 21	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL FY17 - 26
147		Expenditures		\$ 467,000	\$ 358,000	\$ 300,000	\$ 300,000	\$ 250,000	\$ 1,675,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 3,175,000
148		Total Expenditures		\$ 467,000	\$ 358,000	\$ 300,000	\$ 300,000	\$ 250,000	\$ 1,675,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 3,175,000
149		Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
150		GF Revenue Capital Outlay		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
151		Total Revenues		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
152	Innovation Dept. Total	Deficit (Surplus)		\$ 467,000	\$ 358,000	\$ 300,000	\$ 300,000	\$ 250,000	\$ 1,675,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 3,175,000
153	FIRE DEPARTMENT	Item	NOTES	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 17 - 21	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL FY17 - 26
154		Expenditures		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
155		Specialized equipment - air packs		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
156		Total Expenditures		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
157		Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
158		Match for air packs from City Contingency		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
159		Grant		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
160		Total Revenues		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
161	Fire Department Total	Deficit (Surplus)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
162	POLICE DEPARTMENT	Item	NOTES	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 17 - 21	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL FY17 - 26
163		Expenditures		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
164		To Reserves		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
165		Tasers operational		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
166		Door access		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
167		Copiers, radios, electronics - operational		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
168		Total Expenditures		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
169		Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
170		Police Capital Outlay GL		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
171		Total Revenues		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
172	Police Department Total	Deficit (Surplus)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	A	B	C	F	G	H	I	J	K	L	M	N	O	P	R
170	PARKS, RECREATION & W'FRONT	Item	NOTES	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 17 - 21	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL FY17 - 26
171		Expenditures							\$ -						\$ -
172		PP							\$ -						\$ -
173		PIAP		\$ -					\$ -						\$ -
174		PP underway							\$ -						\$ -
174		Parks Projects		\$ 439,000	\$ 910,000	\$ 830,000	\$ 794,000	\$ 770,000	\$ 3,743,000	\$ 944,000	\$ 867,000	\$ 857,000	\$ 604,000	\$ 249,000	\$ 8,034,000
175		Overpass Design		\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
176		Bike Path Rehabilitation (Non-TIF)		\$ 3,500,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 500,000	\$ 13,000,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 14,000,000
177		Bike Path Maintenance		\$ 177,760	\$ 177,760	\$ 177,760	\$ 177,760	\$ 177,760	\$ 888,800	\$ 177,760	\$ 177,760	\$ 177,760	\$ 177,760	\$ 177,760	\$ 1,955,360
178		Trees & Equipment		\$ 50,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 650,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,550,000
179		TIF Southern Harbour			\$ 1,000,000				\$ 1,000,000						\$ 1,000,000
