



TOWN OF ERIE

645 Holbrook Street
Erie, CO 80516

Meeting Agenda

Town Council

Thursday, March 13, 2025

6:00 PM

Council Chambers

Special Study Session

[Link to Watch Virtually: https://bit.ly/TownCouncilSPECIALSS03-13-2025](https://bit.ly/TownCouncilSPECIALSS03-13-2025)

I. Discussion Items

[25-166](#)

Facilities Needs and Capital Improvement Plan Overview

Attachments:

[Final Facilities CIP Presentation](#)

6:00-9:00 p.m.

X. Adjournment

9:00 p.m.

(The Town Council's Goal is that all meetings be adjourned by 10:30pm. An agenda check will be conducted at or about 10:00 p.m., and no later than at the end of the first item finished after 10:00 p.m. Items not completed prior to adjournment will generally be taken up at the next regular meeting.)



TOWN OF ERIE

645 Holbrook Street
Erie, CO 80516

Town Council

Board Meeting Date: 3/13/2025

File #: 25-166, **Version:** 1

SUBJECT:

Facilities Needs and Capital Improvement Plan Overview

DEPARTMENT: Finance Department

PRESENTER(S): Sara Hancock, Director of Finance
Malcolm Fleming, Town Manager

TIME ESTIMATE: 180 minutes

FISCAL SUMMARY: N/A

STAFF RECOMMENDATION:

Staff request direction on what CIP projects to begin incorporating into the 2026 Capital Improvement Plan, as well as direction on moving forward on budgeted 2025 projects.

SUMMARY AND BACKGROUND OF SUBJECT MATTER:

The following memo and presentation materials were developed to support the Council in understanding the most recent facilities needs assessment, how these needs were incorporated into key investments in the Capital Improvements Plan (CIP), and outlines several key projects that staff are seeking guidance on. Furthermore, staff will discuss the funding/debt mechanisms available to the Town to finance future projects.

Facilities Needs Assessment

In 2020, the Town contracted with Wold Architects and Engineers to evaluate the Town's facilities and develop recommendations and a strategy to address the most critical needs. The most critical needs at that time included Town Hall, the Erie Police Department and Municipal Court Building, Leon A. Wurl Service Center, and the Erie Community Center. In an update in 2023, the consultant reiterated the need for the Town Hall expansion and the Public Safety Building expansion as key projects. Town Hall was financed with cash from several funding sources, including the General Fund, Public Facilities Impact Fund, and enterprise funds (reflecting the office space in Town Hall devoted to Utility Billing and Stormwater operations). In December of 2023, the Town's financial advisors presented funding options for the Public Safety Building. The Council directed staff to proceed with the project, funded by Certificates of Participation. All key facilities projects were included in the 2024 and 2025 CIP, in alignment with the 3 years of evaluation and planning.

Additionally, Wold, in collaboration with Town staff, evaluated the anticipated staffing needs of the organization and how that would impact facilities needs. As it relates to the Town population, at 40,995 residents, the consultant projected the need for 352 full-time equivalent (FTE) employees. As of the end of 2024, the Town population was at 39,171, with an FTE count of 345.9. This puts the staffing growth in alignment with projections and with the Wold identified facilities needs and priorities.

Financial Condition

The 2025 Budget and Capital Improvements Plan (CIP) were developed with the facilities priorities as key components. With the creation of the Capital Improvements Fund (CIF), the Town Council can prioritize projects within the available General Fund transfer, as well as build up reserves and fund balance within the CIF for emerging needs. The 2025-2029 CIP includes all the key prioritized projects and anticipated funding mechanisms. The entire CIP can be found here: [2025 Capital Improvement Plan <https://town-erie-co-clear.doc.cleargov.com/5899/144365/d>](https://town-erie-co-clear.doc.cleargov.com/5899/144365/d).

For the General Fund, the Town has prioritized in a way that maintains fund balance for emerging needs but also addresses key projects and capital maintenance needs.

	2025 Adopted	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
CIF Beginning FB	27,000,000	22,844,795	17,956,437	15,768,599	14,140,619
General Fund Transfer	6,500,000	4,000,000	5,000,000	5,500,000	6,500,000
Capital Requests	10,655,205	8,888,358	7,187,838	7,127,980	8,110,463
Total Capital	10,655,205	8,888,358	7,187,838	7,127,980	8,110,463
CIF Ending FB	22,844,795	17,956,437	15,768,599	14,140,619	12,530,156

Key Projects

The 2025 adopted CIP includes \$126 million dollars in capital projects which span 13 different funds. These projects cover new infrastructure, including design and construction, as well as ongoing maintenance needs. Again, the key facilities projects are in alignment with the facilities needs assessment, as well as growth needs related to water and storm drainage. Key projects highlighted here include the new Water Treatment Facility, Public Safety Building, LAWSC expansion, and a renovation to the ECC.

The Public Safety Building expansion is nearing design phase completion, meaning that over \$2 million dollars have been invested in the project moving forward in 2025. The 2025 Budget calls for the use of Certificates of Participation (COPs) to fund construction and reimburse design later this year. If the project is delayed, the current estimate for delay is \$5.5 million dollars, which includes inflationary factors that are variable. Accordingly, staff asks the Council to either confirm the project continue to move forward as funded with COPs, or provide direction on what alternative approach Council wants to take.

Parks and Recreation have several key projects, some of which are budgeted in out-years, but are still prioritized as a part of the community needs and facilities needs. This includes the Morgan Hill and Compass Park projects, as well as the development of the Page Property, also known as the Village at Coal Creek (VCC), which includes space for Parks and Open Space staff and equipment. At Mayor Moore's request, staff are working with the consultants the Town engaged to conduct stakeholder engagement and design work related to the VCC to delay further action on that project until Council confirms or clarifies the direction it wants to take. Because the consultants are already under contract and have performed some work, if Council wants to change the scope of work or terminate the contract, the Town Attorney opines that would require Council action. Staff is also exploring the implications if the Town does not follow-through with the intended use of Federal ARRP funding for the project. On February 18, Planning and Community Development Director Nurmela provided a memo summarizing these issues. Staff is working to address follow-up questions from that memo and to find a time to discuss this matter with Council in a Study Session.

Parks and Recreation is exploring an additional recreation center location, including an outdoor aquatic center. Staff need formal direction from Council to explore facility and funding mechanisms for this project, which includes impact analysis. Additionally, the Town is exploring options for the Performing Arts Center, which is conceptually a part of the Town Center Development.

And finally, Council has expressed interest in creating a connection through the Airport from the eastern end of Arapahoe Road to State Highway 7. This connection is shown as a future project in the Transportation and Mobility Plan (TMP), but until now considered a long-range project outside the 5-year timeline of the CIP. However, due to Council's interest, staff has added this to the list of projects for consideration and discussion.

