

City of Boulder
INTRODUCTION

2013–2018 Capital Improvement program

The City of Boulder’s Capital Improvement Program (CIP) is a six–year plan for maintaining and enhancing public infrastructure by correcting current facility deficiencies and constructing new service delivery infrastructure. The CIP provides a forecast of funds available for capital projects and identifies all planned capital improvement projects and their estimated costs over the six-year period.

Boulder has invested significant resources in public infrastructure over many years to provide its current level of municipal services. The city owns and maintains 330 buildings, 1,770 acres of parkland, 289 centerline miles of streets, three water treatment facilities, 45,405 acres of Open Space, and 700 miles of water and waste water piping. The city funds the construction and maintenance of these facilities using a wide range of sources, including dedicated tax revenues, bond proceeds, and fees. The CIP development process prioritizes the city’s numerous capital needs, bearing in mind the limits of each funding source and the funding commitments made by prior CIPs and progress made by project teams who design and build the improvements.

The CIP is a comprehensive, six–year funding plan of all city capital priorities. The city has 16 departments with numerous funding sources that, depending on the year, may potentially be represented in the CIP. To create a citywide understanding of which projects are chosen for inclusion in the CIP, and to ensure individual department priorities for CIP funding are aligned with city goals, the City developed nine CIP Guiding Principles to shape capital planning decisions made throughout the CIP process. Figure 1–1 lists the CIP Guiding Principles.



Construction of Central Park, 1929. Photo Courtesy the Carnegie Branch Library for Local History

The 2013–2018 CIP includes total funding of \$217.80 million for 140 projects. 61 projects are recommended for funding in 2013, for a one year total of \$33.77 million. When Capital Investment Bond funding is included (see page 69 for an explanation of this voter approved measure), the six–year total is \$266.80 million. Detailed summaries of CIP funding by department and project type are in the Funding Summaries section following this introduction.

CIP Process

The annual CIP process can be divided into three parts: Planning, Project Review, and Board Review/City Council Adoption. In each part, the responsibility for coordinating the process citywide is shared by the city’s Department of Community Planning & Sustainability and the Department of Finance.



Figure 1–1: CIP Guiding Principles

The City of Boulder develops a Capital Improvement Program (CIP) that addresses the ongoing major business needs and maintenance and repair of city assets as well as enhancements and expansion called for in the Boulder Valley Comprehensive Plan. The CIP is a strategic document that assures that the municipal organization maintains a strong bond rating, implements community values, and has fiscal integrity. The City prioritizes its investments both across and within funds based on the following guiding principles:

- 1. Capital Improvement Programs should be consistent with and implement Council–accepted master plans and strategic plans.**
- 2. Capital Improvements should achieve Community Sustainability Goals:**
 - Environmental – sustainable materials, construction practices, renewable resources, etc.
 - Social – enhancements that improve accessibility to city services and resources provided to the community
 - Economic – effective and efficient use of public funds across the community.
- 3. As potential capital investments are identified, the city must demonstrate in the CIP process that there are sufficient funds to operate and maintain the project or program.**
- 4. Capital Improvement Programs should provide enough capacity and flexibility in our long–term planning to be able to respond to emerging, unanticipated needs.**
- 5. Capital Improvement Programs should maintain and enhance the supporting city–wide “business systems”, such as information and finance systems, for the city over the long–term.**
- 6. Capital Improvement Programs should sustain or improve maintenance of existing assets before investing in new assets.**
- 7. Capital improvements should:**
 - Meet legal mandates from federal, state, or city levels
 - Maintain or improve public safety and security
 - Leverage external investments
 - Promote community partnerships
 - Reduce operating costs and improve efficiency.
- 8. Capital programming should maximize efficiency of investments demonstrated by measurable cost/benefit analyses and coordination of projects across departments within and across funds.**
- 9. The Capital Improvement Program should provide sufficient reserves to allow for a sound fiscal foundation with benefits that include:**
 - A strong bond rating
 - The ability to address emergencies and natural disasters.



Planning

The first phase of the CIP process is the planning process that identifies and prioritizes the needs of the community. This is done through the Boulder Valley Comprehensive Plan, Subcommunity and area plans, and departmental master plans.