180		To next FY		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
181		Total Expenditures		\$ 4,266,760	\$ 5,237,760	\$ 4,157,760	\$ 4,121,760	\$ 1,597,760	\$ 19,381,800	\$ 1,771,760	\$ 1,194,760	\$ 1,184,760	\$ 931,760	\$ 576,760	\$ 26,639,360
182		Revenue		\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (250,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (550,000)
183		Greenbelt Capital		\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (250,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (550,000)
184		TIF for PIAP projects		\$ -	\$ (1,000,000)	\$ -	\$ -	\$ -	\$ (1,000,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,000,000)
184		carry forward CIP New Projects		\$ (100,000)	\$ -	\$ -	\$ -	\$ -	\$ (100,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (100,000)
185		grant-donations		\$ (100,000)	\$ -	\$ -	\$ -	\$ -	\$ (100,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (100,000)
186		Parks Foundation (Bike Path Rehabilitation)		\$ (350,000)	\$ (350,000)	\$ (300,000)	\$ -	\$ -	\$ (1,000,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,000,000)
187		Bike Path Maintenance and Improvement	1% escalator	\$ (177,760)	\$ (177,760)	\$ (177,760)	\$ (177,760)	\$ (177,760)	\$ (888,800)	\$ (177,760)	\$ (177,760)	\$ (177,760)	\$ (177,760)	\$ (177,760)	\$ (1,955,360)
188		Impact Fees		\$ (102,729)	\$ (102,729)	\$ (102,729)	\$ (102,729)	\$ (102,729)	\$ (513,646)	\$ (102,729)	\$ (102,729)	\$ (102,729)	\$ (102,729)	\$ (102,729)	\$ (1,130,020)
189		Penny for Parks	1% escalator	\$ (353,500)	\$ (357,035)	\$ (360,605)	\$ (364,211)	\$ (367,854)	\$ (1,803,205)	\$ (371,532)	\$ (375,247)	\$ (379,000)	\$ (382,790)	\$ (386,618)	\$ (4,066,246)
190		Total Revenues		\$ (1,233,989)	\$ (2,037,524)	\$ (991,094)	\$ (694,701)	\$ (698,343)	\$ (5,655,651)	\$ (702,021)	\$ (705,737)	\$ (709,489)	\$ (713,279)	\$ (717,106)	\$ (9,901,625)
191		Parks, Recreation & W'front Total Deficit (Surplus)		\$ 3,032,771	\$ 3,200,236	\$ 3,166,666	\$ 3,427,059	\$ 899,417	\$ 13,726,149	\$ 1,069,739	\$ 489,023	\$ 475,271	\$ 218,481	\$ (140,346)	\$ 16,737,735
192															
193	ADMINISTRATION	Item	NOTES	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 17 - 21	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL FY17 - 26
194		Expenditures		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
195		New Projects		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
196		Contingency Fund	\$100K	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,650,000
197		Project Management CIP	w/3% escalator	\$ 94,000	\$ 96,820	\$ 99,725	\$ 102,716	\$ 105,798	\$ 499,059	\$ 108,972	\$ 112,241	\$ 115,608	\$ 119,076	\$ 122,649	\$ 1,183,402
198		architect		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
199	801050	CEDO GO debt service		\$ 4,200	\$ 4,200	\$ -	\$ -	\$ -	\$ 8,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,400
200		Total Expenditures		\$ 248,200	\$ 101,020	\$ 99,725	\$ 102,716	\$ 105,798	\$ 657,459	\$ 408,972	\$ 412,241	\$ 415,608	\$ 419,076	\$ 422,649	\$ 2,841,802
201		Revenue		\$ (4,200)	\$ (4,200)	\$ -	\$ -	\$ -	\$ (8,400)	\$ -	\$ -	\$ -	\$ -	\$ 1	\$ (8,399)
202		GF Revenues for Leases		\$ (4,200)	\$ (4,200)	\$ -	\$ -	\$ -	\$ (8,400)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (8,399)
203		CIP		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
203		Total Revenues		\$ (4,200)	\$ (4,200)	\$ -	\$ -	\$ -	\$ (8,400)	\$ -	\$ -	\$ -	\$ -	\$ 1	\$ (8,399)
204		Administration Total Deficit (Surplus)		\$ 244,000	\$ 96,820	\$ 99,725	\$ 102,716	\$ 105,798	\$ 649,059	\$ 408,972	\$ 412,241	\$ 415,608	\$ 419,076	\$ 422,650	\$ 2,833,403
205															