Funding/Debt Mechanisms

The Town has several debt mechanisms available for use for a variety of project types. This presentation will focus on the following:

Available Financing Tools



Type of Obligations Available to Colorado Local Governments

Financing Mechanism	Description	Revenue Repayment Source	Voter Approval
General Obligation (GO) Bonds	Secured by the full faith and credit of the issuer Issued for general governmental projects	Typically repaid from property tax revenues from a dedicated mill levy	Requires voter approval for debt and tax increase (one question)
Revenue Bonds – General Government • Sales Tax Revenue Bonds • General Fund / Limited Tax Bonds • Excise Tax Revenue Bonds	Issued for general governmental projects	New or renewed special taxes or fees (could be broad (i.e., general sales tax) or specific (i.e., lodger’s tax))	Requires voter approval for debt authorization Could have voter approval to implement new tax, extend existing tax, or increase existing tax rate
Revenue Bonds – Enterprise/Utility • Water / Wastewater / Stormwater Revenue Bonds • Electric / Power Revenue Bonds	Issued for projects supported by the revenue stream for repayment	Fees and charges of the Enterprise system	Does not require voter approval so long as it meets TABOR requirements and is not required in Charter
Certificates of Participation (COPs) & Leases	Lease purchase agreement with issuer-owned asset used as collateral; subject to annual appropriation	Generally available revenues of the issuer There is no direct revenue pledge but may internally allocate specific funds	Does not require voter approval as it is not considered a multi-year fiscal obligation

Council Direction

Town staff are seeking the following direction as they continue projects budgeted in the current year, as well as how to incorporate Council priorities into the upcoming 2026 Budget and CIP. Staff have the following questions:

- Does staff proceed with the Public Safety Building using COPs as adopted in the 2025 Budget?
- Does staff proceed with a feasibility review for an Aquatic Center and include as a CIP project in the 2026 Budget?
- What additional information does Council need regarding the Village at Coal Creek and when is Council available to have a Study Session to discuss that matter?
- Are there any additional areas of research or development to be included in the 2026 Budget and CIP proposals?

COUNCIL PRIORITY(S) ADDRESSED:

- ✓ Attractive Community Amenities
- ✓ Engaged and Diverse Community
- ✓ Prosperous Economy
- ✓ Safe and Healthy Community
- ✓ Effective Governance
- ✓ Fiscally Responsible

ATTACHMENT(S):

1. Presentation

Facilities and Capital Improvements Plan Overview

March 13, 2025



Agenda

- Overview of Facilities Needs Assessment & Plan
- Overview of Long-Range Staffing Plan
- Financial Position
- Capital Needs
 - Facilities
 - Parks
- Funding Mechanisms



Facility Needs Assessment - 2021

- **2020 - Contracted with Wold Architects and Engineers to develop the strategic plan**
- **Key Components of the Assessment**
 - Existing Conditions Assessment
 - Staffing projection based on Town population
 - Space Needs Analysis and Standardization
 - Identification of Needs and recommendations
- **Top Identified Needs for the Town**
 - **Town Hall** – The expansion and renovation of Town Hall was found to be the highest priority
 - **Erie Police Station and Municipal Court Building** – Expansion and renovation needed to accommodate projected growth.
 - **Leon A. Wurl Service Center** - Expansion and renovation needed to accommodate projected growth.
 - **Erie Community Center** - Due to lack of land to expand, the recommendation was to make modifications to current Community Center and to add additional Recreation space elsewhere.





Facility Needs Assessment Update - Erie PD 2023

- **2023 - Contracted with Wold Architects and Engineers to update the 2021 facility strategic plan focusing on updating the Police Station Evaluation**
- **Key Components of the Update**
 - Align the 2021 plan update with Townwide Plans.
 - Update objectives, priorities, and criteria in the 2021 plan specific to Erie PD.
 - Update and define space needs for the Erie PD Facility as outlined in the 2021 plan.
 - Provide final recommendations.
- **Top Identified Needs**
 - Erie's 2023 population is approximately 34,800 and there are currently 60 police sworn and non-sworn staff members.
 - The existing station, at approximately 17,971 gross square feet (gsf) is undersized for current operations.
 - Erie PDs future staffing projections to serve the town population of 80,000 indicate 49,125 gsf is needed.
 - **Recommendation:** Renovation and addition of 39,154 gsf of the current facility.



Facility Assessment – Major Needs 2023

Financial Discussion

- **Town Hall:** Town Hall was identified as the highest priority in the 2021 Facilities Strategic Plan and is currently under construction. The expansion phase has been completed, and the renovation is currently underway.
- **Erie Police Department:** Erie PD was evaluated as part of the 2021 plan and was then re-evaluated as part of the 2024 strategic plan update. The existing facility is undersized for current operations. The design for the Erie PD Renovation and Expansion is currently underway with D2C Architects.
- **LAWSC Building:** Immediate, near term, and long-term solutions were identified to address space constraints at LAWSC. A modular office building and remodel of space at the LAWSC building are planned in 2025 to address the immediate staff workspace need. The facility must expand to meet long term staffing and equipment needs based on long term population growth projections.



Facility Assessment – Major Needs 2023

Financial Discussion

- **Future Recreational Facility:** The ECC was built in 2008 and funded with a property tax increase and bonds. To serve the growing Town, it's necessary to either renovate the current facility, build satellite facilities in other areas of Town, or both. We will examine public/private opportunities.
- **Performing Arts Facility:** 2023 Community Survey respondents ranked this option as a high priority. Today's discussion of financing options is tentative; there may also be private/public opportunities.
- **Airport:** Outstanding capital needs for the Terminal/FBO Building. Rehabilitation or reconstruction of this building was estimated to cost anywhere from \$2.5M to \$3.6M in 2022 dollars based on a Facility Assessment. Staff is negotiating with the FBO operator to cover at least some of this cost.



Long-Range Staffing Plan - 2021 Plan

Population Milestones as it relates to Staffing needs

	28,000	2021 Requests	30,800	33,880	37,268	40,995	45,094	49,604	54,564	60,020	66,023	Total
Administration	7	2	-	1	1	1	-	1	-	-	-	13
Economic Development	2	-	1	-	1	-	1	-	-	-	-	5
Finance	8	-	-	2	6	2	3	6	3	-	1	31
Human Resources	4	-	-	1	-	1	-	1	-	-	1	8
IT Services	5	-	1	-	-	-	1	-	-	-	-	7
Parks and Recreation	82	1	2	4	1	29	-	4	35	3	-	161
Planning & Development	25	1	2	3	2	3	2	-	-	-	-	38
Police Department	48.5	-	4	7	5.5	5.5	9	5	4	8	3	99.5
Public Works	46	-	9.5	9	8	7	9	4	5	8	8	113.5
Town Total	227.5	4	19.5	27	24.5	48.5	25	21	47	19	13	476