The Boulder Valley Comprehensive Plan (BVCP) is the overarching policy document for the city, and outlines the vision and policies for growth, development and preservation within the valley. The BVCP includes specific policies on the orderly and efficient provision of urban facilities and services, as well as standards for urban services. As defined in the BVCP, subcommunity and area plans provide more detailed planning for land use, urban design, neighborhood revitalization, and public facility needs for a specific area of the city.

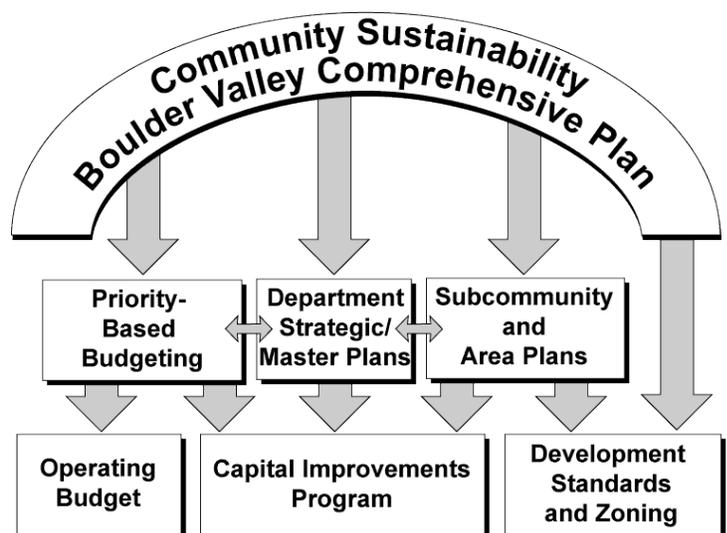
Departmental master plans include details on necessary projects and a funding plan for the future provision of services and facilities. Master plans are developed to be consistent with the policies and the growth projections in the BVCP and typically include level of service standards needed to meet BVCP goals, policies and system-wide priorities, which in turn help determine the scheduling and prioritization of capital improvements. Master plans are used by the city during the annual budget process to identify and prioritize projects. Figure 1–2 illustrates the relationship between the CIP and the BVCP, Master Plans, Subcommunity Plans, and Area Plans.

Project Review

The second phase engages each department proposing projects for the CIP in a citywide review process. The first step in this process is a CIP Information Sharing Meeting held in the beginning of the year. This meeting provides an opportunity for departments to discuss projects and proposed changes to their prior year projects as they relate to each other and as they may be impacted by planned private development throughout the City.

Following the CIP Information Sharing Meeting, the departments add, update, and revise proposed CIP projects and submit this information for review by the CIP Peer Review Team (PRT). The PRT is a multi-department staff committee that is tasked with reviewing proposed CIP projects for coordination, major policy or budget concerns, and consistency with the CIP Guiding Principles. PRT comments are relayed back to departments for consideration as the departments prepare their proposed projects for the CIP.

Figure 1–2: Relationship Between Plans and the CIP





After the PRT’s review of projects, the city’s Executive Budget Team also reviews the project information and provides feedback to departments before departments propose projects for inclusion in the draft CIP.