206	NEW OPERATIONAL EXPENSES	Item	NOTES	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 17 - 21	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL FY17 - 26
207		Expenditures		\$ 75,000	\$ 77,250	\$ 79,568	\$ 81,955	\$ 84,413	\$ 398,185	\$ 86,946	\$ 89,554	\$ 92,241	\$ 95,008	\$ 97,858	\$ 944,204
208		Additional Parks Labor 3% esc.		\$ 75,000	\$ 77,250	\$ 79,568	\$ 81,955	\$ 84,413	\$ 398,185	\$ 86,946	\$ 89,554	\$ 92,241	\$ 95,008	\$ 97,858	\$ 944,204
208		Additional DPW 1 Eng, 1 Planner 3% esc		\$ 90,000	\$ 92,700	\$ 95,481	\$ 98,345	\$ 101,296	\$ 477,822	\$ 104,335	\$ 107,465	\$ 110,689	\$ 114,009	\$ 117,430	\$ 1,133,045
209		Add Eng Tech - Streets & Sidewalks		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
210		Additional Maintenance Labor (HVAC)		\$ 100,000	\$ 150,000	\$ 154,500	\$ 159,135	\$ 163,909	\$ 727,544	\$ 168,826	\$ 173,891	\$ 179,108	\$ 184,481	\$ 190,016	\$ 1,787,775
211		City wide security systems		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
212		Architect		\$ 35,000	\$ 36,050	\$ 37,132	\$ 38,245	\$ 39,393	\$ 185,820	\$ 40,575	\$ 41,792	\$ 43,046	\$ 44,337	\$ -	\$ 394,962
213		Memorial operating loss		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
214		Total New Operational Expenditures		\$ 300,000	\$ 356,000	\$ 366,680	\$ 377,680	\$ 389,011	\$ 1,789,371	\$ 400,681	\$ 412,702	\$ 425,083	\$ 437,835	\$ 405,303	\$ 4,259,986
215		Revenue		\$ -	\$ (92,700)	\$ (95,481)	\$ (98,345)	\$ (101,296)	\$ (387,822)	\$ (104,335)	\$ (107,465)	\$ (110,689)	\$ (114,009)	\$ (117,430)	\$ (1,043,045)
215		Downtown TIF \$90K	covers 2 employees	\$ -	\$ (92,700)	\$ (95,481)	\$ (98,345)	\$ (101,296)	\$ (387,822)	\$ (104,335)	\$ (107,465)	\$ (110,689)	\$ (114,009)	\$ (117,430)	\$ (1,043,045)
216		From Parks Revenues for Memorial		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
217		Street & Sidewalk Projects	covers 1 new employee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
218		Total Revenues		\$ -	\$ (92,700)	\$ (95,481)	\$ (98,345)	\$ (101,296)	\$ (387,822)	\$ (104,335)	\$ (107,465)	\$ (110,689)	\$ (114,009)	\$ (117,430)	\$ (1,043,045)
219		New Operational Expenses Total Expenditures		\$ 300,000	\$ 263,300	\$ 271,199	\$ 279,335	\$ 287,715	\$ 1,401,549	\$ 296,346	\$ 305,237	\$ 314,394	\$ 323,826	\$ 287,874	\$ 3,216,941
220															
221	GF GRAND TOTALS (w/o Expansion Needs)		NOTES	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 17 - 21	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL FY17 - 26
222		Total General Fund Capital Expenditures		\$ 19,998,574	\$ 39,601,116	\$ 40,966,095	\$ 24,689,721	\$ 16,033,951	\$ 141,289,457	\$ 19,324,898	\$ 15,129,097	\$ 16,779,258	\$ 14,662,517	\$ 14,142,043	\$ 237,361,220
223		Total General Fund Revenues		\$ (12,514,611)	\$ (31,211,444)	\$ (30,858,206)	\$ (18,000,807)	\$ (11,934,444)	\$ (104,519,511)	\$ (13,446,964)	\$ (11,232,373)	\$ (10,988,274)	\$ (11,181,068)	\$ (11,358,037)	\$ (174,660,671)
224		Total Capital Reinvestment Deficit (Surplus) - General Fund		\$ 7,483,963	\$ 8,389,672	\$ 10,107,889	\$ 6,688,914	\$ 4,099,508	\$ 36,769,946	\$ 5,877,934	\$ 3,896,724	\$ 5,790,984	\$ 3,481,449	\$ 2,784,006	\$ 62,700,550
225				\$ 7,483,963	\$ 8,389,672	\$ 10,107,889	\$ 6,688,914	\$ 4,099,508	\$ 36,769,946	\$ 5,877,934	\$ 3,896,724	\$ 5,790,984	\$ 3,481,449	\$ 2,784,006	\$ 62,700,550

	A	B	C	F	G	H	I	J	K	L	M	N	O	P	R
	GF EXPANSION (City Wide Growth)	Item	NOTES	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 17 - 21	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL FY17 - 26
241		Imagine City Hall Park	what years	\$ -	\$ 3,000,000		\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
242		SW CHP		\$ -	\$ 500,000		\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
