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Fiscal Year 2014-15

## Long-Range Capital Improvement Program Strategic Plan



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## **City of Austin, Texas**

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### **City Manager**

Marc A. Ott



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## Letter from the City Manager



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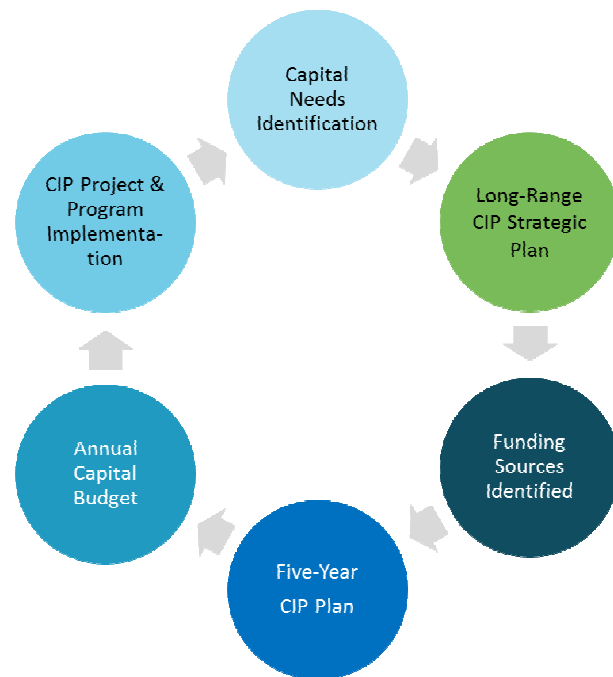
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## Executive Summary

The Imagine Austin Comprehensive Plan was adopted by City Council in 2012. As the City moves into the implementation phase of the comprehensive plan, much focus has been put on the types of investment that are necessary to realize its priorities and vision. The Long-Range Capital Improvement Program (CIP) Strategic Plan is an important part of these implementation efforts as it establishes the Imagine Austin Comprehensive Plan Growth Concept Map and Priority Programs as primary guides to determine opportunities for strategic investment.

What you will see in the Long-Range CIP Strategic Plan is a discussion of capital needs and priorities framed in two distinct priority areas: ongoing capital needs necessary to maintain services for a growing community and strategic investments that support community priorities. One of the key challenges in developing the CIP is maintaining balance between these two priority areas, this Plan seeks to provide information about both categories as well as how they are related to one another. This approach will add value as we utilize our CIP to balance and carry out the numerous City priorities.



A diagram of the CIP Planning Process.

An important goal of the Long-Range CIP Strategic Plan is to inform and educate the public about the City's CIP: how it works, how it is funded, and the types of priorities and factors that drive its implementation. It is our hope that through the Long-Range CIP Strategic Plan, we can make progress in achieving this goal and establishing a continuing dialogue with the community about the City's CIP.

This plan is separate from but related to the traditional five-year CIP Plan in that the Long-Range CIP Strategic Plan provides strategic direction and context for development of the funded projects included in the five-year CIP Plan. Over time, this relationship will get stronger as the Long-Range CIP Strategic Plan evolves and becomes a part of the city-planning process .

## Current Environment

There are several factors that will affect the needs and priorities for capital improvements going forward. Issues such as changing demographics will impact the demand for certain types of infrastructure such as providing more mobility choices for the community. The economic climate can have an impact on the cost of capital projects, depending upon trends over the next several years. Efforts related to Imagine Austin implementation, such as potential changes to the City's land development code, will shape how and where capital investment opportunities will exist in the future.

The city is projected to continue its trend of exponential growth over the long term, which will put further strain on existing facilities and infrastructure networks. How the city accommodates this growth will be a key consideration since development patterns affect the cost of providing services and

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maintaining or expanding infrastructure networks. Such issues carry beyond Austin to the central Texas region, requiring coordination with other governments and public agencies in the area.

### **Comprehensive Infrastructure Assessment, page 21**

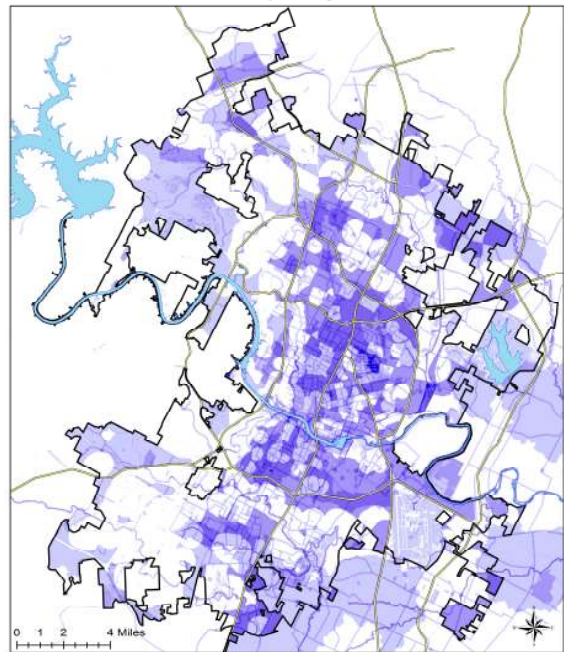
While all City departments have processes for determining the condition of their infrastructure assets, such as roads and drainage networks, the City is undertaking an organization-wide assessment of infrastructure condition. This year represents the first phase of this effort, in which the focus has been on identifying infrastructure categories and building a common framework for determining infrastructure condition. Additional information regarding the link between infrastructure condition and CIP long-range needs will be available in subsequent Long-Range CIP Strategic Plans as this framework is further established.

As a recent study by the American Society of Civil Engineers showed, much of the nation's infrastructure is in poor condition and in need of critical improvements during the coming years. The City is no exception as it faces its own infrastructure challenges of aging infrastructure and the need to keep pace with a growing population. Information gathered from departments showed that several City departments are challenged with aging and dilapidated infrastructure that will require rehabilitation or replacement, particularly those assets that are located in the older downtown area. The City's ability to conduct routine maintenance on its infrastructure also affects when major rehabilitation projects are needed, which shows the link between operating budgets (which fund routine maintenance) and capital improvement budgets (major rehabilitation/replacement).

### **Strategic Investment Areas Overlay Analysis, page 25**

One of the main components of the Long-Range CIP Strategic Plan is a series of "heat maps" that provide a new way of viewing the overlap and intersection of various City priorities and initiatives, such as those emerging from Imagine Austin and the CAMPO 2035 Regional Transportation Plan, to begin to identify where potential leveraging opportunities exist across multiple types of improvements. The maps are organized around four primary topics as articulated by the Imagine Austin Action Plan and based on Imagine Austin Priority Programs, further aligning strategic investment with our comprehensive plan.

The Strategic Investment Areas Overlay Analysis shows that the City has several areas where it can strategically address multiple capital investment priorities related to the implementation of Imagine Austin. These opportunities are further amplified through potential coordination with projects and programs in the five-year CIP Plan, which is composed of capital improvements that have been or will be funded in the five-year horizon. Coordination opportunities exist between various types of public capital projects, such as mobility and water infrastructure improvements, as well as with planned private investments.



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The Strategic Investment Areas Overlay Analysis also shows a relatively strong level of existing alignment between current CIP initiatives and CIP priorities that are part of Imagine Austin. This means that not only is the City already moving forward on Imagine Austin implementation through its CIP but also that opportunities exist to leverage strategic opportunities with planned capital investments. The alignment of funded CIP projects and programs with City initiatives will be important to monitor as the CIP and Imagine Austin implementation progress over time.

### Rolling Needs Assessment, page 56

A key component of the Long-Range CIP Strategic Plan is the Rolling Needs Assessment, or future CIP priorities, that departments have identified. The Rolling Needs Assessment provides more detail on the types of ongoing capital improvements that the City must make to keep pace with services as well as strategic investments that have been identified as priorities through either department-level or city-level planning processes. Similar to the Comprehensive Infrastructure Assessment, the Rolling Needs Assessment is in its first phase of implementation and will include additional information on long-range CIP needs in future Long-Range CIP Strategic Plans.

The Rolling Needs Assessment shows that the City has a substantial number of ongoing CIP programs that will need additional funding in the 10-year horizon; some of these programs may require funding sooner than others and should be monitored for future funding opportunities. Ongoing CIP program needs have been identified for addressing existing facilities and infrastructure as well as strategic initiatives that provide new or expanded services. Two key areas of long-range CIP need are transportation/mobility improvements and city facilities due to capacity and condition issues.

### Conclusions and Long-Range Strategies

**The City must balance strategic CIP investment opportunities with the need to renew existing facilities and infrastructure networks.** There is a substantial backlog of basic rehabilitation and renovations needed to address what are, in many cases, aging or dilapidated assets. The 2012 Bond Election Advisory Task Force came to a similar conclusion in its review of the City's list of proposed projects for the bond package. One of the primary challenges that the City faces in its CIP portfolio is effectively addressing this need over the long-term to maintain an acceptable level of service for the community, particularly when need typically outpaces available funding.

**The City will need to maximize leveraging opportunities for the CIP to provide a greater return on investment from limited resources.** As the City and region continue to grow at an accelerated pace, the needs to make improvements to existing infrastructure networks and to make strategic investments in our community become ever more pressing. Limited funding opportunities and more demands on City services and infrastructure will necessitate effective decision-making regarding the type and amount of capital investment to be made in the coming years. The City already leverages many of its capital investments through coordinated, interdepartmental projects and with funding from other sources, including public-private partnerships. These collaborations will be key factors to maximizing the utility of available CIP funding.

**The City has several opportunity areas where it can potentially leverage capital investments and meet multiple CIP priorities, as evident through the Strategic Investment Areas Overlay Analysis.** The maps show several potential opportunities for coordinated capital improvements. Such opportunity areas include Plaza Saltillo, the East Riverside corridor, the North Burnet/Gateway area and the Rundberg Lane area. Investments that support Imagine Austin's Compact and Connected priorities, such as drainage and mobility infrastructure, can also be leveraged with other priorities, such as

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housing and parks, for more efficient and coordinated improvements in the community. The analysis provides a basis for further discussion and examination of potential strategic investment opportunities by City staff, decision makers and the community at-large to identify more specific coordinated investments that can most benefit Austin.

**Regional planning and coordination of capital investment across governmental entities will be critical to maximizing capital investment and benefits for the City and the region.** Several of the challenges and opportunities that the City has with regard to capital investment also hold true for other local government entities in the region. Issues like rapid growth and mobility challenges are far-reaching, calling for a strategic multi-agency approach. Much regional coordination already exists but will need a continued focus to address long-range capital improvement needs.



The Mopac Bicycle and Pedestrian Bridge project, which started construction in 2014, was made possible by a partnership between the City and the Texas Department of Transportation.

**In order to address both ongoing needs and strategic investments in the coming years, the City of Austin will need to use a mix of funding sources for capital investments.** Opportunities to be explored further include:

- More sustainable funding strategies for critical, ongoing capital infrastructure needs including deferred maintenance on facilities and infrastructure.
- Additional resources for long-term City facilities planning to explore scenarios for consolidation, joint-use facilities or other approaches that could reduce long-term capital costs to City of Austin taxpayers.
- Funding sources for ongoing programs and strategic investments in mobility infrastructure to address level of need as well as to act as catalyst investments for leveraging other capital improvements.
- Federal, state, and other grant funding opportunities where CIP needs and the objectives of the grants are aligned.
- Public-private partnerships and public-public partnerships, for projects that are identified as high priorities for strategic investment.

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## Planning Commission Recommendation Letter



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Planning Commission Recommendation Letter continued



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The vision of the Long-Range Capital Improvement Program Strategic Plan is to utilize the CIP to deliver the infrastructure needed to support and shape a vibrant city for today and future generations.

### The Importance of Strategic CIP Planning

The City of Austin regularly undertakes projects to improve public facilities and infrastructure assets for the benefit of its citizens. Collectively, these projects compose the Capital Improvement Program (CIP). Department collaboration and innovation is essential to the success of the City's CIP. A long-range and strategic method is required for the City to efficiently maintain current services while also keeping up with growth and competition for economic development.

Focused on future capital needs, the new Long-Range CIP Strategic Plan provides the analysis needed to create more opportunity for increased efficiencies and targeted investments. This plan provides the platform to achieve balance between the need for ongoing investment in the City's aging infrastructure and transformational capital investment. The Long-Range CIP Strategic Plan also serves as a communication tool that frames the City's overall capital needs across services and departments through a longer time horizon (ten or more years). Finally, the Long-Range CIP Strategic Plan provides the link between the CIP and the Imagine Austin Comprehensive Plan.

#### Long-Range CIP Strategic Plan Goals

- Improve communication about citywide, ongoing CIP needs
- Identify strategic capital investment areas and planned projects
- Identify opportunities for coordinated CIP investments
- Articulate unfunded CIP needs to prepare for future funding and leveraging opportunities
- Inform development of long-term CIP funding strategies
- Improve transparency and public understanding of the City's long-term infrastructure plans and use of the CIP to support and advance City policies
- Create a stronger link between the Imagine Austin Comprehensive Plan and the City's CIP

### In This Document

In this document you will find information about the City of Austin's Capital Improvement Program: what it is, why it is important and definitions of key terms used to plan and create the program. You will find information about the evolution of capital projects from planning to construction and why it's important to have a variety of projects in different stages of development. You will find information about the processes underway to assess the condition of the City's infrastructure assets and the array of CIP needs throughout the city including the many ongoing capital programs managed by various

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departments. You will gain an understanding of typical funding sources used to support the CIP and funding strategies that could be considered to help close the gap between need for projects and available funds. Finally, you will find an analysis of all of this information and key findings to consider in long-range CIP planning.

## The Capital Improvement Program

### What is the CIP?

The Capital Improvement Program proposes the development, modernization or replacement of public infrastructure during a multi-year period. The CIP arranges these projects based on priorities and assigns an estimated cost as well as an anticipated method of financing for each project or infrastructure category (see Appendix A for definitions of infrastructure categories). The five-year CIP Plan and the Long-Range CIP Strategic Plan, as a compendium of public improvements that identifies present and future needs and priorities, represents the City's short-term and long-range plan for the physical development of the City. The funded short-term plan for improvements is captured in the five-year CIP Plan. The long-term (10 years or more) planned improvements are captured in the Long-Range CIP Strategic Plan.



A rendering of the roundabout that will be included as part of the Todd Lane expansion project, which will improve the existing street network.

### How the CIP Works

The infrastructure systems in the CIP work together to shape Austin and keep it running day to day. As outlined in the Capital Improvement Projects section (page 3), the infrastructure for which the City is responsible includes a range of assets that have corresponding funding needs in order to keep the assets in acceptable operating condition.

The City often needs new infrastructure that requires funding to be included in the CIP as well. An example would be the need for a new road or expansion of an existing road to address traffic safety and mobility needs. This would be a new asset above and beyond the ongoing rehabilitation or replacement of older existing roads throughout Austin. When planned strategically, new transportation infrastructure can be designed with urban design best practices and include multimodal accommodations, thereby implementing multiple City goals through one project.

Many City departments have a stake in the planning and development of projects that will likely be part of the CIP at some point. Together, these projects provide basic

#### Capital Delivery Roles

Departments and staff have a variety of roles in the planning and implementation of the Capital Improvement Program.

The Public Works Department is the primary project delivery managing department.

The **Project Sponsor Department** recommends and advances a project through the CIP process and assists in developing the project's scope, schedule and budget.

The **Managing Department** indicates the department to which the Project Manager is assigned. The Project Manager is responsible for planning, executing and completing the project.

The **Financial Sponsor Department** is any department that contributes funds towards the cost of the project. Projects can have one or more Financial Sponsor Departments.

## Capital Budget vs. Operating Budget

The City's Annual Budget has two primary components: the operating budget and the capital budget. The capital budget funds major improvements to City facilities and infrastructure and is supported through multiple funding sources including different types of bonds (debt paid for by user fees and taxes), user fees, grants and cash as well as other smaller sources of financing also paid for by user fees and taxes.

The operating budget includes personnel costs and annual facility operating costs. It is funded primarily through local property and sales taxes; revenue transfers between departments; licenses such as building and development fees; franchise fees for a company's use of the City's rights-of-way; charges for services; fines and other smaller sources of revenue such as interest on investments.

City Council holds public hearings on the proposed operating and capital budgets and then approves both budgets in August or September for the following fiscal year, which begins Oct. 1.

Generally, routine maintenance of infrastructure needed to assure its predicted useful life, as well as repairs, are funded through the City's operating budget. More intensive rehabilitation and replacement of infrastructure are typically funded through the capital budget.

levels of service for Austinites, the required response to growth and major (although less frequent) strategic investments in large-scale projects.

To better understand how the CIP works, the following sections provide a description of what a capital project is, what type of infrastructure and facilities the City is responsible for and a description of the CIP planning process. Because of the array of project types and departments involved in CIP planning and implementation, the City has established principles and procedures to guide the CIP. These include key principles, the connection to the Imagine Austin Comprehensive Plan, assumptions in the evolution of a capital project and typical sources of funding of capital projects. These principles and procedures are explained in detail on pages 6-13.

## Capital Improvement Projects

A capital improvement project is the building block of the Capital Improvement Program. It is any major improvement or expansion of City facilities or infrastructure. Capital improvement projects may include new construction and/or renovation of recreation centers and libraries, acquisition of parkland, reconstruction of streets, replacement of water and wastewater lines, provision of power for residents, urban trails, creek restoration, and the purchase of new fleet vehicles and information technology networks.

The definition of a capital investment usually includes the cost and lifespan of an asset, which can vary by infrastructure type. Lower-cost improvements and routine preventative maintenance of facilities and infrastructure

are therefore not considered capital improvement projects. Capital improvement projects may be funded by bonds (debt) that are repaid over the course of multiple years or other sources. Fleet purchases, information technology projects and external consultant-led planning projects may also be considered capital improvement projects.

Routine maintenance projects are typically funded through a department's annual operating budget. Continuous review of how the City is funding its CIP is necessary to assure that the City is using available resources prudently and to the extent possible.

Capital improvement projects are varied so some may require years of planning and construction while others may be completed in a shorter timeframe. Once funded, an example of a long-range project would be the replacement of a bridge, which could take several years to complete because of extensive engineering design and heavy construction activity. On the other hand, sidewalk, water and

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wastewater line rehabilitation as well as some types of park improvements may have much shorter planning and construction timeframes, in some cases less than a year.

It is necessary for the City to maintain a steady stream of projects in various phases because of the varying timeframes necessary to carry out CIP projects. This can be accomplished by funding only the design of a project or, for projects that have already undergone the design phase, only construction. It is also important to, at times, allocate funding to a project through design and construction. This approach avoids the “saw pattern,” whereby there is a spike in construction of projects followed by a lull. Too many projects in either construction or design create a burden on the design and construction industry, which could drive up costs. Additionally, too many projects in construction at the same time may strain the community with street closures and other related construction activity. Strategically planning for design-only projects also positions the City to leverage federal funding for projects that are construction-ready.

## City Infrastructure Categories Included in the CIP

Each City department has needs that are fulfilled by the CIP. Listed below are the overarching categories for capital improvement projects. Also included are the departments that typically play a role or have an interest in the development of projects for each category. Descriptions of each infrastructure category can be found in Appendix A of this document. Also in Appendix A is a chart that identifies Enterprise Government and General Government departments.

Infrastructure Category	City Department
Area Plans	Planning and Development Review Department Neighborhood Housing and Community Development Office Economic Development Department
Aviation	Aviation Department
Electric	Austin Energy
Facilities	All City departments Building Services Office of Sustainability
Housing	Neighborhood Housing and Community Development Office
Land Acquisition	All City departments Office of Real Estate Services
Mobility Infrastructure	Austin Transportation Department Public Works Department Parks and Recreation Department Neighborhood Housing and Community Development Office
Park Amenities	Parks and Recreation Department Public Works Department
Stormwater	Watershed Protection Department
Technology	Communication and Technology Management
Vehicles/Equipment	Fleet Services All City departments
Water Infrastructure	Austin Water Utility

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### The CIP Planning Process

The City's CIP planning and prioritization process is multi-faceted, incorporating review and public input at the departmental and organizational levels. The CIP includes many recurring capital programs aimed at existing infrastructure networks and City facilities. As such, capital planning and prioritization occurs on an ongoing basis throughout the year and is ultimately reflected in the CIP process shown in the diagram on this page.

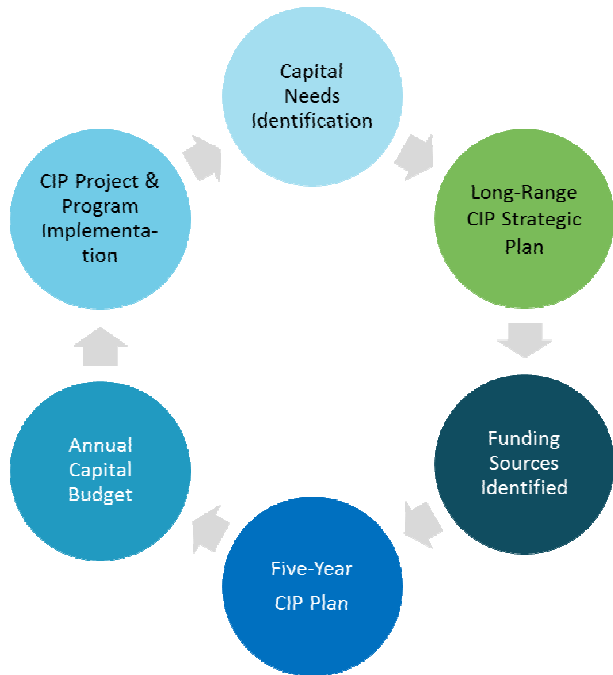
The Long-Range CIP Strategic Plan is a new tool for public review and transparency in this CIP process. It articulates the City's long-term CIP needs to foster public review of planned investments at an earlier stage in the project planning process.

Departments will continue to lead the effort in identifying future capital needs using technical assessments of infrastructure condition, public input received through individual department's planning efforts, requests from City Boards and Commissions and the overarching vision of Imagine Austin. However, each year through the Long-Range CIP Strategic Plan Rolling Needs Assessment process (page 56), departments will be asked to provide information about their long-term, ongoing and strategic capital program needs and highlight future planned projects for inclusion in the Long-Range CIP Strategic Plan.

The development of information for the various inputs into the Long-Range CIP Strategic Plan starts in October of each year, which is the same time departments conduct their overall business planning. CIP planning and financial management staff throughout the City are prompted to review, refresh and/or update information contained in the previous year's Long-Range CIP Strategic Plan. Additionally, departments will have an opportunity to provide any new information about factors affecting their departmental CIPs.

Ultimately, the Planning Commission will be asked to review and approve the Long-Range CIP Strategic Plan each year with public input. Once approved, the plan should guide efforts to identify funding for the priorities identified in the Long-Range CIP Strategic Plan. When funding is identified, the planned appropriations and spending for CIP projects are provided in the five-year CIP Plan.

Because the FY 2014-15 Long-Range CIP Strategic Plan is the first of its kind, the relationship between the Long-Range CIP Strategic Plan and the five-year CIP Plan will not be as evident as it will in the coming years. Over time, a more direct relationship will develop between long-range, strategic planning and the project and programs within the five-year CIP Plan as well as the capital budget. Finally, through this Long-Range CIP Strategic Plan and the five-year CIP Plan, the City is on its way to an even stronger connection between its capital program and the Imagine Austin Comprehensive Plan. Read more about the connection between Imagine Austin and the CIP on page 7.



A diagram of the CIP Planning Process.

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# Key Principles for the City's Capital Investments

### **Provide adequate infrastructure and facilities to maintain City services**

The City should regularly replace aging assets and renovate facilities to maintain a high level of service. In addition, population growth calls for the City to provide more infrastructure and facilities just to maintain the existing level of service for our growing population. The City may be obligated to provide new facilities in newly annexed areas or upgrade existing facilities in densely populated areas to accommodate greater public use.

### **Seek cost-effectiveness in planning and delivery**

The City will look for opportunities to leverage other funding sources to fund its CIP and will consider ways to decrease future operating, maintenance and capital costs as well as long-term financial commitments when possible through coordination and collaboration opportunities.

### **Balance community priorities**

The CIP should balance investments to achieve community goals and address priorities for the benefit of all Austinites. Capital needs often exceed available funding, so the City must continually prioritize its investments. Throughout the CIP, the City must balance capital investments that address urgent needs, planning priorities, City Council policy directives and department business priorities as well as take into account sustainability and cost considerations.

### **Support investments reflecting Imagine Austin vision and City Council policy directives**

The Imagine Austin Comprehensive Plan, related plans and City Council policy directives make specific recommendations about how to address existing challenges and work toward a community vision. Strategic CIP investments should support these initiatives and implementation of the Imagine Austin Priority Programs as well as related actions.

### **Promote a sustainable community and high quality of life**

The City's investments ought to promote sustainability by taking positive, proactive steps to protect quality of life now and for future generations. Sustainability means finding a balance among three sets of goals: 1) prosperity and jobs, 2) conservation and the environment, and 3) community health, equity and cultural vitality.

### **Encourage cross-departmental coordination and planning**

The CIP should identify opportunities to address more than one service delivery need within a department or across departments through its capital investments.

### **Abide by City financial policies**

Planning and implementation of the City's CIP should be aligned with City of Austin financial policies to ensure the City's financial resources are managed in a prudent manner.



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## Imagine Austin and the CIP

The Long-Range CIP Strategic Plan was created after the adoption of the Imagine Austin Comprehensive Plan so the City's ability to use the CIP to implement the community's vision for the city as identified in Imagine Austin is enhanced. As shown in the Conclusions (page 59) and Infrastructure Challenge (page 13) sections of this document, the City is already making progress implementing Imagine Austin through its capital investments.

The Long-Range CIP Strategic Plan reflects Imagine Austin through identification of the need to continue many ongoing capital programs that support Imagine Austin such as completing sidewalk gaps, investing in parks and open space and supporting affordable housing. The Imagine Austin vision is also reflected in plans for new, larger-scale and transformative capital improvement projects such as the redevelopment of the former Green Water Treatment Plant downtown and Urban Rail.



Imagine Austin is an important guide to enhance the department's work as they determine capital improvement projects to propose for inclusion in to the City's funded CIP. Imagine Austin also provides the framework for enhanced coordination between departments to identify and advance CIP investments that meet multiple City priorities.

The annual update of the Long-Range CIP Strategic Plan gives the City an opportunity to continually identify the next planned capital investments from a high level perspective for implementing Imagine Austin through the CIP. Imagine Austin does not address all City operations and should not be taken as the sole determinant of capital investment, particularly related to rehabilitation and replacement of existing infrastructure.

## Evolution of a Capital Project

Capital improvement projects have multiple phases. The first phase is the planning phase. This phase consists of the identification of short- and long-term needs for basic infrastructure and strategic investment. CIP planning staff in multiple departments use existing planning documents, City policies, infrastructure asset management data, and other sources to prioritize and filter projects to develop those that best meet city needs.

Once a project has funding included in the five-year CIP Plan and is approved in the annual capital budget, it may go through the phases detailed in this section. This sequence is based on a typical design-bid-build CIP project; however, project phases may vary depending on the project delivery method and project type. Additionally, with so many moving parts, making accurate assumptions about how a project proceeds is related to many factors including its funding timeline and complexity.

**Preliminary Phase:** The Preliminary Phase is composed of initial project planning such as scoping, funding allocation, public outreach, and schedule and cost estimation. It may also include right-of-way acquisition or inter-local agreements with other agencies.

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**Design Phase:** The Design Phase may include surveying, architectural design, engineering, zoning, permitting and land acquisition.

**Bid/Award/Execution Phase:** The Bid Phase begins when the City advertises the project and requests bid submissions from contractors and vendors. The phase ends when a contract is approved by City Council and is executed.

**Construction Phase:** A project enters the Construction Phase when a contract has been executed and a Notice to Proceed has been issued. Construction may refer to the actual construction or renovation of buildings or other infrastructure such as streets and sidewalks. Construction may also refer to the execution or implementation phase of other projects that do not include construction such as the implementation of technology projects.

**Post-Construction Phase:** The Post-Construction Phase includes the warranty, completion of final as-built plans and project closeout.

## Funding the CIP

The CIP is supported by a number of different funding sources including bonds (debt paid for by user fees and taxes), cash and various other revenues such as user fees. Debt service and cash come from fees and taxes. The type of funding used for a project can vary according to the type of project as well as whether the department is part of the General Government or the Enterprise Government.

An Enterprise Government Department is able to generate revenue to pay for their capital needs. Examples include infrastructure like water lines, telecommunications and energy. Revenue may be generated through user fees, such as electric and water utility rates; airport passenger facility charges; drainage utility fees; and pay-as-you go fees for waste pick up and disposal.

### Voter-Approved GO Bond Programs



City Council periodically calls for a general obligation (GO) bond election to pay for capital improvement projects that are otherwise not funded by City revenue. Voter-approved GO bonds are repaid through property taxes.

Capital projects funded by GO bonds may be improvements to roads, bridges, urban trails, parks and facilities such as the 2006 Bond-funded Asian American Resource Center, pictured above. Each year, a significant portion of the City's General Government CIP fulfills projects that are part of voter-approved GO bond programs.

In 2012 and 2013, Austin voters approved a total of \$371.6 million in GO bonds to fund transportation and mobility improvements, preserve open space, create affordable housing opportunities, and renovate libraries and museums, among other projects.

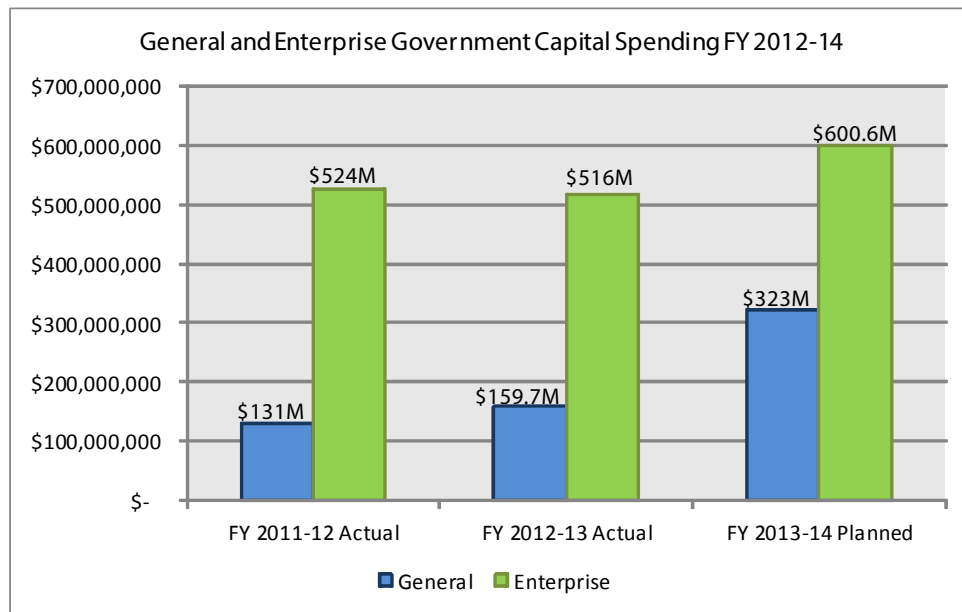
In addition to beginning to work on projects funded by the 2012 and 2013 bond programs, the City continues to implement projects funded by previously approved GO bond programs such as the 2010 Mobility Bond Program and the 2006 Bond Program. This overlap of bond program funding is common in a CIP because some projects may take several years to complete from planning to design and construction.

The City often spends the largest amount of authorized bond funding a few years after voters approve the bonds and then spending tapers toward the end of the bond program.

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General Government Departments are those that do not generally generate revenue in amounts sufficient to pay for their capital project needs. Therefore, these departments need outside funding sources such as voter-approved bonds and/or federal grants (see Appendix A for a list of Enterprise Government and General Government departments). Although Enterprise Government Departments have a more consistent funding source, the capital program need always exceeds the projected revenue stream. As such, project prioritization and periodic supplementation with bonds or other funding sources are necessary.

The most common funding sources for capital improvement projects are bonds and cash transfers. The bonds are repaid by property taxes for General Government Departments and by revenue generated by user fees for Enterprise Government Departments. The City uses different types of bonds including public improvement bonds, which are used for voter-approved general obligation bond programs; revenue bonds; certificates of obligation; contractual obligations; and commercial paper (see Appendix A for financial definitions). The use of debt is suitable in capital projects because it is repaid over a long time period, typically 20 years. This long-term debt is appropriate due to the typical long-term usable life of the asset and because it allows the cost to be shared by a larger number of citizens over time.



### Other Funding Sources

Because identified capital needs always outweigh available funding for capital projects, the City also evaluates opportunities for funding through other sources including grants, tax increment financing, public improvement districts (PIDs), public-private partnerships (P3s) and public-public partnerships. These funding sources are explained in this section. Examples of projects that have benefited or been made possible from their use are also provided.

These funding sources provide the mechanisms to realize CIP projects throughout the city. The spending on CIP projects will be discussed in the next section, which also details the City's spending per infrastructure category during the last six years and has a discussion of how to address the gap between need and available funding sources.

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Funding for the North Lamar Boulevard Sidewalk Project came from bond funds and a federal grant.

**Grants** are funds disbursed by one party (grant makers)—often a government department, corporation, foundation or trust—to a recipient, which is often a nonprofit or government entity, educational institution, a business or an individual. In order to receive a grant, some form of grant writing, often referred to as either a proposal or an application, is usually required.

Most grants are made to fund a specific project and require some level of compliance and reporting. The grant writing process involves an applicant submitting a proposal (or submission) to a potential funder, either on the applicant's own initiative or in response to a Request for Proposal from the grant maker. Additionally, a funding “match” is often

required at a certain split, i.e. 80-20 in which the grant recipient provides 20% of total project cost and receives a grant for the remaining 80%. Because grants are a good way to leverage bond funds, multiple CIP projects are funded in part or entirely by grants.

An example of a grant-funded/leveraged project is the North Lamar Sidewalk Project, for which the City received a \$1.2 million federal grant to improve sidewalk gaps and existing sidewalk rehabilitation on North Lamar Boulevard. The total project cost is \$1.5 million. The City used \$300,000 from the 2010 Mobility Bond Program as a match to receive \$1.2 million in federal funds. The Aviation Department also receives substantial grant funds from the Federal Aviation Administration that assist in the funding of capital projects.



The Waller Creek Tunnel project, currently under construction, is being financed by a TIF.

**Tax increment financing, or TIFs**, are a public financing tool. TIFs are a method to use future gains in taxes to subsidize current improvements, which are projected to create the conditions for projected tax gains. The completion of a public or private project often results in an increase in the value of surrounding real estate, which generates additional tax revenue. Sales tax revenue may also increase and jobs may be added to the economy, although these factors and their multipliers usually do not influence the structure of TIF.

The Waller Creek Tunnel project is an example of a TIF in the CIP. City Council created the Waller Creek Tax Increment Financing Reinvestment Zone No. 17 in June 2007 to finance the construction of flood control improvements along lower

Waller Creek. The City will dedicate 100% of its tax increment revenue to the project, and its funding partner, Travis County, will dedicate 50% of its revenue from the TIF district.