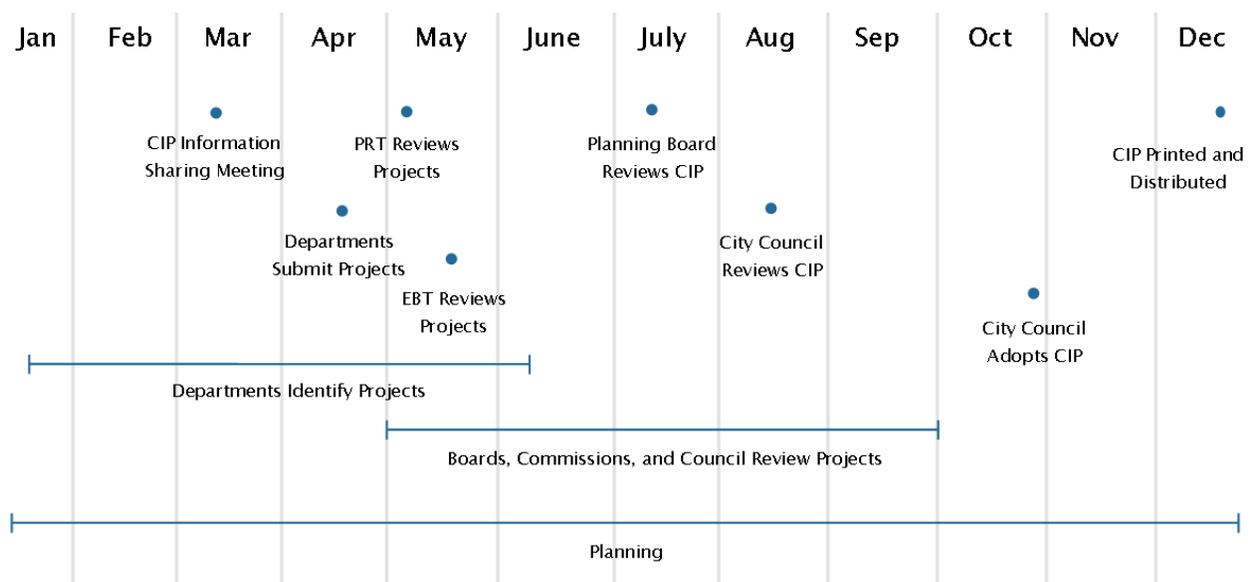
Board Review and City Council Adoption

The final phase in the CIP process involves the review of the draft CIP by department advisory boards, the Planning Board, and City Council. Department advisory boards review their department’s proposed CIP projects throughout the late spring and early summer and make recommendations to the Planning Board and City Council.

Section 78 of the City Charter calls for the city Planning Department to prepare the annual CIP with other city departments for submittal to the City Manager. The Planning Board evaluates and makes recommendations to the City Manager and City Council on the draft CIP as part of the annual budget process. The Planning Board’s review of the CIP includes the relationship of projects to the policies of the BVCP, subcommunity plans, area plans and departmental master plans.

City Council reviews the draft CIP in August, and provides feedback to the City Manager prior to final budget development. The City Council appropriates funds for the first year of the CIP in its budget ordinances each year. While Colorado state law limits appropriations to the first year of the CIP, the succeeding five years of the annual CIP are important in providing a longer-term plan for setting funding priorities, scheduling projects in a logical sequence, and coordinating and targeting capital improvements for all city departments.

Figure 1–3: Annual CIP Timeline





Challenges

Each year, as the CIP is being updated, City Council, advisory boards, and staff consider technical, environmental, and financial challenges that could potentially limit the ability of the city to fund its priority projects. Challenges being identified in the 2013–2018 CIP include revenue reduction, construction cost inflation, new infrastructure requiring operational funding, unfunded projects, and expiring revenues.

Revenue Reduction

The recessions that occurred starting in 2001 and 2008 were of such magnitude that capital funding for needs in areas such as the general fund, which do not have dedicated capital funding sources, were minimized.



New city street cleaner, 1926. Photo Courtesy the Carnegie Branch Library for Local History

Construction Cost Inflation

The cost of construction continues to rise. The *Engineering News Record* Construction Cost Index for Denver and the Colorado Department of Transportation Colorado Construction Cost Index indicate that construction costs are escalating at a rate of 4%, based on a five year rolling average. Previous budget cycles used a 3% cost inflation rate. A higher cost escalator will reduce the amount of work that can be done with planned revenues, in particular, over the planning horizon of the CIP.

New Infrastructure Requires Operational Funding

While the dedication of certain funding streams by the voters has provided stable funding for some capital needs, these revenues have not always provided sufficient funds to support costs. For some projects, sufficient capital funds have been accumulated to build the project, but insufficient operating dollars have put the project on hold until ongoing funding can be identified.

Unfunded Projects

The city continues to have a large number of unfunded needs. As part of the City's Capital Investment Strategy that led to the ballot measure on the 2011 Capital Improvement Bond, departments were asked to provide a comprehensive list of unfunded needs. The CIP process will continue to collect and analyze current needs, unfunded needs and the related operating costs associated with capital improvements.