243		Parks Improvements		\$ 240,000	\$ 585,000	\$ 759,500	\$ 365,000	\$ 89,000	\$ 2,038,500	\$ 532,000	\$ 607,000	\$ 370,000	\$ 465,000	\$ 320,000	\$ 4,421,500
244	\$540 and \$177	Marina		\$ -	\$ -	\$ -	\$ 5,000,000	\$ 5,000,000	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000,000
245		Fire Dept growth		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
246		Security upgrade		\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
247		Transportation Expansion	\$2M	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000
248		Facilities Growth		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
249		Parks Facility Relocation		\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
250		Fire Dept. Firetower - training center		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ 750,000	\$ -	\$ -	\$ -	\$ 1,500,000
251		New sidewalks 4.5 miles new	3% escalator	\$ 300,000	\$ 500,000	\$ 500,000	\$ 515,000	\$ 530,450	\$ 2,345,450	\$ 546,364	\$ 562,754	\$ 579,637	\$ 597,026	\$ 614,937	\$ 5,776,618
252		Flynn Avenue parcel purchase	10 yrs no int.	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 250,000
253		Possible new buildings to expend and/or improve City services to customers							\$ -						\$ -
254		BCA Capital Reinvestment		\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
255		Total Expenditures		\$ 765,000	\$ 4,760,000	\$ 1,784,500	\$ 5,905,000	\$ 5,644,450	\$ 18,858,950	\$ 3,103,364	\$ 3,944,754	\$ 3,724,637	\$ 3,087,026	\$ 2,934,937	\$ 41,298,118
256	Potential Revenue	Parks Foundation (Accessible Playground)		\$ -	\$ (350,000)	\$ -	\$ -	\$ -	\$ (350,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (350,000)
257		PIAP/grant funding							\$ -						\$ -
258		SW TIF		\$ -	\$ (500,000)	\$ -	\$ -	\$ -	\$ (500,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (500,000)
259		New sidewalk grants		\$ (240,000)	\$ (400,000)	\$ (400,000)	\$ (412,000)	\$ (424,360)	\$ (1,876,360)	\$ (437,091)	\$ (450,204)	\$ (463,710)	\$ (477,621)	\$ (491,950)	\$ (4,621,294)
260		Marina funding	new	\$ -	\$ -	\$ -	\$ (5,000,000)	\$ (5,000,000)	\$ (10,000,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (15,000,000)
261		TIF money Parks new	new	\$ -	\$ (250,000)	\$ (250,000)	\$ -	\$ -	\$ (500,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (500,000)
262		Transportation Expansion	\$1.6M	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,600,000)	\$ (1,600,000)	\$ (1,600,000)	\$ (1,600,000)	\$ (1,600,000)	\$ (8,000,000)
263		Total Revenues		\$ (240,000)	\$ (1,500,000)	\$ (650,000)	\$ (5,412,000)	\$ (5,424,360)	\$ (13,226,360)	\$ (2,037,091)	\$ (2,050,204)	\$ (2,063,710)	\$ (2,077,621)	\$ (2,091,950)	\$ (28,471,294)
264		GF Expansion New Investment		\$ 525,000	\$ 3,260,000	\$ 1,134,500	\$ 493,000	\$ 220,090	\$ 5,632,590	\$ 1,066,273	\$ 1,894,551	\$ 1,660,927	\$ 1,009,405	\$ 842,987	\$ 12,106,734
265		Total Net Reinvestment		\$ 7,483,963	\$ 8,389,672	\$ 10,107,889	\$ 6,688,914	\$ 4,099,508	\$ 36,769,946	\$ 5,877,934	\$ 3,896,724	\$ 5,790,984	\$ 3,481,449	\$ 2,784,006	\$ 62,700,550
266															
267		Total GF Expenditures with Expansion		\$ 20,763,574	\$ 44,361,116	\$ 42,750,595	\$ 30,594,721	\$ 21,678,401	\$ 160,148,407	\$ 22,428,261	\$ 19,073,851	\$ 20,503,895	\$ 17,749,543	\$ 17,076,980	\$ 256,980,937
268		Total Revenues with Expansion		\$ (12,754,611)	\$ (32,711,444)	\$ (31,508,206)	\$ (23,412,807)	\$ (17,358,804)	\$ (117,745,871)	\$ (15,484,054)	\$ (13,282,577)	\$ (13,051,984)	\$ (13,258,689)	\$ (13,449,986)	\$ (186,273,161)
269		Total Deficit (Surplus) with Expansion		\$ 8,008,963	\$ 11,649,672	\$ 11,242,389	\$ 7,181,914	\$ 4,319,598	\$ 42,402,536	\$ 6,944,207	\$ 5,791,274	\$ 7,451,911	\$ 4,490,854	\$ 3,626,993	\$ 70,707,776