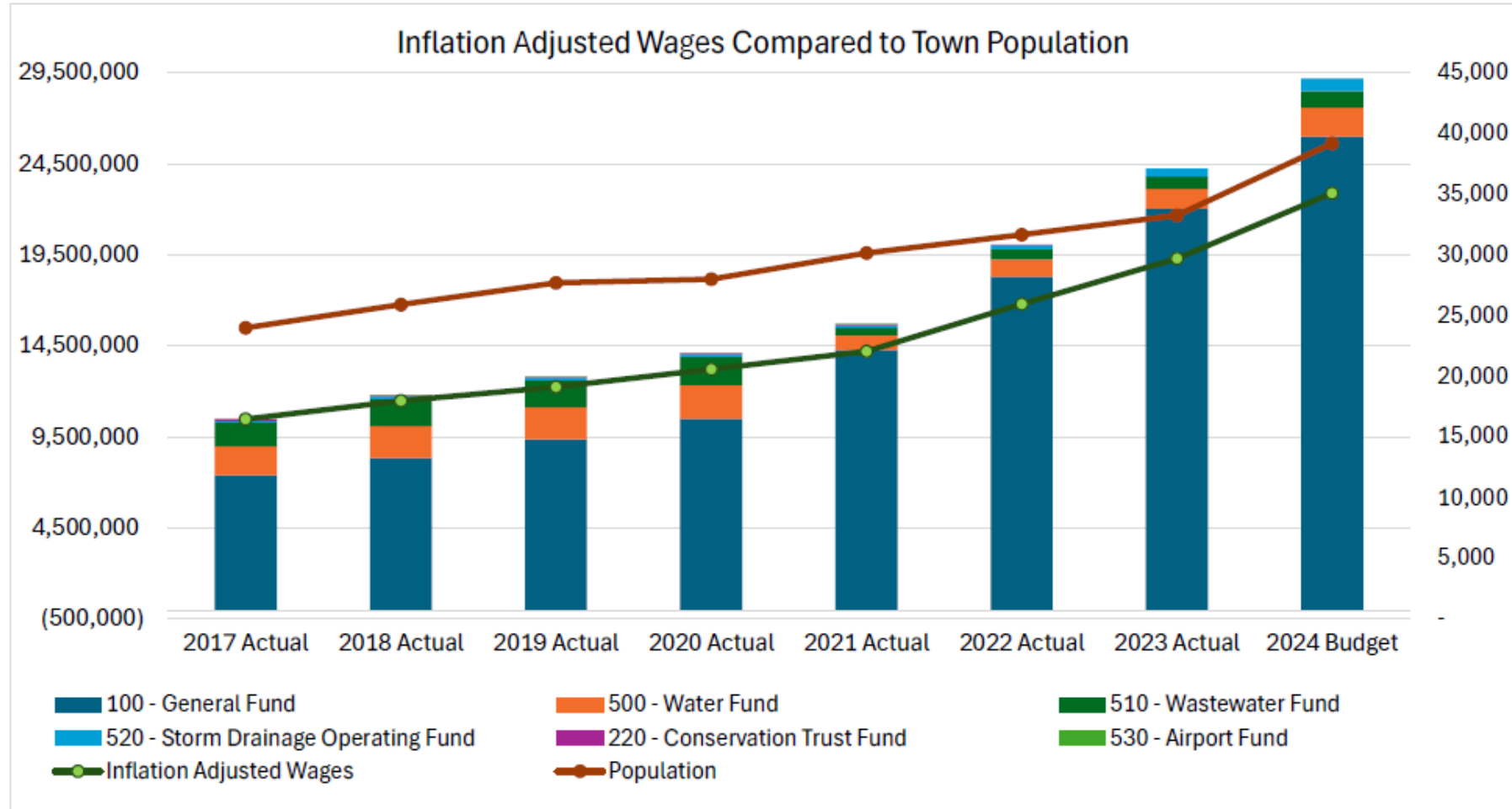
2025 Population: **39,171**
 2025 Approved FTEs: **345.9**