Expiring Revenues

Over the next three years, the city faces the two expiring revenues. Its Climate Action Plan tax expires in 2012, and the Parks and Recreation .25% sales tax is set to expire in 2015. If these revenues are not renewed by voters, the reduction in available resources could impact planned CIP funding in selected categories.

Opportunities

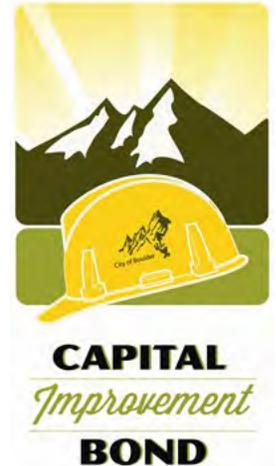


Similar to the challenges facing capital funding each year, there are issues that are positively impacting the city's capital investment performance. Opportunities identified in the 2013–2018 CIP include the Capital Investment Strategy, a new role for the CIP Peer Review Team, and local market conditions characterized by lower bids and low inflation.

Capital Investment Strategy

The city continuously evaluates its services and programs to find ways to continue to better provide core and enhanced services to residents and businesses. The Blue Ribbon Commission I (BRC I) report highlighted that some of the greatest identified critical deficiencies were in building maintenance and replacement, fire apparatus replacement, and major software replacement.

The CIP covers projects identified for funding each year, there remains a large list of unfunded capital projects in various master plans. In an effort to evaluate expanded investment in the city's capital infrastructure, a Capital Investment Strategy (CIS) was created. The strategy utilized funding from de-Bruce revenues, funding that recently retired capital debt, revenues from the original rate of accommodations tax, and other budget savings.



In 2011, voters approved Measure 2A and authorized the city to use these revenues to repay up to \$49 million in bonds funding the highest priority capital needs. The new infusion of capital funding will address numerous citywide significant deficiencies and some high priority action items. While the bond measure will help the city catch up on many significant deficiencies and some high-priority action items, long-term funding challenges remain. For more information, see the special highlight section on the Capital Improvement Bond.

The CIS Round 1 and Round 2 processes provide multiple benefits to the city including enhanced coordination across departments, refining priorities across the city and generating input from community members. The city is committed to quality and timely implementation of the Capital Improvement Bond (Round 1) projects, building credibility and confidence in the community as well as to apply lessons learned to future prioritization efforts, Master Plan updates, and the Civic Area plan.

CIP Peer Review Team

In early 2012, the CIP Peer Review Team (PRT) was created to assist departments with the prioritization of projects with a focus on the following three methods:

- Institutionalize the use of the CIP Guiding Principles (See Figure 1–1)
- Implement incremental steps that to better structure or define the CIP and CIP process
- Identify potential major budget issues, city-wide policy issues, opportunities for project coordination, and major project conflicts.



The PRT puts the resulting CIP on a foundation better aligned with citywide priorities. A key benefit of the PRT is the expansion of future opportunities for different types of projects to be included in the CIP, projects for which funding was not available in prior years. Furthermore, the PRT is striving to apply lessons learned from the CIS to consider capital projects across the city business and service areas.

Lower Bids/Low Inflation

The downturn in the cost of construction projects experienced in the past two years has helped stretch the dollars that have been allocated to capital projects and programs. For example, in 2006, bids for the per foot price for waterline replacement came in at \$128.97. In 2012, the price was \$105.46.

2012 Accomplishments

The city anticipates completing a significant number of capital projects in 2012, and details are provided below. Further details on accomplishments are listed in the department overviews. In 2011, voters approved the sale of up to \$49 million of Capital Improvement Bonds to fund multiple capital needs throughout the city. Projects funded with these bonds are included in this list and discussed in more detail in the Capital Improvement Bond section.

Downtown and University Hill Management Division/Parking Services

- Completed signage program for five garages in the Central Area General Improvement District
- Completed concrete floor improvements at 15th and Pearl Garage
- Improved landscaping at Downtown 14th street parking lots
- Completed Downtown/Pearl Street Mall Improvements and Amenities Replacement, including irrigation system work, upgrades to the 1400 block map, resurfacing of the children's play area, and establishment of a replacement fund for the pop jet fountain.