270		Total Net GF & GF Expansion		\$ 8,008,963	\$ 11,649,672	\$ 11,242,389	\$ 7,181,914	\$ 4,319,598	\$ 42,402,536	\$ 6,944,207	\$ 5,791,274	\$ 7,451,911	\$ 4,490,854	\$ 3,626,993	\$ 70,707,776
271		Total Capital Fund Expenditures	FY17- FY20	\$ 160,148,407	FY 17 - 21										
272		Total General Fund Revenues		\$ (117,745,871)	FY 17 - 21										
273		Total Deficit FY17-20		\$ 38,082,938	\$ 42,402,536	FY 17 - 21									
274															
275															
276		Potential Revenues		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 17 - 21	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL FY17 - 26
277		Gross Receipts - FY17	ten year average over 7% p/y - was 5%	\$ 1,600,000	\$ (800,000)	\$ (1,772,641)	\$ (1,896,726)	\$ (2,029,497)	\$ (2,171,561)	\$ (8,670,425)					\$ (8,670,425)
278		City hall park donations		\$ (30,000)					\$ (30,000)						\$ (30,000)
279		Increase Annual Borrowing	go from \$2M to up to \$4M						\$ -						\$ -
280		Browns Court Sale		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
281		Morton Parcel Sale	300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
282		Transportation Grants		\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (1,000,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (2,000,000)
283		City Hall (Grants/Rebates/Savings)		\$ (250,000)	\$ -	\$ -	\$ -	\$ -	\$ (250,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (250,000)
284		GF surplus/land sale/BED Pilot		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
285		Traffic Funding begin FY17	\$500K	\$ (250,000)					\$ (250,000)						\$ (250,000)
286		City Hall Park Donations	was \$500K						\$ -						\$ -
287		Pomerleau donation \$100K 10 years started in FY 16		\$ (200,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (600,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (1,000,000)
288		REFI Savings	was \$130K	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
289		Bond proceeds							\$ -						\$ -
290		FY 16 carry forward unassigned		\$ (307,395)					\$ (307,395)						\$ (307,395)
291		Image Park revenues	6%	\$ -					\$ -						\$ -
292		Transfer To CEDO for Economic Development		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,000,000
293		Increase Institutional Investment		\$ (1,000,000)	\$ (1,020,000)	\$ (1,040,000)	\$ (1,061,208)	\$ (1,082,432)	\$ (4,121,208)	\$ (1,082,432)	\$ (1,104,081)	\$ (1,126,162)	\$ (1,148,686)	\$ (1,171,659)	\$ (9,754,228)
294		Increase street Franchise							\$ -						\$ -
295		Total Potential Revenue		\$ (2,037,395)	\$ (2,972,641)	\$ (3,116,726)	\$ (3,269,497)	\$ (3,432,769)	\$ (14,829,028)	\$ (1,282,432)	\$ (1,304,081)	\$ (1,326,162)	\$ (1,348,686)	\$ (1,271,659)	\$ (21,362,048)
296		Total Capital Needs Deficit (Surplus) with Expansion Needs		\$ 5,971,568	\$ 8,677,031	\$ 8,125,663	\$ 3,912,417	\$ 886,828	\$ 27,573,508	\$ 5,661,775	\$ 4,487,193	\$ 6,125,749	\$ 3,142,168	\$ 2,355,334	\$ 49,345,728

	A	B	C	F	G	H	I	J	K	L	M	N	O	P	R
392		reduce curb in FY 21	\$ 250,000				\$24,712,254		\$ 27,573,508						
393		reduce GR tax	\$ (2,342,254)												
394		Add Transfer to CEDO	\$ (400,000)												
395		Eliminate contingency FY 18-21	\$ 600,000				net need to borrow		\$ 27,573,508						
396		split last year of bike path	\$ 500,000												
397		kept in \$250,000 FY 17 traffic	\$ (2,500,000)												
398															
399		parks projects shifted to after FY 21	\$ 531,000												
400		cut transportation expansion FY 21	\$ 400,000												
401		Pomerleau's FY 16 \$100K donation	\$ 100,000												
402			\$ (2,861,254)	\$ (24,712,254)	\$ (27,573,508)										