Financial Position



Townwide Operating Expenditures - Historical



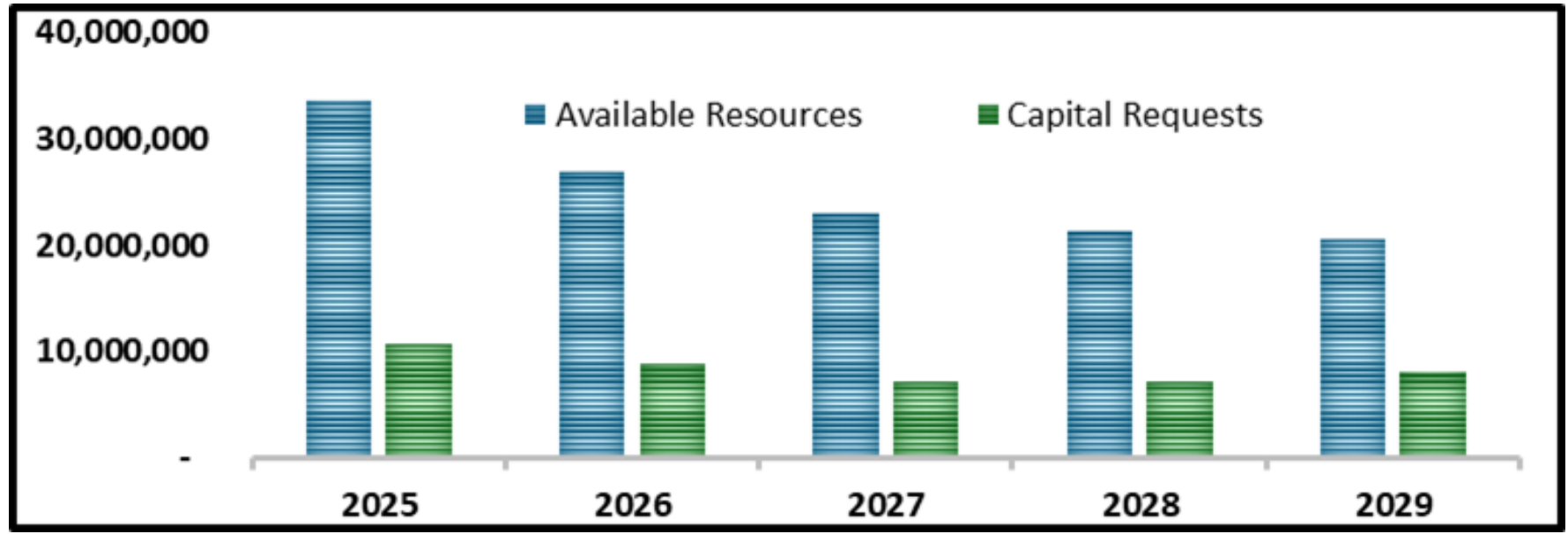


Changes in Fund Balances/Working Capital - 2025 Budget

2025 Budget	Beginning Balance	Revenues - Proposed	Expenditures - Proposed	Net Increase/ Decrease	Restricted	Ending Balance
General Fund - 100	20,949,866	63,952,197	69,677,648	(5,725,451)	(3,328,546)	11,895,869
Capital Improvement Fund - 110	27,000,000	6,500,000	10,655,205	(4,155,205)	-	22,844,795
Grants Fund	-	2,422,500	2,422,500	-	-	-
Trails & Natural Areas Fund	7,214,677	3,079,000	2,887,659	191,341	-	7,406,018
Conservation Trust Fund	1,187,352	350,000	300,000	50,000	-	1,237,352
Cemetery Fund	418,048	-	-	-	-	418,048
Total Special Revenue Funds	8,820,077	5,851,500	5,610,159	241,341	-	9,061,418
Transportation Impact Fund	24,428,387	4,065,740	5,524,582	(1,458,842)	-	22,969,545
Public Facilities Impact Fund	3,780,414	2,615,920	4,377,512	(1,761,592)	-	2,018,822
Parks Improvement Impact Fund	14,371,926	1,650,940	-	1,650,940	-	16,022,866
Police Facilities Impact Fund	1,306,867	454,100	35,518,368	(35,064,268)	-	(33,757,401)
Tree Impact Fund	1,544,960	201,000	144,000	57,000	-	1,601,960
Storm Drainage Impact Fund	9,810,192	1,124,180	2,936,500	(1,812,320)	-	7,997,872
Fleet & Equipment Acquisiton Fund	1,439,356	2,333,396	2,333,396	-	-	1,439,356
Total Capital Funds	56,682,102	12,445,276	50,834,358	(38,389,082)	-	18,293,020
Water Fund	135,757,881	31,285,800	64,980,284	(33,694,484)	-	102,063,396
Wastewater Fund	39,664,440	12,124,000	9,048,975	3,075,025	-	42,739,465
Storm Drainage Operating Fund	1,166,791	1,959,809	6,752,778	(4,792,969)	-	(3,626,178)
Airport Fund	187,127	491,545	535,390	(43,845)	-	143,282
Total Enterprise Funds	176,776,239	45,861,154	81,317,428	(35,456,274)	-	141,319,965
Totals	317,228,284	134,610,127	218,094,798	(83,484,671)	(3,328,546)	230,415,068



General Government CIF Forecast

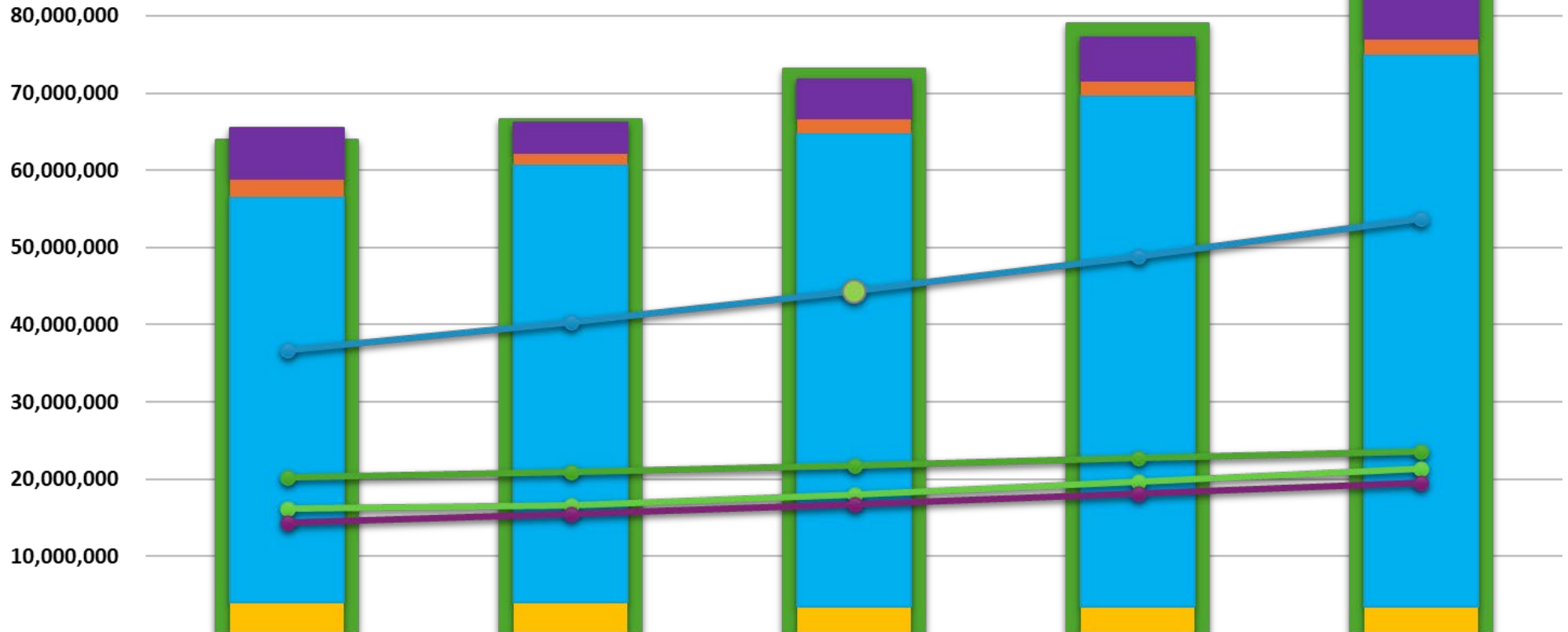


	2025 Adopted	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
CIF Beginning FB	27,000,000	22,844,795	17,956,437	15,768,599	14,140,619
General Fund Transfer	6,500,000	4,000,000	5,000,000	5,500,000	6,500,000
Capital Requests	10,655,205	8,888,358	7,187,838	7,127,980	8,110,463
Total Capital	10,655,205	8,888,358	7,187,838	7,127,980	8,110,463
CIF Ending FB	22,844,795	17,956,437	15,768,599	14,140,619	12,530,156

Note: General Fund reserves of \$20M to \$25M (25% of expenditures) and CIF reserves of \$12.5M exceeds the previous \$7.5 million General Fund set aside requirement by \$5M in all years of the 5-year forecast, while also funding \$42M in Capital Projects from the General Fund over that period.