Facilities and Asset Management

- Completed major roofing projects at East Boulder Community Center and the Public Safety Building
- Completed Carnegie Library exterior repairs
- Completed locker room renovations and asbestos abatement at Fire Station #1
- Completed HVAC repairs in all fire stations
- Completed New Britain building interior renovations
- Finished interior improvements to the Municipal Building
- Completed Valmont Butte voluntary cleanup .



Illustration of proposed Garage signage program



Carnegie Branch Library for Local History



Facilities and Asset Management, cont.

- Completed elements of the Phase 3 Energy Performance Contract such as solar photovoltaic systems at the Municipal Service Center, Fleet Services, OSMP annexes, and The Dairy Center for the Arts
- Completed the installation of smart electric vehicle charging systems at the North and South Boulder Recreation Centers.

Information Technology

- Began replacement process for citywide financial management, human resources, customer relationship management software and the city website.

Open Space and Mountain Parks

- Implemented multiple West Trail Study Area projects such as work on trails, trail heads, and signage
- Completed design on Community Ditch Trail Crossing of SH 93
- Finished construction of Green Ditch fish passage structure.
- Implemented elements of Grassland Plan
- Installed new roofs at Annex and Ute office buildings
- Completed multiple repairs to multiple cultural resources.

Parks and Recreation

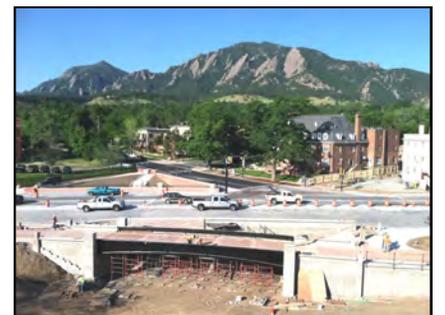
- Completed multiple park shelter replacements/improvements such as installing shelters at Valmont City Park and Foothills Dog Park
- Enacted Columbia Cemetery upgrades/enhancements
- Completed multiple park and recreation facility renovations
- Completed improvements to the Boulder Reservoir infrastructure
- Replaced the Urban Parks Computerized Irrigation system and Playground and Irrigation System
- Completed phase IA of Valmont City Park including dog park renovations, interim disc golf course, remaining bridge structures, park shelters, and landscape and irrigation improvements
- Completed renovations to East Boulder Community Center Locker Room and ADA Upgrades
- Completed multiple ADA Compliance improvements.
- Completed improvements to the Scott Carpenter Skate park fence.



Hedgecock Shed Repairs



Construction of a bridge at Valmont City Park



Construction of the Broadway underpass at Euclid Avenue



Transportation/Airport

- Completed Broadway, Euclid to 18th improvements
- Installed new multi-use paths on Arapahoe Avenue, Fourmile Canyon Creek, and 28th St.
- Installed new sidewalk on Linden Avenue
- Completed various transit stop improvements throughout the city, including bus pads and other bus stop amenities and meeting Americans with Disabilities Act (ADA) design guidelines
- Completed the improvements on Pearl Parkway in coordination with Boulder Junction improvements
- Rehabilitated East Aircraft Parking Ramp at Boulder Municipal Airport.

Greenways

- Completed Fourmile Canyon Creek improvements.

Utilities

- Replaced deteriorated pipes.
- Completed renovations to Chautauqua Water Storage Tank.
- Completed work on the Boulder Canyon Hydroelectric Modernization Project
- Completed remediation work at Kossler Reservoir
- Completed Nutrient Compliance Study.



Boulder Canyon Hydroelectric Facility

2013 Planned Construction

The city anticipates completing a significant number of additional projects in 2013, details for which are provided below. Additional details on these projects are listed in the overview section of each department. Capital Improvement Bond projects are included in this list.

Downtown and University Hill Management Division/Parking Services

- Continue CAGID Garage major maintenance
- Begin downtown 14th Street parking lots repair and replacement
- Continue Downtown/Pearl Street Mall improvements and amenities replacement.

Facilities and Asset Management

- Renovate Scott Carpenter Pool Locker Rooms
- Replace Harbeck House roof and gutter system
- Rebuild Municipal Building flood gates
- Provide access improvements to Downtown Campus Facilities



Open Space and Mountain Parks

- Implement multiple West Trail Study Area projects
- Complete repairs to multiple cultural resources.

