

capability to operate programs and construct adequate facilities at the time they are required, in support of growth anticipated by the adopted Land Use Plan through the planning period (year 2030). This does not require that the details or timing of every capital project be identified in advance. Rather, it calls for general comparison of anticipated capital improvements to be made against reasonably expected revenues to ensure that they are in balance.

CF-7 Develop and maintain a strategic plan for implementing capital projects in support of the City's land use vision as described by the Comprehensive Plan. The intent of the plan is to:

- Guide the City's investment decisions in the near, middle and long term as part of the overall 20-year plan;
- Further strengthen the City's readiness for grant applications and partnerships;
- Help the City leverage capital investments and ensure effective use of public funds;
- Highlight key strategic actions necessary to carry out planned capital investments; and
- Inform the community of the overall improvement plan.

CF-8 Ensure that the capital investment strategic plan:

- Is consistent with the Comprehensive Plan;
- Summarizes the revenue and expense components of the City's functional plans;
- Includes financial data for capital spending in support of growth anticipated by the adopted Comprehensive Plan through the planning period to 2030 and the 20-year capital investment period;
- Identifies key strategic actions and investments needed to carry out the Comprehensive Plan vision for Downtown, Overlake and established neighborhoods;

- Summarizes planned capital facility improvements, sequencing and costs over a 20-year period;
- Includes all functional areas: Transportation, Parks, Water, Stormwater, Sewer, Police, Fire and General Government;
- Addresses service deficiencies;
- Addresses ongoing operating costs, maintenance and retrofitting;
- Addresses funding strategies; and
- Addresses monitoring and reporting on progress.

CF-9 Define "plan-level financial balance" as the financial capability to construct and operate adequate capital facilities at the time that they are required, in support of growth anticipated by the adopted Comprehensive Plan through the planning period to 2030 and the 20-year capital investment period.

CF-10 Biennially evaluate the City's ability to achieve "plan-level financial balance." Take one or more of the following actions if the financial capacity to provide necessary capital facilities for all or part of the city is found to be insufficient:

- Reassess planned land use and adjust the capacity for growth,
- Institute mechanisms for phasing or deferring growth,
- Reassess service standards for capital facilities, or
- Identify new revenue sources.

CF-11 Adopt the City's Six-Year Capital Improvement Program (CIP) as the short-term budgetary process for implementing the long-term capital investment strategic plan. Ensure that project priorities, funding allocations, and financing

Guidance for the City of Redmond's 2017-2022 Capital Improvement Program (CIP)

Thematic Strategies for the 2017-2022 CIP – *What are the key desired outcomes for the next CIP?*

- Invest in **infrastructure preservation and replacement** across the City to maintain the current level of service, the reliability of capital assets, and provide timely and cost effective replacement.
- Complete key **Downtown** infrastructure projects, including the Downtown Park and conversion of Cleveland Street/Redmond Way to two way streets.
- Continue infrastructure design and construction in **Overlake** to prepare for light rail in 2022 and support development of a livable urban neighborhood.
- Invest in **neighborhoods** with key projects that increase transportation choices, connections, enhance safety and environmental sustainability, and improve opportunities to recreate.
- Continue investments in key opportunity projects that support **economic and community vitality**.

Principles - *How will the City accomplish these outcomes?*

Principles describe best practices, asset management, or “HOW we do things.” They describe qualities that lead to improved effectiveness and results over time such as by innovating, strategically using resources, and partnering with others.

- Develop and implement a 6-year CIP that results from **proactive project prioritization and alignment** of delivery commitments with our funding and resource capacity.
- Provide good **stewardship of existing City infrastructure** to ensure that these assets are well maintained and reliable.
- Use **functional plans and Redmond's Capital Investment Strategy (CIS) as the primary source of planned capital investments**.
- Continue to **strategically leverage funds and capital investment opportunities** working in partnership with other agencies and the private sector when consistent with the capital investment priorities of the City.
- Develop **innovative strategies to fund infrastructure** and strategically use all available resources.
- Maintain an impact fee system that ensures that **growth pays a proportionate share of the cost** of capital facilities related to new development.

Criteria - *Use to prioritize investments to carry out the strategies.*

The criteria provide specifics to inform prioritization. For example during the last CIP, criteria ranged from those that relate directly to the draft strategies as well as overarching considerations, such as whether an investment contributes to revenue savings or other positive returns over time and whether it is in the CIS and a functional plan. Criteria could be weighted to help carry out the strategies.