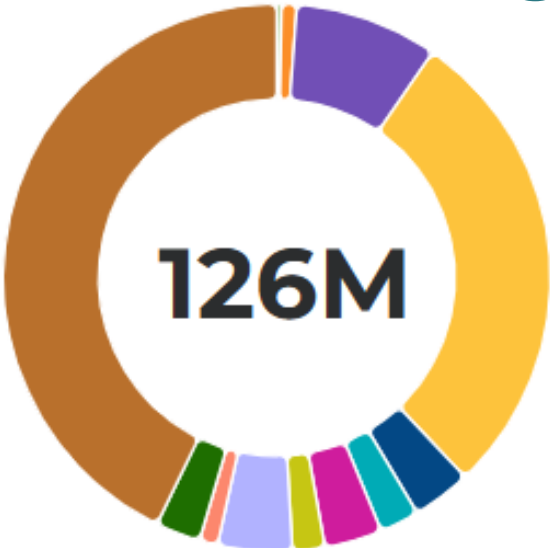
General Fund Forecast



	2025 Adopted	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Revenues	63,952,197	66,622,875	73,158,913	78,947,195	85,147,423
Transfer to CIP Fund	6,500,000	4,000,000	5,000,000	5,500,000	6,500,000
Fleet Transfers	2,333,396	1,500,000	2,000,000	2,000,000	2,000,000
Operating w/ Turnback	52,590,032	56,729,421	61,237,964	66,150,785	71,506,450
Debt	3,990,163	3,992,813	3,515,613	3,514,613	3,514,614
Personnel	36,680,854	40,348,940	44,383,834	48,822,217	53,704,439
Operating	20,173,235	20,980,164	21,819,371	22,692,145	23,599,831
Ending Spendable FB	16,159,926	16,560,566	17,965,902	19,747,699	21,374,058
Minimum FB	14,426,465	15,491,089	16,759,472	18,101,576	19,561,362

Capital Improvement Plan

FY 2025 Approved CIP Funding by Source

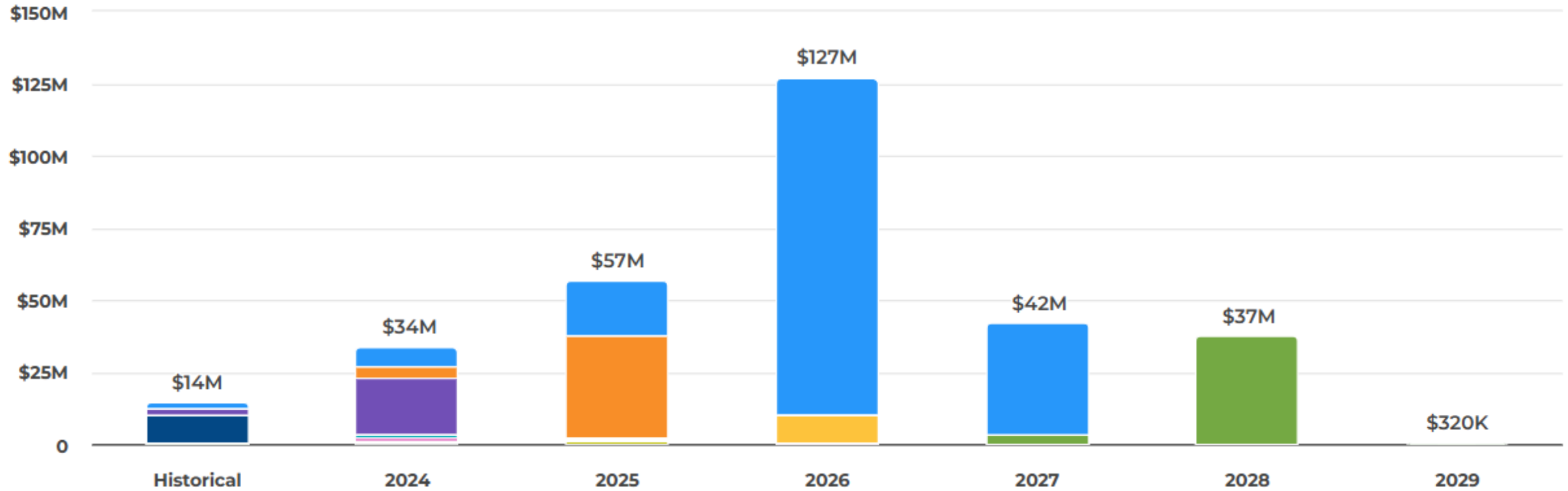


● Airport Fund - 530	\$50,000	0.04%
● Conservation Trust Fund - 220	\$300,000	0.24%
● Fleet & Equipment Acquisition Fund - 400	\$1,132,476	0.90%
● General Fund - 100	\$10,655,205	8.48%
● Police Facility Impact Fund - 325	\$35,518,368	28.28%
● Public Facilities Impact Fund - 310	\$4,377,512	3.49%
● Storm Drainage Impact Fund - 340	\$2,936,500	2.34%
● Storm Drainage Operating Fund - 520	\$4,294,483	3.42%
● Trails & Natural Areas Fund - 210	\$2,388,583	1.90%
● Transportation Impact Fund - 300	\$5,524,582	4.40%
● Urban Renewal Authority Fund - 800	\$1,350,000	1.08%
● Wastewater Fund - 510	\$3,348,631	2.67%
● Water Fund - 500	\$53,702,836	42.76%



Facilities Projects

FY24 - FY29 Building and Facilities Projects (including Historical)





Key Facilities Projects

	Historical	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Water Treatment Facility - New	\$1,916,798	\$6,946,993	\$19,000,000	\$117,078,000	\$39,026,000	\$0	\$0	\$183,967,791
LAWSC Expansion	\$0	\$0	\$0	\$0	\$3,049,730	\$37,420,124	\$0	\$40,469,854
PD - Courts Expansion	\$20,000	\$3,835,100	\$35,518,368	\$0	\$0	\$0	\$0	\$39,373,468
Town Hall Expansion	\$2,205,264	\$19,459,848	\$0	\$0	\$0	\$0	\$0	\$21,665,112
Erie Community Center Addition	\$0	\$0	\$710,512	\$9,612,027	\$0	\$0	\$0	\$10,322,539
NWRF Expansion	\$9,615,124	\$145,620	\$0	\$0	\$0	\$0	\$0	\$9,760,744
SWRF Demolition	\$369,321	\$1,230,704	\$0	\$0	\$0	\$0	\$0	\$1,600,025
ECC Replacement RTU(s)	\$0	\$700,000	\$325,000	\$325,000	\$0	\$0	\$0	\$1,350,000