The purpose of the Waller Creek Tunnel project is to provide 100-year storm event flood protection with no out-of-bank or roadway flooding for the lower Waller Creek watershed. The project will provide flood protection to existing buildings, prevent the flooding of roadway crossings and reduce the width of the floodplain in the reinvestment zone area, essentially containing it within the creek channel. The reduced floodplain area will significantly increase the amount of developable land in the



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lower Waller Creek watershed, thereby enabling increased downtown development and resulting tax revenue.

**A Public Improvement District, or PID,** is a defined geographical area established to provide specific types of improvements or maintenance within the area, which are financed by taxation of the properties within the PID. PIDs can provide a means to fund services and improvements to meet community needs that could not otherwise be constructed or easily provided and paid for by those who most benefit from the improvements and/or services.

The Austin Downtown Public Improvement District was created in 1993 at the request of property owners within the district to provide services that supplement City services. The PID is a means for the downtown Austin community to provide adequate and constant funds for quality of life improvements as well as planning and marketing of downtown Austin.



Property owners pay for services provided in the Downtown PID such as safety officers.

The PID is implemented by a contract with the Downtown Austin Alliance to provide certain services defined in a 10-year service plan. While infrastructure improvements compose only 2% of the current budget, the PID is a funding source that leverages other City infrastructure investments in downtown.

**Public-Private Partnerships, or P3s,** involve a contract between a public sector authority and a private party in which the private party provides a public service or project and both parties assume financial, technical and operational risk in the project. P3s also allow the skill sets and assets of both the private and public sectors to be shared for the delivery of the public service or facility.

The Austin Parks and Recreation Department (PARD) is one department that makes use of P3 opportunities. PARD partners with community groups, nonprofit organizations and businesses to build, maintain, and operate projects and facilities on parkland. The partnerships not only leverage private resources, but can also bring innovation and greater effectiveness to parks, facilities and programs. Each P3 project is unique and can be structured differently based on the scope of work as well as the needs and goals of PARD (or other City departments) and the partner.



The YMCA/North Austin Recreation Center, completed in 2012, was built as a partnership between the Parks and Recreation Department and the YMCA.

An example of a P3 is the partnership between PARD and the YMCA to design, construct, operate and manage the new North Austin Community Recreation Center. The YMCA contributed more than \$1.5 million to the construction of the facility, and operates and maintains the building and grounds. The YMCA also manages the community and recreational programming in a manner that is responsive to

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community priorities. Other P3s include the Mueller Development and Seaholm District Redevelopment.

**Public-Public Partnerships** are partnerships between one or more government bodies to provide capital improvements by joint leveraging of public resources. The City seeks these opportunities to gain a larger return on investment for certain types of facilities and infrastructure. For example, the I-35 Capital Corridor Improvement Project is a partnership between the City, the Texas Department of Transportation and other transportation agencies to identify strategies to improve I-35 throughout the metropolitan area. Another example is the St. John Library Branch, which was built as a partnership between the City and the Austin Independent School District to serve as a joint-use facility for the library, the J.J. Pickle Elementary School and other community services.

**Private investment, working concurrently with the CIP**, plays a role in shaping Austin. As such, it is also a resource for implementation of capital projects. While the City Code requires and/or incentivizes certain new and improved infrastructure funded by the developer, there are also provisions that allow for negotiations between the City, the community and the developer that can result in improvements to the built environment. An example of this type of funding source is the Great Streets Program.



Second Street between Lavaca and Colorado streets is an example of a Great Street that was constructed as part of the City's Great Streets Development Program.

City Council created the City of Austin Great Streets Development Program (GSDP) in 2003. The GSDP provides a mechanism to improve the quality of downtown streets and sidewalks, ultimately aiming to transform the public right-of-way into vibrant and functional public spaces. The program provides financial assistance to private developers that are bearing the cost of implementing streetscape standards that go beyond the City's minimum requirements.

The program allows the City to leverage needed streetscape improvements from private developers by sharing the costs of implementing Great Streets

enhancements. The program has established design criteria with which developers must comply as well as geographical boundaries for participation. The program is financed by setting aside 30% of daytime parking meter funds within the program's boundaries, which are 11th Street, Cesar Chavez Street, North Lamar Boulevard and I-35. By helping boost the downtown pedestrian environment, the GSDP is a proven catalyst for downtown vitality and redevelopment.

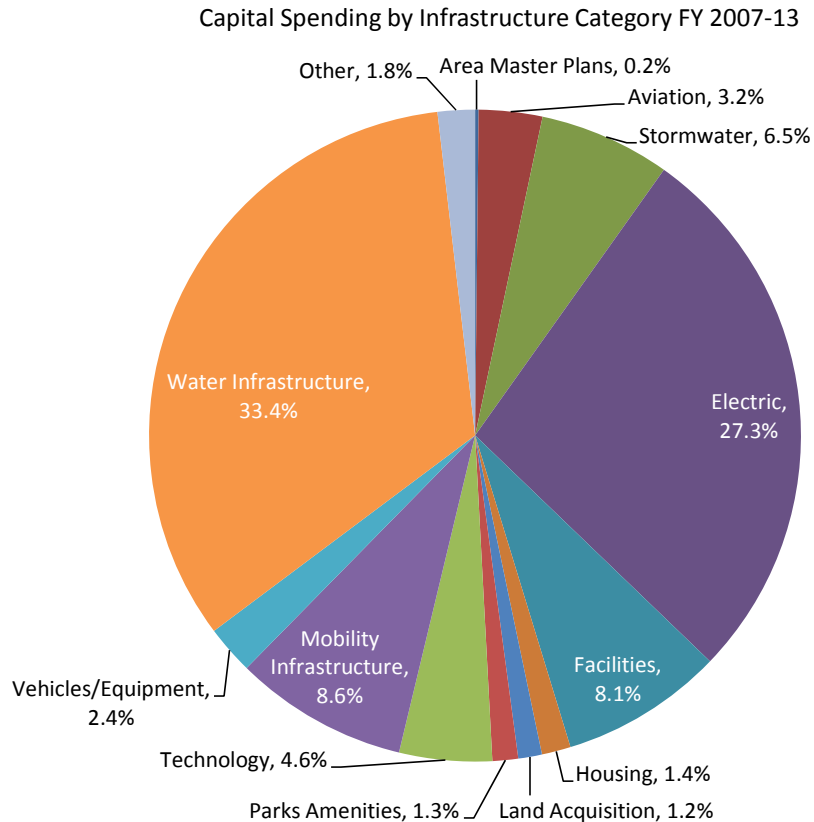
## Past Spending Trends

The chart in this section includes summarized data related to past CIP spending by infrastructure category to show what types of infrastructure have been supported by the capital program and at what levels in the past.

The chart (page 13) shows that the majority of capital expenditures has been in the areas of energy and water infrastructure. Those two infrastructure categories compose slightly more than 60% of the City's capital expenditures during the last six years. Mobility investments, City buildings (facilities) and

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stormwater investments compose the next largest investments in infrastructure categories at 8.6%, 8.1% and 6.5%, respectively. The remaining infrastructure categories each amounted to 5% or less of the City's capital investments during the same time period.



### Addressing the Funding Gap

Managing the gap between available funding sources and capital improvement need will take efforts from a variety of stakeholders—citizens, the private sector, and City officials and staff. Effective management of the gap can be realized by many strategies including level of service analysis and prioritization, collaboration among City departments as well as between the City and private partners, sophisticated grant and non-typical funding source development, and innovation in project delivery methods. The Long-Range CIP Strategic Plan contains information aimed at assisting all stakeholders involved in addressing the funding gap. The information contained in this plan is framed around leveraging opportunities for capital investment, which is the key role the City can play in addressing the funding gap.

### The Infrastructure Challenge

The City's CIP is affected by internal and external factors that must be taken into account as priorities and future projects are considered. These factors include affordability, legal requirements, fluctuating resource and construction costs, and/or approved City initiatives and plans that place new and changing requirements on existing capital improvement plans and projects. Some of the key factors affecting the CIP are discussed in more detail in this section.

## A Growing City Population

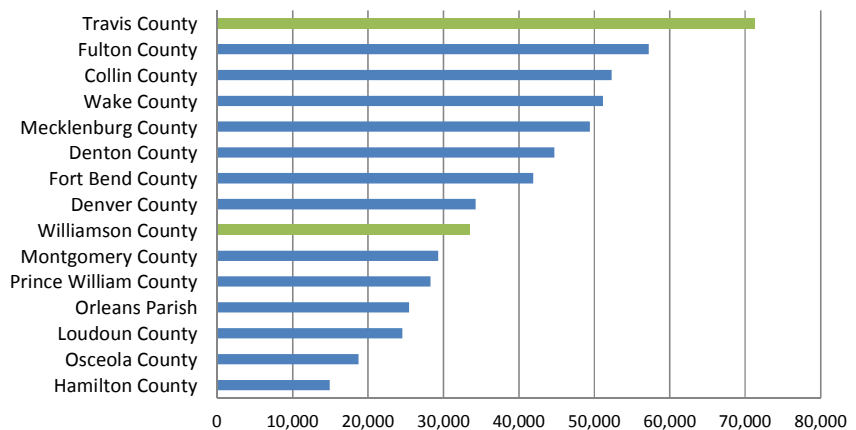
Austin has been one of the fastest-growing cities in the country for three decades and is expected to experience significant population and employment growth in the future. By 2039, Austin is expected to nearly double in population to 1.5 million people as noted in the Imagine Austin Comprehensive Plan. In the same timeframe, the region is expected to be home to approximately 4 million people. As the population grows and changes, so does demand for City services such as mobility, water, wastewater and drainage infrastructure.

Other demands may include the need for increased public safety facilities such as fire and EMS stations and police vehicles. In addition, changes in technology and/or behavior of residents could affect demand for infrastructure and services. New investments in infrastructure as well as investments in existing infrastructure will be necessary to maintain current levels of service and to accommodate this growth.

A compact and connected approach to growth, as recommended in Imagine Austin, can have a significant effect on the CIP. As cities are challenged to bear increasingly more of the infrastructure burden without as much help as in the past from the state or the federal government, long-range plans for reducing the cost of ongoing services are necessary.

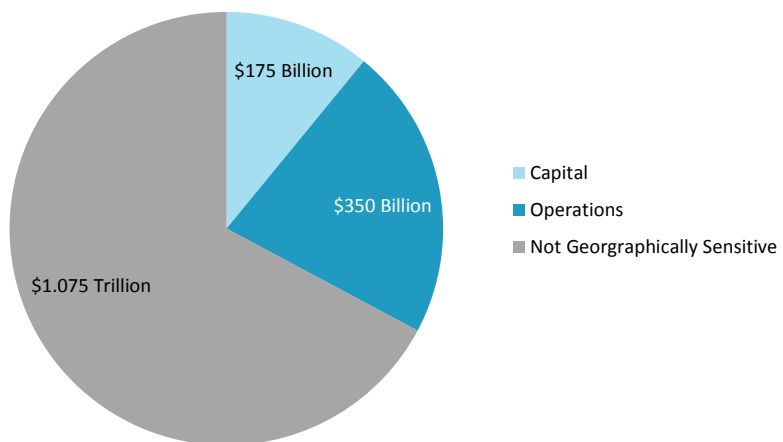
A recent study by Smart Growth America found that in 2010, approximately one-third of the \$1.6 trillion in funds raised and spent by local governments in the U.S. was expended on projects and activities that were affected by local development patterns, as shown in the above pie chart.

**15 Fastest Growing Large (250K+) US Counties:  
2010 to 2012, Total Change**



Source: US Census Bureau; Department of Commerce; Population Estimate Program, 2012.

**Portion of local budgets influenced by land use choices,  
nationwide**



Source: Building Better Budgets, A National Examination of the Fiscal Benefits of Smart Growth Development, May 2013, <http://www.smartgrowthamerica.org/building-better-budgets>.



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## Urbanized Areas with the Largest Decline in Proportion of Workers Commuting by Private Car or Van

Rank	Urbanized Area	Change in the population of workers commuting to work by private car or van (2000 to 2007-2011)
1	New York-Newark, NY-NJ-CT	-4.8%
2	Washington, DC-VA-MD	-4.7%
3	Austin, TX	-4.5%
4	Poughkeepsie-Newburgh, NY	-4.0%
5	San Francisco-Oakland, CA	-3.9%
6	Portland, OR-WA	-3.6%
7	Seattle, WA	-3.6%
8	Colorado Springs, CO	-3.4%
9	Charlotte, NC-SC	-3.4%
10	Mission Viejo, CA	-3.1%

Source: Davis, B. and Baxandall, P., U.S. PIRG Education Fund, "Transportation in Transition: A Look at Changing Travel Patterns in America's Biggest Cities," December 2013.

The study also found that compact and connected growth patterns cost one-third less for "up-front" infrastructure costs and save an average of 10% on ongoing delivery of services. Over time, these savings can contribute to addressing the gap between funding resources and infrastructure need.

Austin is also experiencing a notable development boom. This development activity can be characterized as an "urban-centric" boom, as



most of the development and population growth is occurring in urbanized areas. Equally important to consider is not only the magnitude of population growth and development activity, but also the changing profile and behaviors of Austin's population.

Austin has a large and growing percentage of people ages 20 to 30, and the behaviors and habits of these younger people are changing. The chart above shows how Austin's workforce age population is becoming less dependent on the automobile for their journey to work, which is a change in historical behavior.



The City must balance the need to maintain existing facilities, such as urban trails and streets, with investments in new and transformational projects.

Growing populations, growth patterns and changing behaviors are important factors to consider as we plan for capital investments. For example, we should continue to think about how park amenities, housing stock and/ or mobility investments should change with predicted age demographic shifts, mixed-use developments and joint-use city facilities, and changing travel modes to work. These are considerations that will be taken into account through long-range CIP planning among several City departments and facilitated in part by the Long-Range CIP Strategic Plan.

## Balancing Investments

Some existing City-owned infrastructure and facilities are in substantial need of routine maintenance, repairs, rehabilitation, and/or replacement, and addressing these needs is a priority. However, the City must balance the need

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to maintain existing facilities while also making the investments necessary to support community and economic development as well as create additional infrastructure capacity to meet growth demands.

As previously stated, the City also faces the challenge of receiving less support from outside governmental entities due to decreasing revenues and budgetary constraints at the local, state and federal level. It is also important to note that rehabilitation and replacement of infrastructure are typically funded by the capital budget while routine maintenance and repairs are typically handled by the City's operating budget. Any dip in the operating budget related to routine maintenance and repair can have consequences to future CIP need. The fewer resources available for routine maintenance and repair of capital assets, the more frequently major rehabilitation or replacement is likely to occur. Additionally, major rehabilitation or replacement typically costs significantly more than routine maintenance activities.

In an effort to help manage future capital improvement need, the City is also incorporating an analysis of the total cost of ownership (meaning CIP and operations/maintenance costs required for the duration of the asset's life) into its capital planning and budgeting processes.

As with most municipalities, the City's need for capital improvements exceeds available resources. A recent example is the development of the 2012 Bond Program, during which a citizen Bond Election Advisory Task Force and City Council had to narrow a \$1.5 billion list of capital improvement needs to a \$385 million bond package, which would stay within the debt service portion of the City's then current property tax rate. Many of the projects included in the list addressed the rehabilitation of existing city facilities and infrastructure networks, leaving fewer funds available for new initiatives.

Similar to owning a car or a house, regular upkeep of facilities and infrastructure can be directly related to the return on the investment. Through long-range CIP planning, we can identify coordination and funding opportunities further in advance. Doing so could allow us to efficiently invest our capital funding for rehabilitations and replacements throughout the City's vast infrastructure system as well as leave more room for strategic investment in new and transformational projects.

### **Council District Format**

In November 2012, Austin voters elected to move to 10 City Council districts with an at-large mayor. Currently, there are six at-large City Council members and an at-large mayor. The new configuration is referred to as a "10-1" City Council structure.

The new City Council districts will affect the CIP in many ways such as creating the need for increased and focused communication on the balance between overall CIP spending in districts and the varying CIP need within districts as well as throughout the city. For example, the amount and types of expenditures in districts with older infrastructure can be different than those with newer infrastructure. Because of the variety and complexity of capital improvement projects, it will be important for the City Council members to understand how to respond to needs in individual districts while also keeping citywide focus in areas such as the transportation network and affordable housing.

### **The Economic Climate**

The economic environment has a considerable effect on the CIP, particularly as it pertains to the cost of completing capital projects. As the economy recovers, construction bid prices have increased due to a higher demand for construction as well as fluctuations in materials costs, to name a few factors.

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Additionally, in economic recessions (when less funding is available), routine maintenance budgets are often squeezed, creating an even bigger gap to bridge for infrastructure maintenance when the economy recovers.

While the City plans for cost changes in its project estimates, the actual fluctuations in project costs are difficult to accurately project. The City will continue to monitor project costs and plan for changes to meet CIP priorities.

### Regional Planning Efforts

As the City and the Central Texas region grows in population, the City is placing additional emphasis on regional planning efforts and coordination. This is particularly true of regional transportation and mobility, water resources planning and other regional growth issues. Leveraging funding and opportunity among other capital delivery agencies in the Austin area benefits all involved, and the City will continue to focus on collaborating with its regional partners.

### The Strategic Facilities Roadmap

In October 2012, the City completed a citywide Strategic Facilities Roadmap for City buildings, or facilities, such as office buildings and recreation centers. The roadmap contains recommendations to improve efficiency and cost-effectiveness of future facilities investment. It will guide decision making for facilities-related capital improvements as well as building operating decisions such as leases.

In addition to the Strategic Facilities Roadmap, it is necessary for the City to strategically plan its investment in City facilities through the lens of Imagine Austin policies. For example, it is important to ask how we can best provide City facilities in a pattern that lessens travel times or co-locates services into one building for more efficiency in construction costs. Considering these types of questions will allow the City to participate in growth management and sustainability efforts.

### The Imagine Austin Comprehensive Plan

City Council adopted the Imagine Austin Comprehensive Plan in June 2012. The plan presents a long-term vision for the city that reflects the community's values and aspirations. Transforming this vision into reality will require incremental steps taken over time by many different City departments and community partners working together.

Many of the City's existing capital projects and programs are already in alignment with the vision of Imagine Austin and support its Priority Programs and actions. The Capital Planning Office and Budget Office are working closely with the Planning and Development Review Department as well as other City departments to ensure that future investments are further aligned with Imagine Austin. The Strategic Investment Areas Overlay Analysis (page 25), created as part of this plan, will serve an important role in that effort.

#### The CIP's effect on the local economy

While the economic climate affects our Capital Improvement Program, the CIP can also affect the economic climate.

For example, the CIP can be an important tool in creating regional jobs. Did you know that certain types of projects create more jobs than others? Bicycle and pedestrian projects, such as bicycle lanes, multi-use trails and sidewalks, create more jobs compared to road-only construction projects.

Source: University of Massachusetts, Political Economy Research Institute (PERI), June 2011, pg. 1.

#### Implementing Imagine Austin

Community Engagement

Regulations

Capital Investments

Organizational Alignment

Partnerships

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Imagine Austin has given focus and context to coordination for capital investment among City departments. Through Imagine Austin implementation efforts, including this Long-Range CIP Strategic Plan, we are better positioned to realize the defined and adopted vision, goals and objectives. Imagine Austin provides the primary lens by which to determine CIP priorities.

### Climate Preparedness and Sustainability

Future climate conditions play a role in the longevity of the City's infrastructure systems as well as the system's ability to sustain extreme conditions. Drought, flooding, high winds, heat and wild fires should be considered as we plan for future infrastructure investment. Long-range planning and specific research and analysis in the area of climate preparedness can provide the information needed to tailor capital investments in infrastructure to the Central Texas climate. Water, mobility and housing are examples of types of CIP infrastructure affected by climate.

### Information Technology

The City, as a large organization, has a multitude of Information Technology (IT) capabilities and needs throughout various service delivery areas. Efficiencies, as well as collaboration and coordination among IT networks, are facilitated by advances in information technology.

We can enhance these efforts through strategic investment in technology. Strategic planning for information technology is important because as more technologies are put in place, more time is spent maintaining them and less time is available to innovate with new technologies.

As with other infrastructure need, the demand for CIP-related information technology typically exceeds funding capacity. The City's IT Governance process includes a decision-making procedure related to IT investments that is intended to bring balance between maintenance of our existing systems and innovation. Like with all infrastructure, one-time costs and full life-cycle costs are considered as part of the strategic approach to decision making.

**“Invest in new and reinvest in existing infrastructure to support a compact and connected city through a planning-driven capital improvements program.”**

*Imagine Austin, page 188*



Roads, as well as other City-owned infrastructure, were damaged during the October 2013 floods.

### Studying future climate impacts

The City's Office of Sustainability and the Capital Area Metropolitan Planning Organization (CAMPO) are working together on a project to assess Austin's mobility infrastructure through the climate preparedness lens.

The goal of the project is the “systematic consideration of future climate change vulnerability and risk into transportation decision making.” The analysis will help inform future transportation investments through the identification of real and specific future climate impacts as well as the most vulnerable points in Austin's transportation system.



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## **Long-Range CIP Strategic Plan Components**

**Comprehensive Infrastructure Assessment**

**Strategic Investment Areas Overlay Analysis**

**Rolling Needs Assessment**





## Comprehensive Infrastructure Assessment

Infrastructure is a critical component in providing services, a better quality of life and economic prosperity to residents. Because of the important role infrastructure plays, municipal governments strive to keep infrastructure operating at peak condition.

The 2013 Report Card for America's Infrastructure shows that the general condition of infrastructure and the critical need to upgrade it is a nationwide issue that almost every city government faces. Published every four years by the American Society of Civil Engineers (ASCE), the Report Card is a comprehensive look at the condition of the nation's major infrastructure, from rails to transit to roadways and bridges, from dams to energy to water and wastewater infrastructure, from parks to schools to ports, solid waste, inland waterways and even hazardous waste.

ASCE's Report Card indicates that, in general, the nation's infrastructure is in poor condition. In its 2013 report, the ASCE gave the nation's infrastructure an overall grade of D+, which reflects that infrastructure is in poor to fair condition and mostly below standard, with many elements approaching the end of their service life and a large portion of systems exhibiting significant deterioration. Furthermore, ASCE estimates that an additional \$1.6 trillion will be needed through the year 2020 to bring infrastructure up to more acceptable levels.

Given the importance of assessing and addressing infrastructure condition, the City initiated a multi-year process in 2013 to conduct a coordinated, organization-wide infrastructure condition assessment. Although many City departments already have individual processes in place to determine CIP needs related to the status of facilities and infrastructure, this coordinated assessment will provide a common framework that can be used in cross-departmental CIP planning. Austin's Comprehensive Infrastructure Assessment process is being developed in three phases.

**"In the short term we need a national commitment to bring existing infrastructure into a state-of-good-repair, and in the long term we must modernize and build in a targeted and strategic manner. This means leadership at the federal, state, and local levels of government, by businesses and individuals, to communicate the importance of our nation's infrastructure, to craft innovative solutions that reflect the diverse needs of the nation, and to make the investments the system needs."**

**American Society of Civil Engineers, 2013  
Report Card for America's Infrastructure, March 2013**

- Phase 1 (2014): Review department infrastructure assessment processes and data resources including identification and organization of infrastructure assets.
- Phase 2 (2015): Conduct an infrastructure inventory and condition assessment (using existing available information) to inform needs that will be incorporated into the Rolling Needs Assessment and Long-Range CIP Strategic Plan.
- Phase 3 (Future Years): Further enhance linkage of infrastructure assessment to CIP needs

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identification, prioritization and decision making

In Phase 1, CIP departments provided information on:

- Methods of tracking and assessing the condition of infrastructure assets and how departments currently use that information to make decisions on infrastructure improvements
- Methods for establishing acceptable levels of service expected from infrastructure
- Methods for tracking the costs associated with maintaining infrastructure over its expected useful life
- Any other issues departments face in managing infrastructure condition

Phase 1 will provide useful information on the practices departments use to manage infrastructure throughout the city. For example, the Public Works Department has established a service level that calls for 85% of streets to have a grade of 'C' (satisfactory) or better and 85% of major bridges to have a rating of fair or better. Another example is Austin Water Utility, which has developed methods of assessing infrastructure by rating the infrastructure's physical and performance condition as well as the criticality of the infrastructure (the consequences of infrastructure failure). This method allows the utility to assess risk and determine ways to mitigate that risk.

Many City departments have performance metrics that reflect levels of service and act as drivers for capital improvement needs related to infrastructure condition. These performance measures are developed and tracked annually. The chart on page 23 shows a sample of infrastructure related performance measures across various infrastructure types.



## Sample Infrastructure-Related Performance Measures

Department	Program and Activity	Performance Measure
Austin Energy	Electric Service Delivery – Distribution Services	System Average Interruption Frequency Index (SAIFI)
	Electric Service Delivery – Transmission Services	System Average Transmission Line Performance Index (SATPI)
Austin Water Utility	Treatment – Wastewater Operations	Wastewater Quality: Carbonaceous Biochemical Oxygen Demand (CBOD)
	Treatment – Water Operations	Drinking Water Quality: Turbidity
Aviation	Facilities Maintenance, Operations, and Airport Safety – Airside Maintenance	Number of incidents of Non-compliance with FAA Part 139 during federal inspections
	Facilities Maintenance, Operations and Airport Safety – Operations	Number of findings of non-compliance with FAA Part 139 inspections
Parks and Recreation Department	Community Services – Aquatics	Average safety rating for pools
	Community Services – Athletics	Quality rating of outdoor athletic fields
	Parks Planning, Development and Operations – Facility Services	Quality rating of park facilities
Austin Transportation Department	Traffic Management – Arterial Management	Percent of residents “Satisfied” or “Very Satisfied” with traffic flow on major streets
	Traffic Management – Signs	Percent of signs in fair or excellent condition
Public Works Department	Street Preventive Maintenance – Infrastructure Management	Percent of lane miles in fair to excellent condition
Watershed Protection Department	Flood Hazard Mitigation – Flood Safety	Number of structures or roadways with increased flood hazard protection
	Infrastructure and Waterway Maintenance – Storm Water Management	Percent of City-maintained ponds functioning properly

Review of information with departments demonstrated the value of building organization-wide capacity to track and assess infrastructure condition more effectively. The information gleaned from this process will be valuable in prioritizing CIP needs and making decisions on CIP improvements as well as helping demonstrate the need to fund regular maintenance to extend infrastructure life.

Infrastructure age and condition present challenges to several departments, particularly infrastructure in the urban core. As Austin’s population grows, departments will be challenged to not only deal with

aging, deteriorating infrastructure but also to find ways to increase infrastructure capacity to meet increasing service demands.

Identifying and using resources to provide regular preventive infrastructure maintenance will continue to be a challenge for the City as well, particularly in times when budgets are tight. The lack of resources to perform regular maintenance can result in more major repairs early in the life of infrastructure and possibly replacement before the end of its expected life.

## **How the Comprehensive Infrastructure Assessment will be used**

Once the infrastructure assessment is fully implemented the following types of information will be available:

- An inventory of infrastructure the department manages
- Determination of physical condition of infrastructure, the capacity to handle current and projected service demands, and the risk and consequences of failure
- Determination of an acceptable level of service the infrastructure is expected to provide
- Comparison of current condition and the desired level of service infrastructure should provide

By assessing the gap between current conditions and achieving acceptable service levels, a department can prioritize infrastructure that needs to be repaired, replaced or expanded to continue meeting expected service levels. The information obtained and updated within the Comprehensive Infrastructure Assessment can be used by departments to inform updates to their Rolling Needs Assessment that will be completed each year as part of the Long-Range CIP Strategic Plan process.

As the infrastructure condition assessment matures over the next few years, the resulting information will be used to assist with the identification and prioritization of future CIP needs for ongoing capital improvement programs in a consistent manner throughout the City organization. Priorities from the Comprehensive Infrastructure Assessment will inform the priorities for ongoing capital needs and strategic priorities identified through the Rolling Needs Assessment.

## Strategic Investment Areas Overlay Analysis

The Strategic Investment Areas Overlay Analysis uses a data-driven method to bring together City initiatives and future CIP need to identify opportunities for coordination and strategic investment. In an environment where CIP need outweighs available funding, identifying these opportunities could lead to potential cost savings and other efficiencies.

To produce the analysis, staff conducted a map overlay exercise using geographical information systems (GIS) software. The result is a series of maps organized around Imagine Austin Priority Program topic areas (Compact and Connected, Nature and City, Creativity and Economy, Healthy and Affordable).

Each Imagine Austin Priority Program topic area includes three maps: a **Strategic Areas Map** (map one of three), a **Strategic Investment Areas Map** (map two of three) and a **Strategic Alignment Areas Map** (map three of three). Each map builds upon the previous map in its Imagine Austin Priority Program topic area (see page 26 for topic areas).

In the first year of this plan, staff hopes to not only foster new opportunities for project coordination among City departments but to also show how many of the City's capital improvement projects and programs are strategically aligned with Imagine Austin and other organizational priorities.

### Strategic Investment Areas Overlay Analysis Methodology

The Strategic Investment Areas Overlay Analysis was led by Capital Planning Office staff with participation and input from multiple City departments.

It is important to note that only existing GIS data from initiatives sponsored entirely or in part by the City were used to create the maps. Additionally, the maps do not include Austin Energy projects for proprietary reasons and only 60% of projects and programs within the five-year CIP Plan due to data limitations. The overlay analysis is also affected by data limitations related to CIP need. As data becomes available, the maps will be updated accordingly and further refined in subsequent Long-Range CIP Strategic Plans.

### Strategic Areas Map

#### City Initiatives

The City is guided by many planning documents and reports that in some cases contain recommendations to invest in or focus on certain capital improvements. For example, the African American Quality of Life Initiative provided recommendations to invest in the East 11th and 12th street corridors. The initiatives included in the Strategic Investment Areas Overlay Analysis are from City Council- or department-approved planning documents and reports developed with the help of community input.

#### Imagine Austin Priority Programs

The Priority Programs organize Imagine Austin's key policies and actions into related groups to make it easier to implement the Imagine Austin Comprehensive Plan.

These programs build on existing policies and initiatives as well as the community input provided during the process to create Imagine Austin. Each program cuts across and implements policies and actions from multiple Imagine Austin building blocks.

The structure they provide will allow the City of Austin to more efficiently coordinate its operations, investments and the provision of core services.

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The Strategic Areas Maps overlay geographic boundaries of City initiatives related to the Imagine Austin Comprehensive Plan or other relevant plans and are organized by Imagine Austin Priority Program topic areas. The initiatives included in the maps are from City Council- or department-approved planning documents and reports that were developed with the help of community input.

The process began with staff identifying initiatives related to each Imagine Austin Priority Program. Staff then determined the initiative's geographical boundaries and/or initiative target areas. The initiatives included in each map are listed in the chart titled "Mapped Initiatives" on the page following each Strategic Areas Map.

The Strategic Areas Maps lay the foundation for the Strategic Investment Areas Maps and the Strategic Alignment Areas Maps in each Imagine Austin Priority Program topic area. The Strategic Areas Maps offer the readers a way to see and consider the degree of geographical overlay of related City initiatives.

### Strategic Investment Areas Map

Staff created the Strategic Investment Areas Maps by overlaying CIP needs on the relevant Strategic Areas Map. Here, CIP needs refer to infrastructure need identified in the mapped initiatives' target areas or boundaries from the related Strategic Areas Map. The CIP needs included in each Strategic Investment Areas Map are listed in the "Mapped Enabling and/or Supporting Infrastructure Need" chart on the page following each map. The areas of highest overlap, or "CIP investment hot spots," represent areas in which investment in capital improvement projects or programs may have a multiplier effect.

### Strategic Alignment Areas Map

Staff created the Strategic Alignment Areas Maps by adding a layer of capital improvement projects and programs from the five-year CIP Plan to the Strategic Investment Areas Map for the related Imagine Austin Priority Program topic area. The five-year CIP Plan is composed of capital improvement projects and programs that are funded or are planned for funding in the next five years. The five-year CIP Plan is

### Imagine Austin Priority Program Topic Areas

The maps are organized by the Imagine Austin Comprehensive Plan Priority Programs. For mapping purposes, we have collapsed the Priority Programs into four categories that correspond to the Imagine Austin Action Plan. The graphic shows which Priority Programs are represented in which maps.

#### Compact & Connected (Topic Area)

##### Compact & Connected (Priority Program)

Invest in a compact and connected Austin

##### Align Land Development Code (Priority Program)

Revise Austin's development regulations and processes to promote a compact, connected city

#### Nature & City (Topic Area)

##### Sustainable Water (Priority Program)

Sustainably manage our water resources

##### Green Infrastructure (Priority Program)

Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city

#### Creativity & Economy (Topic Area)

##### Workforce Development (Priority Program)

Continue to grow Austin's economy by investing in our workforce, education systems, entrepreneurs and local businesses

##### Creative Economy (Priority Program)

Grow and invest in Austin's creative economy

#### Healthy & Affordable (Topic Area)

##### Household Affordability (Priority Program)

Develop and maintain household affordability throughout Austin

##### Healthy Austin (Priority Program)

Create a Healthy Austin Program

## DRAFT

updated annually and projects, and programs included in the plan may change from year to year. The projects and programs included in the map are listed by infrastructure category in the map's accompanying chart (see Appendix A for definitions of infrastructure categories).

The Strategic Alignment Areas Maps provide the link between the CIP and Imagine Austin priorities and initiatives. It offers a way for readers to see and consider alignment between CIP priorities identified by City initiatives, CIP need and projects in the five-year CIP Plan.

### Compact and Connected Strategic Alignment Areas with Emerging Private Sector Projects Map

Staff created a fourth map in the Compact and Connected topic area, the Strategic Alignment Areas with Emerging Private Sector Projects Map (page 36). This map adds a layer of known prominent, private sector projects in the planning or construction phase onto the Compact and Connected Strategic Alignment Areas Map. These projects were identified by the Planning and Development Review Department based primarily on acre or unit thresholds. This additional layer helps illustrate the relationship between private sector development, projects in the five-year CIP Plan and the City's CIP need. The map allows the reader to see how the City is developing and how future CIP projects can best complement one another. Readers can also analyze the map for areas where private investment could potentially be leveraged to achieve a compacted and connected city as called for in the Imagine Austin Comprehensive Plan.

### How to Read the Maps

The maps show the degree to which City initiatives overlap and intersect as well as the degree of overlap between CIP need and the capital improvement projects and programs in the five-year CIP Plan.

The areas of greatest overlap are indicated by a darker shade of blue on the maps, suggesting the opportunity for greater leveraging and coordination between CIP investments to meet multiple City priorities. The darker colors do not indicate priority areas for investments as much as they highlight where there is increased opportunity for partnerships or investment in CIP infrastructure among City departments, other public agencies and/or the private sector to meet Imagine Austin-related priorities. The projects and programs represented by the red lines in the maps are the capital

#### J.J. Seabrook project collaboration



Through one capital improvement project—the J.J. Seabrook Stream Restoration, Rain Garden and Urban Trail project—the City will be able to implement multiple City goals and objectives. The project aims to transform and reconnect an unremarkable 900-foot reach in the J.J. Seabrook Greenbelt into a thriving creek corridor that benefits the environment and the community.