Parks and Recreation

- Complete park shelter replacements/improvements at North Boulder Park, Crestview Park, Wonderland Park, and Pleasant View Sports Complex
- Complete Elks Neighborhood Park.

Transportation/Airport

- Complete 14th and Walnut Transit Facility Improvements
- Complete South Boulder Road and Manhattan traffic signal and associated improvements
- Begin and/or complete key transportation improvements associated with Boulder Junction such as: Pearl Parkway multiway boulevard, electric line undergrounding, intersection improvements, Junction Place and the bridge over Goose Creek.

Greenways

- Complete Goose Creek Restoration Project.

Utilities

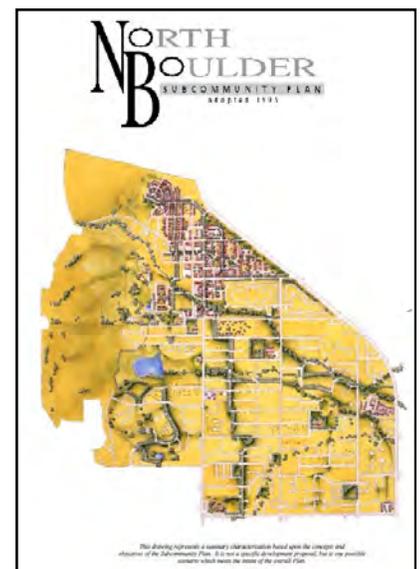
- Complete major renovations at the Wastewater Treatment Facility.

Implementation of Subcommunity and Area Plans

North Boulder Subcommunity Plan

The North Boulder Subcommunity Plan (NoBo Plan) was adopted by the city in 1995 and amended in 1996 and 1997, and covers 2,300 acres. Its creation was precipitated by the significant amount of development and redevelopment that was expected in North Boulder which, at the time, contained nearly half of the city's vacant residential land and several prominent vacant or under-developed commercial sites.

Much of the planning area has now been developed or is approved for development, and a significant number of capital improvements have been made in the area, including installation of bike lanes and bike paths throughout the subcommunity, and installation of Violet Park west of Broadway. Foothills Community Park has been developed. Three neighborhood pocket parks have been acquired and flood and greenway improvements have been made to implement the plan.



North Boulder Subcommunity Plan



Proposed capital improvements in the next six years include:

- Development of Elks Neighborhood Park, coordinated with Greenways and Flood Improvements along Fourmile Canyon Creek
- Wonderland Creek Flood and Greenways Improvements
- Flood and Greenways improvements along Fourmile Canyon Creek.

Boulder Junction

The Boulder Junction area includes the Transit Village Area Plan (TVAP), adopted by the city in 2008, which covers 160 acres. The area is located in the geographic center of the community, and was developed in anticipation of significant redevelopment due to the development of new RTD bus and rail transit stations, development of city-owned property as a transit-oriented mixed use neighborhood, and revitalization of the former Crossroads Mall into Twenty Ninth Street. Implementation of the plan has just begun, with the first two private development projects in review or approved by the city.

Proposed capital improvements in the next six years include:

- Enhancements to be coordinated with development projects
- Construction of Junction Place north and south of Pearl Parkway
- Boulder Junction pocket park
- Redevelopment of Pearl Parkway into a multi-way boulevard
- Construction of the bridge over Goose Creek
- Installation of new traffic signals.

Additional information on Boulder Junction can be found in its own Special Highlights section.

Gunbarrel Community Center Area Plan

The Gunbarrel Community Center Plan was adopted in 2004, and amended in 2006. The purpose of the Gunbarrel Community Center Plan is to provide a blueprint for the Gunbarrel commercial area that will result in a viable and vibrant, easily accessible, pedestrian-oriented center to serve the Gunbarrel subcommunity.



Rendering of the approved Gunbarrel Town Center

The Gunbarrel Town Center project has been approved, which is a key implementation step for the plan. A total of 251 residential housing units and 22,000 square feet of non-residential space will be constructed. Several public infrastructure improvements will be constructed by the developer in conjunction with this project, including:

- A multi-use path along Lookout Road
- A new street connecting Lookout Road and Gunpark Drive with on-street parking.