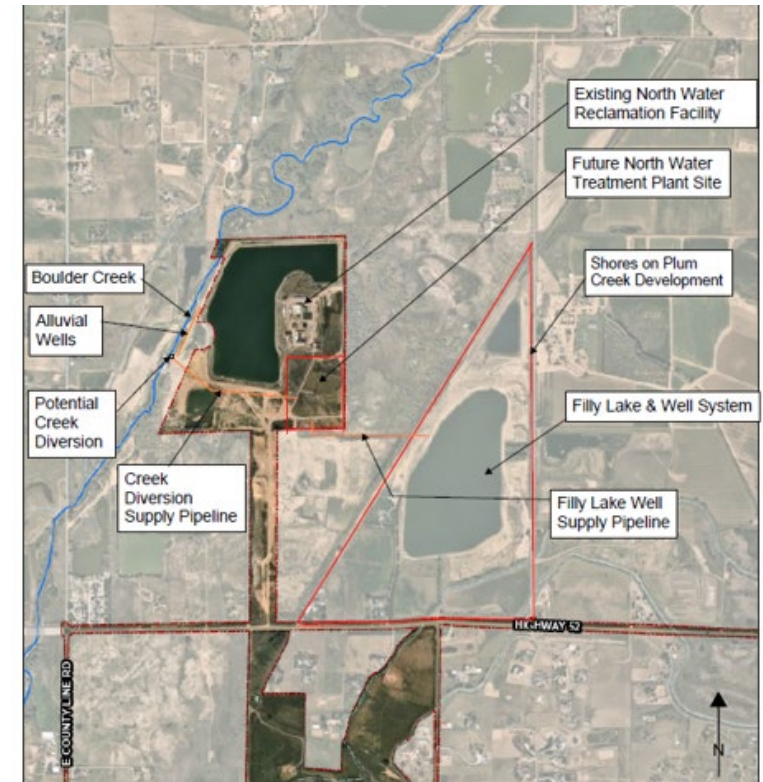
Anticipated Debt-Funded Projects:

- **Water Treatment Facility** – Partially Cash Funded, Water Fund, Revenue Bonds
- **Public Safety Building** – Police Facilities Impact Fund, Certificates of Participation

Key Facilities Project – Water Treatment Plant

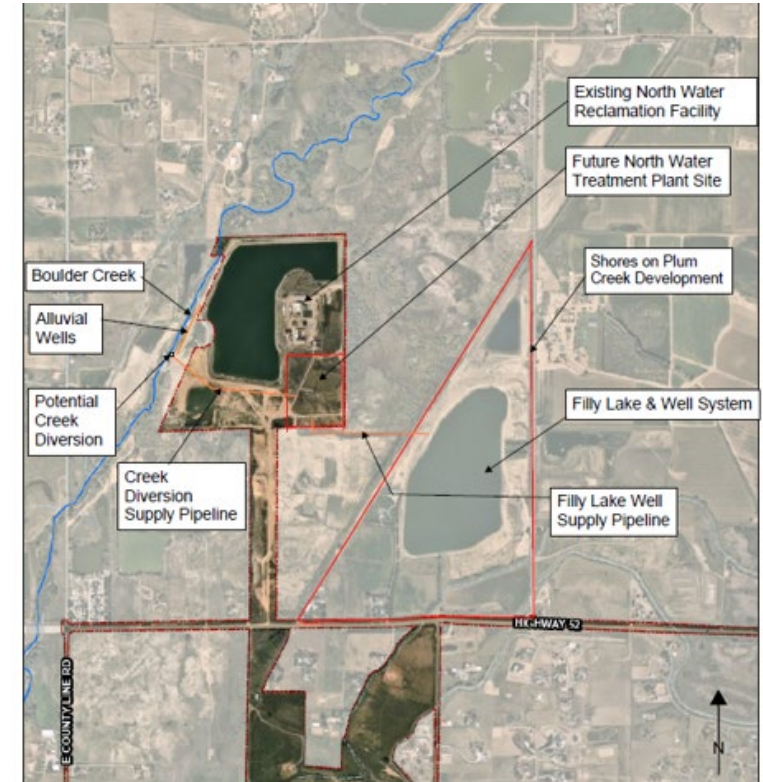
Project Details:

- Preliminary design is almost complete
- Design in 2025 CIP is anticipated to be \$6.9 million with a total of approximately \$25.5 million budgeted between anticipated rollover and approved 2025 budget
- The budgeted amount above the \$6.9 million is to be able to begin construction for Phase 1.
- Construction budget may increase once design is complete, due to cost escalators and inflation
- The Town will use the Town’s native water rights in Boulder Creek and Filly Lake as raw water sources to meet maximum day water demands through 2033 and possibly with conservation to 2036
- The design capacity for Phase 1 build out will be 6.6 million gallons per day



Key Facilities Project – Water Treatment Plant

- Costs for design will include:
 - Design of the Water Treatment Facility Building
 - Site Development Plans
 - Raw Water system reservoir, pump station, and piping design
 - Water transmission main design to Hwy 52
 - Reverse Osmosis Concentrate Storage Tank Design
 - Treatment Train Pilot Design
 - Early Procurement Equipment Packages
 - Final Basis of Design Report for CDPHE Permitting
 - Environmental Construction Compliance Plan



Key Facilities Project – Public Safety Expansion

Public Safety Building Expansion

- The Town population could be 80,000 by 2050, more than double the current population
- The 2012 design was for 50 officers, with no significant growth in non-sworn staff
- Current staffing is 47 officers and 13 non-sworn staff (60 total)
- With population growth and need for functional space, this was prioritized as a mission-critical financing need

Retrofitting costs on the building to date:

- \$315,062 – Various room expansions, conversions, and storage needs
- \$1,089,840 – Remodel of the court room and associated offices (planned 2025 if project delays)





The Cost of Delay

- Estimated construction inflation is per year and subject to current economic factors
- Consulting and election costs are minimum costs
- Interest rate inflation refers to the cost of the dollar today, verses a one-year delay at a 2% inflation rate

Other factors:

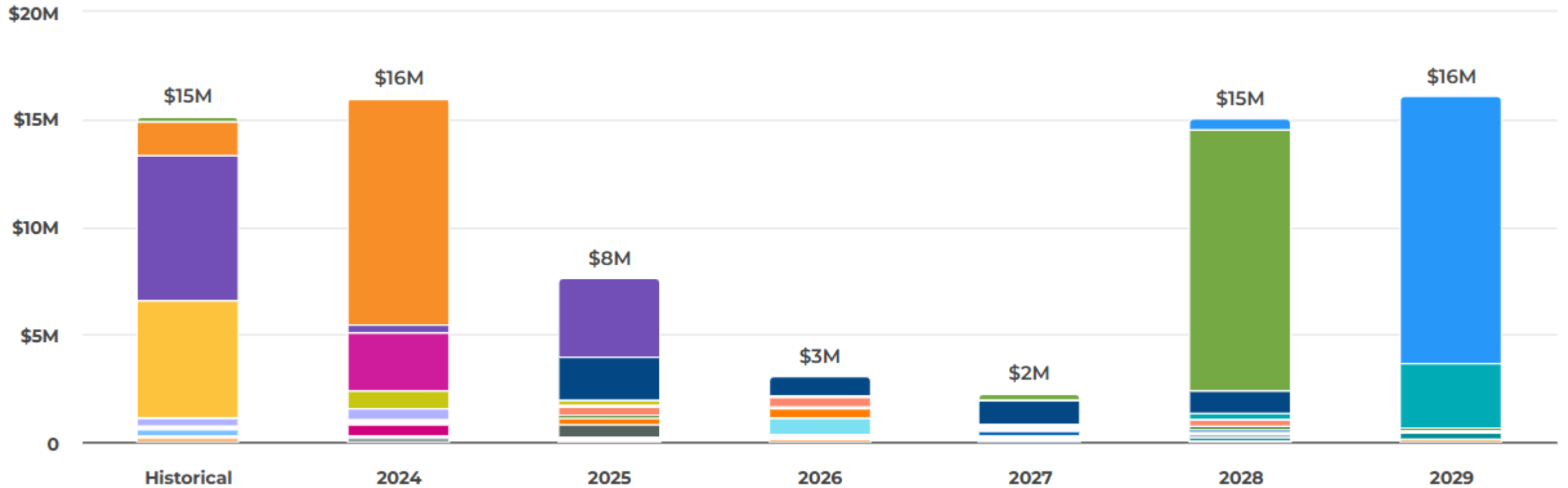
- Interest rates are currently somewhat unpredictable
- The Town is currently under contract and in active design phase, lost funds from delay are unknown