The \$2 million project has cost participation from various departments in order to implement separate but related projects at once. The project includes stream restoration, park connectivity, bicycle and pedestrian improvements (as pictured in the rendering above), traffic calming and water quality enhancements.

Equally important is the sense of place that will be realized with the project by the involvement from the local neighborhood association and its invaluable input on the needs of the adjacent community.

improvement projects and programs from the five-year CIP Plan that are relevant to the Imagine Austin Comprehensive Plan Priority Program topic area. For example, the Compact and Connected Strategic Alignment Areas Map (page 34) includes funded CIP projects within the Mobility, Stormwater, Park Amenities and Water Infrastructure categories because those projects most often result in improvements to the transportation network.

Refer to the chart(s) on the page following each map for a legend of what initiatives, supporting and/or enabling infrastructure need, or infrastructure categories of funded CIP projects and ongoing programs are included in that map.

As with any overlay map analysis, further interpretation of the information beyond the analysis contained within this plan should be done with care. The maps are only a starting point for further review and discussion about where potential strategic opportunities for capital investment may exist.

### **How the Strategic Investment Areas Analysis will be used**

The maps are intended to be informational and spark conversation about opportunities for leveraging and coordination on CIP projects within the City and the region. Citizens and City staff will be able to view citywide initiatives and CIP priorities “at a glance,” understand how these initiatives and priorities are geographically distributed throughout the city and to what degree they overlap. Other governmental agencies will also benefit from viewing the overlap of City initiatives and CIP priorities as they proceed through their respective planning processes.

The maps provide a new lens through which to view long-range CIP planning. They are not meant to replace existing planning and prioritization methods by City departments but to provide information on how certain City policies and types of capital improvement need overlap. Analysis of the overlap can assist with coordination and collaboration opportunities among City departments and with the City’s regional partners.





**Compact and Connected Strategic Investment Areas Overlay Analysis.....30**



**Nature and City Strategic Investment Areas Overlay Analysis.....38**



**Creativity and Economy Strategic Investment Areas Overlay Analysis.....44**

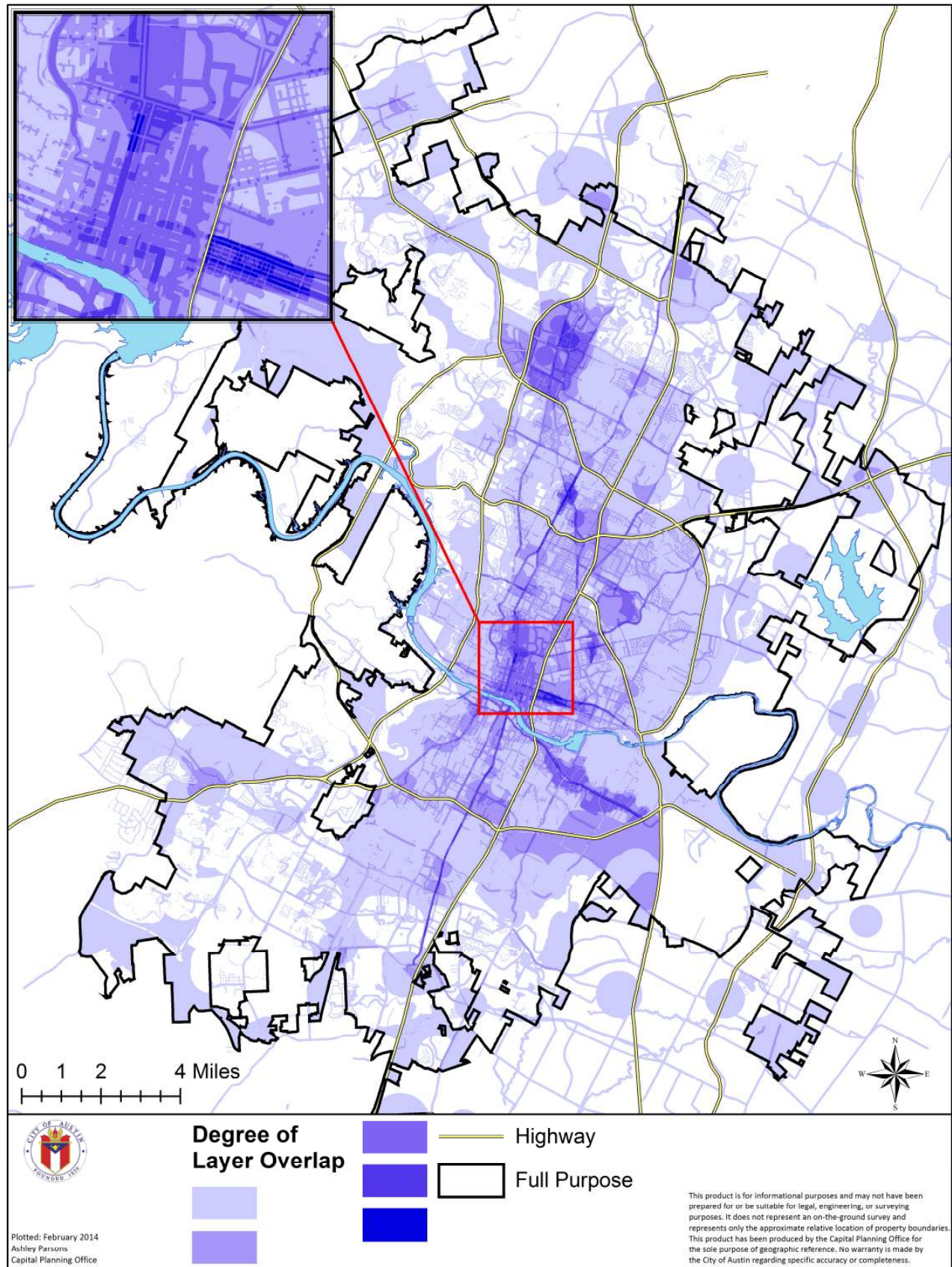


**Healthy and Affordable Strategic Investment Areas Overlay Analysis.....50**



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Compact & Connected Strategic Areas



This map represents areas of overlapping layers of City initiative target areas and/or boundaries. The darker color represents a greater degree of overlap among the layers. This is the first of four Compact and Connected maps.

## DRAFT

Mapped Initiatives
Public Transit
Small Area Plans
Economic Development Department Redevelopment Programs
Land use regulating plans
Sub-Chapter E
Imagine Austin Comprehensive Plan Growth Concept Map
Project Connect
CAMPO 2035 Plan
Bicycle Master Plan
My35 Project
East Seventh Street Reconstruction Project
Healthy Austin Code
Families and Children Task Force Report
Urban Park Workgroup Report
MoPac Improvement Project (CTRMA)
Sidewalk Master Plan

### Compact and Connected Strategic Areas Map Analysis

The Compact and Connected Strategic Areas Map is related to the Compact and Connected and Align Code Priority Programs of the Imagine Austin Comprehensive Plan. The map indicates the degree of overlap of City initiatives that relate to the creation of a compact and connected city.

These transportation- and land use-related initiatives include the My35 Project, the Bicycle Master Plan, Project Connect, and the City's transit-oriented development land use regulating plans. The comprehensive list of initiatives used for this map is included in the "Mapped Initiatives" table on this page.

The relationships between land use and transportation as well as between the built environment and public health are strong, so initiatives across City departments and beyond traditional transportation and land use efforts are included as related initiatives in this map per Imagine Austin.

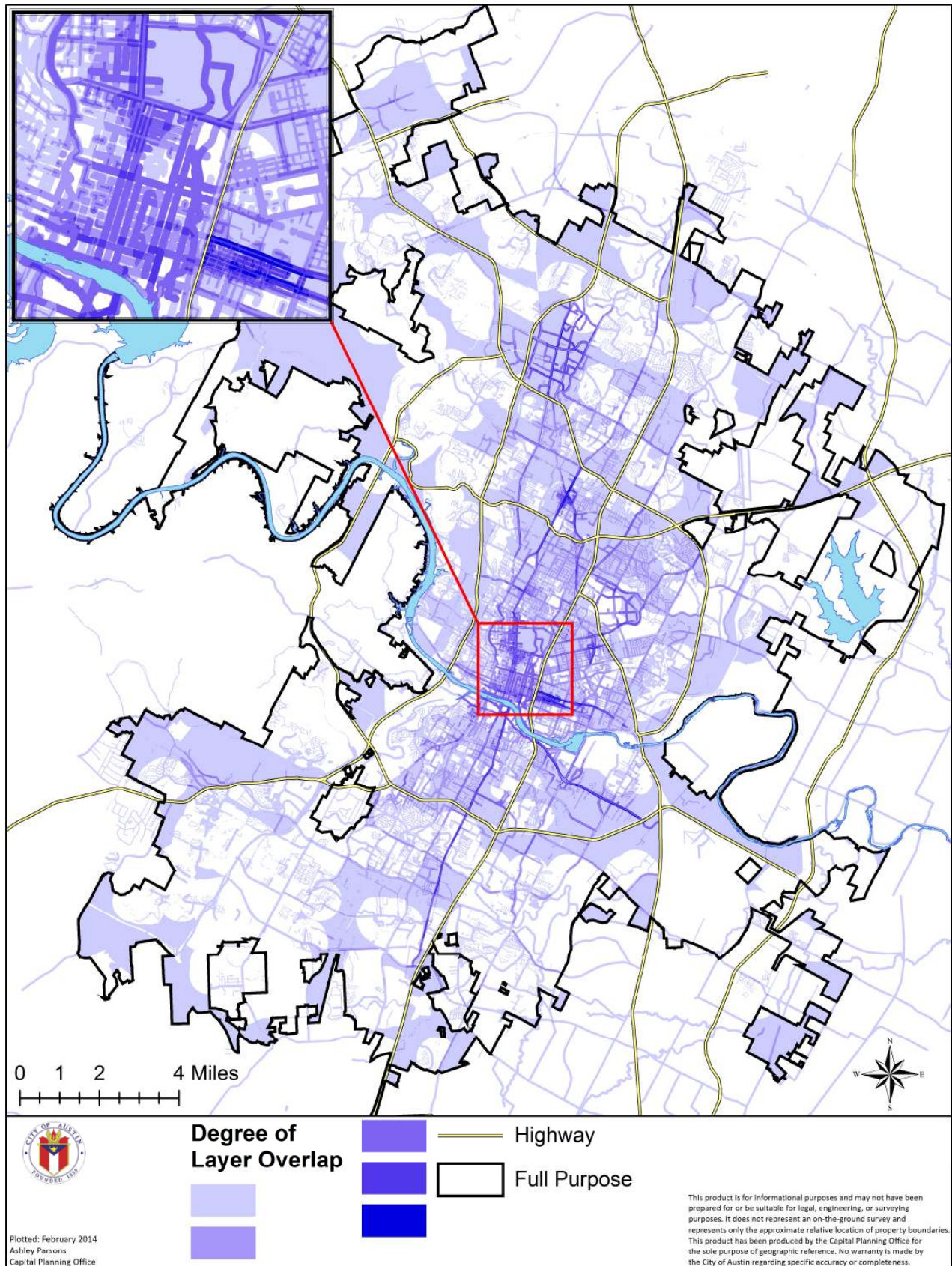
The initiatives are overlaid to spark conversation about how the initiatives' goals and objectives can be achieved through transportation- and land use-related CIP investment. For example, the Healthy Austin Code is included in the Compact and Connected Strategic Areas Map as an initiative because implementation of infrastructure that supports active transportation choices, such as walking and bicycling, helps to achieve the goals and objectives of the Healthy Austin Code.

The "hot spots" (areas of darker blue) in this map correlate to the "CIP investment hot spots" you will see in the next map in this series, the Compact and Connected Strategic Investment Areas Map (page 32). While the darkest areas correlate to certain transportation corridors, the next darkest areas are located within the land areas approximately a half-mile from the corridors. This illustrates that there are multiple land use and transportation initiatives working together to shape Austin.



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## Compact & Connected Strategic CIP Investment Areas



This map represents areas of overlapping CIP needs in initiative target areas and/or boundaries. The darker color represents a greater degree of overlap among the layers. This is the second of four Compact and Connected maps.

<b>Mapped Enabling and/or Supporting Infrastructure Need</b>
Sidewalks
Bicycle Facilities
MoPac
Urban Parks Work Group Report - Infrastructure Recommendations
Families and Children Task Force - Infrastructure Recommendations
Healthy Austin Code - Infrastructure Recommendations
East Seventh Street (I-35 to US 183)
I-35
CAMPO 2035 Plan - City of Austin arterial roadways, related Compact and Connected infrastructure need* within CAMPO centers
Project Connect - Urban Rail corridors
Imagine Austin (IACP) Growth Concept-related Compact and Connected infrastructure need* within IACP Growth Concept activity centers and corridors
Subchapter E - Core transit corridors
Regulating Plans - related Compact and Connected infrastructure need* within plan boundaries
Economic Development Department Redevelopment Programs - related Compact and Connected infrastructure need* within program boundaries
Small Areas Plans - related Compact and Connected infrastructure need* within plan boundaries and top mobility CIP priorities from each plan
Public Transit - transit corridors and quarter-mile buffers around each stop

\*Compact and Connected infrastructure need includes future rail corridors, high and moderately congested roadways per CAMPO, major roadways with completed corridor studies, pedestrian improvements, bicycle facilities, street reconstruction and rehabilitation, and stormwater and water long-range projects.

initiatives and priorities. This pattern exemplifies the strong connection between land use and transportation. For example, CIP investments along the corridors can have a strong multiplier effect in achieving community goals in the surrounding areas.

## Compact and Connected Strategic Investment Areas Map Analysis

The enabling and/or supporting infrastructure needs that overlap to create the “CIP investment hot spots” (areas of darker blue) include absent sidewalks, major street rehabilitation and reconstruction, stormwater management projects, major transportation investment in areas of high congestion per the CAMPO 2035 Plan and improvements related to completed transportation corridor studies. The comprehensive list of supporting and/or enabling needs represented in the map is included in the chart on this page.

Enabling and/or supporting infrastructure needs are CIP needs identified by the initiatives included in the Compact and Connected Strategic Areas Map and related CIP needs identified by departments.

The Compact and Connected Strategic Investment Areas Map (page 30) shows nine key CIP investment hot spots to consider for strategic and coordinated CIP investment. The areas are:

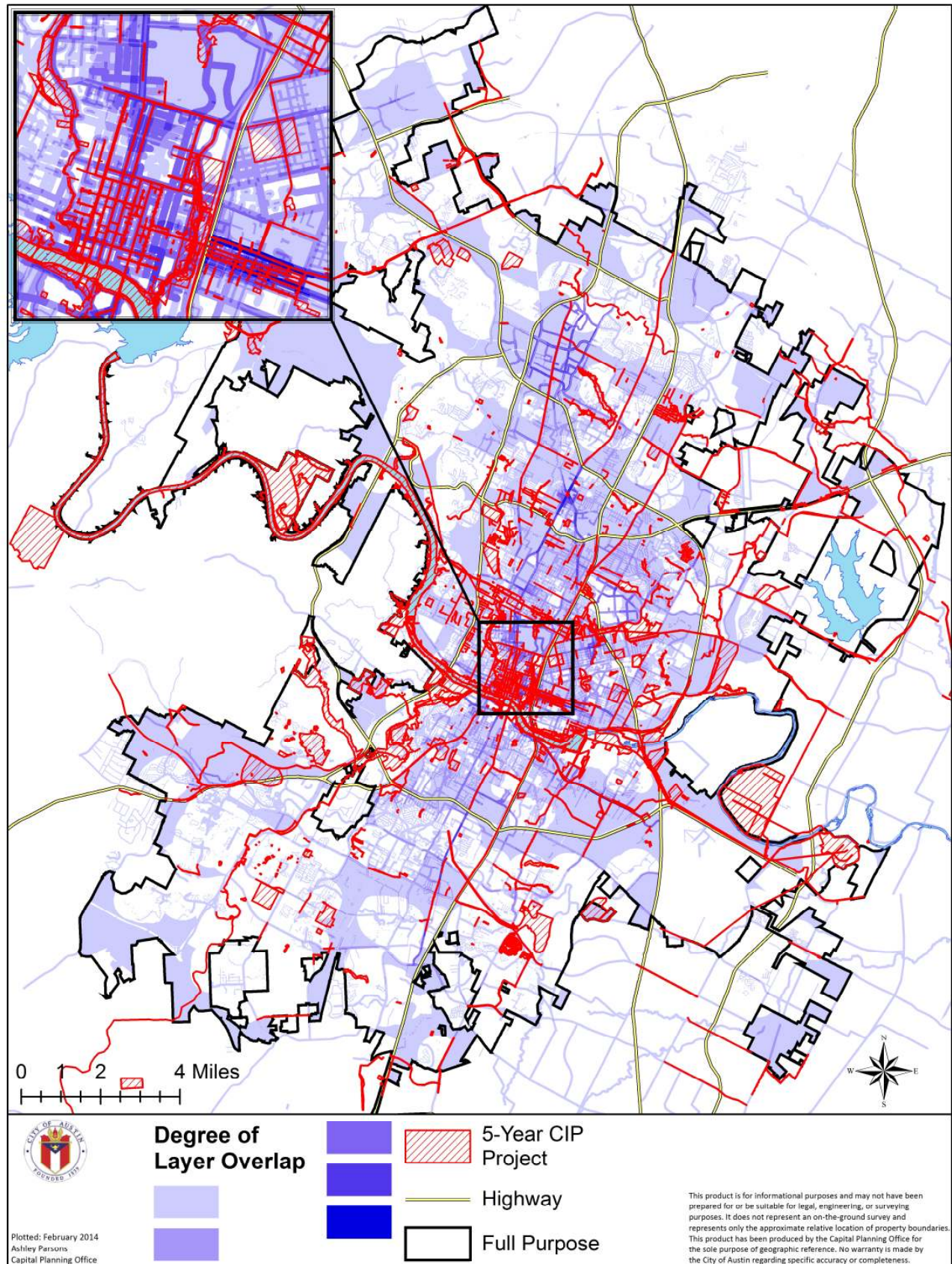
- Plaza Saltillo
- North Burnet/Gateway, especially Braker Lane and Burnet Road
- Lamar Boulevard, particularly near Airport Boulevard
- Riverside Drive
- Manor Road, especially near Alexandria Street
- Congress Avenue
- Airport Boulevard
- Guadalupe Street between downtown and the University of Texas area
- Mueller Development

The mapping exercise shows that the overlap of initiatives and CIP priorities occurred in linear corridors corresponding to the major arterial and collector roadways in the nine hot spot areas. As indicated in the Compact and Connected Strategic Areas Map, larger land areas around these corridors also show high levels of overlap of



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## Compact & Connected Strategic CIP Alignment Areas



This map represents an overlay of CIP needs in initiative target areas and/or boundaries and planned investments in the five-year CIP Plan (shown in red). This is the third of four Compact and Connected maps.

## DRAFT

Mapped Enabling and/or Supporting Infrastructure Need
Sidewalks
Bicycle Facilities
MoPac
Urban Parks Work Group Report - Infrastructure Recommendations
Families and Children Task Force - Infrastructure Recommendations
Healthy Austin Code - Infrastructure Recommendations
East Seventh Street (I-35 to US 183)
I-35
CAMPO 2035 Plan - City of Austin arterial roadways, related Compact and Connected infrastructure need* within CAMPO centers
Project Connect - Urban Rail corridors
Imagine Austin (IACP) Growth Concept-related Compact and Connected infrastructure need* within IACP Growth Concept activity centers and corridors
Subchapter E - Core transit corridors
Regulating Plans - related Compact and Connected infrastructure need* within plan boundaries
Economic Development Department Redevelopment Programs - related Compact and Connected infrastructure need* within program boundaries
Small Areas Plans - related Compact and Connected infrastructure need* within plan boundaries and top mobility CIP priorities from each plan
Public Transit - transit corridors and quarter-mile buffers around each stop

Infrastructure Categories of mapped CIP projects and programs
Stormwater
Mobility Infrastructure
Water Infrastructure

\*Compact and Connected infrastructure need includes future rail corridors, high and moderately congested roadways per CAMPO, major roadways with completed corridor studies, pedestrian improvements, bicycle facilities, street reconstruction and rehabilitation, and stormwater and water long-range projects.

## Compact and Connected Strategic Alignment Areas Map Analysis

The Compact and Connected Strategic Alignment Areas Map layers projects and programs in the five-year CIP Plan on top of the Compact and Connected Strategic Investment Areas Map (page 32). These CIP projects and programs appear as red lines. The infrastructure categories of funded CIP projects and programs that are included in this map are listed in the second chart on this page.

The map suggests existing alignment of CIP projects that implement multiple City initiatives and CIP priorities in the downtown area. The map suggests opportunities for improved alignment for CIP investment in the following areas:

- North Burnet/Gateway area
- Lamar and Airport boulevards
- Riverside Drive
- University of Texas/Capitol Complex area

It is important to note that this analysis does not provide scale of investment or show whether the project indicated in red is fully funded through construction. However, it is a starting point to conduct further analysis. For example, Burnet Road in the North Burnet/Gateway area is shown as a red line. This area of Burnet Road received CIP bond funding for a preliminary engineering study as part of the 2010 Mobility Bond Program. That study estimated the cost of the first phase of recommended improvements to be approximately \$55 million. So far, the City has allocated \$15 million of the 2012 Bond Program to implementation of recommendations from the study.

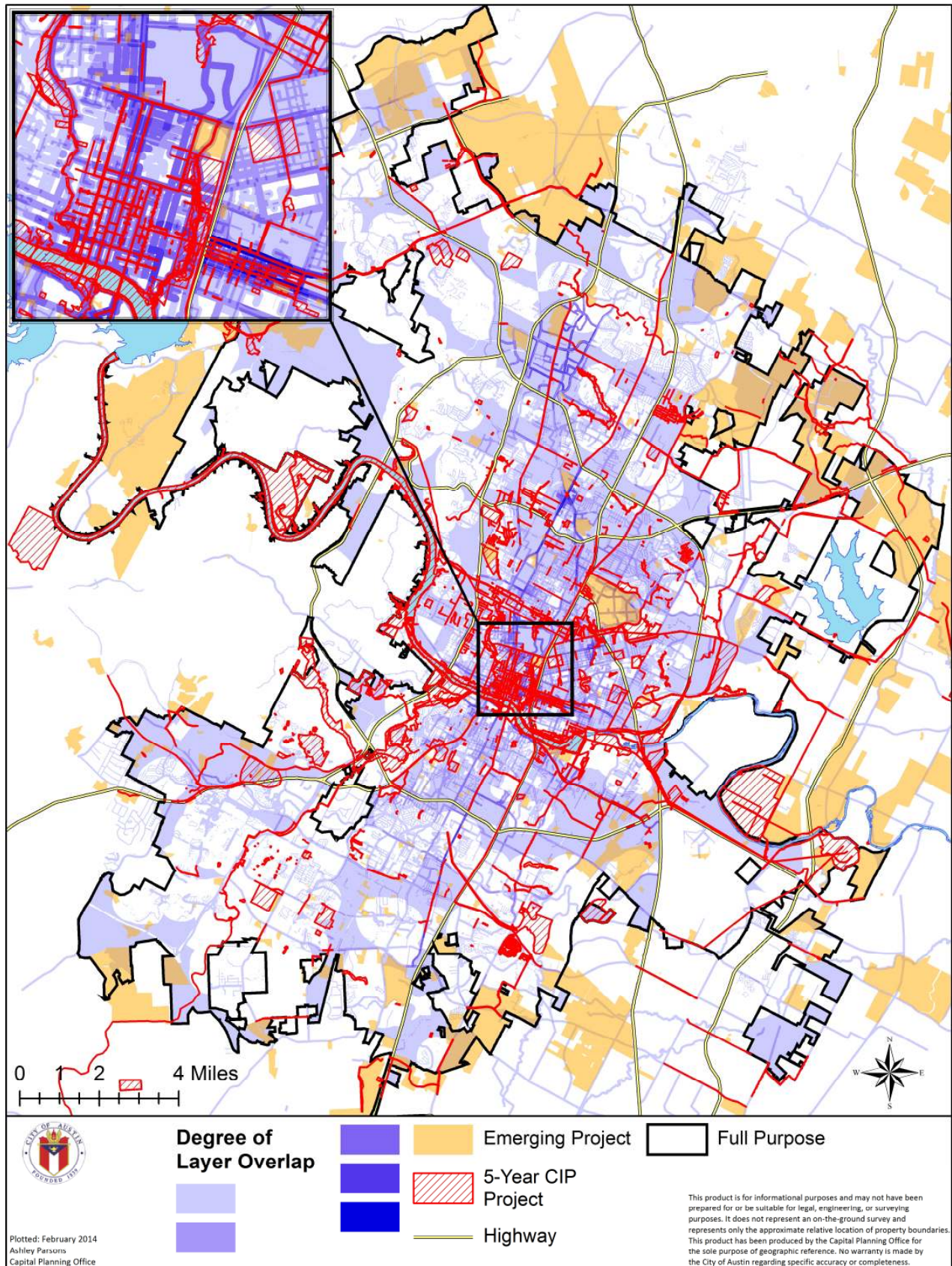
Similarly, spending on South Lamar Boulevard includes the South Lamar Corridor Study. Future investments will be needed to realize the corridor study recommendations once made.

The maps are intended to be informational and spark conversation about opportunities for leveraging and coordination for further alignment of projects within the five-year CIP Plan, Imagine Austin and other City CIP priorities.



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Compact & Connected Strategic CIP Alignment Areas with Emerging Private Sector Projects



This map represents an overlay of CIP needs in initiative target areas and/or boundaries, planned investments in the five-year CIP Plan (shown in red), and prominent emerging private sector projects (shown in orange). This is fourth of four Compact and Connected maps.



## Compact and Connected Strategic Alignment Areas with Emerging Private Sector Projects Map Analysis

The Compact and Connected Strategic Alignment Areas with Emerging Private Sector Projects Map adds a layer of known prominent private sector projects to the Compact and Connected Strategic Alignment Areas Map (page 34). The map includes current City CIP investment, the City's CIP investment need (departmental CIP need and CIP need recommended by Imagine Austin Priority Program-related initiatives) and emerging private sector projects which are indicated in orange. Emerging private projects included in the map are in the planning or construction phases. These projects were identified by the Planning and Development Review Department primarily based on acre or unit thresholds. This map shows how the City's CIP investment works concurrently with the private sector to create Austin's built environment. Together, the City's CIP and emerging projects, when and if realized, will contribute to the shaping of our city.

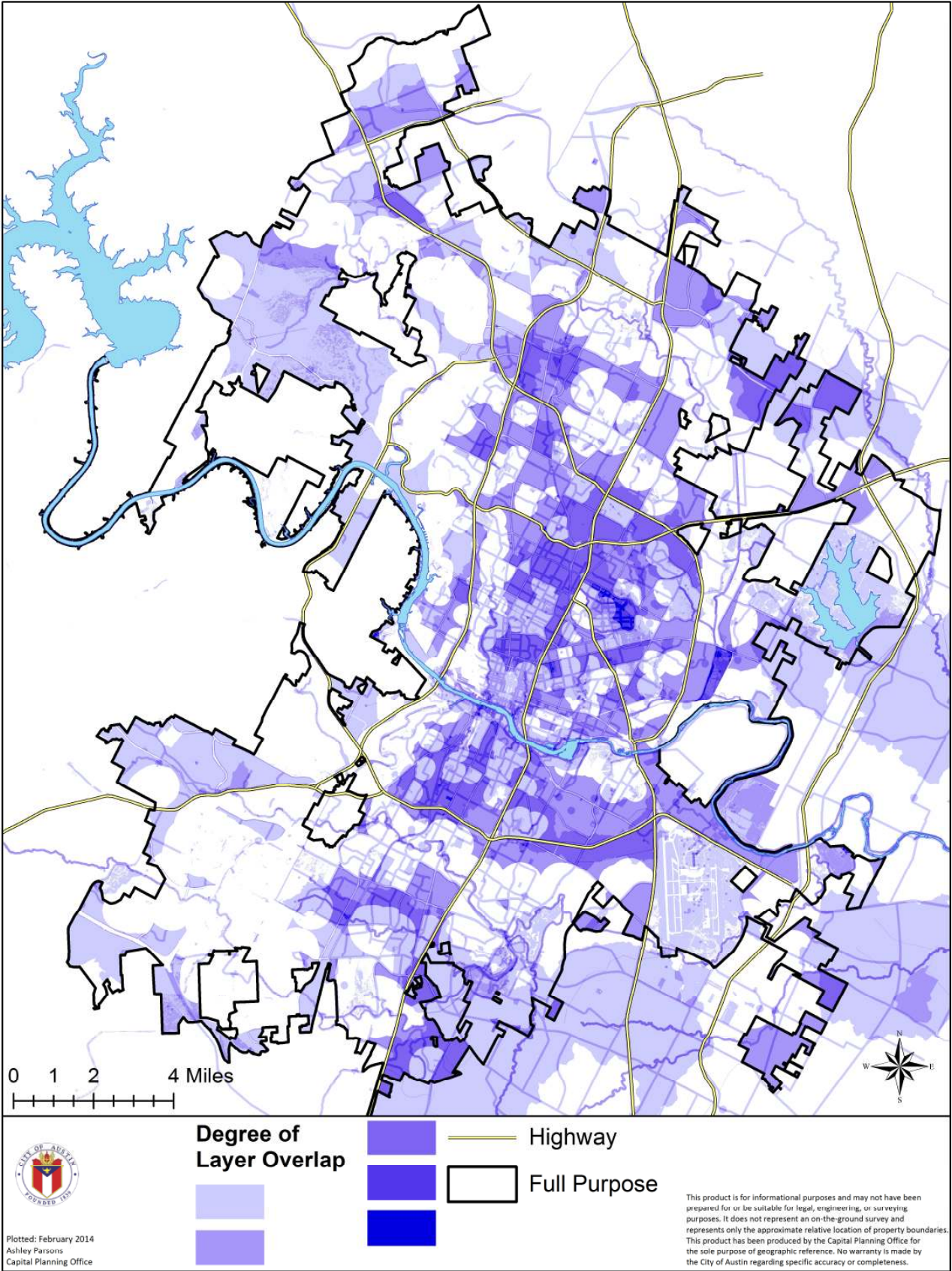
The map illustrates that most private sector emerging projects within the urban core are occurring on smaller land areas while those on the periphery of the city are generally occurring on larger land areas. The Land Development Code requires private developers, during the development process, to construct or help fund the construction of mobility and other CIP improvements necessitated by the new development. However, further investment over time may be needed to leverage the new and emerging transportation network and land use patterns.

By layering these public and private sector projects, City staff, other agencies and the private sector may coordinate to better understand how specific private sector improvements can be leveraged to achieve community priorities. For example, if there is a private sector emerging project in a "hot spot," departmental CIP planners can work with Planning and Development Review Department staff to review any associated CIP improvements required by the development and explore how CIP investment might complement the area for increased efficiencies within the City's CIP.

With regard to the Emerging Private Sector Projects overlay, the Capital Planning Office started with the Compact and Connected Priority Program topic area because land use and transportation patterns are directly affected by land development. As such, the emerging projects overlay is highly correlated with the Compact and Connected and Align Code Priority Programs from Imagine Austin.

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Nature & City Strategic Areas



This map represents areas of overlapping layers of City initiative target areas and/or boundaries. The darker color represents a greater degree of overlap among the layers. This is the first of three Nature and City maps.

Mapped Initiatives
Austin Climate Protection Plan
Austin Water Utility Strategic Infrastructure Plan
Watershed Protection Department Master Plan
Austin Water Utility 140 GPCD goal
Bicycle Master Plan
Healthy Austin Code
Parks and Recreation Department Long-Range Plan for Land, Facilities and Programs
Travis County Colorado River Corridor Plan
Urban Forestry Management Plan
Urban Parks Work Group Report
Town Lake Plan

## Nature and City Strategic Areas Map Analysis

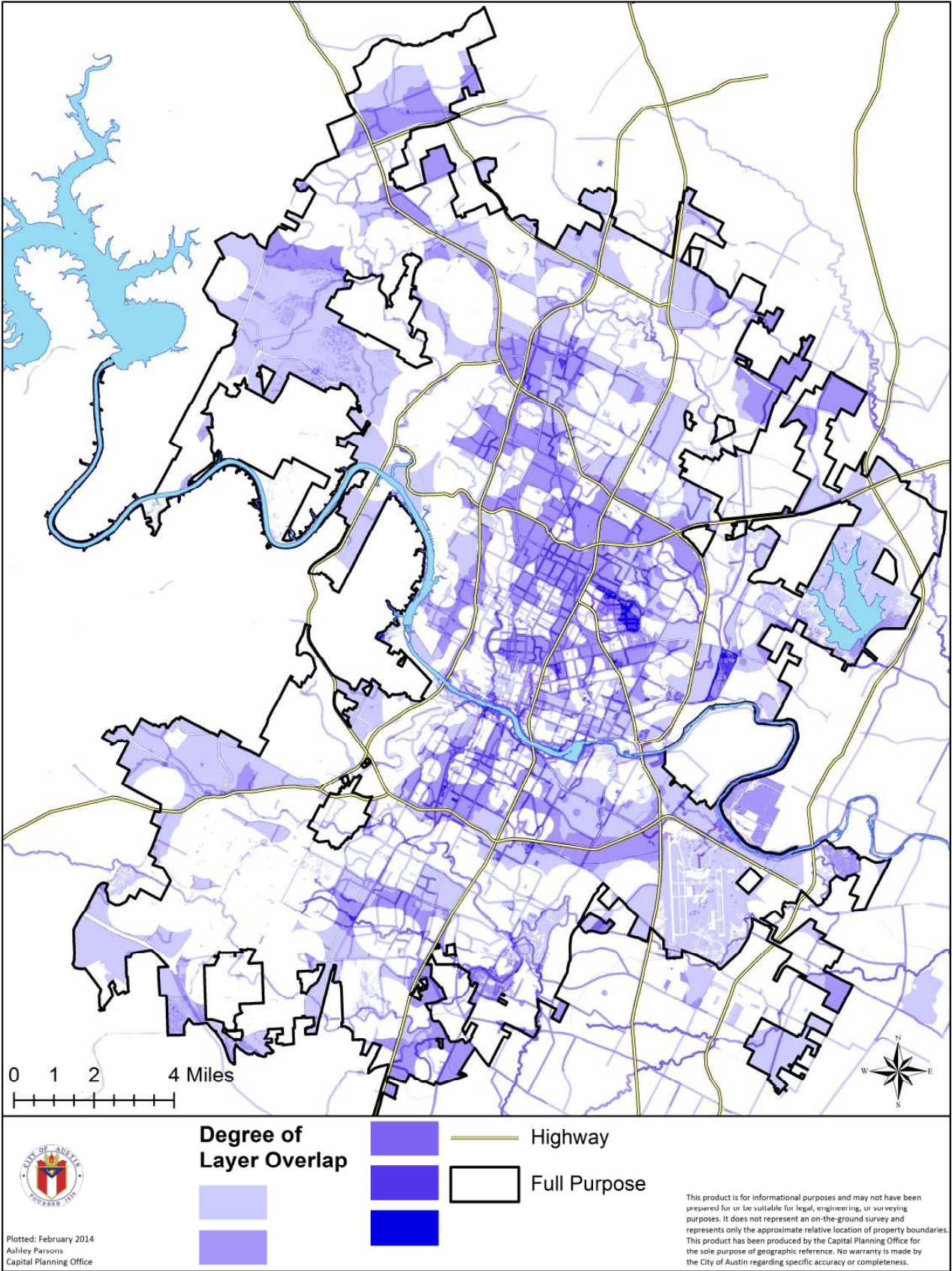
The Nature and City Strategic Areas Map is related to the Sustainable Water and Green Infrastructure Priority Programs of the Imagine Austin Comprehensive Plan. The map indicates the degree of overlap of City initiatives that relate to the long-term management of the City’s water resources, the protection of environmentally sensitive areas and the integration of nature into our city. These Nature and City initiatives include the Watershed Protection Master Plan, the Austin Water 140 GPCD (Gallons per capita per day) Conservation Goal and the Austin Climate Protection Plan. The comprehensive list of initiatives used to create this map is shown in the “Mapped Initiatives” table on this page.