Downtown Boulder

The final report of the Downtown Alliance in 1997 articulated a vision for Downtown Boulder.



While significant private and public investment has occurred since that time, continued investments in the Downtown are needed to ensure that the area remains a primary community gathering place, business and commercial center, and tourism attraction.

Investments made in the Downtown are an inter-departmental effort. In the next six years, the following investments are planned:

- Ongoing parking garage maintenance
- 14th Street Parking lot improvements
- Streetscape enhancements leading to Pearl Street
- Pearl Street Mall irrigation.

Projects Recommended for CEAP

The City of Boulder assesses potential impacts of conceptual project alternatives in order to inform the selection and refinement of a preferred alternative. The evaluation of these alternatives is known as a Community and Environmental Assessment Process or CEAP.

CEAP reviews are prepared when projects are in the site location and facility design phase. The primary purpose of the CEAP is to encourage the consideration of potential social and environmental impacts in planning and decision making and, ultimately, to arrive at actions that achieve the objectives of the project with the fewest impacts. The intent of the CEAP is to make project planning more efficient by considering issues in advance of implementation.

All CEAPs include an analysis of the project and alternatives, including how the project will further implement the BVCP, master plan goals, or subcommunity or area plans. The alternatives are then analyzed through a checklist of impacts to: natural areas or features, riparian areas/floodplains, wetlands, geology & soils, water quality, air quality, resource conservation, cultural/historic resources, visual quality, safety, physiological well-being, urban services, special populations, and the economy.

The Appendix to Title 2 of the Boulder Revised Code instructs that major capital improvement projects should be handled in accordance with the City Plans and Projects Handbook, dated November 2007.

The 2007 Handbook provides that a project should be evaluated through a CEAP if it meets any of the following criteria:

- A project or a potential alternative could have a significant impact on an environmental, social, or cultural resource and the project would benefit from a CEAP;
- The project is anticipated to generate enough neighborhood or community input to require a public hearing or board review;
- There is more than one possible conceptual alternative that will require staff or community input in the selection; or



- The project requires alternatives analysis as part of internal or external permitting and review processes at the local, county (1041), state, or federal level (NEPA).

An internal city CEAP should be performed prior to submitting for a local permit or to the external agency. Annually, the list of Capital Projects is reviewed by the internal city CEAP review group, and the group discusses projects that may need a CEAP. Projects that require Concept and Site Plan Review do not go through the CEAP and are not reviewed by the CEAP Review Group.

CEAP findings are submitted by departments to their respective advisory board for review as part of CIP project approval. For those departments that do not have an advisory board, the Planning Board is responsible for reviewing CEAP findings as part of project approval. Council has the opportunity to call up projects for their review and approval.

The following capital improvement projects proposed for funding in the 2013–2018 CIP are recommended to complete a Community and Environmental Assessment Process (CEAP).

Parks and Recreation Department

- Elks Neighborhood Park (*in conjunction with Fourmile Canyon Creek Flood Mitigation*) (Page 267) (*CEAP Completed 2011*)

Open Space & Mountain Parks Department

- Historical Structures and Trails – Stabilization & Restoration * (Page 228)
- Visitor Infrastructure – System Wide * (Page 240)

Transportation Division

- 28th Street (Baseline to Iris) (*CEAP completed 2001*) (Page 304)
- 28th St. Path Improvements: Iris to Yarmouth (Page 308)
- Baseline Underpass: Broadway to 28th (Page 310)
- Pearl Parkway Multi-Use Path: 30th to Foothills (Page 334)

Utilities Division/Greenways

- Barker Dam Hydroelectric & Dam Outlet (Page 422, 424)
- Boulder Slough (Page 364)
- Fourmile Canyon Creek at Crestview & 19th Street (Page 202)
- Fourmile Canyon Creek Upland to Violet (Page 204)
- NCWCD Carter Lake Pipeline & Hydroelectric (Page 458)
- South Boulder Creek Flood Mitigation Improvements (Page 370)
- Upper Goose Creek Drainage Improvements (Page 380)
- Witemeyer Ponds* (Page 472)

**As the scope of work is defined the necessity of a CEAP or other public review will be determined.*



Utilities Division/Greenways, cont.