Delay Factor	Cost
10 – 15% cost inflation for construction	\$3,551,837
Additional retrofitting costs	\$1,089,840
Consulting costs for feasibility of ballot item	\$20,000
Election costs	\$30,000
Interest rate inflation	\$784,313
Total Estimated Cost	\$5,475,990



Parks Projects

FY24 - FY29 Parks & Rec Projects (including Historical)





Key Parks & Recreation Projects

	Historical	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Morgan Hill	\$0	\$0	\$0	\$0	\$0	\$550,000	\$12,450,000	\$13,000,000
Compass Park	\$237,112	\$58,261	\$0	\$0	\$300,000	\$12,150,000	\$0	\$12,745,373
Schofield Farm Redevelopment	\$1,603,481	\$10,528,200	\$0	\$0	\$0	\$0	\$0	\$12,131,681
Page Property	\$6,757,032	\$382,000	\$3,667,000	\$0	\$0	\$0	\$0	\$10,806,032
Coal Creek Park Redevelopment	\$5,404,934	\$7,000	\$0	\$0	\$0	\$0	\$0	\$5,411,934
Sunset Area Plan	\$0	\$0	\$1,973,583	\$893,974	\$1,127,736	\$1,000,000	\$0	\$4,995,293
Colliers Hill Filing 6 Park	\$0	\$0	\$0	\$0	\$0	\$335,000	\$3,000,000	\$3,335,000
Open Space Land Acquisition	\$0	\$2,699,829	\$0	\$0	\$0	\$0	\$0	\$2,699,829
Trail Connectors	\$0	\$790,351	\$240,000	\$80,000	\$80,000	\$0	\$0	\$1,190,351
POST Infrastructure Maintenance & Replacement	\$398,430	\$502,435	\$85,000	\$18,000	\$70,000	\$0	\$0	\$1,073,865
Playground Replacements	\$0	\$0	\$350,000	\$410,000	\$0	\$300,000	\$0	\$1,060,000

Anticipated Debt-Funded Projects:

- Colliers Hill Community Park (25 acres) - PIIF, URA, Facilities Impact
- Performing Arts Center
- 2nd Recreation Center
- Aquatics Facility (*could be combined with CP or 2nd Recreation Center*)



Erie Outdoor Aquatics: Action Steps

PROST Playbook Update

- Community Interest
- Funding Mechanism (tax increase)
- Project Prioritizations



ID Funding for Feasibility Study

- These run about \$35,000



Market Analysis & Public Outreach

- Demographic Research
- Focus Groups



Program Development

- Develop Program Options
- Site Analysis
- Preliminary Cost Design



Concept Design

- Site Design
- Finalize Cost Estimate
- Operational Cost and Revenue Analysis



Election Considerations

- Timing of Ballot Question
- Question Development and Testing
- Election and Consulting Costs

Erie Outdoor Aquatics: Capacity Analysis & Case Study

- Lap – 5,072 sf of surface area
- Leisure – 6,982 sf of surface area
- Total estimated daily facility capacity: 1,669
- Total Estimated Project Cost: \$17,546,000
- Operating Cost Recovery: 62%



- New, 8-lane 25-yard lap pool (5,072 SF)
- Deep area with waterslide and climbing wall
- Addition of new recreation pool (6,982 SF)
- Zero-beach entry
- Open water recreation area
- Floatable crossing activity
- Addition of waterslide tower
- New bathhouse

Design and Project Costs – Summary

Project	Proposed Revenue Source	2024	2025	2026	2027	2028	2029	Total Projected Cost
Town Hall	Cash Funded - Multiple Funds	\$21,665,112						\$21,665,112
Public Safety Building	Debt - COPs	\$3,855,100	\$35,518,368					\$39,373,468
LAWSC Building	Public Facilities Impact Fund				\$3,049,730	\$37,420,124		\$40,469,854
ECC Renovation	Public Facilities Impact Fund		\$710,512	\$9,612,027				\$10,322,539
Additional Recreation Facility	Conceptual/Planning - Voter Approved Bonds (2026)					\$60,000,000		\$60,000,000
Outdoor Aquatic Facility	Conceptual/Planning - Voter Approved Bonds (2026)					\$17,546,000		\$17,546,000
Performing Arts Facility	Conceptual/Planning - Voter Approved Bonds (2026)						\$60,000,000	\$60,000,000
Airport Terminal & Property	General Fund Transfer			\$5,000,000				\$5,000,000
Compass Park	Parks Improvement Impact Fund	\$58,261			\$300,000	\$12,150,000		\$12,508,261
Morgan Hill	Parks Improvement Impact Fund					\$550,000	\$12,450,000	\$13,000,000
Colliers Park	Parks Improvement Impact Fund					\$335,000	\$3,000,000	\$3,335,000
Arapahoe Rd SH7 Connector	Transportation Impact Fees, General Fund, Voter Approved Bonds (2028)						\$20,000,000	\$20,000,000

*Projects in conceptual phase – the timing and cost are the current rough order of magnitude.