The “hot spots” (areas of darker blue) in this map correlate to the “CIP investment hot spots” you will see in the next map in this series, the Nature and City Strategic Investment Areas Map (page 40). The areas with the most overlap of initiatives are spread throughout the city and correspond to creek corridors. Other notable areas of overlap are Lady Bird Lake/Colorado River, the Mueller Development and the area north of Colorado River and east of US 183.



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Nature & City Strategic CIP Investment Areas



This map represents areas of overlapping CIP needs in initiative target areas and/or boundaries. The darker color represents a greater degree of overlap among the layers. This is the second of three Nature and City maps.

<b>Mapped Enabling and/or Supporting Infrastructure Need</b>
Austin Climate Protection Plan - all City-owned buildings for rehabilitation related to energy efficiency
Austin Water Utility (AWU) Strategic Infrastructure Plan
Watershed Protection Department Master Plan
AWU 140 GPCD (gallons per capita per day) conservation goal - AWU Strategic Infrastructure Plan reclaimed water systems
Bicycle facilities
Healthy Austin Code - related Nature and City infrastructure need* within target area boundaries
Parks and Recreation Department Long-Range Plan for Land, Facilities and Programs
Travis County Colorado River Corridor Plan - river corridor from US 183 to county line
Urban Forestry Management Plan - tree canopy deficient areas within City-owned land
Urban Parks Work Group Report - infrastructure recommendations
Town Lake Plan - Lady Bird Lake boundaries

\*Nature and City infrastructure need includes multi-use trails, tree canopy deficient areas within City-owned land, eligible community garden locations and bicycle facilities.

## **Nature and City Strategic Investment Areas Map Analysis**

The Nature and City Strategic Investment Areas Map shows “CIP Investment hot spots” to consider for strategic and coordinated CIP investment. The areas are:

- Creek Corridors, particularly Bull, Walnut, Tannehill, Onion, Country Club, Shoal, Waller, Bouldin and Williamson creeks
- Lady Bird Lake/Colorado River
- Areas east of Mueller Development
- Area north of Colorado River and east of US 183

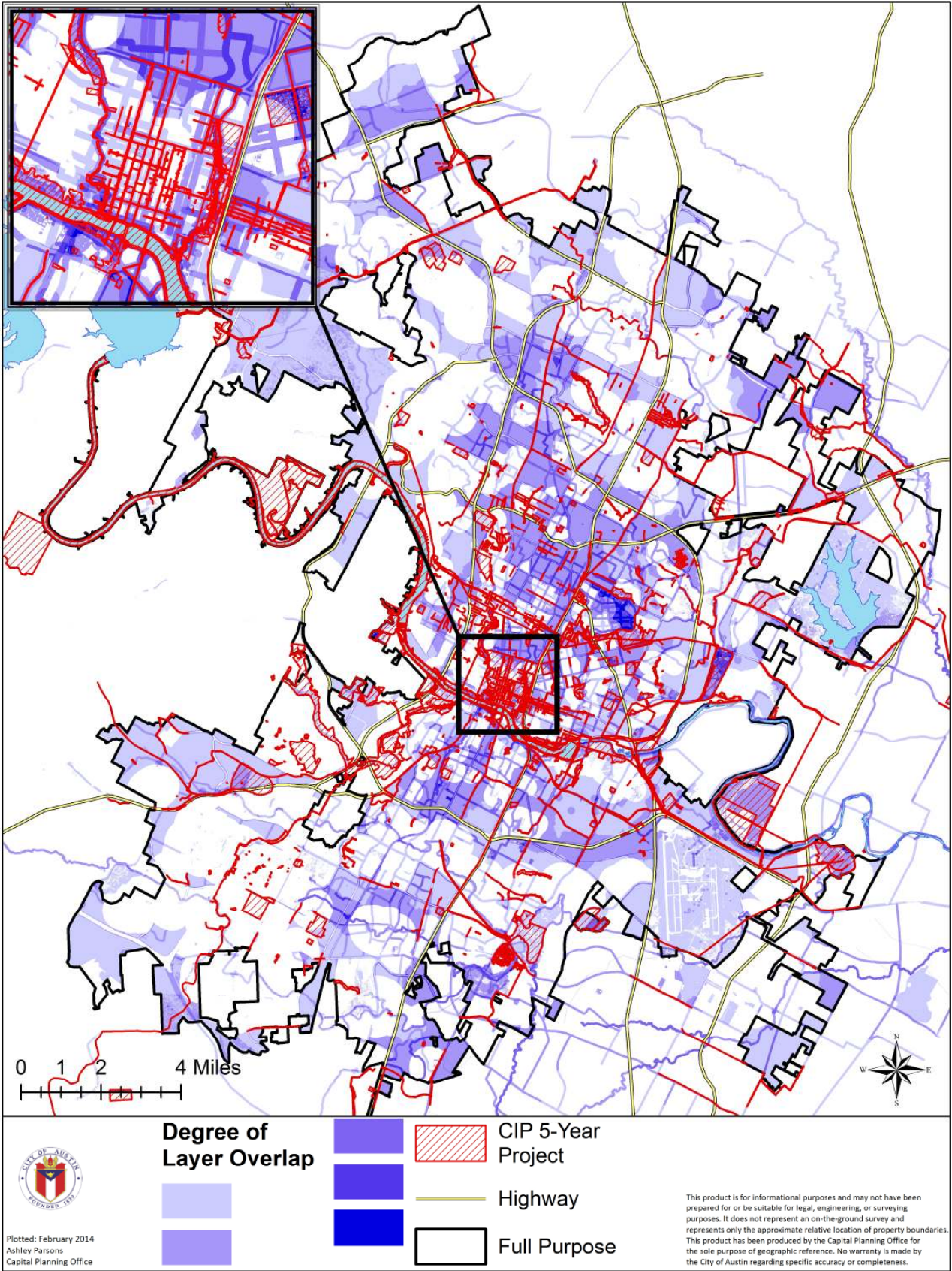
The enabling and/or supporting infrastructure needs that overlap to create the CIP investment hot spots include future multi-use trails, community garden opportunities, Austin Water Utility water and wastewater future projects, and Watershed Protection Department future projects such as creek stabilization and storm water drainage projects. The comprehensive list of enabling and/or supporting future CIP needs represented in the map is included in the chart on this page. Enabling and/or supporting infrastructure needs are CIP needs identified by the initiatives included in the Nature and City Strategic Areas Map (page 38) and related CIP needs identified by departments.

The dispersed need suggested by the map indicates a very high degree of opportunity for coordination and leverage between Nature and City projects with other future CIP projects. As with the Compact and Connected Strategic Investment Areas Map (page 32), the CIP investment hot spots are correlated to linear corridors. In this case, the linear corridors are creeks rather than roads. It is not surprising that the Overlay Analysis’ data-driven approach identified many creek corridors and the Lady Bird Lake/Colorado River corridor as hot spot areas where CIP investment in watershed protection and sustainable water projects would have significant multiplier effects. For example, Country Club, Waller and Shoal creeks have been identified as priorities in several City initiatives during the last decade, and the Colorado River is an important environmental feature to the community.



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Nature & City Strategic CIP Alignment Areas



This map represents an overlay of CIP needs in initiative target areas and/or boundaries and planned investments in the five-year CIP Plan (shown in red). This is the third of three Nature and City maps.



**Mapped Enabling and/or Supporting Infrastructure Need**

Austin Climate Protection Plan - all City-owned buildings for rehabilitation related to energy efficiency

Austin Water Utility (AWU) Strategic Infrastructure Plan

Watershed Protection Department Master Plan

AWU 140 GPCD (gallons per capita per day) conservation goal - AWU Strategic Infrastructure Plan reclaimed water systems

Bicycle facilities

Healthy Austin Code - related Nature and City infrastructure need\* within target area boundaries

Parks and Recreation Department Long-Range Plan for Land, Facilities and Programs

Travis County Colorado River Corridor Plan - river corridor from US 183 to county line

Urban Forestry Management Plan - tree canopy deficient areas within City-owned land

Urban Parks Work Group Report - infrastructure recommendations

Town Lake Plan - Lady Bird Lake boundaries

**Infrastructure Categories of mapped CIP projects and programs**

Stormwater

Land Acquisition

Water Infrastructure

Mobility Infrastructure

Park Amenities

\*Nature and City infrastructure need includes multi-use trails, tree canopy deficient areas within City-owned land, eligible community garden locations and bicycle facilities.

**Nature and City Strategic Alignment Areas Map Analysis**

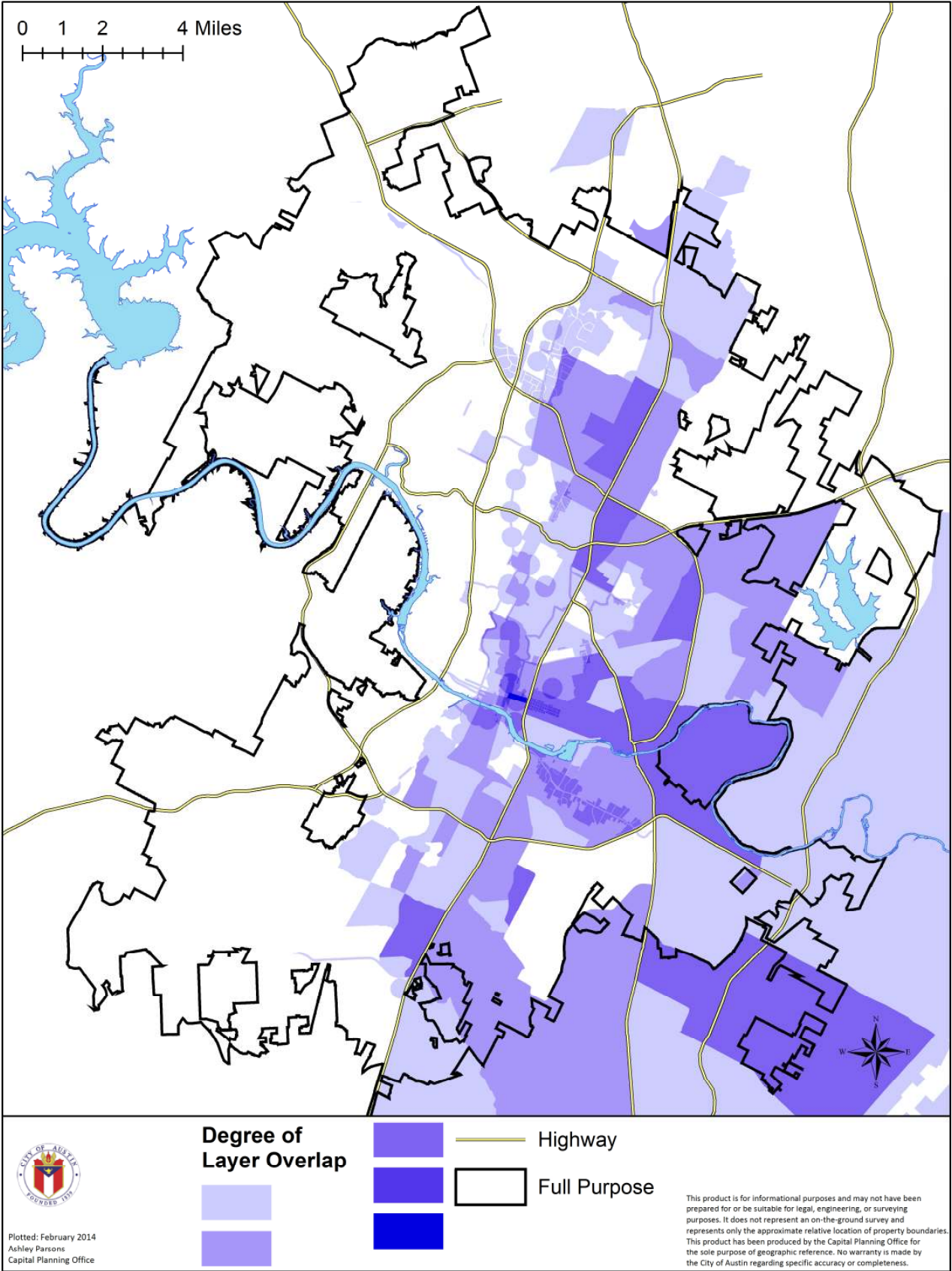
The Nature and City Strategic Alignment Areas Map layers projects and programs in the five-year CIP Plan on top of the Nature and City Strategic Investment Areas Map (page 40). These CIP projects and programs appear as red lines. The second table on this page lists the infrastructure categories of the projects and ongoing CIP programs from the five-year CIP Plan that are included in the map.

The map shows investment alignment along several creek corridors including Shoal, Bull, Waller and Walnut creeks. The map suggests opportunities for improved alignment for CIP priorities in the Riverside Drive area and along creeks throughout the city.

It is important to note that this analysis does not provide scale of investment or show whether the project indicated in red is fully funded through construction. However, it is a starting point to conduct further analysis.

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Creativity & Economy Strategic Areas



This map represents areas of overlapping layers of City initiative target areas and/or boundaries. The darker color represents a greater degree of overlap among the layers. This is the first of three Creativity and Economy maps.

## DRAFT

Mapped Initiatives
Small Business Development Program Target Areas
Business Retention and Expansion Program
Immigrant Investor Program
Business Recruitment and Expansion Program
Cultural Arts and Music - Development and retention of cultural tourism and music industry
Economic Development Department Redevelopment Programs
CreateAustin Cultural Master Plan
City of Austin Library Master and Facility Plan

### Creativity and Economy Strategic Areas Map Analysis

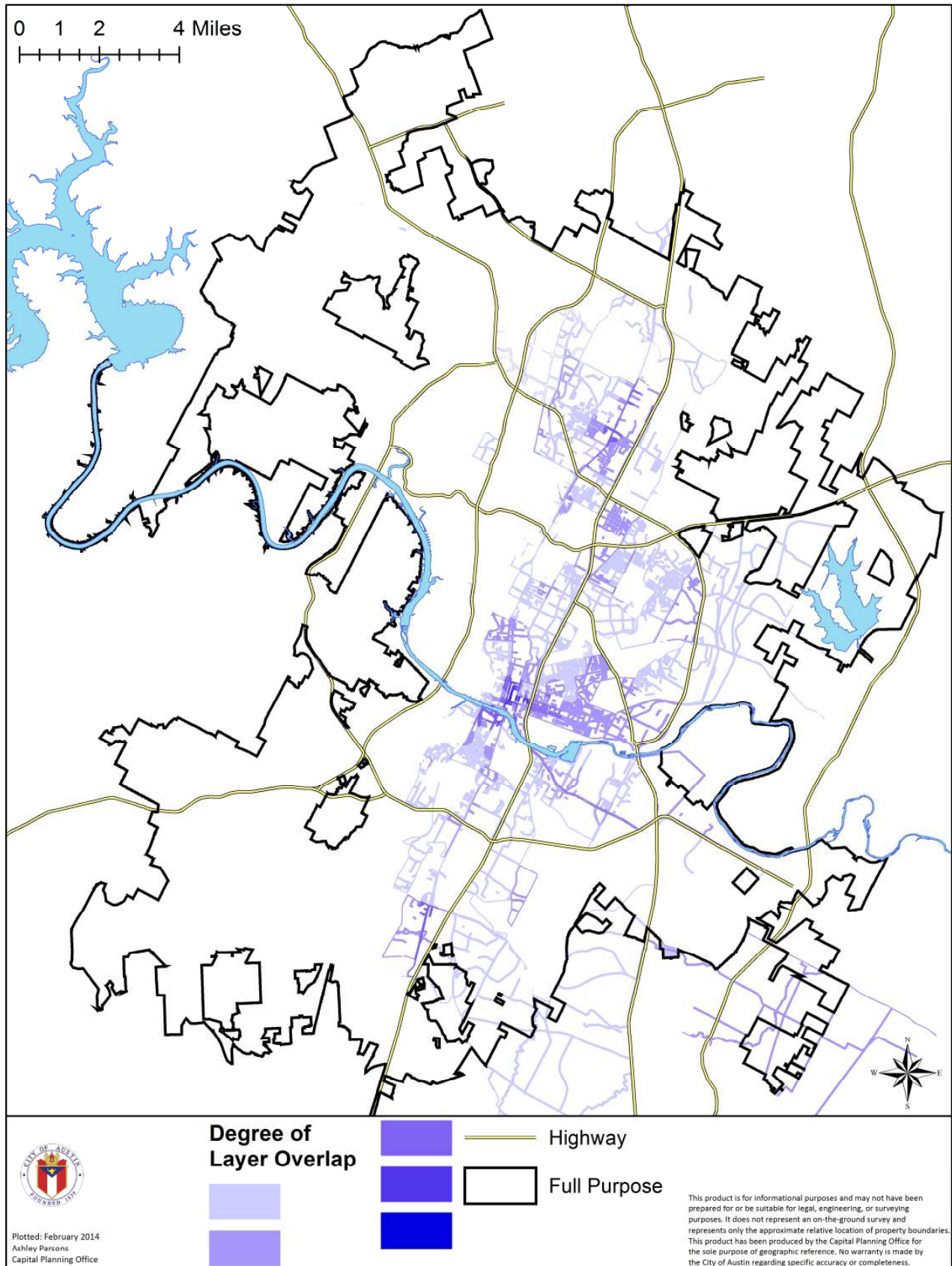
The Creativity and Economy Strategic Areas Map is related to the Workforce Development and Creative Economy Priority Programs of the Imagine Austin Comprehensive Plan. The map indicates the degree of overlap of City initiatives that relate to the support of creative communities and industries as well as those that relate to the support of a strong local economy.

These creativity and economy initiatives include many Economic Development Department programs such as the Business Retention and Expansion Program, the Cultural Arts and Music Program, and the Small Business Development Program. The comprehensive list of initiatives used for this map is shown in the table on this page.

The “hot spots” (areas of darker blue) in this map correlate to the “CIP Investment hot spots” that you will see in the next map, the Creativity and Economy Strategic Investment Areas Map (page 46). The areas with the most overlap of initiatives include downtown, the Capitol Complex and University of Texas area, Central Austin, far East Austin, portions of North and Northeast Austin, and portions of South and Southeast Austin.

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## Creativity & Economy Strategic CIP Investment Areas



This map represents areas of overlapping CIP needs in initiative target areas and/or boundaries. The darker color represents a greater degree of overlap among the layers. This is the second of three Creativity and Economy maps.



<b>Mapped Enabling and/or Supporting Infrastructure Need</b>
Small Business Development Program Target Areas - related Creativity and Economy infrastructure need* within target area boundaries and the airport
Business Retention and Expansion Program - related Creativity and Economy infrastructure need* within program boundaries
Immigrant Investor Program - related Creativity and Economy infrastructure need* within program boundaries
Business Recruitment and Expansion Program - related Creativity and Economy infrastructure need* within program boundaries
Cultural Arts and Music - development and retention of cultural tourism and music industry - related Creativity and Economy infrastructure need* within target area boundaries
Economic Development Department Programs - related Creativity and Economy infrastructure need* within program boundaries
City of Austin Library Master and Facility Plan - Faulk Library and History Center sites
CreateAustin Cultural Master Plan-local transit infrastructure need within target area boundaries

\*Creativity and Economy infrastructure need includes future rail corridors, high and moderately congested roadways per CAMPO, major roadways with completed corridor studies, pedestrian improvements, bicycle facilities and joint City of Austin, Travis County and TxDOT mobility projects.

## **Creativity and Economy Strategic Investment Areas Map Analysis**

The Creativity and Economy Strategic Investment Areas Map shows six “CIP investment hot spots” to consider for strategic and coordinated CIP investment. Those areas are:

- Plaza Saltillo
- Congress Avenue at Sixth Street area
- Downtown Austin extending through Central and East Austin
- Portions of North Austin, especially near I-35
- Riverside Drive
- Portions of Central and Southeast Austin

The enabling and/or supporting infrastructure needs that overlap to create the CIP investment hot spots include regional mobility related to transit, sidewalk and bicycle facilities, airport-related CIP improvements and regional mobility improvements with partner agencies such as the Texas Department of Transportation and the Central Texas Regional Mobility Authority. The comprehensive list of enabling and/or supporting future CIP needs represented in the map is included in the chart on this page. Enabling and/or supporting future infrastructure needs are CIP needs identified by the initiatives included in the Creativity and Economy Strategic Areas Map (page 44) and related CIP needs identified by departments.

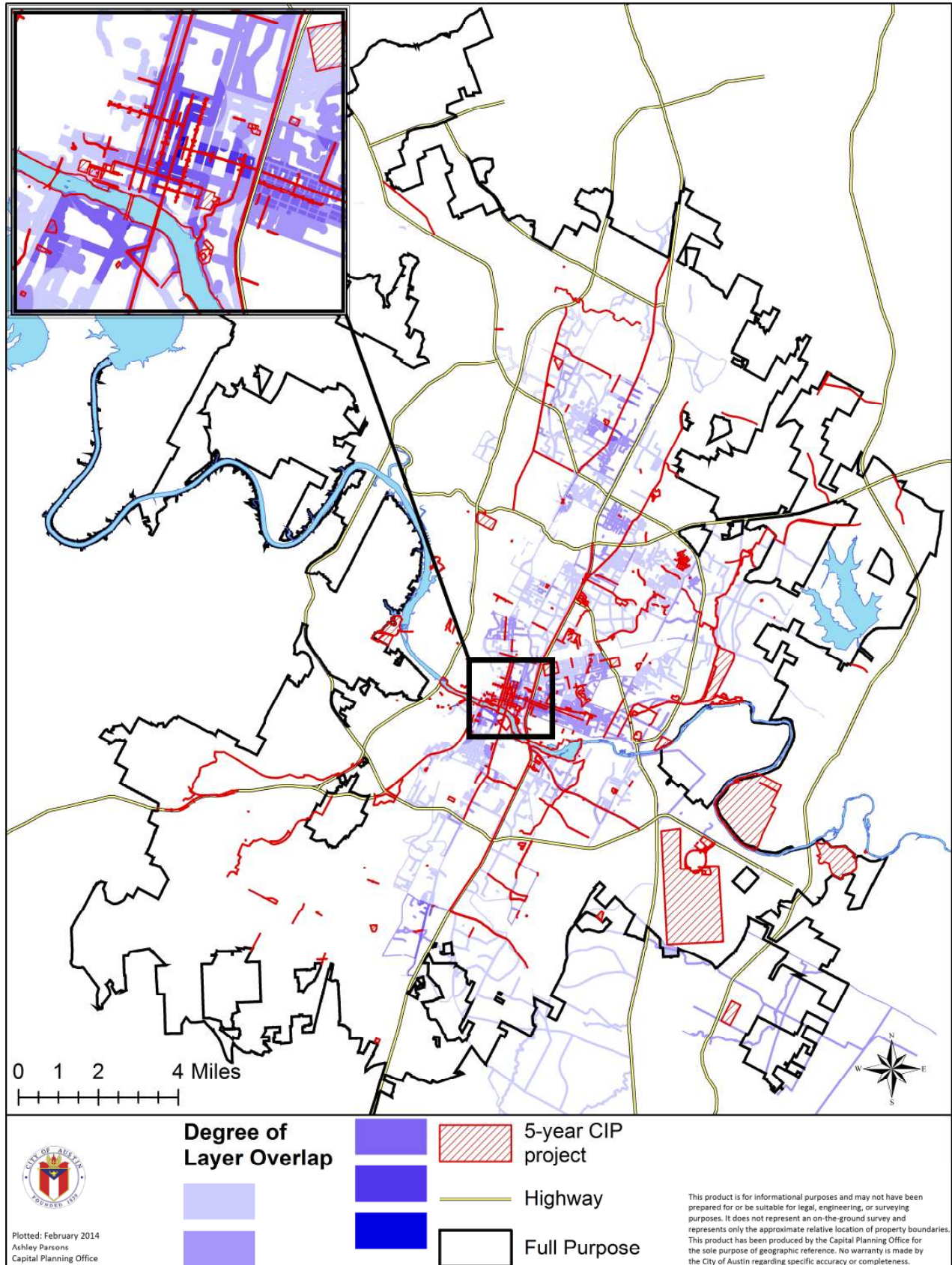
These enabling and/or supporting infrastructure needs are included because of the role the CIP has in facilitating the transportation of people and goods related to large-scale commerce. They also highlight the concurrent need to invest in affordable transportation choices for shorter, local trips to support the creative community and industries.

The most overlap of CIP priorities occurred in areas with opportunity for businesses to locate or expand, already existing incubator sites or in areas with potential for business development. The hot spots represent CIP need in areas of high poverty and/or areas of high unemployment within the Desired Development Zone. Multiple economic priorities can be leveraged by focusing CIP investment in the areas that support and enable economic activity. While the business retention and recruitment side of the equation is key to the implementation of multiple City initiatives, the retention and development of Austin’s creative community and industries is also important to the local economy.

Housing affordability and local transportation investments are important in the support of artists and musicians, just as regional and international mobility is important to large-scale commerce and large business retention and recruitment. Taken together, CIP investments in hot spots related to housing affordability, mobility infrastructure, and library and health facilities can have a multiplier effect for the support of the creative community while also continuing to make Austin an attractive place for large-scale businesses and commerce.

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## Creativity & Economy Strategic CIP Alignment Areas



This map represents an overlay of CIP needs in initiative target areas and/or boundaries and planned investments in the five-year CIP Plan (shown in red). This is the third of three Creativity and Economy maps.



<b>Mapped Enabling and/or Supporting Infrastructure Need</b>
Small Business Development Program Target Areas - related Creativity and Economy infrastructure need* within target area boundaries and the airport
Business Retention and Expansion Program - related Creativity and Economy infrastructure need* within program boundaries
Immigrant Investor Program - related Creativity and Economy infrastructure need* within program boundaries
Business Recruitment and Expansion Program - related Creativity and Economy infrastructure need* within program boundaries
Cultural Arts and Music - development and retention of cultural tourism and music industry - related Creativity and Economy infrastructure need* within target area boundaries
Economic Development Department Programs - related Creativity and Economy infrastructure need* within program boundaries
City of Austin Library Master and Facility Plan - Faulk Library and History Center sites
CreateAustin Cultural Master Plan-local transit infrastructure need within target area boundaries

<b>Infrastructure Categories of mapped CIP projects and programs</b>
Aviation
Mobility Infrastructure

\*Creativity and Economy infrastructure need includes future rail corridors, high and moderately congested roadways per CAMPO, major roadways with completed corridor studies, pedestrian improvements, bicycle facilities and joint City of Austin, Travis County and TxDOT mobility projects.

## **Creativity and Economy Strategic Alignment Areas Map Analysis**

The Creativity and Economy Strategic Alignment Map layers projects and programs in the five-year CIP Plan on top of Creativity and Economy Strategic Investment Areas Map (page 46). These CIP projects and programs appear as red lines.

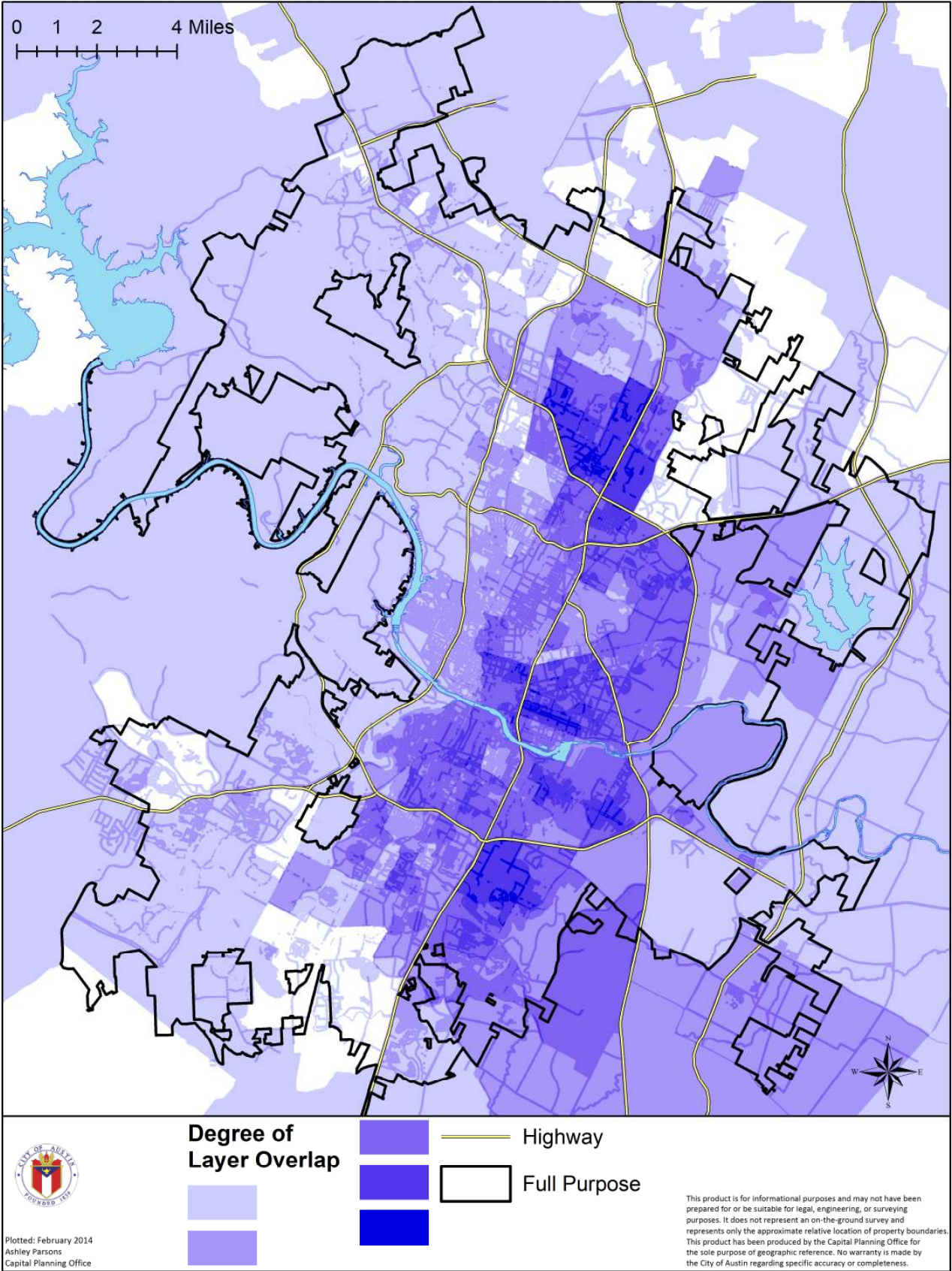
The map suggests opportunities for improved alignment of CIP priorities along major transportation corridors and for local multi-modal transportation projects in neighborhoods. Transportation is highly linked to the local economy because of Austin's growth patterns. While there are current investments in local and regional transportation, there are opportunities for additional investment to realize the multitude of projects needed to create improved multi-modal transportation networks.

The map suggests existing alignment downtown along I-35 and Central East Austin. It is important to note that this analysis does not provide scale of investment or show whether the project indicated in red is fully funded through construction. Nonetheless, it is a starting point for further analysis.

The maps are intended to be informational and spark conversation about opportunities for leveraging and coordination for further alignment of projects within the five-year CIP Plan, Imagine Austin and other City CIP priorities.

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Healthy & Affordable Strategic Areas



This map represents areas of overlapping layers of City initiative target areas and/or boundaries. The darker color represents a greater degree of overlap among the layers. This is the first of three Healthy and Affordable maps.

Mapped Initiatives
Housing Affordability Program
Affordable Housing Preservation
Colony Park
Development Bonus Areas
Mueller Development
Permanent Supportive Housing Initiative
Neighborhood Housing and Community Development Five-Year Consolidated Plan and Action Plan
Neighborhood, corridor and land use regulating plans
Healthy Austin Code
African American Quality Life Initiative
Hispanic/Latino Quality of Life Initiative
Bicycle Master Plan
Sidewalk Master Plan
Austin Police Department Target Areas
Dove Springs Initiative
Central Health/UT Medical School Complex
Restore Rundberg
Smart Housing Initiative

## Healthy and Affordable Strategic Areas Map Analysis

The Healthy and Affordable Strategic Areas Map is related to the Healthy Austin and Household Affordability Priority Programs of the Imagine Austin Comprehensive Plan.

The map indicates the degree of overlap of the multiple City initiatives that address affordability related to housing and associated costs as well as initiatives related to health and wellness. These health and affordability initiatives include the Healthy Austin Code, the African American Quality of Life Initiative, the Hispanic/Latino Quality of Life Initiative, Restore Rundberg, and the Permanent Supportive Housing Initiative. The comprehensive list of initiatives included in this map is in the chart to the left.