- Wonderland Creek Foothills to 30th St (Page 384)
- Wonderland Creek at 28th Street (Page 386)

CIP Process Changes and Roadmap

Over the past three years, changes were steadily made to the CIP to improve how the CIP is developed and presented. During creation of the 2011–2016 CIP, the city revised and restructured the document, and developed guiding principles to influence the selection of projects. These principles addressed a long-term approach to improving and sustaining the quality of city assets and establish a universal system of capital project evaluation and prioritization across the organization. Rather than focusing only on new projects, the principles prioritize investing first in existing assets.

Improvements continued during the creation of the 2012–2017 CIP with the increased utilization of the Guiding Principles across the organization, the incorporation of budget appropriation information in the document, and the development of a more comprehensive unfunded project list. The City also developed a practical funding strategy for funding major capital needs through the issuance of the \$49 million Capital Improvement Bond.

Process improvements have continued with the development of the 2013–2018 CIP. To improve the connection between the CIP and the Operating Budget, financial information was aligned with practices used in the Operating Budget. In addition, a CIP Peer Review Team was also created to review all CIP projects. This interdepartmental staff committee was tasked with reviewing the draft CIP through the following lenses:

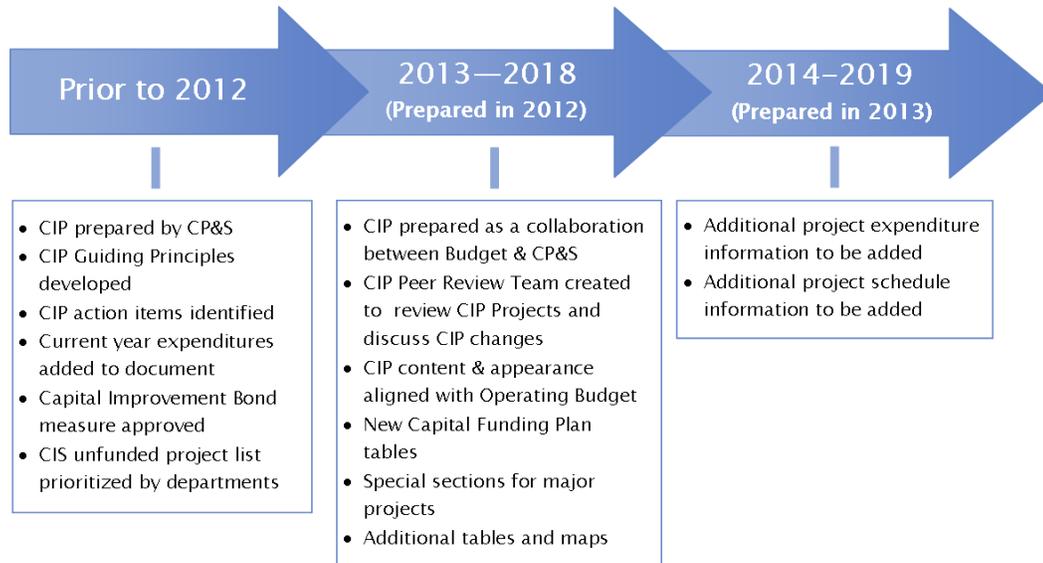
- Continue to institutionalize the use of the CIP Guiding Principles;
- Consider and implement incremental steps to better restructure or define the CIP and CIP processes; and
- Identify potential major budget issues, city-wide policy issues, opportunities for project coordination, and major project conflicts.

The CIP PRT met multiple times throughout the spring and early summer of 2012 to review the proposed 2013–2018 CIP projects and to discuss new features and enhancements for the plan. Other changes in the 2013–2018 CIP include new layouts for the Capital Funding Plan tables within project information sheets, special sections to highlight major initiatives such as the Capital Improvement Bond and Boulder Junction, and additional tables and maps to present a richer collection of project information.

The city will continue to make improvements to the CIP in future years. Changes planned for the 2014–2019 CIP include the addition of project expenditure and schedule information (see Figure 1–4).



Figure 1–4: CIP Process Changes Roadmap



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