Funding Mechanisms



Funding Mechanisms

Type of Obligations Available to Colorado Local Governments

Financing Mechanism	Description	Revenue Repayment Source	Voter Approval
General Obligation (GO) Bonds	Secured by the full faith and credit of the issuer Issued for general governmental projects	Typically repaid from property tax revenues from a dedicated mill levy	Requires voter approval for debt and tax increase (one question)
Revenue Bonds – General Government • Sales Tax Revenue Bonds • General Fund / Limited Tax Bonds • Excise Tax Revenue Bonds	Issued for general governmental projects	New or renewed special taxes or fees (could be broad (i.e., general sales tax) or specific (i.e., lodger’s tax))	Requires voter approval for debt authorization Could have voter approval to implement new tax, extend existing tax, or increase existing tax rate
Revenue Bonds – Enterprise/Utility • Water / Wastewater / Stormwater Revenue Bonds • Electric / Power Revenue Bonds	Issued for projects supported by the revenue stream for repayment	Fees and charges of the Enterprise system	Does not require voter approval so long as it meets TABOR requirements and is not required in Charter
Certificates of Participation (COPs) & Leases	Lease purchase agreement with issuer-owned asset used as collateral; subject to annual appropriation	Generally available revenues of the issuer There is no direct revenue pledge but may internally allocate specific funds	Does not require voter approval as it is not considered a multi-year fiscal obligation

Funding Mechanisms

Summary of Town-Specific Financing Options



Considerations	Option 1 Certificates of Participation	Option 2 General Fund Revenue Bond	Option 3 Sales and Use Tax Bond (Broad Pledge)	Option 4 Sales and Use Tax Bond (Narrow Pledge)	Option 5 Unlimited Tax General Obligation Bond
Pledged Revenues	No directly pledged revenues; payments are subject to annual appropriation from generally available revenues of the Town	All generally available revenues of the Town that do not have a restricted use	All sales and use tax revenues including revenues from an increase to current sales and use tax rate (if asked)	Revenues from a newly approved sales and use tax (could be restricted in use/purpose)	Property tax revenues from a new, dedicated mill levy
New Revenue Source?	No	Not Required Could seek voter approval for revenue increase	Not Required Could seek voter approval for sales tax increase	Yes	Yes
Pros	- No tax increase - Not considered a multi-fiscal year obligation under TABOR so does not require a vote	- Broader revenue pledge - Town may internally identify specific source(s) for repayment - If accompanied by tax increase, could minimize impact on budget	- Relatively broad revenue pledge - If accompanied by tax increase, could provide budget flexibility	- New tax provides dedicated source of revenues for repayment of bonds - Does not impact use of existing Town revenues	- Creates a dedicated revenue stream for repayment from property tax revenues - Does not impact use of existing Town revenues
Cons	- Constrains current Town revenues for repayment - Limits ability for Town to utilize COPs for other projects	- If no corresponding tax increase, revenues to be used for debt service are currently used for operations of the Town	- If no corresponding tax increase, revenues to be used for debt service are currently used for operations of the Town	- Limited revenue stream / more narrow pledge	- Property tax increase; Town is legally required to levy mill to pay debt service
Assumed Rating	AA/Aa2	AA/Aa2	AA/Aa2	A+/A1 → AA-/Aa3	AA+/Aa1
Rating Notes	Ratings for COPs are one 'notch' below general obligation bond rating	Likely to be one notch below general obligation bond rating; could be instances where it is rated the same as a GO Bond	Anticipated ratings in mid-AA category based on current revenues and anticipated debt service coverage	Anticipated rating outcome would depend on anticipated coverage from the new tax pledged for repayment	Town currently has outstanding GO Bonds with this rating
Anticipated Borrowing Rate*	4.40%	4.35%	4.35%	4.50%	4.30%



When are General Obligation Bonds Appropriate?

- **Mission Critical and Community Amenities**
 - Lenders evaluate issuer's creditworthiness and ability to levy taxes on its residents.
 - Public safety, road improvements, or critical infrastructure
 - Amenities that residents are interested investing tax dollars in, like recreation centers, transportation enhancements like bike lanes, performing arts centers, etc.
- **A Municipality Commits Repayment by Levying Voter-Approved Tax Increase**
 - Tax increase must be approved by voters
 - Capital priorities are structured to accommodate the yearly debt payment
 - The governing body must levy the tax rate and dedicate the tax increment for the repayment
 - Risk to the Town is default and reduced debt capacity if the yearly payment is not made on the debt.
- **Other Benefits**
 - Rates can be marginally lower than other mechanisms
 - Revenues are dedicated and do not impact the general budget
 - Ballot language can be as specific or broad as needed to demonstrate the uses of the tax increase to voters



When are Certificates of Participation Appropriate?

- **Mission Critical and Essential Projects**
 - Lenders assess the creditworthiness of the project based on its essential nature
 - Public safety, road improvements, or critical infrastructure are a statutorily required functions of a municipality, therefore the best use of COPs
- **A Municipality Commits Repayment Within Existing Tax Base**
 - No increase in taxes are needed
 - Capital priorities are structured to accommodate the yearly payment
 - The governing body appropriates the funds yearly
 - Investor essentially invests in the project, risk is higher to lienholder
 - Only risk to the Town is if we do not pay the yearly lease payment
- **Critical Need is Time Sensitive**
 - Funding disbursement is typically quicker even while still going through rigorous underwriting
 - Not considered “long-term debt” by TABOR, so does not need a vote
 - Interest rate from GO bonds do not provide significant cost savings; preventing project delay costs often outweigh the marginal interest rate difference

Design and Project Costs – Summary

Project	Proposed Revenue Source	2024	2025	2026	2027	2028	2029	Total Projected Cost
Town Hall	Cash Funded - Multiple Funds	\$21,665,112						\$21,665,112
Public Safety Building	Debt - COPs	\$3,855,100	\$35,518,368					\$39,373,468
LAWSC Building	Public Facilities Impact Fund				\$3,049,730	\$37,420,124		\$40,469,854
ECC Renovation	Public Facilities Impact Fund		\$710,512	\$9,612,027				\$10,322,539
Additional Recreation Facility	Conceptual/Planning - Voter Approved Bonds (2026)					\$60,000,000		\$60,000,000
Outdoor Aquatic Facility	Conceptual/Planning - Voter Approved Bonds (2026)					\$17,546,000		\$17,546,000
Performing Arts Facility	Conceptual/Planning - Voter Approved Bonds (2026)						\$60,000,000	\$60,000,000
Airport Terminal & Property	General Fund Transfer			\$5,000,000				\$5,000,000
Compass Park	Parks Improvement Impact Fund	\$58,261			\$300,000	\$12,150,000		\$12,508,261
Morgan Hill	Parks Improvement Impact Fund					\$550,000	\$12,450,000	\$13,000,000
Colliers Park	Parks Improvement Impact Fund					\$335,000	\$3,000,000	\$3,335,000
Arapahoe Rd SH7 Connector	Transportation Impact Fees, General Fund, Voter Approved Bonds (2028)						\$20,000,000	\$20,000,000

*Projects in conceptual phase – the timing and cost are the current rough order of magnitude.





Questions for Council

What is the direction from Council?

- Proceed with the Public Safety Building as adopted in the 2025 budget?
- Proceed with feasibility study for Aquatic Center?
- Additional information on Village at Coal Creek and when is Council available for a Study Session on that?
- Any additional areas of research or development to be included in the 2026 budget and CIP proposals?



Questions & Discussion