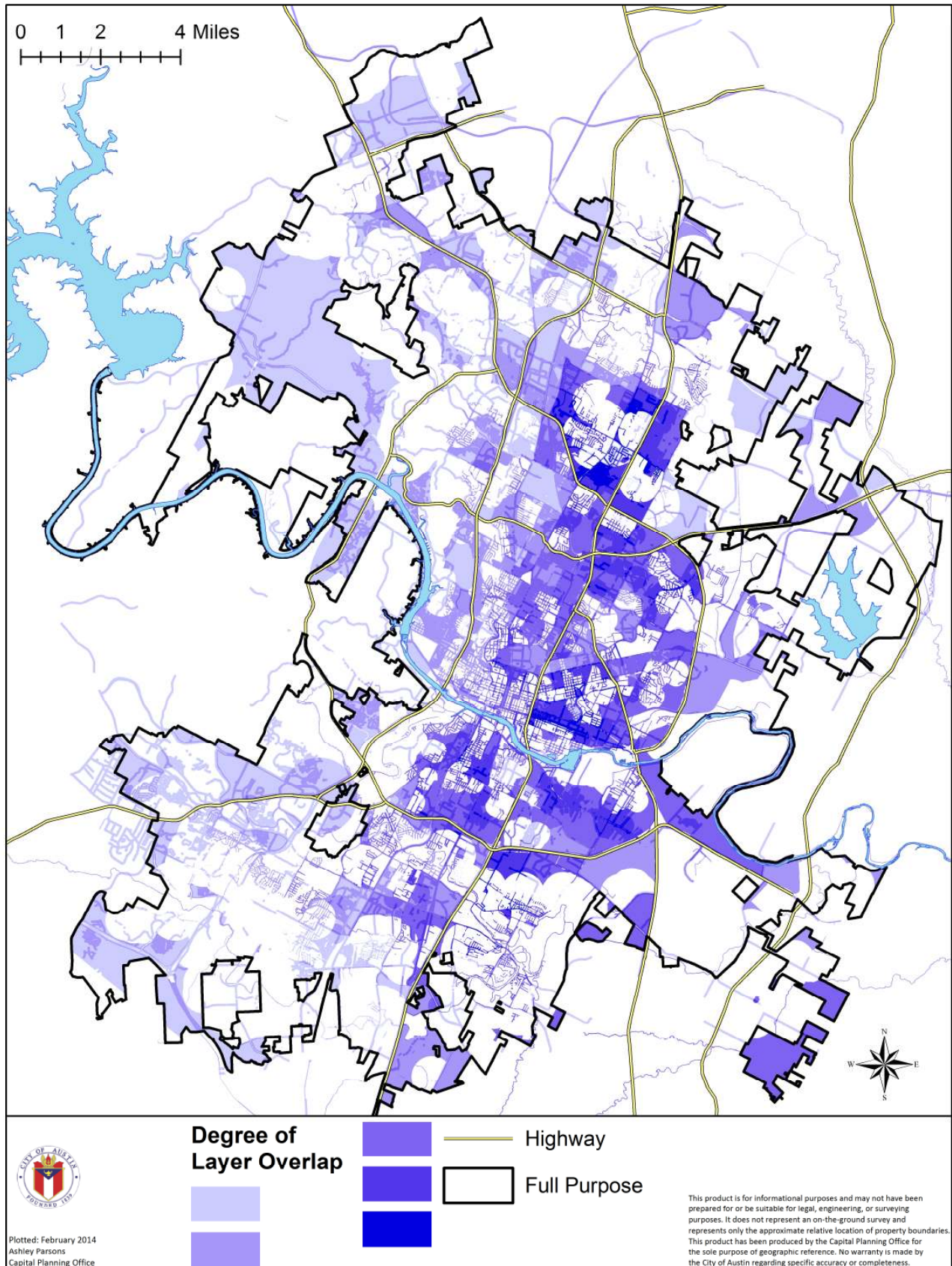
The darker blue areas, or “hot spots,” in this map indicate overlapping geographic boundaries or target areas for these initiatives such as the preservation of existing affordable housing, food deserts, areas of high health need, areas of high poverty, neighborhood plans, transit-oriented development land use regulating plans and target areas for expansion of housing choices.

The hot spots in this map correlate to the “CIP investment hot spots” you will see in the next map, the Healthy and Affordable Strategic Investment Areas Map (page 52).



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## Healthy & Affordable Strategic CIP Investment Areas



This map represents areas of overlapping CIP needs in initiative target areas and/or boundaries. The darker color represents a greater degree of overlap among the layers. This is the second of three Healthy and Affordable maps.

<b>Mapped Enabling and/or Supporting Infrastructure Need</b>
Housing Affordability Program - related Healthy and Affordable infrastructure need* within program boundaries
Affordable housing preservation - related Healthy and Affordable infrastructure need* within target area boundaries
Colony Park - related Healthy and Affordable infrastructure need* within program boundaries
Development bonus areas - related Healthy and Affordable infrastructure need* within target area boundaries
Mueller Development - related Healthy and Affordable infrastructure need* within Mueller Development boundary
Permanent Supportive Housing Initiative - related Healthy and Affordable infrastructure need* within target area boundaries
Neighborhood Housing and Community Development Five-Year Consolidated Plan and Action Plan - related Healthy and Affordable infrastructure need* within target area boundaries
S.M.A.R.T. Housing Initiative-related Healthy and Affordable infrastructure need* within a quarter-mile of S.M.A.R.T. Housing and other housing affordability project sites
Healthy Austin Code - related Healthy and Affordable infrastructure need* within target area boundaries
African American Quality of Life Initiative - related Healthy and Affordable infrastructure need* within target area boundaries
Hispanic/Latino Quality of Life Initiative - infrastructure recommendations
Bicycle facilities
Sidewalks
Austin Police Department Target Areas-related Healthy and Affordable infrastructure need* within target area boundaries (high crime ZIP codes and the Restore Rundberg grant area)
Dove Springs - related Healthy and Affordable infrastructure need* within target area boundaries
Central Health/UT Medical School Complex - related Healthy and Affordable infrastructure need* within target area boundaries

\*Healthy and Affordable infrastructure need includes multi-use trails, parks, future HHSD main public health building, Faulk Library and History Center sites, stormwater long-range projects, eligible community garden sites, pedestrian improvements, bicycle facilities, future rail corridors and future public safety facilities.

## Healthy and Affordable Strategic Investment Areas Map

The Healthy and Affordable Strategic Investment Areas Map is related to the Healthy Austin and Household Affordability Priority Programs of the Imagine Austin Comprehensive Plan. The map shows four distinct “CIP investment hot spots” (areas of darker blue) to consider for strategic and coordinated CIP investment. The areas are:

- North Austin near I-35, especially near Rundberg Lane
- Central East Austin, especially near Plaza Saltillo and the Betty Dunkerley Campus
- Dove Springs area
- East Riverside

The enabling and/or supporting infrastructure needs that overlap to create the CIP investment hot spots include parks, greenbelts, libraries , urban agriculture and pedestrian improvements. Enabling and/or supporting infrastructure needs are CIP needs identified by the initiatives in the Healthy and Affordable Strategic Areas Map (page 50) and CIP needs identified by departments. The comprehensive list of enabling and/or supporting future CIP needs represented in the map is included in the chart on this page.

Of these supporting and/or enabling future infrastructure needs, those that fall in the Mobility Infrastructure category are particularly important as this analysis will further the reader’s understanding of the connection between housing and transportation costs, which are key determinates of affordability and quality of life.

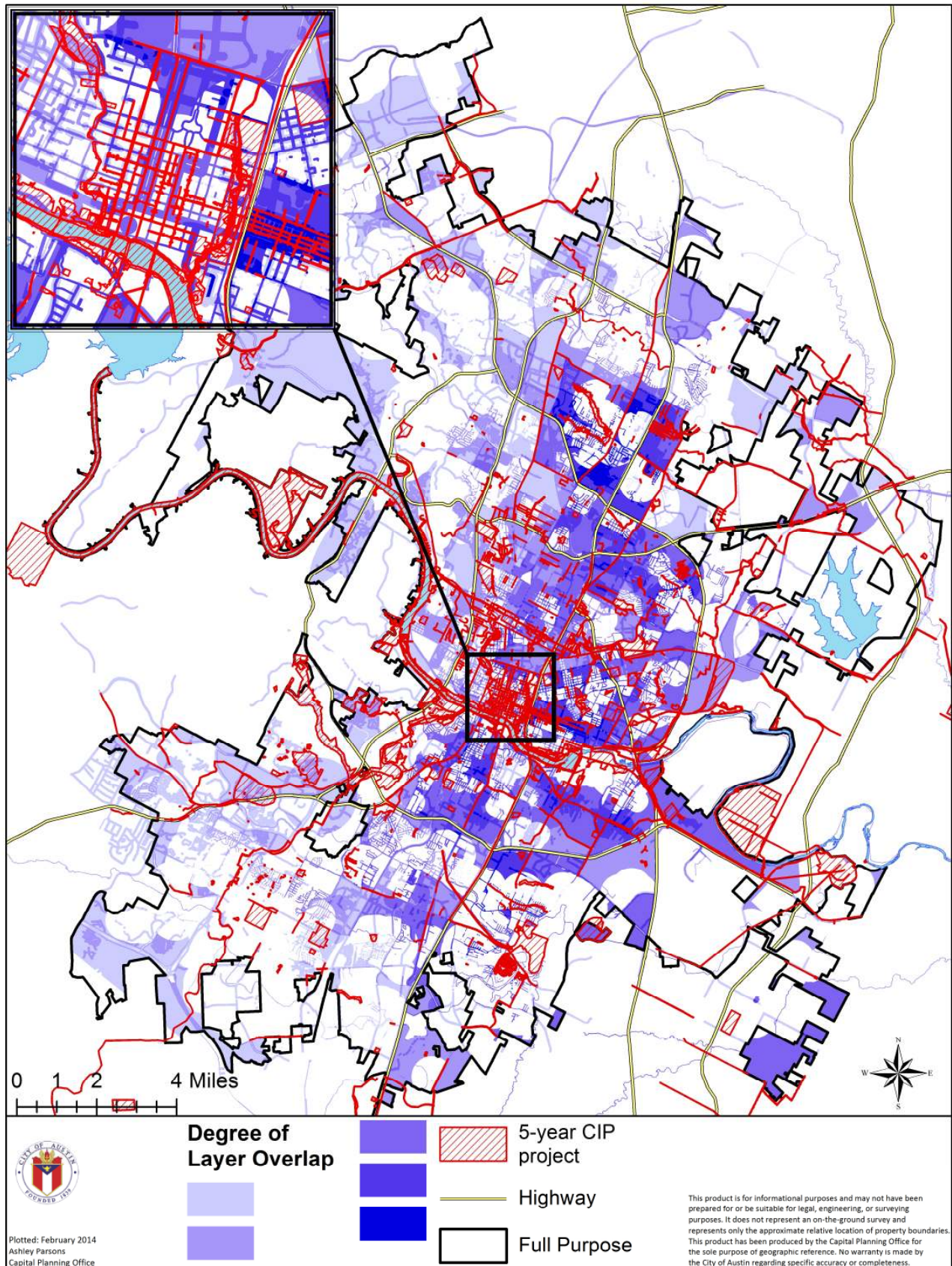
Finally, CIP investment related to creating a healthy Austin includes improvements such as sidewalks, multi-use trails, pocket parks, new and improved City health program-related facilities, and urban farms.

As discussed in the Rolling Needs Assessment detail pages (Appendix B), City facilities are needed throughout Austin and many of these are within the public health and safety realm. The hot spots indicated in the Healthy and Affordable Strategic Investment Areas Map represent opportunities for facilities or other leveraging of resources.



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## Healthy & Affordable Strategic CIP Alignment Areas



This map represents an overlay of CIP needs in initiative target areas and/or boundaries and planned investments in the five-year CIP Plan (shown in red). This is the third of three Healthy and Affordable maps.

<b>Mapped Enabling and/or Supporting Infrastructure Need</b>
Housing Affordability Program - related Healthy and Affordable infrastructure need* within program boundaries
Affordable housing preservation - related Healthy and Affordable infrastructure need* within target area boundaries
Colony Park - related Healthy and Affordable infrastructure need* within program boundaries
Development bonus areas - related Healthy and Affordable infrastructure need* within target area boundaries
Mueller Development - related Healthy and Affordable infrastructure need* within Mueller Development boundary
Permanent Supportive Housing Initiative - related Healthy and Affordable infrastructure need* within target area boundaries
Neighborhood Housing and Community Development Five-Year Consolidated Plan and Action Plan - related Healthy and Affordable infrastructure need* within target area boundaries
S.M.A.R.T. Housing Initiative-related Healthy and Affordable infrastructure need* within a quarter-mile of S.M.A.R.T. Housing and other housing affordability project sites
Healthy Austin Code - related Healthy and Affordable infrastructure need* within target area boundaries
African American Quality of Life Initiative - related Healthy and Affordable infrastructure need* within target area boundaries
Hispanic/Latino Quality of Life Initiative - infrastructure recommendations
Bicycle facilities
Sidewalks
Austin Police Department Target Areas-related Healthy and Affordable infrastructure need* within target area boundaries (high crime ZIP codes and the Restore Rundberg grant area)
Dove Springs - related Healthy and Affordable infrastructure need* within target area boundaries
Central Health/UT Medical School Complex - related Healthy and Affordable infrastructure need* within target area boundaries

\*Healthy and Affordable infrastructure need includes multi-use trails, parks, future HHSD main public health building, Faulk Library and History Center sites, stormwater long-range projects, eligible community garden sites, pedestrian improvements, bicycle facilities, future rail corridors and future public safety facilities.

## Healthy and Affordable Strategic Alignment Areas Map Analysis

The Healthy and Affordable Strategic Alignment Areas Map layers projects and ongoing programs in the five-year CIP Plan on top of the Healthy and Affordable Strategic Investment Areas Map (page 52). These CIP projects and programs appear as red lines.

The map suggests existing alignment between CIP investment and the Healthy Austin and Household Affordability Imagine Austin Priority Programs in portions of North Austin and the Plaza Saltillo area. However, the map also shows opportunities for improved alignment of CIP investment in the following areas:

- Rundberg Lane area of North Austin near Lamar Boulevard and I-35
- Riverside Drive
- Dove Springs

It is important to note that this analysis does not provide scale of investment or show whether the project indicated in red is fully funded through construction. However, it is a starting point to conduct further analysis.

The maps are intended to be informational and spark conversation about opportunities for leveraging and coordination for further alignment of projects within the five-year CIP Plan, Imagine Austin and other City CIP priorities.

### Infrastructure Categories of mapped CIP projects and programs

Facilities

Stormwater

Park Amenities

Mobility Infrastructure

Water Infrastructure



## Rolling Needs Assessment

The primary purpose of the Rolling Needs Assessment is to annually identify the City's anticipated future capital needs over a 10-plus year planning horizon for long-range planning and coordination purposes and to communicate those capital needs to decision-makers as well as the public. Capital planning must be able to respond to changing circumstances and policy direction and take advantage of new opportunities. For this reason the needs assessment will be updated annually to reflect new and emerging factors affecting the CIP as well as any changes to priority needs.

This year, the focus of the Rolling Needs Assessment process was on establishing the organizational framework, process and internal systems for collecting and reporting long-term capital needs identified by all City departments. Particular attention was paid to identifying the ongoing capital programs that are necessary to continue maintaining acceptable condition or service levels for the City's basic infrastructure responsibilities. This can include rehabilitation or replacement of existing infrastructure as well as expansion of infrastructure to meet growth demands.

This identification of ongoing capital programs across all infrastructure types provides structure and order to the City's vast infrastructure responsibility and a consistent way to communicate with the public. Additionally, this structure will allow for more consistency and transparency in future reporting in conjunction with infrastructure condition assessments, identification of future funding needs for ongoing capital programs, and planned allocation of funds to those programs in the five-year CIP Plan and the annual capital budget.

The Rolling Needs Assessment Infrastructure Category Detail pages provided in Appendix B provide a snapshot of the City's ongoing capital program needs on the horizon. These pages provide details on the types of ongoing capital improvements that the City must make to keep pace with services as well as some strategic capital program investments that have been identified as priorities through department-level or other organizational-level planning processes.

As shown in the information provided in Appendix B, some capital programs have a dedicated funding source, which is anticipated to accommodate the ongoing program needs highlighted in this report. In other cases, additional funding sources such as voter-approved bonds, will be needed over the next 10 years to continue the capital programs.

The Capital Planning Office will continue to work with departments during the coming year to collect and analyze department future capital needs, begin to highlight specific priority projects and strategic investments, and establish appropriate standards for estimating ongoing program and highlighted project funding needs in order to provide more information in next year's Long-Range CIP Strategic Plan.

### How the Rolling Needs Assessment will be used

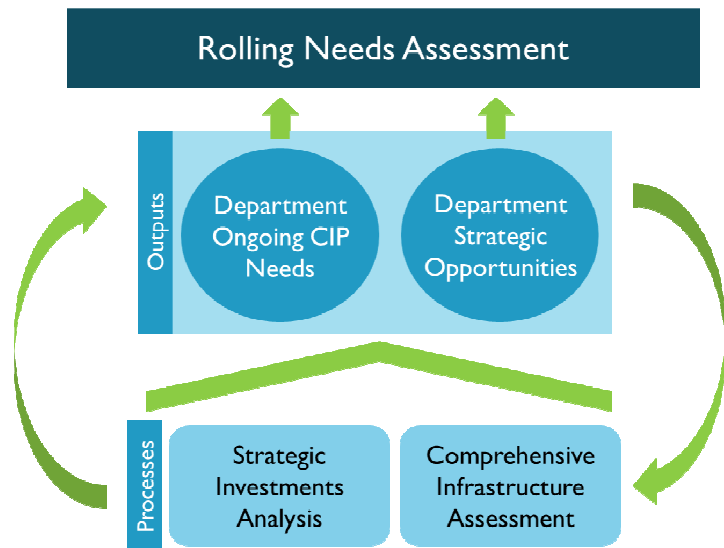
Collecting future capital needs and prioritized planned projects during a 10-year horizon into one document will provide greater transparency for decision-makers and the public about the breadth of need for future projects throughout the city. The Rolling Needs Assessment will also allow for early coordination of potential future CIP investments between departments and other public agencies, public feedback on the direction of future CIP strategic investments and the development of a long-term funding strategy to meet prioritized capital needs. This process will allow the City to have a

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current list of planned capital projects ready when funding opportunities arise. Informed by the Rolling Needs Assessment, the Long-Range CIP Strategic Plan will provide recommendations of top priorities for decision-makers to consider during the formulation of the five-year CIP Plan and capital budget, development of future bond packages or grant proposals, and consideration of potential partnerships or other funding strategies.

### Summary of Anticipated Capital Needs

The following summary of capital needs is based on information gathered from City department capital planning staff through this year's Rolling Needs Assessment process.



**Many General Government Departments' ongoing capital programs will need another significant funding installment within the next 10 years** to maintain acceptable levels of service for the City's basic infrastructure responsibilities. This funding would be used for rehabilitation of existing infrastructure as well as expansion of infrastructure to meet growth demands. Many General Government Departments' ongoing capital programs are reliant upon one-time funding sources, such as voter-approved general obligation bonds, which will be expended within the next 10 years. Some programs will require additional funding sooner than others. The Capital Planning Office anticipates having more information about future funding requirements for ongoing CIP programs as the Long-Range CIP Strategic Plan is further developed.

**There is a backlog of capital improvement needs for City facilities.** Many departments have identified the need for capital projects to address building reliability issues resulting from aging buildings and deferred maintenance including component failures and major structural rehabilitation. The lack of preventative maintenance funding over the years has caused many departments to work in a reactive rather than proactive mode and has led to an increase in unscheduled rehabilitation caused by equipment failures and deteriorating facilities. The Building Services Department and other departments are making a shift to systematic proactive maintenance and capital renewal based on lifecycle planning. However, there remains a backlog of needed capital improvements to facilities while recent annual funding allocations have only allowed for addressing the most necessary projects affecting life safety systems and the functionality of buildings.

**There is a need for many new or expanded City facilities.** Austin's rapid population and economic growth increases the need for City services as well as the associated staff and administrative, logistical and public-facing facilities to provide them. Building overcrowding and improper configurations to support efficient operations are cited by departments as critical horizon issues that will affect the level of service from year to year. A fundamental finding communicated in the Strategic Facilities Roadmap presented to City Council in October 2012 was a lack of a strategic/comprehensive focus for City facilities. In response, the City Manager created the Strategic Facilities Governance Team, which is undertaking changes in how the City addresses its facility portfolio. New sites and facilities will need to

be developed to address capacity issues, reduce overcrowding, improve operational logistics, improve space conditions, reduce reliance on leased space, reduce transportation-based carbon footprints, and address future growth and associated space needs.

**Additional funding for transportation mobility infrastructure ongoing programs and strategic investments will be needed in the near term.** The need for mobility infrastructure investments at both the large scale regional level, as well as in smaller scale local mobility is particularly acute, given the transportation challenges associated with providing for a rapidly growing community. During the development of the 2012 Bond Program, more than \$700 million in transportation and mobility infrastructure needs were identified. Although this category of need made up the largest portion of the 2012 Bond Program, only \$144 million was allocated due to funding constraints.

**Response to October 2013 floods:** A shorter-term need identified by departments is capital investments in response to the October 2013 floods. Examples include the Watershed Protection Department's evaluation of funding availability for home buyouts in the Onion Creek floodplain and the Neighborhood Housing and Community Development Office's identification of long-term housing need for low-income families displaced by the floods. These capital needs were not anticipated as part of department ongoing capital program planning. Existing department funding for ongoing programs will need to be reprioritized to address these issues or other funding sources will need to be found.

**There is a need for infrastructure-related master planning.** To be in a good position to seek future funding opportunities, capital projects undergo a planning phase to develop project feasibility, identify coordination and collaboration opportunities, and define scopes and budgets. Many departments have identified the need for studies, assessments and master planning to help them better define capital needs and solutions to address those needs. Historically, there has been limited funding for these types of planning phase activities, resulting in reduced ability for collaborative project development. While the Long-Range CIP Strategic Plan will provide a greater opportunity for early collaboration on projects, additional funding will be needed to plan sufficiently and strategically for capital improvements.

**Strategic infrastructure investments can be a catalyst for proactively shaping the city in the vision of Imagine Austin and can leverage investments for greater cost efficiencies and community benefit.**

Strategic investments represent innovative approaches to better meet departments' service to the community, respond to specific City Council-identified capital investment priorities or to advance Imagine Austin goals through the implementation of major capital projects that extend beyond the work of any one City department. Opportunities exist for leveraging multiple needs identified in the Rolling Needs Assessment in conjunction with the Strategic Areas Overlay Analysis. For example, the Watershed Protection Department has committed to either provide strategic improvements or to identify improvements needed to address inadequate stormwater conveyance in or downstream of the transit-oriented development districts around the MetroRail stations. This will help facilitate redevelopment in the areas around the rail stations, which in turn will increase transit ridership. Ongoing capital programs can also be leveraged against each other for coordinated investment. The Public Works Department, Austin Water Utility and the Watershed Protection Department regularly coordinate on street reconstruction and rehabilitation projects, in which one department may have a higher priority need in an area than the others on a given project, but all recognize that coordinating work at one time is cost efficient for the City as a whole. Funding for these types of strategic investments in the short term can result in long-term cost savings and additional community benefits.



## Long-Range CIP Strategic Plan: Conclusions

This section includes conclusions to consider related to anticipated long-range capital needs. The following conclusions are based upon information gathered from all components of the FY 2014-15 Long-Range CIP Strategic Plan.

The Strategic Investment Areas Overlay Analysis shows that the City has several areas where it can strategically address multiple capital investment priorities related to the implementation of Imagine Austin. These opportunities are further amplified through potential coordination with planned and funded capital improvements that the City has scheduled. The maps contained in the Strategic Investment Areas Overlay Analysis provide a basis for the City to further explore these strategic opportunity areas and coordinate future projects.

A resonating conclusion that can be drawn from the Strategic Areas Overlay Analysis is the relatively strong existing level of alignment of the five-year CIP Plan and CIP need. This shows that not only is the City already moving forward on Imagine Austin implementation through its CIP but also that opportunities exist to leverage strategic opportunities with those capital investments already slated to be made. The alignment of funded CIP projects and programs with City initiatives will be important to monitor as Imagine Austin implementation progresses over time.

The City must balance strategic CIP investment opportunities with the need to renew existing facilities and infrastructure networks. There is a substantial backlog of basic rehabilitation and renovations needed to address what are, in many cases, aging or dilapidated assets. The 2012 Bond Election Advisory Task Force came to a similar conclusion in its review of the City's list of proposed projects for the bond package. One of the primary challenges that the City faces in its CIP portfolio is effectively addressing this need over the long-term to maintain an acceptable level of service for the community, particularly when need outpaces available funding.

As the city and region continue to grow at an accelerated pace, the need to make improvements to existing infrastructure networks and the need to make strategic investments in our community becomes ever more pressing. Limited funding opportunities and more demands on City services and infrastructure will necessitate effective decision-making regarding the type and amount of capital investment to be made in the coming years. The City will need to maximize grant funding and leveraging opportunities for capital investments through avenues such as interdepartmental collaborations as well as public-private and public-public partnerships to provide a greater return on investment on limited resources.

Several of the challenges and opportunities that the City has with regard to capital investment also hold true for other local government entities in the region. Issues, such as rapid growth and mobility challenges, are far-reaching, calling for a strategic multi-agency approach. Regional planning and coordination of capital investment between governmental entities will be key to maximizing capital investment and benefits for the City and its regional governmental partners.

The following general funding strategy is recommended for both short-term and longer-term funding considerations and is based on information gathered from all components of the FY 2014-15 Long-Range CIP Strategic Plan.

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## **Considerations in the development of the five-year CIP Plan and capital budget in the coming years:**

As departments provide their capital program information to develop the five-year CIP Plan in preparation for capital budget, the following information gathered during the Long-Range CIP Strategic Plan Rolling Needs Assessment process can be helpful when there is flexibility in allocation of capital program funds over the long term.

- There are urgent needs across departments related to building rehabilitation and/or expansion.
- Transportation/mobility investments make up a substantial proportion of unfunded capital needs.
- Response to the October 2013 floods continues to be necessary.
- Balance urgent and unexpected need against existing general obligation bond timeline expectations or other milestones.

## **Long-term CIP Strategic Plan Need:**

- Explore more sustainable funding strategies for critical ongoing capital infrastructure needs including deferred maintenance on facilities and infrastructure. This will allow for greater strategic investment in transformational projects.
- Allocate additional resources to long-term City facilities planning to explore scenarios for consolidation, joint-use facilities, public-private partnerships or other approaches that could reduce long-term capital costs.
- Seek funding sources for mobility infrastructure ongoing programs and strategic investments to address level of need as well as to act as catalyst investments for leveraging other capital improvements.
- Proactively seek alternative funding sources, such as public-private partnerships and public-public partnerships, for projects that are identified as high priorities for strategic investment.

## Appendices

### Appendix A: Definitions

#### Definitions of Infrastructure Categories

**Area Plans:** Area Plans are developed for a defined geographic area of the city, providing an opportunity for citizens to take a proactive role in the planning process to decide how the area will move into the future. The plans often address land use, transportation and urban design issues, and may include numerous implementation strategies, including policies, regulations, and desired City investments.

Many of Austin’s area plans are developed by City staff in coordination with the community, and do not require funding for consultants. However, sometimes consultants are sought to either facilitate the planning process or provide specific technical assistance. Funding used for external consultants to assist with the development of citywide plans such as the Imagine Austin Comprehensive Plan or specific-area plans is often considered a capital expense.

**Aviation:** Capital improvements at Austin-Bergstrom International Airport may include creating new and or improving existing airport infrastructure on the “airside” within the Air Operations Area (AOA) fence where airplanes take off, land, and park; on the “landside” where public vehicular traffic operate (outside of the AOA fence); within the terminal building itself and any capital equipment, vehicles and information technology needed to operate the airport.

**Electric:** Capital improvements may include creating new and or improving existing electric infrastructure including, but not limited to, studies, design, new construction, realignment of, replacement of, deepening or widening of, or closing existing infrastructure.

**Facilities:** Capital improvements may include improvements related to an expansion or renovation to an already existing facility or facilities and all activities related to the construction of a new facility or facilities.

**Housing:** Capital improvements may include activities related to neighborhood and/or community housing and development.

**Land Acquisition:** Capital improvements may include activities related to the purchase or acquisition of land including, but not limited to, park land, open spaces, easements, or land on which to build new facilities.

**Mobility Infrastructure:** Capital improvements may include the creation of new and/or improvements to existing transportation infrastructure including, but not limited to, preliminary engineering, designs, streets, sidewalks, trails, pedestrian improvements, signs, signals, markings, traffic mitigation, bridges and mass transit infrastructure-related activities such as transit plans, and to fund matching initiatives.

**Park Amenities:** Capital improvements may include all activities related to the creation of or

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improvement to parks and recreation infrastructure including, but not limited to, amenities, structures, playscapes, sport courts and fields, pools, golf courses, field lighting, path creation or improvements, master plans or studies, or design of projects. (Note: improvements or construction of new Parks and Recreation facilities are listed under the Facilities category.)

**Stormwater:** Capital improvements may include the creation of new and/or improvements to existing drainage infrastructure including, but not limited to studies, design, new construction, realignment of existing infrastructure, replacement of existing infrastructure, deepening or widening of existing infrastructure, or closing existing infrastructure.

**Technology:** Capital improvements may include any activities resulting in the purchase of or improvements to the City's technology infrastructure such as computers or servers.

**Vehicles/Equipment:** Capital improvements may include any activities resulting in the purchase of or improvements to the existing vehicles or equipment. (Note: Technology equipment improvements or purchases, such as computers or servers, should be categorized as Technology.)

**Water Infrastructure:** Capital improvements may include new and/or improvements to existing water, wastewater, and reclaimed water infrastructure including, but not limited to, studies, design, new construction, realignment of existing infrastructure, replacement of existing infrastructure, deepening or widening of existing infrastructure, or abandoning existing infrastructure.

**Other Infrastructure Improvements:** This section identifies capital improvement needs that do not fit neatly into the other infrastructure types listed previously.

## Definitions of General Government and Enterprise Government Departments\*

**General Government Department:** General Government Departments do not generally generate revenue in amounts sufficient to pay for their capital project needs. Therefore, these departments need outside funding sources such as voter-approved bonds and/or federal grants (see page A-3 for a chart of General and Enterprise Government Departments).

**Enterprise Government Department:** Enterprise Government Departments are able to generate revenue to pay for their capital needs. Examples include infrastructure like water lines, telecommunications and energy. Revenue may be generated through user fees, such as electric and water utility rates; airport passenger facility charges; drainage utility fees; and pay-as-you go fees for waste pick up and disposal (see page A-3 for a chart of General and Enterprise Government Departments).



General Government	Enterprise Government
Austin Fire Department Austin Police Department Austin Public Library Austin Transportation Department Building Services Communications and Technology Management Economic Development Department Emergency Medical Services Financial and Administrative Services Department Fleet Services Health and Human Services Department Municipal Court Neighborhood Housing and Community Development Office Parks and Recreation Department Planning and Development Review Department Public Works Department	Austin Convention Center Austin Energy Austin Resource Recovery Austin Water Utility Aviation Watershed Protection Department

\*Refer to page 4 for the Infrastructure Categories associated with these departments.

## Definitions of Financial Terms

**Certificate of Obligation:** A certificate of obligation (CO) is used to obtain quick financing for real property and construction. COs are secured by the full faith and credit of the City and are repaid over a 20-year period. According to Texas state law, the City's intent to issue a certificate must be published in the local newspaper 30 days in advance. COs do not require voter approval unless 5% of qualified voters sign a petition to put it on the ballot and file it with the City Clerk.

**Commercial Paper:** Commercial paper is a very short-term debt, usually due within 30-45 days and used as an interim financing instrument for capital expenditures that provides for lower interest costs and flexibility. Generally, the notes are backed by a line of credit with a bank. By official City policy, COs can be used to finance urgent, unanticipated expenditures or those that are necessary to prevent an economic loss to the City. They can also be used when the capital expenditure is revenue generating or when COs are the most cost-effective financing option.

**Contractual Obligations:** Contractual Obligations (KOs) are a short-term debt instrument that does not require voter authorization. KOs are used to finance the purchase of items such as equipment and vehicles. By official City policy, KOs can be used to finance urgent, unanticipated expenditures or those that are necessary to prevent an economic loss to the City. They can also be used when the capital expenditure is revenue generating or when KOs are the most cost-effective financing option.

**Cash transfers:** Cash transfers are transfers of cash from department operating budgets.

**Revenue bonds:** Revenue bonds are supported through revenues such as user fees such and pay-as-you-go fees. Enterprise Government Departments use revenue bonds because those departments generate revenue.

## Appendix B: Rolling Needs Assessment - Infrastructure Category Detail Pages

This Rolling Needs Assessment provides a snapshot of the City's ongoing capital program needs on the horizon over the next 10 years or more. It provides detail on the types of ongoing capital improvements that the City must make to keep pace with services as well as some strategic capital program investments that have been identified as priorities through either department-level or other organizational-level planning processes.

This appendix is organized by infrastructure category. Each section includes a description of **department roles** in capital improvements for that infrastructure category, a list of **future capital needs**, including both ongoing programs and strategic investments, **descriptions** of the identified needs, and **typical CIP funding sources** used to fund the capital improvements.

As shown in the information provided in this appendix, some capital programs have a dedicated funding source for implementation of the ongoing program needs highlighted in this report. In other cases, additional funding sources such as voter-approved bonds will be needed over the next 10 years to continue the capital programs. In all cases, projected capital investment needs and opportunities typically exceed funding availability, as is common with municipalities across the U.S.

Note that future capital programs are assembled here for long-range planning and coordination purposes before funding is allocated to specific projects, to provide information to the public about the type of capital investments anticipated and to provide a platform for coordination and collaboration opportunities. Capital project plans must be able to respond to changing circumstances and policy direction and take advantage of new opportunities. For this reason the needs assessment will be updated annually to reflect new and emerging factors affecting the CIP.

The Capital Planning Office will continue to work with departments during the coming year to collect and analyze department future capital needs, begin to highlight specific priority projects and strategic investments, and establish appropriate standards for estimating ongoing program and highlighted project funding needs in order to provide more information in next year's Long-Range CIP Strategic Plan.

## Area Plans

Area Plans are developed for a defined geographic area of the city, providing an opportunity for citizens to take a proactive role in the planning process to decide how the area will move into the future. The plans often address land use, transportation and urban design issues, and may include numerous implementation strategies, including policies, regulations, and desired City investments.

Many of Austin's area plans are developed by City staff in coordination with the community, and do not require funding for consultants. However, sometimes consultants are sought to either facilitate the planning process or provide specific technical assistance. Funding used for external consultants to assist with the development of citywide plans such as the Imagine Austin Comprehensive Plan or specific-area plans is often considered a capital expense.

Note that specific infrastructure master plan needs, such as the Sidewalk Master Plan, Parks and Recreation Long Range Plan, Watershed Protection Department Master Plan, etc. are addressed in the related infrastructure category sections of this document.

## Department Roles

In coordination with the community, the **Planning & Development Review Department (PDRD)** develops and updates the City's comprehensive plan in addition to a variety of small area plans including neighborhood plans, corridor plans, area-specific master plans, and other plans which are adopted as components of the Comprehensive Plan. The plans developed by PDRD may be comprehensive in scope, or may be more narrowly focused on characteristics of the built environment including land use and urban design. Often the plans result in recommendations for City infrastructure investments.

The mission of the **Neighborhood Housing and Community Development Department (NHCD)** is to provide affordable housing, community development and small business development services to benefit eligible residents, so they can have access to livable neighborhoods and increase their opportunities for self-sufficiency. In the past NHCD has been responsible for developing community development area plans such as the 11<sup>th</sup>/12<sup>th</sup> street revitalization area and is currently in the process of working with the community on the Colony Park Plan as part of a Housing and Urban Development (HUD) Sustainable Communities Grant.

The **Economic Development Department (EDD)** facilitates the use of public-private partnerships to redevelop targeted areas of the city, which allows the use of the City's resources as well as those of a private developer. EDD manages the public-private partnership through the use of Master Development Agreements. Examples include the Mueller Redevelopment Area, Seaholm District, and Green Water Treatment Plant. In some cases the City funded consultants to create master plans for the redevelopment areas prior to master developer solicitations for the sites. In other cases, City staff developed parameters for the development based on City policies and planning principles, and no consultant funds were utilized. If significant City assets are redeveloped or repurposed in the future additional community visioning and pre-solicitation planning may be needed. EDD also manages the economic development of Arts, Culture, and Creativity (including the Art in Public Places Program (AIPP), Creative Space Development, and Music Division), as well as Small Business Development.

## Future Capital Needs

Below is a list of identified area plan ongoing needs with a description of each provided on the following pages.

## Ongoing Capital Programs

Ongoing capital program needs are identified by departments as necessary to continue maintaining acceptable condition or service levels for the City's basic infrastructure responsibilities. This can include rehabilitation or replacement of existing infrastructure as well as expansion of infrastructure to meet growth demands. Although Area Plans may include an analysis of basic infrastructure needs for the geographic area under study, the plan itself is considered a strategic investment for greater public outreach and coordination in future infrastructure planning. In addition, much of the City's ongoing area planning is facilitated by City staff and does not have a capital expense associated with it.

## Strategic Capital Investments

Strategic investments represent innovative approaches to better meet departments' service to the community, respond to specific City Council-identified capital investment priorities, or to advance Imagine Austin goals through implementation of major capital projects that extend beyond the work of any one City department. Investments in Area Plans will be an important part of implementing the Compact and Connected, Green Infrastructure, Workforce Development, and Sustainable Water priority programs of Imagine Austin. Below is a list of existing capital programs that are strategic in nature and have a need for ongoing funding. Opportunities for additional strategic investment will be evaluated over the coming year for possible inclusion in the FY16 CIP Strategic Plan.

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
PDRD	Ongoing Program	Area Planning and Engineering Studies	Yes
PDRD	Ongoing Program	Small Area Plan Implementation	Yes
PDRD	Ongoing Program	Strategic Annexation Investment	Yes
NHCD	Ongoing Program	Community Development Master Planning	Yes
EDD	Ongoing Program	Seaholm District	Yes
EDD	Ongoing Program	Cultural Districts	Yes

## Descriptions

Below are descriptions of the ongoing capital program and strategic investment needs identified in the tables above.

### Strategic Capital Investments

#### Area Planning and Engineering Studies

*Planning and Development Review Dept.*

Various ongoing studies. The Planning and Development Review Department develops plans and studies in coordination with the community. In the past, these studies have been initiated as part of the City's ongoing Neighborhood Planning efforts or through a City Council directive. Moving forward, PDRD anticipates that these efforts will be guided primarily by the Imagine Austin Comprehensive Plan, with a high degree of focus on corridors



and growth centers. PDRD historically has relied on a mix of in-house staffing and specialized technical consultants to develop these plans depending on the scope and schedule of the planning effort. The consultant expenses associated with plan development are typically treated in the budget as a capital expense because they are substantial, multiyear expenditures that are distinct from the on-going costs associated with staffing and operation of the Planning and Development Review Department.

#### **Small Area Plan Implementation**

*Planning and Development Review Dept.*

Various capital projects implementing priority recommendations of adopted neighborhood plans, special regulating district plans, and other small area plans supporting the Imagine Austin Comprehensive Plan. This funding would allow for investment in projects that provide a tangible example of the plan vision and encourage private sector development and transformation of the area. This funding would also allow for construction of capital projects which meet identified local and/or place making needs, but that would not typically be prioritized for on-going funding through Capital department budget processes. These investments are essential to implementing our plans and creating public confidence in future small area planning efforts.

#### **Strategic Annexation Investment**

*Planning and Development Review Dept.*

A project that allows for the extension of municipal services to areas that will be annexed. This funding could be used to strategically extend municipal services in order to catalyze the type of growth and development envisioned in the Imagine Austin Comprehensive Plan, and to support expansion of the city tax base.

#### **Community Development Master Planning**

*Neighborhood Housing and Community Development Office*

Funds will be used for Master Plan Development on property owned by the Austin Housing Finance Corporation including the 208 acre Colony Park site, Pecan Tillery site and parcels along Levander Loop. Community Development is part of the NHCD mission.

#### **Seaholm District**

*Economic Development Dept.*

The project(s) include realignment and creation of new roadway in the Sand Beach area to the west of Seaholm, a water quality pond that will serve existing and new impervious cover from these roadways and the Gables development immediately to the north of Sand Beach and possibly the Seaholm redevelopment. The Pfluger Bridge extension, and the Bowie Street Underpass are also included in the project. West Avenue extension and other roadway improvements may also occur as part of this project. There may also be some streetscaping and parkland improvements associated.

#### **Cultural Districts**

*Economic Development Dept.*

A Cultural District is a well-recognized, labeled, mixed-use specific geographical area which has a high concentration of various kinds of cultural facilities (artist live/work, incubators, galleries, theaters, etc.), activities, and assets that serve as anchors of attraction. They include wayfinding and signage, improvements in urban design, potential developments or redevelopments, enhancements to provide a more pedestrian-friendly environment, cultural facilities, venues and spaces. Cultural Districts utilize infrastructure investment, policies and various kinds of incentive programs. The African American Cultural Heritage District was designated by the Texas Commission on the Arts in 2009. (While a 501c3 organization, they are assisted by the City Manager's Office.) In 2013 the Innovation District (with the future "teaching hospital") and the Red River Cultural District were designated by City Council. Cultural Districts can be catalysts for revitalization, drive cultural and heritage tourism, increase direct and indirect spending, more jobs, higher local and state tax revenues, and over time, increase property values.

## Typical CIP Funding Sources

Area Plan consultant expenses have been funded in the past through a variety of methods including Capital Metro quarter-cent funds, and funding from the General Fund.

Funding for the implementation of recommendations in the area plans comes from a variety of sources, depending on the type of recommendation. With the exception of some public-private partnership development agreements, there is no designated funding source set aside specifically for the implementation of area plan priority recommendations. The plan recommendations instead guide funding decisions for infrastructure investments, and are considered in combination with department business needs. Funding sources for the different types of CIP investments are identified in the following sections of this report.

Typically, the publicly funded components of public-private partnership redevelopment projects are either managed by the responsible City department or the private sector developer delivers the infrastructure under a reimbursement agreement and funding is established through debt financing on future revenues from the associated redevelopment project.

# Aviation

Capital improvements at Austin-Bergstrom International Airport may include creating new and or improving existing airport infrastructure on the “airside” within the Air Operations Area (AOA) fence where airplanes take off, land, and park; on the “landside” where public vehicular traffic operate (outside of the AOA fence); within the terminal building itself and any capital equipment, vehicles and information technology needed to operate the airport.

## Department Roles

The **Aviation Department** is responsible for operating and implementing capital improvements for the Austin-Bergstrom International Airport. Excellence in customer service—that is providing an “Austin-style” customer service is the business strategy of Austin-Bergstrom International Airport. Together, the Aviation Department, airlines, tenants and its business partners continually work to ensure passenger safety and a convenient, friendly, Austin-style travel experience while providing global access to the Austin community.

## Future Capital Needs

Below is a list of identified aviation infrastructure ongoing needs with a description of each provided on the following pages.

### Ongoing Capital Programs

Ongoing capital program needs are identified by departments as necessary to continue maintaining acceptable condition or service levels for the City’s basic infrastructure responsibilities. This can include rehabilitation or replacement of existing infrastructure as well as expansion of infrastructure to meet growth demands.

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
Aviation	Ongoing Program	ABIA Airside - Future	Enterprise*
Aviation	Ongoing Program	ABIA Landside - Future	Enterprise*
Aviation	Ongoing Program	ABIA Terminal - Future	Enterprise*
Aviation	Ongoing Program	ABIA Stormwater/Environmental - Future	Enterprise*
Aviation	Ongoing Program	ABIA Noise Mitigation – Future	Enterprise*
Aviation	Ongoing Program	ABIA Vehicles and Equipment - Future	Enterprise*
Aviation	Ongoing Program	ABIA Other Improvements – Future	Enterprise*

\* Enterprise Departments are revenue generating and adjust capital program roll-out based on available revenue. Although a dedicated funding source is identified for these capital programs, projected capital project needs typically exceed funding availability, as is common with municipalities across the U.S.

## Strategic Capital Investments

Strategic investments represent innovative approaches to better meet departments' service to the community, respond to specific City Council-identified capital investment priorities, or to advance Imagine Austin goals through implementation of major capital projects that extend beyond the work of any one City department. Investments in aviation infrastructure will be an important part of implementing the Workforce Development and Creative Economy priority programs of Imagine Austin. Below is a list of existing capital programs that are strategic in nature and have a need for ongoing funding. Opportunities for additional strategic investment will be evaluated over the coming year for possible inclusion in the FY16 CIP Strategic Plan.

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
Aviation	Ongoing Program	ABIA Master Plan - Future	Enterprise*

\*Enterprise Departments are revenue generating and adjust capital program roll-out based on available revenue. Although a dedicated funding source is identified for these capital programs, projected capital project needs typically exceed funding availability, as is common with municipalities across the U.S.

## Descriptions

Below are descriptions of the ongoing capital program and strategic investment needs identified in the tables above.

### Ongoing Capital Programs

#### ABIA Airside – Future

Aviation Dept.

Encompass projects performed inside the Airport Operations Area (AOA ) such as runway, taxiway, and apron pavements, airfield drainage and utilities, firefighting capabilities, and any project that increases airfield capacity.

#### ABIA Landside – Future

Aviation Dept.

Projects that improve the airport's roadways, utilities, fencing, or existing support buildings.

#### ABIA Terminal – Future

Aviation Dept.

These projects include modifying interior terminal space to improve passenger flow, expanding terminal infrastructure, upgrading security and baggage handling systems, to name a few.

#### ABIA Stormwater/Environmental - Future

Aviation Dept.

Projects to upgrade or repair water quality and detention pond infrastructure to keep them operational.

#### ABIA Noise Mitigation – Future

Aviation Dept.

Projects pertaining to Noise Mitigation program.

#### ABIA Vehicles and Equipment - Future

Aviation Dept.

Planned purchase of vehicles and equipment for Aviation Department.

#### ABIA Information Technology - Future

Aviation Dept.

Improvements occur campus-wide and include upgrades to data and telecommunication infrastructure, improvements to computer hardware and software, and analyzing and implementing new technologies.



## Strategic Capital Investments

### **ABIA Master Plan – Future**

*Aviation Dept.*

Comprehensive, campus-wide study that provides the framework for future development. The Master Plan is conducted to analyze and outline short (5-Years), medium (10-Years) and long-term (20+Years) development plans for the Airport.

## Typical CIP Funding Sources

Funding sources for the airport typically come from Airport Capital Funds, Federal Grants, and Airport Improvements Project Funds.

*Airport Capital Fund* – The airport is an enterprise operation. All remaining funds after fulfilling airport operating expenses are transferred into a capital improvement fund. The money that is available for improvements can vary from year to year. A transfer from the operating budget is made at the end of each year after debt service requirements are met.

*Federal Grants* – Federal grants are funds which are used for FAA-approved projects. Certain criteria must be met when an application for a project is submitted to the FAA.

*Airport Improvement Project* – Projects that are eligible for Airport Improvement Program (AIP) Funds can be delayed until FAA money becomes available, depending on how much Congress authorizes for the AIP. Airport Passenger Facility Charges (PFCs) are designated for FAA-approved PFC projects. ABIA PFC monies currently pay for debt service on bonds issued to pay for the original airport construction.

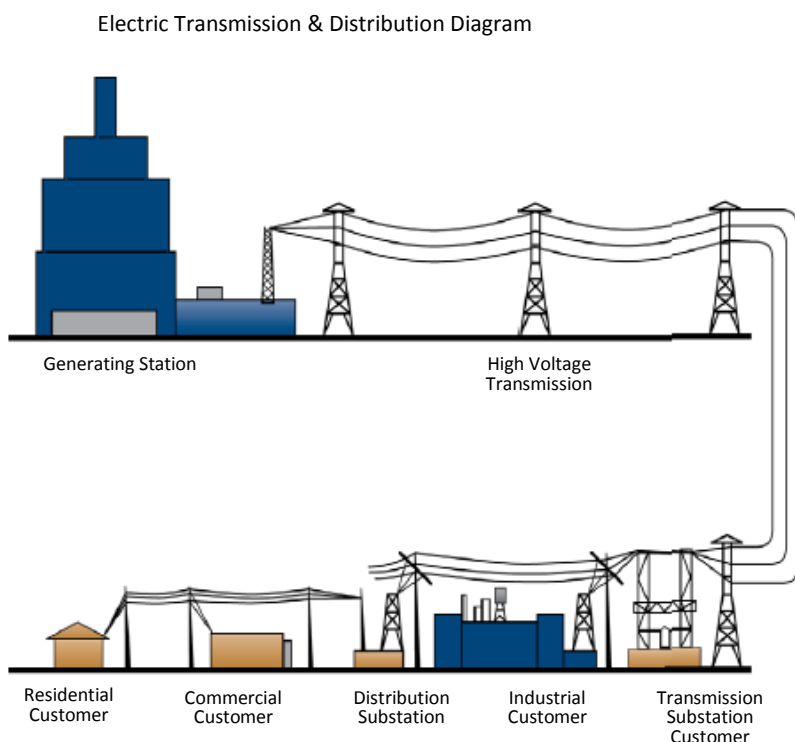
## Electric

Capital improvements may include creating new and or improving existing electric infrastructure, including but not limited to studies, design, new construction, realignment of, replacement of, deepening or widening of, or closing existing infrastructure.

### Department Roles

**Austin Energy's** mission is to deliver clean, affordable, reliable energy and excellent customer service. As a municipal utility, Austin Energy (AE) provides a number of related services. It serves as a “generator” or producer of electric power. It performs delivery services as an owner and operator of its “transmission” and “distribution” systems. Transmission refers to the high-voltage electric system that transfers power from generating plants to customer centers. Distribution refers to the low-voltage electric system that delivers electricity directly to customers. Austin Energy is also a retail electric service provider, which operates billing and collection systems as well as a customer call center.

Below is a diagram of the flow of electricity, from the generating station plants, through the transmission and distribution systems and substations and finally to the customer. Austin Energy owns and maintains assets all through this diagram which drives the majority of the capital improvement program for the utility.



## Future Capital Needs

Below is a list of identified electric infrastructure ongoing needs with a description of each provided on the following pages.

### Ongoing Capital Programs

Ongoing capital program needs are identified by departments as necessary to continue maintaining acceptable condition or service levels for the City's basic infrastructure responsibilities. This can include rehabilitation or replacement of existing infrastructure as well as expansion of infrastructure to meet growth demands.

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
Austin Energy	Ongoing Program	Power Production	Enterprise*
Austin Energy	Ongoing Program	Transmission and Distribution	Enterprise*
Austin Energy	Ongoing Program	On-site Generation	Enterprise*
Austin Energy	Ongoing Program	Alternative Energy	Enterprise*
Austin Energy	Ongoing Program	Customer Service and Metering	Enterprise*
Austin Energy	Ongoing Program	Support Services	Enterprise*

\* Enterprise Departments are revenue generating and adjust capital program roll-out based on available revenue. Although a dedicated funding source is identified for these capital programs, projected capital project needs typically exceed funding availability, as is common with municipalities across the U.S.

### Strategic Capital Investments

The City also has needs for strategic capital investments in electric infrastructure. Strategic investments may include innovative approaches to better meet departments' service to the community, respond to specific City Council-identified capital investment priorities, or to advance Imagine Austin goals through implementation of major capital projects that extend beyond the work of any one City department. Investments in electric infrastructure will be an important part of implementing the Green Infrastructure priority program of Imagine Austin. Opportunities for strategic investment will be evaluated over the coming year for possible inclusion in the FY16 CIP Strategic Plan.

## Descriptions

### Ongoing Capital Programs

#### Power Production

*Austin Energy*

Primary driver of projects is scheduled rehabilitation of equipment in the power plants (Decker and Sand Hill) based on age of assets and performance. Other considerations are AE's load forecast and the AE generation resource plan which provides schedules for adding system generation by building additional generating capacity at the Sand Hill Energy Center or by building wind generation. For jointly owned projects such as the South Texas Nuclear Plant (STP)

and the Fayette Power Project (FPP), AE works with the managing partners, LCRA (for FPP) and NRG (for STP), to agree on a capital projects budget for the five year period.

### **Transmission and Distribution**

*Austin Energy*

Transmission lines are the higher voltage lines carrying energy from the power plants to AE's service territory for distribution at lower voltage to retail customers. ERCOT's plans for the overall state-wide grid play a big part in the projects AE includes in its CIP. AE also analyzes the transmission system to perform rehabilitation on the highest priority projects to maintain or improve system reliability.

Distribution Projects are prioritized based on system growth, schedules for rehabilitation of assets and improvements needed to the system to ensure reliability. New developments and large customers coming into the system can determine how quickly an asset, such as a substation, needs to be built. New substations and distribution lines must be built to provide service to areas of growth and projected demand determines when they need to be built. Analysis of the system is also updated frequently to determine where system assets must be improved or upgraded to increase reliability and ensure system performance. The years in which these are built is determined by performance of the equipment, probability of failure and expected growth in load.

### **On-site Generation**

*Austin Energy*

Projects are for on-site generation using chilled water to cool equipment and heat for hot water. AE approaches customers in the desired areas where this type of service can be provided and enters into contracts with these customers. AE must work with Austin Water, Public Works, Watershed Protection and Transportation departments to coordinate the routing of pipes bringing chilled water to these locations. Projects are determined by location and cost to supply this service.

### **Alternative Energy**

*Austin Energy*

This area involves the non-traditional production of energy such as solar and charging stations for electric vehicles. Projects are planned based upon a schedule of areas in the City that are prepared for solar installations and have the necessary community involvement. Other projects such as charging stations for electric vehicles will depend on demand levels in the Austin market and financial support of grants from the Federal government.

### **Customer Service and Metering**

*Austin Energy*

Projects are based upon upgrades needed to customer information systems and are prioritized based on cost and value to AE and other City departments for which AE provides billing and collection services. Projects may also include upgrades to the City's 311 Information System.

### **Support Services**

*Austin Energy*

Projects in this category support the other major areas listed above. Many are facilities projects based on growth of staff and age of buildings. Other projects include information technology systems which will keep the utility up to date with technology changes and are prioritized based on value to utility operations.

## **Typical CIP Funding Sources**

Austin Energy's financial policies, approved by the City Council, outline the funding requirements for its CIP projects. According to these policies, a mixture of current revenue and debt provide funding resources for CIP projects. Debt is commercial paper issued in the short term that is periodically converted or refunded into long term bonds. Funding is broken down into the following categories:



#### Non-taxable Debt and Current Revenue

- Projects funded 100% from current revenue generally have an asset useful life less than the term of AE long term bonds (30 years).
- For Power Production, current revenue is used, when available, to fund projects with the exception of large multi-year projects which may be funded with debt. Alternate Energy projects are funded 100% current revenue with the exception of community solar projects to be funded with 100% debt due to the longer asset life of those systems.
- Transmission projects are typically funded with 60% debt and 40% current revenue, a regulatory guide established by the Public Utility Commission of Texas (PUCT) that regulates transmission in Texas.
- Distribution projects are typically funded with 65% debt and 35% current revenue, a regulatory guide.
- For Customer Service and Metering projects, Austin Energy funds these short lifespan projects with 100% current revenue.
- Support Services projects such as information technology and security improvements are funded 100% with current revenue due to the short lifespan of most information systems. Major facilities projects are funded with 100% debt since their expected useful life is 30 years or greater.

#### Taxable Debt

- On-site Generation is funded with 100% taxable debt.

## Facilities

Capital improvements may include improvements related to an expansion or renovation to an already existing facility or facilities and all activities related to the construction of a new facility or facilities.

### Department Roles

The City has a hybrid centralized/decentralized approach to managing its facilities. The **Building Services Department (BSD)** provides overarching facility/asset management services for many City **general government facilities** to provide reliable, sustainable, and efficiently managed facilities. Building Services' role varies depending on the facility or department it serves. In some cases Building Services is responsible for all of the services for managing a facility, including property management, regular maintenance, and identification of major repair, remodeling, renovation, and capital equipment replacement needs. In other cases, Building Services partners with departments who share responsibility for management of their facilities. Some departments, such as the Austin Public Library Department, are responsible for 100% management of their facilities, and Building Services provides services only as requested to supplement or assist.

Typically, **individual departments** identify long-term needs for new facilities or expansion of existing facilities in order to maintain service levels, or accommodate projected staffing increases or program changes.

Because of the hybrid approach to facilities management, the **Strategic Facilities Governance process** was developed to review department facility-related requests to improve efficiency and cost-effectiveness of future investments in City facilities. The Strategic Facilities Governance process is guided by the *2012 Strategic Facilities Roadmap* which included scenarios and solutions to reduce overcrowding, improve operational logistics, improve space conditions, reduce reliance on leased space, reduce transportation-based carbon footprint, and address future growth and associated space needs. The roadmap guides decision-making for facilities-related capital improvements as well as facility operating decisions such as leases. The Strategic Facilities Governance prioritization process balances present needs while planning for future facility requirement based on the results of the Strategic Facilities Roadmap.

Many enterprise departments, including the **Austin Convention Center, Aviation Department, Austin Energy, and Austin Water Utility** are responsible for managing, maintaining, rehabilitating, renovating, and replacing their facilities, in addition to identifying and funding new facilities to meet their program needs.

The **Office of Sustainability** facilitates ongoing collaboration across departments to advance organizational sustainability outcomes and process improvements.

### Future Capital Needs

#### Ongoing Capital Programs

Ongoing capital program needs are identified by departments as necessary to continue maintaining acceptable condition or service levels for the City's basic infrastructure responsibilities, including City facilities. This can include rehabilitation or renovation of existing facilities as well as new or expanded facilities to meet growth demands or department program needs.

## EXISTING FACILITIES REHABILITATION AND RENOVATIONS

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
Various	Ongoing Program	Major Facility Repairs and Improvements	Yes
Various	Ongoing Program	Renovations, Remodels and Improvements	Yes

## NEW FACILITIES, RELOCATIONS AND EXPANSIONS

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
Various	Ongoing Program	New or Expanded Public-facing Facilities	Yes
Various	Ongoing Program	New or Expanded Public Safety Facilities	Yes
Various	Ongoing Program	New or Expanded Logistical Facilities	Yes
Various	Ongoing Program	New or Expanded Administrative Facilities	Yes
Various	Ongoing Program	New or Expanded Enterprise Department Facilities	Enterprise*

\* Enterprise Departments are revenue generating and adjust capital program roll-out based on available revenue. Although a dedicated funding source is identified for these capital programs, projected capital project needs typically exceed funding availability, as is common with municipalities across the U.S.

## Strategic Capital Investments

Strategic investments represent innovative approaches to better meet departments' service to the community, respond to specific City Council-identified capital investment priorities, or to advance Imagine Austin goals through implementation of major capital projects that extend beyond the work of any one City department. Investments in City facilities will be an important part of implementing all priority programs of Imagine Austin. Below is a list of existing identified City facility capital investment programs that are strategic in nature and have a need for ongoing funding. Opportunities for additional strategic investment will be evaluated over the coming year for possible inclusion in the FY16 CIP Strategic Plan.

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
Various	Ongoing Program	Facilities Master Planning and Other Facility Studies	Yes

# Descriptions

Below are descriptions of the ongoing capital program and strategic investment needs identified in the tables above.

## Ongoing Capital Programs

### EXISTING FACILITIES REHABILITATION AND RENOVATIONS

#### Major Facility Repairs & Improvements

*Various Depts.*

Projects which repair or replace existing building systems, including HVAC equipment, roofs, driveways, parking lots, and other equipment necessary for facility and occupant operations.

#### Renovations, Remodels and Improvements

*Various Depts.*

Reconfigure existing space or building systems to accommodate operational requirements of occupants or meet sustainability performance requirements related to US Green building Council LEED, Energy Star and zero waste standards.

### NEW FACILITIES, RELOCATIONS AND EXPANSIONS

#### New or Expanded Public-facing Facilities

*Various Depts.*

Long-term needs for new public-facing facilities or expansion of existing facilities in order to maintain service levels, or accommodate projected staffing increases or program changes. Public-facing facilities include libraries, recreation centers, health clinics, animal shelters and cultural facilities.

#### New or Expanded Public Safety Facilities

*Various Depts.*

Long-term needs for new public safety facilities or expansion of existing facilities in order to maintain service levels, or accommodate projected staffing increases or program changes. Public safety facilities include EMS and fire stations, police substations, headquarters facilities, storage buildings and other operational facilities.

#### New or Expanded Logistical Facilities

*Various Depts.*

Long-term needs for new public-facing facilities or expansion of existing facilities in order to maintain service levels, or accommodate projected staffing increases or program changes. Logistical facilities include maintenance yards, service yards, warehouses, training facilities, structures and other facilities to house staff, materials, vehicles and equipment for the City's operations and maintenance services.

#### New or Expanded Administrative Facilities

*Various Depts.*

Long-term needs for new administrative facilities or expansion of existing facilities in order to maintain service levels, or accommodate projected staffing increases or program changes. Administrative facilities primarily include office buildings to house City staff that work for non-public safety General Government departments.

#### New or Expanded Enterprise Department Facilities

*Various Depts.*

Long-term needs for new Enterprise Department facilities or expansion of existing facilities in order to maintain service levels, or accommodate projected staffing increases or program changes. These may include any type of public-facing, logistical, or administrative buildings primarily serving Enterprise Department needs.



## Strategic Capital Investments

### **Facilities Master Planning and Other Facility Studies**

*Various Depts.*

This could include facility master planning for future facility location assessments to support anticipated future department program and staffing space needs, facility design manuals, prototype designs, assessment of existing buildings to provide renovation/rehabilitation recommendation or other facility studies as needed.

## Typical CIP Funding Sources

Rehabilitation and renovation of existing general government facilities are funded through transfers from operating funds and debt. Most new facilities for general government departments are funded primarily through voter-approved general obligation bonds.

Enterprise departments have historically funded new facilities and facility improvements through operating fund transfers or the issuance of debt.

# Housing

Capital improvements may include activities related to neighborhood and/or community housing and development.

## Department Roles

The mission of the **Neighborhood Housing and Community Development (NHCD) Office** is to provide affordable housing, community development, and small business development services to benefit eligible residents so they can have access to livable neighborhoods and increase their opportunities for self-sufficiency. The **Austin Finance Housing Corporation (AHFC)**'s primary function is to issue single-family and multi-family bonds to finance affordable housing. AHFC is also the lead agency for the creation of S.M.A.R.T. Housing™ units.

## Future Capital Needs

Below is a list of identified housing infrastructure ongoing needs for potential City investment, with a description of each provided on the following pages.

## Ongoing Capital Programs

Ongoing capital program needs are identified by departments as necessary to continue maintaining acceptable condition or service levels for the City's basic infrastructure responsibilities. This can include rehabilitation or replacement of existing infrastructure as well as expansion of infrastructure to meet growth demands.

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
NHCD	Ongoing Program	Future Rental Housing Development Assistance Projects	Yes
NHCD	Ongoing Program	Future Permanent Supportive Housing	Yes
NHCD	Ongoing Program	Future Transitional Housing	Yes
NHCD	Ongoing Program	Acquisition & Development (A&D) Homeownership Program	Yes

## Strategic Capital Investments

The City also has needs for strategic capital investments for housing affordability. Strategic investments may include innovative approaches to better meet departments' service to the community, respond to specific City Council-identified capital investment priorities, or to advance Imagine Austin goals through implementation of major capital projects that extend beyond the work of any one City department. Investments in affordable housing infrastructure will be an important part of implementing the Compact and Connected, Household Affordability, and Healthy Austin priority programs of Imagine Austin. Below is a list of existing capital programs that are strategic in nature and have a need for ongoing funding. Opportunities for additional strategic investment will be evaluated over the coming year for possible inclusion in the FY16 CIP Strategic Plan.

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
NHCD	Ongoing Program	Community Land Trust <i>(note: also included in Land Acquisition section)</i>	Yes
NHCD	Ongoing Program	Transit-Oriented Affordable Housing Initiatives	Yes
NHCD	Ongoing Program	Community Development Master Planning <i>(note: also included in Area Plans section)</i>	Yes

## Descriptions

Below are descriptions of the ongoing capital program and strategic investment needs identified in the tables above.

### Ongoing Capital Programs

#### **Future Rental Housing Development Assistance Projects** *Neighborhood Housing and Community Dev. Office*

Rental Housing Development Assistance (RHDA) program increases or maintains the community's supply of affordable rental housing by addressing rental housing, transitional housing, and assisted housing for low-income households and low-income persons with special needs as categorized by the City of Austin's Continuum of Housing Services.

#### **Future Permanent Supportive Housing** *Neighborhood Housing and Community Development Office*

Funds will be used to create Permanent Supportive Housing (PSH) to be occupied by persons or families meeting PSH criteria. Council gave directive to create 350 units of PSH by the end of 2014.

#### **Future Transitional Housing** *Neighborhood Housing and Community Development Office*

Funding will be used capital investments for Future Transitional Housing projects. This is related to the FY 2007 Council Mental Health Initiative.

#### **Acquisition & Development (A&D) Homeownership Program** *Neighborhood Housing and Community Dev. Office*

The purpose of the Acquisition & Development (A&D) Homeownership Program (the Program) is to address the need for affordably priced homes in the City of Austin to be owned and occupied by a low- to moderate-income household. An affordably-priced home is defined as a completed home that can be purchased by a qualified income-eligible household having the ability to qualify for a first lien mortgage from a recognized mortgage lender. An income-eligible household is defined as having a total household income below 80% of the Median Family Income as determined by HUD.

### Strategic Capital Investments

#### **Community Land Trust** *Neighborhood Housing and Community Development Office*

Funds will be utilized to retain ownership of land under affordable homes. This program works in coordination with other programs that further NHCD's mission. In areas where land values continue to rise rapidly this practice will ensure preservation of affordability in perpetuity.

**Transit-Oriented Affordable Housing Initiatives***Neighborhood Housing and Community Development Office*

Transportation is the second largest household expense and greatly impacts overall household affordability in the community. NHCD is pursuing potential capital investments related to locating affordable housing in proximity to transportation and mobility options to improve overall affordability. This will ensure households who are less likely to have cars are positioned to frequently utilize public transportation resources thereby providing a higher rate of return on investment.

**Community Development Master Planning***Neighborhood Housing and Community Development Office*

Funds will be used for Master Plan Development on property owned by the Austin Housing Finance Corporation including the 208-acre Colony Park site, Pecan Tillery site and parcels along Levander Loop. Community Development is part of the NHCD mission.

## **Typical CIP Funding Sources**

NHCD has historically had two main sources of CIP funding, S.M.A.R.T Housing CIP and 2006 and 2013 Affordable Housing GO bond funds. All CIP funding is transferred to the Austin Housing Finance Corporation (AHFC) through an annual service agreement with the City of Austin that stipulates the City's requirements for disbursement of the funds. On February 12, 2013, the Austin City Council approved a mid-year budget amendment to increase the NHCD Capital Budget by \$10M of cash appropriation from the City's General Fund reserves to assist with affordable housing development. As the affordable housing GO Bond funds were exhausted, approval of additional funds was needed to continue operating critical housing programs in FY 2012-13, prior to voter approval of the 2013 Affordable Housing bond proposition.



# Land Acquisition

Capital improvements may include activities related to the purchase or acquisition of land, including but not limited to park land, open spaces, or land on which to build new facilities.

## Department Roles

Typically, **individual departments** identify long-term needs for new facilities, parkland and open space. Once a project is funded and it is determined that land acquisition is needed, the **Office of Real Estate Services** acquires or leases property for the City.

## Future Capital Needs

Below is a list of identified land acquisition ongoing needs with a description of each provided on the following pages.

### Ongoing Capital Programs

Ongoing capital program land acquisition needs are identified by departments as necessary to continue maintaining acceptable condition or service levels for the City's basic infrastructure responsibilities. Although Land Acquisition plays an important role in this, for purposes of this plan all City Land Acquisition is considered a strategic investment because of the inherent strategic potential for meeting multiple City goals when locating new city infrastructure.

### Strategic Capital Investments

Strategic investments may include innovative approaches to better meet departments' service to the community, respond to specific City Council-identified capital investment priorities, or to advance Imagine Austin goals through implementation of major capital projects that extend beyond the work of any one City department. Investments in land acquisition will be an important part of implementing the Compact and Connected, Green Infrastructure and Sustainable Water priority programs of Imagine Austin.

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
Various	Ongoing Program	Land Acquisition for City Facilities	Yes
PARD	Ongoing Program	Land Acquisition and Development for Parks (note: also included in Park Amenities section)	Yes
PARD	Ongoing Program	Off-Leash Area Land Acquisition and Development (note: also included in Park Amenities section)	Yes
PWD	Ongoing Program	Right-of-Way Acquisition for Transportation Infrastructure Improvements	Yes
NHCD	Ongoing Program	Community Land Trust (note: also included in the Housing section)	Yes
WPD	Ongoing Program	Flood Control – Buyouts (note: also included in the Stormwater section)	Enterprise*

<b>WPD</b>	<b>Ongoing Program</b>	<b>Water Quality Remediation and Restoration - Open Space Acquisition</b> <i>(note: This need is part of the Water Quality Remediation and Restoration program listed in the Stormwater section)</i>	<b>Yes</b>
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\* Enterprise Departments are revenue generating and adjust capital program roll-out based on available revenue. Although a dedicated funding source is identified for these capital programs, projected capital project needs typically exceed funding availability, as is common with municipalities across the U.S.

## Descriptions

Below are descriptions of the ongoing capital program and strategic investment needs identified in the tables above.

### Ongoing CIP Programs

#### Land Acquisition for City Facilities

*Various Depts.*

Land acquisition costs for city facilities are often included in the budget estimate for the proposed facility. However sometimes proactive land purchases may be made prior to securing full funding for construction of the facility.

#### Land Acquisition and Development for Parks

*Parks and Recreation Dept.*

This program consists of acquisition and development of land for park and open space including property for destination parks, greenways, infill parks and preserves. Properties will be acquired according to the PARD Gap Analysis and long-term needs assessment. PARD must be proactive in the land acquisition program in order to meet the increasing demand for parks and open space, particularly in rapid growth areas. Likewise, PARD has identified the need to acquire and develop infill parks as identified by the Urban Park Workgroup and as described in the Imagine Austin Plan. This program provides funding for the development phase on previously unimproved land purchased for park-use under prior bond propositions or acquired through other means such as Parkland Dedication.

#### Off-Leash Area Land Acquisition and Development

*Parks and Recreation Dept.*

This program consists of acquisition and development of parkland for the purpose of off-leash recreation. Properties are actively being sought strategically throughout the City of Austin to fill service gaps for this use. It has recently proven difficult to develop off-leash facilities on existing parkland that has existing park uses and neighborhood advocacy. PARD has seen a reduction in the current off-leash land inventory due to environmental and safety considerations which has added to the service gap. PARD has chosen a strategy of finding and developing new parkland for this purpose. This fund would provide a resource for these acquisition and development.

#### Right-of-Way Acquisition for Transportation Infrastructure Improvements

*Public Works Dept.*

This program consists of acquisition of land needed for mobility infrastructure projects. Land acquisition for this program can occur at various stages within the capital project delivery process. Examples of mobility infrastructure projects that can require right-of-way land acquisition include but are not limited to road construction and reconstruction, new urban trails, and intersection improvements.

#### Community Land Trust

*Neighborhood Housing and Community Development Office*

Funds will be utilized to retain ownership of land under affordable homes. This program works in coordination with other programs that further NHCD's mission. In areas where land values continue to rise rapidly this practice will ensure preservation of affordability in perpetuity.

**Flood Control – Buyouts***Watershed Protection Dept.*

Acquisition of property and demolition of houses which have suffered significant repetitive structural damage as a result of flooding or are at risk of flooding due to their location within the floodplain.

**Water Quality Remediation and Restoration - Open Space Acquisition***Watershed Protection Dept.*

Funds to be used to acquire water quality protection lands and conservation easements to protect high resource value lands in the Barton Springs Zone.

## Typical CIP Funding Sources

Funding sources for land acquisitions vary by the type of project the acquisition is for. Land acquisition for parkland, open space and new facilities for general government departments have historically been funded primarily through voter-approved general obligation bonds. Enterprise departments typically fund their land acquisitions through operating fund transfers or the issuance of debt.

## Mobility Infrastructure

Capital improvements may include the creation of new and/or improvements to existing transportation infrastructure, including but not limited to preliminary engineering, designs, streets, sidewalks, trails, pedestrian improvements, signs, signals, markings, traffic mitigation, bridges and mass transit infrastructure-related activities such as transit plans, and to fund matching initiatives.

### Department Roles

The ***Austin Transportation Department (ATD)*** is responsible for general mobility, including the planning, operation and management of the Austin transportation system. The organizational mission of the Austin Transportation Department is to deliver a safe, reliable and sustainable transportation system that enhances the environment and economic strength of the Austin region.

The ***Public Works Department (PWD)*** is responsible for maintaining the City's network of trails, roadways, bridges, bicycle facilities, sidewalks, and supporting assets (curb ramps, safety barriers, etc). PWD has an organizational mission to provide an integrated approach to the development, design, construction, and inspects major capital improvement projects for the City of Austin.

The ***Parks and Recreation Department (PARC)*** is responsible for public trail development and management on City parkland. These trails provide both recreational and bicycle and pedestrian mobility benefits. PARC is also responsible for managing and maintaining roads and parking lots located on parkland.

The Trails Master Plan, currently under development, is the joint responsibility of ***PARC, PWD, ATD, and the Watershed Protection Department (WPD)***.

The ***Planning and Development Review Department (PDRD)*** develops and updates the City's comprehensive plan in addition to a variety of small area plans including neighborhood plans, corridor plans, area-specific master plans, and other plans. Often these plans include recommendations for mobility improvements or other capital investments in the right-of-way to further planning, place-making, or development goals in the planning area. In addition, PDRD is responsible for the Great Streets development program, which reimburses qualifying downtown private developments that construct streetscape improvements meeting Great Streets standards. PDRD also reviews development applications and ensures that provision of infrastructure through private development meets the City's standards.

The mission of the ***Neighborhood Housing and Community Development Department (NHCD)*** is to provide affordable housing, community development and small business development services to benefit eligible residents, so they can have access to livable neighborhoods and increase their opportunities for self-sufficiency. In some cases, needs for street or mobility improvements are identified in community development plans. There is also a role to ensure household transportation expenses are manageable by ensuring mobility infrastructure provides affordable ways for all households to reach high quality educational opportunities, public services and employment.

### Future Capital Needs

Below is a list of identified future mobility infrastructure needs with a description of each provided on the following pages.



## Ongoing Capital Programs

Ongoing capital program needs are identified by departments as necessary to continue maintaining acceptable condition or service levels for the City's basic infrastructure responsibilities. This can include rehabilitation or replacement of existing infrastructure as well as expansion of infrastructure or capacity improvements to meet growth demands.

### EXISTING INFRASTRUCTURE REHABILITATION, REPLACEMENT, OR MANAGEMENT

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
PWD	Ongoing Program	Street Reconstruction	Yes
PWD	Ongoing Program	Street Rehabilitation	Yes
PWD	Ongoing Program	Substandard Streets	Yes
PWD	Ongoing Program	Sidewalks - Rehabilitation and Replacement	Yes
PWD	Ongoing Program	Bridges, Culverts and Structures	Yes
ATD	Ongoing Program	Local Area Traffic Management	Yes
ATD	Ongoing Program	Signals Rehabilitation and Replacement	Yes
ATD	Ongoing Program	Parking Infrastructure Rehabilitation and Replacement	Yes
PARD	Ongoing Program	Program - Parking Lot and Roadway Resurfacing (note: also included in the Park Amenities section)	Yes

### EXPANSION/CAPACITY IMPROVEMENTS

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
ATD	Ongoing Program	New Signals	Yes
ATD	Ongoing Program	Signal Upgrades	Yes
ATD	Ongoing Program	Intersection Modifications and other Geometric Street Features	Yes
ATD	Ongoing Program	Transportation Management Center	Yes
ATD	Ongoing Program	Advanced Transportation Management System (ATMS)	Yes
ATD	Ongoing Program	Railroad Crossing Improvements	Yes
ATD	Ongoing Program	Corridor Preservation Program	Yes

ATD	Ongoing Program	Parking Infrastructure Management/Capacity Improvements	Yes
ATD	Ongoing Program	Citywide On-street Bicycle Facilities	Yes
PWD	Ongoing Program	Citywide Sidewalk Improvements	Yes
PWD	Ongoing Program	Urban Trails	Yes
PARD	Ongoing Program	Program - Park Trails <i>(note: also included in the Park Amenities section)</i>	Yes

## Strategic Capital Investments

Strategic investments represent innovative approaches to better meet departments' service to the community, respond to specific City Council-identified capital investment priorities, or to advance Imagine Austin goals through implementation of major capital projects that extend beyond the work of any one City department. Investments in mobility infrastructure will be an important part of implementing the Compact and Connected, Creative Economy, Healthy Austin and Green Infrastructure priority programs of Imagine Austin. Below is a list of existing capital programs that are strategic in nature and have a need for ongoing funding. Opportunities for additional strategic investment will be evaluated over the coming year for possible inclusion in the FY16 CIP Strategic Plan.

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
ATD	Ongoing Program	Regional Partnership Projects	Yes
ATD	Ongoing Program	Project Connect	Yes
ATD	Ongoing Program	Regional Combined Transportation Management Center	Yes
ATD	Ongoing Program	Corridor Mobility Master Planning/Preliminary Engineering Reports (PERs)	Yes
ATD	Ongoing Program	Corridor Mobility Master Plan/PER Implementation	Yes
ATD	Ongoing Program	Regional Information Technology Systems (ITS)	Yes
ATD	Ongoing Program	Autonomous Mobility Systems	Yes
PWD	Ongoing Program	Street reconstruction and rehabilitation - Utility participation/coordination needs	Yes
PWD	Ongoing Program	Neighborhood Partnering Program <i>(note: also included in the Park Amenities section)</i>	Yes
PDR	Ongoing Program	Great Streets/Downtown Streetscape Place-making Priorities	Yes
PDR	Ongoing Program	Great Streets Development Program	No*
PDR	Ongoing Program	Priority Streetscape Improvement Projects (outside of downtown)	Yes
ATD	Ongoing Program	Street Banner Program	Yes

\* The Great Streets Development Program is funded by a portion of the downtown parking meter revenue. Projected revenues are anticipated to be sufficient to continue funding the program.

## Descriptions

Below are descriptions of the ongoing capital program and strategic investment needs identified in the tables above.

### Ongoing Capital Programs

#### EXISTING INFRASTRUCTURE REHABILITATION, REPLACEMENT OR MANAGEMENT

##### Street Reconstruction

*Public Works Dept.*

The Street Reconstruction & Rehabilitation program is for full-depth street reconstruction and rehabilitation of arterial, residential, and neighborhood streets with 'poor' or 'failed' ratings throughout the City of Austin. Projects designed with prior bond funding will be considered a priority for construction. Improvements may include but are not limited to the following: streets, sidewalks, curbs, gutters, ramps, bicycle lanes, traffic management devices, landscaping/trees, and water, wastewater and drainage improvements. Candidates for the Street Reconstruction & Rehabilitation program include those with a D (poor) or F (failed) rating that account for pavement failure, ride comfort ratings, surface distress, and other factors. Priority is given to those candidates that participate in dig-once coordination opportunities (thus addressing multiple infrastructure needs), projects designed with prior bond funding, and named projects. With current funding and staff levels, PWD is addressing approximately 21 lane miles of 'failed' streets per fiscal year, which represents approximately 3.6% of the City's street network.

##### Street Rehabilitation

*Public Works Dept.*

Street Rehabilitation is a long term improvement that costs 25% to 50% of reconstruction and often defers the need for total reconstruction for another 15 to 20 years. Thus, with adequate funding for the program, rehabilitation can effectively and efficiently supplement a reconstruction program by addressing the remainder of the streets in failed condition that cannot be effectively addressed by a preventative maintenance overlay.

##### Substandard Streets

*Public Works Dept.*

Substandard streets are publicly-owned right-of-ways that have pavement widths that are less than 24 feet across. These streets typically lack some curb and gutter, drainage, bicycle facilities and sidewalk infrastructure, which also makes these streets non-standard for City criteria. Some of these streets were either annexed or adopted by the City of Austin, or were developed with much older criteria that does not meet current standards. Substandard streets require aggressive maintenance on shoulders and pavement edges to keep these streets safe with a passable and usable width for two-way traffic. Upgrading substandard streets requires funding for drainage and pavement improvements, and some additional funding for bicycle facilities and sidewalks may be necessary where the respective Master Plans dictate such an investment.

##### Sidewalks – Rehabilitation and Replacement

*Public Works Dept.*

The Rehabilitation & Replacement of Sidewalks program is to replace existing failed and/or non-ADA compliant sidewalks and curb ramps. This program is coordinated among departments with identified needs that include but are not limited to 3-1-1 citizen requests, the ADA Transition Plan, and the Sidewalk Master Plan. The Rehabilitation and Replacement of Sidewalks program is to provide access to public facilities, remove obstructions and slopes, and address the absence of curb ramps according to the requirements of the Americans with Disabilities Act.

### **Bridges, Culverts and Structures**

*Public Works Dept.*

The Bridges, Culverts & Structures program is to design and implement minor bridge and retaining wall repairs throughout the City. Funding will be used for improvements that cannot be addressed through the annual maintenance plan. Proposed improvements, if funded, may include but are not limited to the following: bridge repair, retaining walls, and any type of repair necessary to improve on current infrastructure. Bridges and culverts are critical locations in the roadway system which cannot be structurally unsound, deficient in safety, or have damage that is left unaddressed for any substantial length of time. Additionally, railings and other protection systems may be obsolete not meeting current standards. These structures form critical links within the roadway system having limited or no alternative routes.

### **Local Area Traffic Management**

*Austin Transportation Dept.*

Commonly referred to as Traffic Calming, the Local Area Traffic Management program (LATM) responds to community requests to improve the quality and safety of neighborhood streets. LATM installs traffic calming devices and improvements along street segments as requested, as engineering reviews and funding allow. The devices installed include roundabouts, median islands, speed humps, speed tables, speed cushions, chicanes and bulb outs.

### **Signals Rehabilitation and Replacement**

*Austin Transportation Dept.*

The City of Austin operates and maintains nearly 1,000 signals with approximately 10 new signals added each year. As these signals age and the surrounding environment changes, certain components begin to fail and need to be replaced. These components include controller cabinets, traffic signal controllers, conduits and the cabling that ties the signal components together.

### **Parking Infrastructure Rehabilitation or Replacement**

*Austin Transportation Dept.*

On-going maintenance and replacement of our single space and pay station meters is needed for ATD's Parking Management division. ATD's proactive Parking Management programs optimize community benefits from Austin's existing parking resources. The Parking Enterprise strives to improve driver convenience, support economic growth, enhance safety for cyclists and pedestrians, and reduce congestion, which causes air and greenhouse gas pollution and loss of productivity. Additional future funding will be needed to replace the City's single and pay station meters due to wear and tear and accident replacement.

### **Program – Parking Lot and Roadway Resurfacing**

*Parks and Recreation Dept.*

Internal parking lot and roadway pavement at a number of the Department's heavily used facilities are in an advanced stage of deterioration. Work will consist of addressing the highest priority sites in order to maintain safe, durable and accessible vehicular access for park patrons. Park roads and parking areas sustain heavy use throughout the year yet annual maintenance has not been regularly provided due general fund shortfalls. Continued deterioration may result in safety concerns and runoff and erosion problems.

## **EXPANSION/CAPACITY IMPROVEMENTS**

### **New Signals**

*Austin Transportation Dept.*

As Austin grows, so does the number of people traveling for work, recreation and other life activities. New signals, pedestrian hybrid beacons, etc., are needed to provide mobility and access for this growing demand whether walking, cycling, riding in transit or driving. Potential locations for these devices are request driven. Given limited resources and the growing number of requests, staff are developing prioritization criteria to ensure the locations with the greatest need are addressed first.

### **Signal Upgrades**

Signal technology is continually changing. As these technologies emerge, they can be applied to existing signals to improve safety, mobility and reliability for all travelers. A few examples include enhanced signal control software that can better accommodate bus and urban rail, pedestrian countdown timers and backup power supplies to extend the operation of signals when power outages occur.

### **Intersection Modifications and Other Geometric Street Features**

*Austin Transportation Dept.*

ATD is developing a program (Arterial Improvement Program) to systematically and consistently address requests for geometric improvements to arterial streets throughout Austin in a timely manner. Arterial improvements are designed to enhance mobility and/or safety. Examples include constructing innovative intersection designs (e.g., roundabouts, continuous flow intersections), adding or extending turn bays and closing median openings where safety issues exist.

### **Transportation Management Center**

*Austin Transportation Dept.*

The City's Transportation Management Center (TMC) is a facility where staff monitor arterial street operations. It also houses the City's Advanced Transportation Management System (ATMS) that controls field devices used to manage traffic and disseminate traveler information. TMC equipment ages with time and becomes less reliable and more prone to maintenance needs. As a result, equipment needs to be replaced periodically to address reliability needs and take advantage of technology advancements.

### **Advanced Transportation Management System (ATMS)**

*Austin Transportation Dept.*

ATMS includes technologies, communications infrastructure and other equipment that enable staff to monitor and manage arterial street operations and provide information to travelers before and during their trip. ATMS strategies assist with reducing the impact and frustration that travelers encounter during peak commute times, incidents, roadway construction and special events that result in roadway closures. ATMS technologies include software to manage field devices, dynamic message signs, cameras, travel time sensors, transit signal priority, emergency vehicle preemption, etc.

### **Railroad Crossing Improvements**

*Austin Transportation Dept.*

ATD is actively working to improve railroad crossings in Austin. A primary example of these efforts are Quiet Zones. Quiet Zones at railroad crossings are established to reduce the noise from train horns, which is a nuisance for neighborhood residents. However, when a train does not sound its horn for a crossing, the risk of a crash occurring increases by over 66%. To mitigate this risk, safety improvements (such as barriers or upgraded crossing controls) must be installed at the railroad crossing, in order to implement a Quiet Zone. ATD coordinates with Union Pacific Railroad (UPRR), Federal Railroad Administration (FRA) and community stakeholders to implement Quiet Zones, enhance safety at crossings and improve the overall quality of the crossing for the traveling public.

### **Corridor Preservation Program**

*Austin Transportation Dept.*

The Corridor Preservation Program includes efforts to accomplish protective right-of-way (ROW) acquisition in critical corridors where rough proportionality cannot be demonstrated as development occurs. The City of Austin is partnering with Travis County to develop a methodology to preserve transportation corridors through equitable right-of-way acquisition. Texas State House Bill 1835 prohibits local governments from conditioning approval of a development project on infrastructure improvements greater than the development project's impact on that infrastructure. In order to accurately assess a developer's costs set forth by the Statute, this project will develop and implement a model tool to determine the maximum infrastructure improvements roughly proportionate to the proposed development. The City of Austin and Travis County intend to develop a rough proportionality method to comply with Local Government Code, Section 212.904 (as amended, 2005) consistent with the goals and objectives of the City and County.



### **Parking Infrastructure Management/Capacity Improvements**

*Austin Transportation Dept.*

ATD's proactive Parking Management programs optimize community benefits from Austin's existing parking resources. The Parking Enterprise strives to improve driver convenience, support economic growth, enhance safety for cyclists and pedestrians, and reduce congestion, which causes air and greenhouse gas pollution and loss of productivity.

### **Citywide On-street Bicycle Facilities**

*Austin Transportation Dept.*

This program is for new and improved bicycle facilities and signage projects identified utilizing criteria developed in the Bicycle Master Plan and that complement the Urban Trails Master Plan. Project implementation will be coordinated and included in the annual street maintenance schedule. Funding will be used for improvements that are not included in the Street Reconstruction and Rehabilitation Plan. Improvements may include but are not limited to the following: protected bicycle lanes, cycle-tracks, buffered bicycle lanes, bicycle facility stencils, signage, shared lane markings or other construction improvements which create or enhance on-street bicycle infrastructure. Priorities are assigned based on alignment with the Bicycle Master Plan & Urban Trails Master Plan, criteria outlined in Neighborhood Plans, citizen requests, coordination and sequencing opportunities with planned projects, and risk mitigation.

### **Citywide Sidewalk Improvements**

*Public Works Dept.*

The Citywide Pedestrian Improvements program is to build new sidewalk with curb & gutter projects City-wide. Project prioritization will be determined based on the criteria contained within the Sidewalk Master Plan. Funding will be used for improvements that are not included in the Street Reconstruction and Rehabilitation Plan.

### **Urban Trails**

*Public Works Dept.*

The Urban Trails program is for the construction of multi-use trails that provide important accessible routes for transportation and recreation. Urban trails are those that have a recreational function, but also serve a utilitarian need. This program is for the implementation of portions of the upcoming Urban Trails Master Plan that constructs and improves the City's urban trail network and looks for a match for potential grant funding opportunities.

### **Program – Park Trails**

*Parks and Recreation Dept.*

Program budget to address the need for trail development and major renovation city-wide as trails constitute one of the most popular outdoor recreation amenities in the City. Work will include corridor clearing, trail construction, and supporting landscape improvements such as retaining walls, trailhead amenities, signage and general landscape enhancement. Trails on parkland provide both recreation as well as a transportation and environmental benefits. Public trails are seen as a growing mode of bicycle and pedestrian connectivity consistent with the priority programs promoted by the Imagine Austin Comprehensive Plan. Promoted by the City's Bicycle and Sidewalk Plans, and PARD Long Range Plan, trails rank the highest in user surveys as recreation activities sought on public land. Additionally, the City is currently working on an Urban Trails Master Plan that envisions a trail system that integrates with the on-street bicycle facility and sidewalk network.

## **Strategic Capital Investments**

### **Regional Partnership Projects**

*Austin Transportation Dept.*

ATD serves as the lead for the City on a number of regional transportation projects that require forming partnerships with other transportation agencies. These projects require funding for studies, public involvement and implementation. One such project is I-35. The City of Austin along with the Texas Department of Transportation, the Capital Metropolitan Planning Organization and other transportation partners is working to identify mobility improvements to I-35. The purpose of this I-35 improvement program is to identify effective short-term to mid-term

strategies to improve mobility and connectivity for all modes of transportation (pedestrians, bicycles, automobiles, transit, trucks, and emergency vehicles) along and across the I-35 corridor in the Capital Area. Involvement from the public is crucial to shaping those solutions.

### **Project Connect**

*Austin Transportation Dept.*

As Austin invests locally while thinking regionally, it can solve part of the puzzle by adding new road capacity and creating attractive alternatives to driving alone, or – as it is in rush hour – sitting in a car alone and pulling forward every few minutes. The City of Austin, Capital Metro Transit Authority and Lone Star Rail District have partnered to better connect people, places and opportunities with Project Connect. Project Connect is a high-capacity transit system vision for Central Texas. The Project Connect system vision is multi-modal and includes Urban Rail, bus rapid transit, express lanes and more to efficiently connect Central Texas communities to jobs, schools and each other. Funding from multiple sources and partners is needed to move this vision towards implementation.

### **Regional Combined Transportation Management Center**

*Austin Transportation Dept.*

The Arterial Management division is responsible for operating over 1,000 signals within the Austin Metropolitan area. A regional combined Transportation Management Center is essential with other municipal entities to work in collaboration for the City of Austin's arterial's network. The future platform would mimic that of the Combined Transportation, Emergency and Communications Center (CTECC) and include collaboration with the County, State of Texas and Capital Metro.

### **Corridor Mobility Master Planning/Preliminary Engineering (PER) Reports**

*Austin Transportation Dept.*

In taking a holistic approach to studying ways to improve entire corridors, ATD works to advance numerous community objectives:

- Improve safety
- Increase mobility and accessibility for drivers, pedestrians, bicycles and transit users
- Identify and make specific roadway improvement projects, to deliver these outcomes
- Improve quality of life, for corridor travelers and neighbors
- Support other Imagine Austin, urban design and economic development goals

In many cases, ATD's work on improving Critical Arterials for regional mobility goals informs ATD's corridor studies, and vice versa. The studies address short-, medium-, and long-term transportation improvements.

### **Corridor Mobility Master Plan/PER implementation**

*Austin Transportation Dept.*

As Corridor Mobility Master Plans/PERs are completed, they move into implementation as funding becomes available. For example, funding for improvements along North Lamar Blvd., Burnet Rd. and East Riverside Dr. that emerged from earlier studies are now funded with 2012 bonds. Over time, ATD plans to gradually complete similar studies for many other corridors; over 25 arterial roadways have been identified. As funding and resources become available, this long-term program will ensure the continuous improvement of our community's backbone roadway network.

### **Regional Information Technology Systems (ITS)**

*Austin Transportation Dept.*

ATD is pursuing partnerships and technologies that lead to managing the transportation system as one, integrated multimodal system – rather than taking the more traditional approach of managing assets independently of one another (e.g., freeways and arterial streets). Examples of these pursuits include a regional combined transportation management center as well as regional ATMS technologies that facilitate balancing travel demand across roadways, modes and time of day. ATD is also tracking technology developments related to autonomous vehicles - driverless vehicles. Government may need to provide capital resources in the future to facilitate the deployment of this technology.

**Autonomous Mobility Systems***Austin Transportation Dept.*

Autonomous – driverless – vehicles are under development by auto manufacturers and others (e.g., Google). For example, Nissan announced that its first production, driverless car will start rolling off assembly lines in 2020. These vehicles have the potential to improve mobility and save lives. Overtime, as autonomous vehicles represent a larger portion of the vehicles on the road, they will also change the transportation infrastructure that the government builds, operates and maintains. ATD is tracking these developments. As this technology coalesces, opportunities may exist to invest public funds in the transportation infrastructure to accelerate its deployment and the value it provides to the public.

**Street reconstruction and rehabilitation - Utility participation/coordination***Public Works Dept.*

These projects are coordination opportunities with the Austin Water Utility (AWU) and Watershed Protection Department (WPD). The infrastructure need is identified either by AWU or WPD, but is prioritized by WPD if the streets have a C (fair), D (poor), or F (failed) rating. Coordinating work between departments is cost efficient and upholds the dig-once coordination opportunity objectives.

**Neighborhood Partnering Program***Public Works Dept.*

In support of the City of Austin's Imagine Austin Comprehensive plan, the Neighborhood Partnering Program provides opportunities for community and neighborhood organizations to affect public improvements by sharing in the costs of those efforts with the City of Austin government. The Mission of the Neighborhood Partnering Program is "Empowering Neighborhoods, Building Community". Examples of projects include: pocket parks, pedestrian projects, community gardens, neighborhood watch signage, and neighborhood park improvements. Projects applications are collected twice annually. Projects are prioritized and awarded based on available funding. As a "cost and effort-share" program, the Neighborhood Partnering Program is able to leverage outside resources and build positive working relationships with neighborhoods by providing public improvement projects initiated by the community opportunities for funding and implementation. Project priorities are assigned based on the program's core values of community participation, cost sharing, quality of life enhancement, incorporation of City initiatives (such as the sustainability, implementing neighborhood plans, etc.), and geographic equity.

**Great Streets/Downtown Streetscape Place-making Priorities***Planning and Development Review Dept.*

The Great Streets Program provides a mechanism to improve the quality of downtown streets and sidewalks, aiming ultimately to transform the public right-of-ways into great public spaces. The "building blocks" of the Program are the Great Streets Master Plan and the adopted Great Streets Standards. The Great Streets Master Plan is a comprehensive and integrated urban design strategy for public right-of-way in Downtown Austin. It provides a vision and the instruments to create a healthy balance among the uses for Downtown streets and stimulate economic development through new retail and mixed-use development. Other Downtown streetscape projects – e.g. East 6th Street and Congress Avenue – are not specifically Great Streets projects, but nonetheless share the basic goals of the Great Streets Program while adopting those goals to the very specific character and roles of those streets.

**Great Streets Development Program***Planning and Development Review Dept.*

Reimbursements to private developments that construct streetscape improvements in compliance with the Great Streets Master Plan in Downtown within the following boundaries: MLK, Lamar, IH-35, Cesar Chavez. Improvements include wide sidewalks (minimum 18 feet unless otherwise noted), shade trees, street furnishings, and light poles.

**Priority Streetscape Improvement Projects (outside of downtown)***Planning and Development Review Dept.*

The design and construction of improved streetscapes to leverage other investments, fill in gaps, incentivize development in particular locations and anticipate growth areas. This program will enable the City to better implement Subchapter E Core Transit Corridor streetscape standards, complete sections of streetscapes where gaps exist, and leverage other public investments. It could meet sustainability criteria by encouraging active transportation,

the business priority of incentivizing new development, and a Council Priority of implementing Imagine Austin. It could potentially be funded by impact fees.

### **Street Banner Program**

*Austin Transportation Dept.*

The City of Austin Banners program demonstrates the vibrancy of our community and enhances the Cities mission, to deliver and maintain a safe, reliable and sustainable transportation system that enhances the environmental and economic strength of our region. The Banner program previously resided within Austin Energy until the end of fiscal year 2012. The Banner program made its transition over to the Austin Transportation Department for program implementation and expansion starting in fiscal year 2013.

Chapter 25-10 of the City ordinance defines Sign Regulations and provides insight to such articles as Provisions, Enforcement, Variances and so forth. The banner program currently has posted available banners on limited streets in downtown Austin. There are currently 102 lamp post banners from north of Town lake river from Congress avenue to 11th street, 52 lamp post banners from Congress to East 6th Street at IH-35 and a small portion on Trinity and 4th streets. In order to expand the Banner Program, ATD will have to invest hardware to add to additional lamp posts in the downtown area. This expansion includes utilizing more of the Austin downtown areas that will maximize coverage for the city and still demonstrate the vibrancy of our community and in enhancing the Cities mission. The proposed areas for our initial expansion phase will include adding 249 lamp posts and 49 traffic signal poles.

## **Typical CIP Funding Sources**

Mobility Infrastructure capital improvements are funded primarily from general obligation bonds. Departments will also fund some projects outside of the typical bond projects through a transfer from its operating funds. Supplementary funding sources also include Contractual Obligations, Certificates of Obligation, developer and private contributions, parking meter revenue, Federal and State grant funds, funds from the Surface Transportation Program and Metropolitan Mobility (STPM), and the Capital Metro Build Greater Austin Program.

## Park Amenities

Capital improvements may include all activities related to the creation of or improvement to parks and recreation infrastructure, including but not limited to amenities, structures, playscapes, sport courts and fields, pools, golf courses, field lighting, path creation or improvements, master plans or studies, or design of projects. *(Note: improvements or construction of new Parks and Recreation facilities are listed under the Facilities category.)*

*Note: Parks and Recreation facility improvements or new building needs are identified in the Facilities section, and parkland acquisition needs are identified in the Land Acquisition section. Park Trails are included in both this section and the Mobility section, as they provide both recreational and pedestrian and bicycle mobility benefits.*

## Department Roles

The **Parks and Recreation Department's (PARC)** mission is to provide, protect and preserve a premier park system that promotes quality recreational, cultural and outdoor experiences for Austin. To help the Department achieve this mission, the following goals have been developed:

- Provide safe and accessible parks and facilities to all citizens
- Provide diversity and sufficiency of leisure and recreational opportunities for the community
- Design and maintain environmentally sustainable parks and facilities
- Foster collaboration, coordination, and partnerships throughout the community

The CIP is the vehicle by which the Parks and Recreation Department acquires and develops land to satisfy the goals of PARC's mission statement. As land is purchased and facilities are developed through the CIP, PARC is able to satisfy the demand for diverse, safe, and universally accessible recreational opportunities and outdoor experiences for Austin's citizens and visitors. Another key purpose of PARC's CIP is to repair, renovate and replace its aging park facilities.

The **Public Works Department** manages the Neighborhood Partnering Program, including community outreach, evaluation of applications, prioritization, allocation of funding, project management and coordination with applicants for project implementation. Applications for community projects can include park improvements.

## Future Capital Needs

Below is a list of identified park amenity ongoing infrastructure needs with a description of each provided on the following pages.

## Ongoing Capital Programs

Ongoing capital program needs are identified by departments as necessary to continue maintaining acceptable condition or service levels for the City's basic infrastructure responsibilities. This can include rehabilitation or replacement of existing infrastructure as well as expansion of infrastructure to meet growth demands.



Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
PARD	Ongoing Program	Metropolitan Parks – Improvements and Renovations	Yes
PARD	Ongoing Program	District Parks – Improvements and Renovations	Yes
PARD	Ongoing Program	Neighborhood Parks – Improvements and Renovations	Yes
PARD	Ongoing Program	Pocket Parks – Improvements and Renovations	Yes
PARD	Ongoing Program	Greenbelts and Nature Preserves – Improvements and Renovations	Yes
PARD	Ongoing Program	Downtown Squares – Improvements and Renovations Phase 2	Yes
PARD	Ongoing Program	Cemeteries – Improvements and Renovations Phase 2	Yes
PARD	Ongoing Program	Program - Park Trails <i>(note: also included in the Mobility section)</i>	Yes
PARD	Ongoing Program	Program - Playscapes	Yes
PARD	Ongoing Program	Program - Pools	Yes
PARD	Ongoing Program	Program – Parking Lot and Roadway Resurfacing <i>(note: also included in the Mobility section)</i>	Yes
PARD	Ongoing program	Program – System-wide ADA Improvements Phase 1	Yes
PARD	Ongoing Program	Program – Golf	Yes
PARD	Ongoing Program	Program - Park Utilities and Infrastructure	Yes
PARD	Ongoing Program	Land Acquisition and Development for Parks <i>(note: also included in Land Acquisition section)</i>	Yes
PARD	Ongoing Program	Off-Leash Area Land Acquisition and Development <i>(note: also included in Land Acquisition section)</i>	Yes
PWD	Ongoing Program	Neighborhood Partnering Program <i>(note: also included in the Mobility section)</i>	Yes

## Strategic Capital Investments

The City also has needs for strategic capital investments in park amenities. Strategic investments may include innovative approaches to better meet departments' service to the community, respond to specific City Council-identified capital investment priorities, or to advance Imagine Austin goals through implementation of major capital projects that extend beyond the work of any one City department. Investments in park amenities will be an important part of implementing the Healthy Austin and Green Infrastructure priority programs of Imagine Austin. Opportunities for strategic investment will be evaluated over the coming year for possible inclusion in the FY16 CIP Strategic Plan.

## Descriptions

Below are descriptions of the ongoing capital program and strategic investment needs identified in the tables above.

### Ongoing Capital Programs

#### **Metropolitan Parks – Improvements and Renovations**

*Parks and Recreation Dept.*

Program includes general park improvements (accessibility, infrastructure, structures, picnic and play equipment, athletic facilities, parking, site furnishings, landscape, etc) and significant renovations to existing amenities/facilities within Metropolitan Parks city-wide. The condition of existing parks city-wide is deteriorating and in need of substantial renovations and enhancements to maintain a minimum standard park, service level, and sustainability for current and future user demand.

#### **District Parks – Improvements and Renovations**

*Parks and Recreation Dept.*

Program includes general park improvements (accessibility, infrastructure, structures, picnic and play equipment, athletic facilities, parking, site furnishings, landscape, etc) and significant renovations to existing amenities/facilities within District Parks city-wide. The condition of existing parks city-wide is deteriorating and in need of substantial renovations and enhancements to maintain a minimum standard park, service level, and sustainability for current and future user demand.

#### **Neighborhood Parks – Improvements and Renovations**

*Parks and Recreation Dept.*

Program includes general park improvements (accessibility, infrastructure, structures, picnic and play equipment, site furnishings, landscape, etc) and significant renovations to existing amenities/facilities within Neighborhood Parks city-wide. The condition of existing parks city-wide is deteriorating and in need of substantial renovations and enhancements to maintain a minimum standard park, service level, and sustainability for current and future user demand.

#### **Pocket Parks – Improvements and Renovations**

*Parks and Recreation Dept.*

Program includes general park improvements (accessibility, infrastructure, lighting, structures, picnic and play equipment, plaza or patio, site furnishings, landscape, etc) and significant renovations to existing amenities/facilities within Pocket Parks city-wide. The condition of existing parks city-wide is deteriorating and in need of substantial renovations and enhancements to maintain a minimum standard park, service level, and sustainability for current and future user demand.

#### **Greenbelts and Nature Preserves – Improvements and Renovations**

*Parks and Recreation Dept.*

Program includes general park improvements (accessibility, infrastructure, structures, picnic and play equipment, site furnishings, landscape, etc) and significant renovations to existing amenities/facilities within Greenbelts and Nature Preserves city-wide. The condition of existing parks city-wide is deteriorating and in need of substantial renovations and enhancements to maintain a minimum standard park, service level, and sustainability for current and future user demand.

#### **Downtown Squares – Improvements and Renovations Phase 2**

*Parks and Recreation Dept.*

Over the past 3 years Republic Square and Wooldridge Square have seen first phases of park renovation. Work under this program will consist of continuation of work at Wooldridge Square and new improvements to Brush Square. The downtown squares were identified in the Downtown Plan and PARD Long Range Plan as valued community assets, particularly in light of increased downtown residential density. These parks were long overlooked and without community advocacy and fell into a state of disrepair. Renewed focus on historic and cultural value as well as

collaborative park programming with the Downtown Austin Alliance and the Austin Parks Foundation raise these projects to a higher level on the PARD prioritization plan.

### **Cemeteries – Improvements and Renovations Phase 2**

*Parks and Recreation Dept.*

PARD is currently engaged in a master planning effort for the 5 city-owned and operated cemeteries (Oakwood, Oakwood Annex, Austin Memorial, Evergreen and Plummer). The strategic master plan will provide the long-term prioritized inventory of needs and schedule of improvements to the cemetery. Funding under this program will provide continuation of that process. Work will include preservation and restoration of cultural assets, site and facility accessibility, operational infrastructure and general landscape improvements (irrigation, trees, turfgrass, signage, lighting, fencing). This program seeks to correct prior deterioration of these unique historic and cultural assets while also enhancing the visitor experience at those sites while still providing burial service. Past lack of funding for regular maintenance and renovation activities has resulted in failing infrastructure including obsolete buildings and site security and safety concerns. PARD has recently taken ownership of daily operations of these facilities which has necessitated reinvestment in office, customer service facilities and infrastructure.

### **Program – Park Trails**

*Parks and Recreation Dept.*

Program budget to address the need for trail development and major renovation city-wide as trails constitute one of the most popular outdoor recreation amenities in the City. Work will include corridor clearing, trail construction, and supporting landscape improvements such as retaining walls, trailhead amenities, signage and general landscape enhancement. Trails on parkland provide both recreation as well as alternative transportation benefit. Public trails are seen as a growing mode of bicycle and pedestrian connectivity consistent with the priority programs promoted by the Imagine Austin Plan. Promoted by the City's Bicycle and Pedestrian Plan and the PARD Long Range Plan, trails rank the highest in user surveys as recreation activities sought on public land.

### **Program – Playscapes**

*Parks and Recreation Dept.*

Program shall consist of renovation and replacement of obsolete play equipment and safety surface at various park sites. The need for more innovative play environments were recommended by the Urban Park Workgroup in their report to City Council. The PARD Playground Safety Program has identified numerous level 1 safety concerns needing to be addressed within the next bond program. Revised ADA requirements call for a higher level of accessibility within children's' play environments. Also, PARD seeks to bring children's' play environments into alignment with national best practices such as nature based play.

### **Program – Pools**

*Parks and Recreation Dept.*

Program shall consist of renovation and replacement of obsolete aquatic facilities and equipment at various park sites. Improvements such as filtration and water recirculation systems are necessary in order to keep pools compliant with certain health, safety and environmental regulations. Currently PARD is conducting a system-wide Aquatic Assessment that will identify and prioritize opportunities for code upgrades and facility enhancements consistent with current national best practices. Water conservation ranks high as a motivating factor in aquatic replacement and renovation projects.

### **Program – Parking Lot and Roadway Resurfacing**

*Parks and Recreation Dept.*

Internal parking lot and roadway pavement at a number of the Department's heavily used facilities are in an advanced stage of deterioration. Work will consist of addressing the highest priority sites in order to maintain safe, durable and accessible vehicular access for park patrons. Park roads and parking areas sustain heavy use throughout the year yet annual maintenance has not been regularly provided due general fund shortfalls. Continued deterioration may result in safety concerns and runoff and erosion problems.

**Program – System-wide ADA Improvements Phase 1***Parks and Recreation Dept.*

Currently many of the PARD buildings and outdoor recreation facilities are out of compliance with state and federal accessibility guidelines. This program will seek to address the highest priority accessibility needs including access walks, doorways, restrooms and other public building spaces as well as access to outdoor destinations such as play, picnic and athletic facilities. PARD is currently working to identify accessibility shortfalls by means of staff training, asset management and an update to the Accessibility Transition Plan. Once identified, it is incumbent upon PARD to have a program in place to remedy the non-compliant conditions. Continued non-compliance puts PARD and the City at legal risk.

**Program – Golf***Parks and Recreation Dept.*

Currently PARD owns and manages 5 municipal golf courses of various size, age, and condition. The Golf division of PARD is an enterprise fund, though it has in the past received Capital Improvements through the 2006 G.O. Bond Program (Ex. Morris Williams Golf Course – Fairway and Green Renovation). These popular recreation facilities will continue to need capital reinvestment in order to serve current and future user demand. Improvements may include clubhouse development and renovation, parking and access improvements, greens and fairway renovation, irrigation enhancements, and other site amenities that serve the golf community.

**Program - Park Utilities and Infrastructure***Parks and Recreation Dept.*

Utility and infrastructure improvements on parkland including water, wastewater, reclaimed water service, electrical, and telecommunications as required for code compliance, efficiency, and sustainability. PARD owns and operates a wide variety, age and condition of parkland facilities. The supporting infrastructure, in many cases, is in need of capital reinvestment due to deteriorated state of condition. For example, project sites such as Emma Long Metro Park, Walter E. Long Metro Park, Givens District Park and Garrison District Park are operating under increased user demand while the supporting infrastructure, due to advanced age, is unable to provide consistent and dependable service. Through PARD's ongoing Asset Management Plan, a prioritized list of improvements will be identified for implementation.

**Land Acquisition and Development for Parks***Parks and Recreation Dept.*

This program consists of acquisition and development of land for park and open space including property for destination parks, greenways, infill parks and preserves. Properties will be acquired according to the PARD Gap Analysis and long-term needs assessment. PARD must be proactive in the land acquisition program in order to meet the increasing demand for parks and open space, particularly in rapid growth areas. Likewise, PARD has identified the need to acquire and develop infill parks as identified by the Urban Park Workgroup and as described in the Imagine Austin Plan. This program provides funding for the development phase on previously unimproved land purchased for park-use under prior bond propositions or acquired through other means such as Parkland Dedication.

**Off-Leash Area Land Acquisition and Development***Parks and Recreation Dept.*

This program consists of acquisition and development of parkland for the purpose of off-leash recreation. Properties are actively being sought strategically throughout the City of Austin to fill service gaps for this use. It has recently proven difficult to develop off-leash facilities on existing parkland that has existing park uses and neighborhood advocacy. PARD has seen a reduction in the current off-leash land inventory due to environmental and safety considerations which has added to the service gap. PARD has chosen a strategy of finding and developing new parkland for this purpose. This fund would provide a resource for these acquisition and development.

**Neighborhood Partnering Program***Public Works Dept.*

In support of the City of Austin's Imagine Austin Comprehensive plan, the Neighborhood Partnering Program provides opportunities for community and neighborhood organizations to affect public improvements by sharing in the costs of those efforts with the City of Austin government. The Mission of the Neighborhood Partnering Program

is “Empowering Neighborhoods, Building Community”. Examples of projects include: pocket parks, pedestrian projects, community gardens, neighborhood watch signage, and neighborhood park improvements. Projects applications are collected twice annually. Projects are prioritized and awarded based on available funding. As a "cost and effort-share" program, the Neighborhood Partnering Program is able to leverage outside resources and build positive working relationships with neighborhoods by providing public improvement projects initiated by the community opportunities for funding and implementation. Project priorities are assigned based on the program's core values of community participation, cost sharing, quality of life enhancement, incorporation of City initiatives (such as the sustainability, implementing neighborhood plans, etc.), and geographic equity.

## **Typical CIP Funding Sources**

The predominant funding source for park amenities is general obligation bond programs. Other funding sources include grants, mitigation, Parkland Dedication, cash, and various other revenues. PARD has also pursued public-private partnerships for some high-profile community park projects.



# Stormwater

Capital improvements may include the creation of new and/or improvements to existing drainage infrastructure, including – but not limited to – studies, design, new construction, realignment of existing infrastructure, replacement of existing infrastructure, deepening or widening of existing infrastructure, or closing existing infrastructure.

## Department Roles

The **Watershed Protection Department's (WPD)** mission is to protect lives property and the environment of our community by reducing the impact of flooding erosion and water pollution. WPD is responsible for the City's stormwater management system, including the city-owned stormdrain system, stormwater management ponds, and the creek drainage system.

The **Public Works Department** is responsible for full-depth street reconstruction and rehabilitation of arterial, residential, and neighborhood streets with 'poor' or 'failed' ratings throughout the City of Austin. The need for drainage improvements is evaluated and cost estimates for the improvements are included as part of the street reconstruction project if needed.

## Future Capital Needs

Below is a list of identified stormwater management infrastructure ongoing needs with a description of each provided on the following pages.

## Ongoing Capital Programs

Ongoing capital program needs are identified by departments as necessary to continue maintaining acceptable condition or service levels for the City's basic infrastructure responsibilities. This can include rehabilitation or replacement of existing infrastructure as well as expansion of infrastructure to meet growth demands.

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
WPD	Ongoing Program	Barton Springs Pool	Enterprise*
WPD	Ongoing Program	Erosion Control - Stream Restoration	Enterprise*
WPD	Ongoing Program	Flood Control - Localized Drainage	Enterprise*
WPD	Ongoing Program	Flood Control - Creek Flooding Mitigation	Enterprise*
WPD	Ongoing Program	Stormwater Pond Safety	Enterprise*
WPD	Ongoing Program	Water Quality Protection - Stormwater Treatment	Enterprise*
WPD	Ongoing Program	Water Quality Remediation and Restoration	Enterprise*

\* Enterprise Departments are revenue generating and adjust capital program roll-out based on available revenue. Although a dedicated funding source is identified for these capital programs, projected capital project needs typically exceed funding availability, as is common with municipalities across the U.S.

## Strategic Capital Investments

Strategic investments represent innovative approaches to better meet departments' service to the community, respond to specific City Council-identified capital investment priorities, or to advance Imagine Austin goals through implementation of major capital projects that extend beyond the work of any one City department. Investments in stormwater infrastructure will be an important part of implementing the Compact and Connected, Household Affordability, Green Infrastructure, and Sustainable Water priority programs of Imagine Austin. Below is a list of existing capital programs that are strategic in nature and have a need for ongoing funding. Opportunities for additional strategic investment will be evaluated over the coming year for possible inclusion in the FY16 CIP Strategic Plan.

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
WPD	Ongoing Program	Floodplain Studies & Digital Mapping	Enterprise*
WPD	Ongoing Program	Transit Oriented Development	Enterprise*
WPD	Ongoing Program	Stormwater Citywide Priorities	Enterprise*

\* Enterprise Departments are revenue generating and adjust capital program roll-out based on available revenue. Although a dedicated funding source is identified for these capital programs, projected capital project needs typically exceed funding availability, as is common with municipalities across the U.S.

## Descriptions

Below are descriptions of the ongoing capital program and strategic investment needs identified in the tables above.

### Ongoing Capital Programs

#### Barton Springs Pool

*Watershed Protection Dept.*

To protect the Barton Springs Salamander, the City is directing stormwater runoff away from salamander habitat, maintaining a captive breeding center and improving habitat condition as directed by the U.S. Fish and Wildlife Service permits.

#### Erosion Control - Stream Restoration

*Watershed Protection Dept.*

The Stream Restoration Program designs and builds engineered projects that protect property from the threats of streambank erosion while adding beneficial recreational and environmental elements to degraded stream systems.

#### Flood Control - Localized Drainage

*Watershed Protection Dept.*

Drainage projects which address flow capacity needs for the storm drain system. Project types include design and construction of curb inlets, area inlets, storm drain pipe-networks, drainage ditch improvements, and small detention

pond improvements. The improvements address 1) needs to upgrade older existing infrastructure and, 2) needs to implement drainage infrastructure for areas lacking local drainage management systems.

#### **Flood Control - Creek Flooding Mitigation**

*Watershed Protection Dept.*

Large scale flood control improvements to mitigate flood hazards for houses, commercial buildings and roadway crossings due to out of bank creek-overflows during extreme storm events. Example project types include regional detention basins, flood barrier/levies, bridge/culvert flow capacity increases and stream channel enlargement.

#### **Stormwater Pond Safety**

*Watershed Protection Dept.*

The City of Austin's Stormwater Pond Safety Program (SPSP) utilizes a combination of development regulation, inventory management and inspection, emergency action planning, and capital improvement projects to ensure dam safety throughout Austin.

#### **Water Quality Protection - Stormwater Treatment**

*Watershed Protection Dept.*

This Program designs and builds engineered solutions to clean pollution from urban runoff before it reaches our creeks, rivers and aquifers by focusing on "retrofit" facilities in areas where stormwater control measures do not exist.

#### **Water Quality Remediation and Restoration**

*Watershed Protection Dept.*

Subprojects address environmental problems throughout Austin watersheds and are prioritized based on problem severity as determined by field monitoring. Subprojects utilize innovative methods to stabilize banks and improve stormwater quality.

### **Strategic Capital Investments**

#### **Floodplain Studies & Digital Mapping**

*Watershed Protection Dept.*

Floodplain studies for various watersheds. Studies include hydrologic and hydraulic analyses and floodplain mapping. These studies will be used to revise FEMA and/or City of Austin floodplain maps that will improve flood insurance program administration, development permit reviews, flood warning and flood hazard mitigation capital project planning and design.

#### **Transit Oriented Development**

*Watershed Protection Dept.*

The Watershed Protection Department has committed to either provide strategic improvements or to identify improvements needed to address inadequate stormwater conveyance in or downstream of the TOD Districts.

#### **Stormwater Citywide Priorities**

*Watershed Protection Dept.*

This project provides a funding source for projects that are needed but are not necessarily part of an objective prioritization list for WPD missions. This includes both private public partnerships and cost participation with other departments.

### **Typical CIP Funding Sources**

WPD utilizes a combination of general obligation bonds, drainage fees, payment-in-lieu programs and Certificates of Obligation from tax increment financing to fund its CIP.

The Drainage Utility Fund (DUF) is funded by commercial and residential drainage fees. The DUF supports a variety of WPD activities, including flood hazard mitigation, infrastructure and waterway maintenance, stream restoration and water quality protection.

The Urban Watersheds Ordinance (UWO) payment-in-lieu program provides additional funds for Watershed Protection's CIP projects in the form of the Urban Structural Control Fund. The UWO amendments require water quality control structures to treat stormwater runoff. The ordinance includes other requirements that allow for payment-in-lieu in Urban Watersheds instead of building water quality control structures when approved by the Director of the Watershed Protection Department and establishes critical water quality zones with their attendant development restrictions in watersheds outside of the Central Business District.

The Regional Stormwater Management Program (RSMP) is a payment-in-lieu program administered by the Watershed Protection Department, which allows development to pay into a fund to build regional facilities instead of providing site-by-site flood detention. This program provides for the planning, design and construction of regional drainage improvements to prevent flooding caused by increased runoff from developments, using payments from the owners of those developments.

# Technology

Capital improvements may include any activities resulting in the purchase of or improvements to the City's technology infrastructure, such as network equipment, telephony, computers, servers or software systems.

## Department Roles

***Communications and Technology Management (CTM)*** provides information technology services to City of Austin departments and external agencies and governmental entities. Partnerships including Greater Austin Area Telecommunications Network (GAATN), membership in the Regional Radio System and the Combined Transportation & Emergency Communications Center (CTECC) provide shared technology investments for regional governments, maximizing the region's technology investments. CTM's mission is to provide citizens, internal and external business partners with reliable information and efficient technology services to assist them in meeting their information needs and business goals.

CTM manages the City's IT infrastructure IT services for General Fund departments. CTM is responsible for a reliable IT infrastructure on which to conduct City business. CTM is the custodian and technical manager for the City's technology infrastructure including desktop systems, large-scale servers, networks, IT security, radio and telephone systems and software applications. CTM also has the challenge of developing and supporting a work plan of IT initiatives requested by individual City departments and approved by the City IT Governance Board. The department's long-term plan is to identify critical business needs, leverage existing IT capabilities where possible and implement enterprise IT services that can efficiently and effectively meet the broadest range of business needs citywide.

## Future Capital Needs

Below is a list of identified information technology ongoing needs with a description of each provided on the following pages.

### Ongoing Capital Programs/Strategic Investments

In other sections of this report, ongoing capital programs are defined as necessary to continue maintaining acceptable conditions or service levels for the City's basic technology infrastructure. Strategic technology investments support innovative approaches to facilitate departments' delivery of services to the community or to advance Imagine Austin goals through implementation of major capital projects that extend beyond the work of any one City department.

However, because of the rapid rate of change in technology, it is difficult to make the distinction between ongoing capital program investments and strategic investments when planning for future technology needs. Limited funding results in prioritizing between the basic ongoing capital program for the lifecycle replacement of IT infrastructure at end of its useful life, and the strategic investment in new technology to better provide service to the community. Existing applications can either be upgraded or replaced, resulting in significant changes to the services provided. The replacement of an existing application could be very different technology, or it could have greatly expanded capabilities. The challenges associated with when to recommend an application for upgrade and when to complete a sunset review of the application have to be a large part of the strategic investment process for technology. While the best use of financial resources is to invest in an application that supports many City departments, the technology



investment strategy also must include applications and systems associated with one particular city service, such as Computer-Aided Dispatch (CAD) for public safety. For example, when replacing a server 4 years later, the server likely will have much greater data capacity than the original. In other cases, the replacement could be a completely different solution. For example, City-owned and managed IT hardware could be replaced with service contracts with a private company to provide access to cloud services. For this reason, we have grouped all future technology needs together below, since technology-related ongoing capital programs must also continually reviewed and analyzed for strategic investment opportunities.

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
CTM	Ongoing Program	Critical Replacement and IT Infrastructure	Yes
CTM	Ongoing Program	<b>Enterprise-wide Initiatives/IT Solutions for Essential Capabilities:</b> <ul style="list-style-type: none"> <li>• Asset Management</li> <li>• Business Intelligence</li> <li>• Case Management</li> <li>• Geospatial Information Management</li> <li>• Human Capital Management</li> <li>• Information (Document) Management</li> <li>• Public Safety Management</li> </ul>	Yes
Various	Ongoing Program	Department-specific Business Initiatives/IT solutions	Yes

## Descriptions

Below are descriptions of the ongoing capital program and strategic investment needs identified in the tables above.

### Ongoing Capital Programs/Strategic Investments

#### Critical Replacement and IT Infrastructure

*Communications and Technology Mgmt.*

CTM has developed a 10-year plan for lifecycle replacement of critical hardware and infrastructure based on projected “end of life” and/or “end of support” for technology equipment and systems, and/or based on projected growth and advancements in technology. The 10-year Critical Replacement Plan was developed to keep equipment and systems functioning to perform basic services. Critical replacement includes hardware such as servers, SANS (for data storage), telephone equipment, network switches, radios, and computers (desktop, laptop and mobile). Critical infrastructure is technology hardware used to maintain the City’s business computing resources. Without this infrastructure, critical business applications cannot function. Some of these costs are charged to regional partners outside the City and to enterprise departments within the City. However, the City’s General Fund will bear the greatest funding responsibility.

#### Enterprise-wide Initiatives/IT Solutions for Essential Capabilities

*Communications and Technology Mgmt.*

Enterprise-wide Initiatives provide a single solution to a business need(s) which exists in more than one department. Such an initiative can be implemented in phases or by department, based upon available funding or on the requirements for the relevant functionality in the requesting departments. Governance has identified citywide use of these solutions as high priority in general. Centralized funding and sustained investment for Enterprise-wide IT initiatives would better enable an asset lifecycle management approach. Over time the many individual pieces of

technology would be consolidated into fewer systems. This is anticipated to decrease support and maintenance costs and increase value of the information through integration. CTM has identified the following Essential Capabilities, or high-level areas of IT support that cover much of what is expected of City Infrastructure Technology:

- Asset Management
- Business Intelligence
- Case Management
- Geospatial Information Management
- Human Capital Management
- Information (Document) Management
- Public Safety Management

#### **Department-specific Business Initiatives/IT solutions**

*Various Depts.*

These are IT initiatives specific to one department's business needs. Departments are asked to identify and submit their most critical business needs to the IT Governance Board, rather than submitting requests for specific solutions. IT Governance evaluates, prioritizes and identifies either existing enterprise solutions or analyzes possible Software as a Service (SaaS) solutions. If an enterprise-wide IT solution is not available to meet the need, a department-specific IT solution may be approved by the IT Governance Board.

## **Typical CIP Funding Sources**

Technology-related capital investments are typically funded through a combination of cash, debt and cost allocation. Other funding sources include City department operating funds, regional partner agency funds, Police Department forfeited funds, and grants.

Maintenance and support and/or additional non-capital software licenses, may be funded either by the related departments' Operating Budgets or by CTM's Operating Budget.

Public Safety, Health and Human Services, Parks, Library and others frequently utilize grant funds to help fund CIP needs. Some projects for the Greater Austin Area Telecommunications Network (GAATN), the Regional Radio System or CTECC may be fully or partially funded by the relevant partner agencies. Some large, multi-year projects may also be funded through the use of debt financing.

## Vehicles/Equipment

Capital improvements may include any activities resulting in the purchase of or improvements to existing vehicles or equipment. *(Note: Technology equipment improvements or purchases, such as computer or servers are categorized as Technology.)*

### Department Roles

The **Fleet Services Division** is responsible for managing the maintenance and repair of all City of Austin vehicles and equipment with the exception of vehicles owned and maintained by the **Aviation Department**. Services include managing the full life cycle of all vehicles and equipment including vehicle and equipment acquisitions, fueling, maintenance, repair and disposition. Fleet Service's capital projects are focused on areas that will align with the Department's business plan objectives of improving services to other City departments. Fleet Services identifies the funding need for General Fund department replacement vehicles through the Vehicle Acquisition program, however Enterprise Departments provide funding when their vehicles need to be replaced.

The **Austin Police Department** owns and maintains three helicopters for public safety air operations. The Austin Fire Department can fit one of the helicopters with fire-fighting equipment when needed for fire suppression.

Typically, **individual departments** identify long-term needs for new (not replacement) vehicles and equipment based on maintaining service levels, projected staffing or program changes. Sometimes funding for new vehicle purchases are automatically identified with funding for associated staff or facilities. For example, budget estimates for Police vehicles are included with the addition of new officers and Fire engines are included in the budget estimates for new Fire/EMS stations. However, in other cases, new vehicle purchase needs are identified through a separate process, for example EMS ambulances have not historically been included in the budget estimates for Fire/EMS stations.

### Future Capital Needs

Below is a list of identified vehicle and equipment ongoing needs with a description of each provided on the following pages.

### Ongoing Capital Programs

Ongoing capital program needs are identified by departments as necessary to continue maintaining acceptable condition or service levels for the City's basic infrastructure responsibilities. This can include replacement of existing vehicles and capital equipment as well as expansion of the fleet to meet growth demands.

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
Fleet	Ongoing Program	Replacement Vehicle Acquisition – General Government Departments	Yes
Various	Ongoing Program	Replacement Vehicle Acquisition – Enterprise Departments	Enterprise*
Various	Ongoing Program	Fleet Expansion Needs	Yes

\* Enterprise Departments are revenue generating and adjust capital program roll-out based on available revenue. Although a dedicated funding source is identified for these capital programs, projected capital project needs typically exceed funding availability, as is common with municipalities across the U.S.

## Strategic Capital Investments

The City may also have needs for strategic capital investments vehicles and equipment. Strategic investments may include innovative approaches to better meet departments' service to the community, respond to specific City Council-identified capital investment priorities, or to advance Imagine Austin goals through implementation of major capital projects that extend beyond the work of any one City department. Opportunities for strategic investment will be evaluated over the coming year for possible inclusion in the FY16 CIP Strategic Plan.

## Descriptions

Below are descriptions of the ongoing capital program and strategic investment needs identified in the tables above.

### Ongoing Capital Programs

#### **Replacement Vehicle Acquisition – General Government Depts.**

*Fleet Services*

For the replacement of General Fund vehicles that have met their economic/ regulatory life and require replacement.

#### **Replacement Vehicle Acquisition – Enterprise Departments**

*Various Depts.*

Fleet Services typically identifies the need for vehicle replacement based on life-cycle costs and then Enterprise Departments provide funding when their vehicles need to be replaced.

#### **Fleet Expansion Needs**

*Various Depts.*

Departments identify needs for new vehicle purchases based on maintaining service levels, projected staffing increases or program changes.

## Typical CIP Funding Sources

Fleet Services typically funds its projects through transfers from its operating budget and vehicle replacements through the Vehicle Acquisition Fund. When necessary, debt is utilized to fund larger scale projects.

## Water Infrastructure

Capital improvements may include new and/or improvements to existing water, wastewater, and reclaimed water infrastructure, including, but not limited to, studies, design, new construction, realignment of existing infrastructure, replacement of existing infrastructure, deepening or widening of existing infrastructure, or abandoning existing infrastructure.

### Department Roles

The **Austin Water Utility (AWU)** provides safe, reliable, and high quality water services to a population of approximately 925,000 inside and outside the city limits as well as about twenty wholesale customers, including the communities of Rollingwood, Sunset Valley, Manor, Westlake Hills, two water control and improvement districts, five municipal utility districts, and several water supply corporations and private utilities. AWU is responsible for three utility systems: Water, Wastewater, and Reclaimed. AWU draws water from the Colorado River into two water treatment plants and then drinking water is pumped from the plants into Austin's water distribution system. AWU also operates a collection system that brings wastewater to two major treatment plants where it is treated before either being returned to the Colorado River or reclaimed for irrigation, cooling, or industrial uses. A biosolids facility at Hornsby Bend receives sludge generated by the treatment processes at AWU's wastewater plants and uses it to create compost. AWU also promotes water conservation through educational, enforcement and incentive programs as well as manages the City's wildlands and Balcones Canyonlands Preserve (BCP), which conserve habitat for endangered species.



### Future Capital Needs

Austin Water Utility is an enterprise department that has a dedicated funding source for its CIP through rate revenues. Each year AWU prepares a prediction of future revenues, and then AWU CIP project selection and prioritization for funding allocation involves a bottom-up approach of reviewing existing CIP priorities and identifying critical needs. The AWU CIP team analyzes previous CIP spending compared to the approved budget in an effort to improve project cost and schedule estimates. They then meet with AWU personnel responsible for managing, operating, planning, financing, and delivering CIP projects to develop priority lists by infrastructure category. Information from asset management condition assessments and from hands-on operations personnel provide an essential basis for the development of these CIP priority lists. A CIP coordinating committee composed of



representative chairpersons from different AWU divisions evaluates projects based on the identified priorities. Once these evaluations are complete, AWU's director and executive team meet regularly with the CIP coordinating committee and the CIP management team to finalize the projects to be included in the City's five-year CIP Plan and AWU's internal financial planning for a 10-year horizon.

Through this process, AWU carefully evaluates each CIP project to determine the impact of any project reprioritizations. AWU's CIP planning is designed to balance investments in rehabilitation and/or replacement projects to reduce risks associated with aging infrastructure with investments in major infrastructure system improvement projects to support growth and development.

Because of the size and complexity of AWU's CIP program, there are always projects that need to be executed but cannot be undertaken as quickly as AWU would prefer. AWU's program is designed to address the highest priorities first. When unforeseen conditions arise requiring spending on a project that was not in the current year's CIP plan, another project or projects may have to be delayed.

Below is a list of identified future water, wastewater and reclaimed water infrastructure ongoing capital program needs with a description of each provided on the following pages.

## Ongoing Capital Programs

Ongoing capital program needs are identified by departments as necessary to continue maintaining acceptable condition or service levels for the City's basic infrastructure responsibilities. This can include rehabilitation or replacement of existing infrastructure as well as expansion of infrastructure to meet growth demands.

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
AWU	Ongoing Program	Annexed Areas	Enterprise*
AWU	Ongoing Program	Lift Stations	Enterprise*
AWU	Ongoing Program	Pump Stations	Enterprise*
AWU	Ongoing Program	Rehabilitation	Enterprise*
AWU	Ongoing Program	Relocation	Enterprise*
AWU	Ongoing Program	Reservoir	Enterprise*
AWU	Ongoing Program	SER Reimbursements	Enterprise*
AWU	Ongoing Program	Transmission/Distribution	Enterprise*
AWU	Ongoing Program	Treatment Plants	Enterprise*
AWU	Ongoing Program	Vehicles and Equipment	Enterprise*
AWU	Ongoing Program	Water Reclamation Initiative	Enterprise*

<b>AWU</b>	<b>Ongoing Program</b>	<b>Wastewater Collection</b>	<b>Enterprise*</b>
<b>AWU</b>	<b>Ongoing Program</b>	<b>Other</b>	<b>Enterprise*</b>

\* Enterprise Departments are revenue generating and adjust capital program roll-out based on available revenue. Although a dedicated funding source is identified for these capital programs, projected capital project needs typically exceed funding availability, as is common with municipalities across the U.S.

## Strategic Capital Investments

The City also has needs for strategic capital investments in water infrastructure. Strategic investments may include innovative approaches to better meet departments' service to the community, respond to specific City Council-identified capital investment priorities, or to advance Imagine Austin goals through implementation of major capital projects that extend beyond the work of any one City department. Investments in Water Infrastructure will be an important part of implementing the Compact and Connected, Green Infrastructure, and Sustainable Water priority programs of Imagine Austin. Opportunities for strategic investment will be evaluated over the coming year for possible inclusion in the FY16 CIP Strategic Plan.

## Descriptions

The AWU near-term work plan emphasizes replacement and rehabilitation of critical assets throughout the water and wastewater systems, which consist of horizontal assets (pipes, valves, etc.) and vertical assets (treatment plants, pump stations, reservoirs, lift stations, etc.). Furthermore, the work plan continues to emphasize the growth of reclaimed water assets. AWU is currently in the process of reassessing its long-term capital program plans in response to the current drought and related revenue challenges. Some current projects included in last year's funded five-year CIP Plan may need to be deferred, which will re-prioritize long-term plans for capital investments. Better information about AWU's long-term project priorities may be available for next year's CIP Strategic Plan, after reallocation of funding through the five-year CIP Plan process to address near-term priorities within the context of challenges posed by the drought.

AWU's three utility systems, Water, Wastewater, and Reclaimed Water, are organized into thirteen project types outlined below:

### Ongoing Capital Programs

#### Annexed areas

Capital investments to provide services to areas annexed by the City.

*Austin Water Utility*

#### Lift stations

Capital investments to build and improve wastewater lift stations.

*Austin Water Utility*

#### Pump stations

Capital investments to build and improve water pump stations.

*Austin Water Utility*

#### Rehabilitation

Capital investments to improve or replace existing water and wastewater facilities that are no longer adequate to provide sufficient, reliable service.

*Austin Water Utility*

<b>Relocation</b> Capital investments to relocate water and wastewater facilities affected by road construction.	<i>Austin Water Utility</i>
<b>Reservoir</b> Capital investments to build and improve water storage facilities.	<i>Austin Water Utility</i>
<b>SER reimbursements</b> Capital investments to reimburse developers for water and wastewater facilities built on the City's behalf.	<i>Austin Water Utility</i>
<b>Transmission/distribution</b> Capital investments to build and improve water transmission and distribution facilities.	<i>Austin Water Utility</i>
<b>Treatment plant</b> Capital investments to build and improve water and wastewater treatment facilities.	<i>Austin Water Utility</i>
<b>Vehicles and equipment</b> Capital investments to purchase vehicles and equipment necessary for ongoing operations.	<i>Austin Water Utility</i>
<b>Water reclamation initiative</b> Capital investments to develop facilities to reclaim treated wastewater and distribute the reclaimed water for appropriate uses.	<i>Austin Water Utility</i>
<b>Wastewater collection</b> Capital investments to build and improve wastewater collection facilities.	<i>Austin Water Utility</i>
<b>Other</b> Capital investments to improve facilities and systems that are not in other categories, such as administrative buildings, service centers, and computer systems.	<i>Austin Water Utility</i>

## Typical CIP Funding Sources

CIP expenditures are necessary to ensure the ongoing integrity of the City's water, wastewater, and reclaimed water systems. Austin Water's financial policies, approved by the City Council, outline the funding requirements for its CIP projects. According to these policies, a mixture of current revenue and debt provide funding resources for CIP projects. The program is financed largely by the issue of commercial paper that is later refinanced with long-term debt serviced by AWU's revenues.

The costs of developing and administering the CIP program are included in AWU's operating funds. The costs of the CIP program are therefore a major influence on operating costs. Many CIP expenditures increase operating costs, because they result in assets that must be operated and maintained. However, rehabilitation and replacement of older assets can reduce operating costs by increasing the efficiency of the system.

In addition, the majority of capital expenditures are financed with long-term debt which must be serviced. Once debt is issued, the payments are an inflexible element in AWU's budget, so any required cost containment must come from the remainder of the budget. Currently, debt service accounts for about forty percent of AWU's revenue requirements. The projected AWU operating costs are increasing at a higher rate than the growth in base revenues.

## Other Infrastructure Improvements

This section identifies capital improvement needs that do not fit specifically into the other infrastructure categories listed previously.

### Department Roles

The description of department roles will vary each year depending on the capital needs identified in this section of the Rolling Needs Assessment.

#### Public Art

The **Economic Development Department** manages the City's **Art in Public Places Program**, including facilitating the artist selection process, managing the contracts with professional visual artists for services related to the design, fabrication and installation of public art, and is responsible for repair of the city's aging public art collection.

#### Trees

**Many different City departments** have an interest in trees related to infrastructure investment. Some have identified a need for the preservation, protection, and planting of trees as an infrastructure tool to meet their department mission. For example trees provide shade to reduce the heat island effect and improve the conditions for walking and biking, in addition to passive recreation, urban design, and water quality benefits. The planting of trees may be included as part of other capital infrastructure projects, such as with park development or with "great streets" street reconstruction. For other departments, proper tree and vegetation management is critically important to reduce the risk and reliability of other infrastructure investments that they manage. For example, planting of trees in locations that minimize tree canopy incursion into electric wires and root incursion into wastewater lines.

In response to City Council Resolution 20130627-070, the City is currently assessing the value and benefits of "public trees"; evaluating the adequacy of the current level of care of public trees; considering adjustments to tree-related service delivery; and considering expanded funding opportunities. Once the evaluations are complete, the findings of the assessment will be incorporated into future Long-Range CIP Strategic Plans as appropriate.

### Future Capital Needs

Below is a list of identified other ongoing capital investment needs with a description of each provided on the following pages.

#### Ongoing Capital Programs

Ongoing capital program needs are identified by departments as necessary to continue maintaining acceptable condition or service levels for the City's basic infrastructure responsibilities. This can include rehabilitation or replacement of existing infrastructure as well as expansion of infrastructure to meet growth demands.

Dept.	Ongoing Program	Title	Additional program funding needs anticipated in next 10 years?
EDD	Ongoing Program	Art in Public Places (AIPP) Program	No*
EDD	Ongoing Program	Art Restoration	Yes

\* The AIPP program receives a 2% contribution from eligible Capital Improvement Projects. Although a dedicated funding source is identified, there may be opportunities for AIPP projects that exceed funding availability, as is common with all infrastructure categories.

## Strategic Capital Investments

Strategic investments represent innovative approaches to better meet departments' service to the community, respond to specific City Council-identified capital investment priorities, or to advance Imagine Austin goals through implementation of major capital projects that extend beyond the work of any one City department. Opportunities for additional strategic investment will be evaluated over the coming year for possible inclusion in the FY16 CIP Strategic Plan.

## Descriptions

Below are descriptions of the ongoing capital program and strategic investment needs identified in the tables above.

### Ongoing Capital Programs

#### Art in Public Places Program

*Economic Development Dept.*

The AIPP Program receives a 2% contribution from eligible Capital Improvement Projects per City Code Chapter 7-2, the Art in Public Places Ordinance to fund the selection, design, fabrication and installation of public art. These funds are managed by the EDD Cultural Arts Division.

#### Art Restoration

*Economic Development Dept.*

The Art in Public Places Program is charged with long-term conservation and repair of cultural assets acquired through the City's public art program, donations, and inherited artworks. An annual inspection of artworks reveals an increasing need for repair or improvements to many of the pieces in the collection which now includes more than 200 artworks, acquired over the past 29 years. The scope for the immediate phase of conservation for 21 artworks identified by both outside consultant and city staff in most urgent need includes: conservation review, treatment planning, structural repair, safety or aesthetic improvements, or deaccession/removal. Fifteen artworks are recommended for major repair and restoration, and six artworks are recommended for deaccession and removal due to severe condition deterioration or facility dismantling. Future phases of conservation are expected, as the Program has prepared a prioritized list of repairs for many other works in the collection.

## Typical CIP Funding Sources

The Art in Public Places Program receives a 2% contribution from eligible CIP projects per City Code Chapter 7-2, the Art in Public Places Ordinance, to fund new art installations; however, bond law restricts reserving any portion of that 2% to be put toward future artwork repairs. Art restoration of the City-owned public art is funded by a one-time



allocation that is currently being utilized for immediate and emergency needs, but there is no long-term, sustainable funding source identified to address remaining and future collection repairs.

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