Chapter 5

Capital Facilities and Utilities

Contents

5.1 INTRODUCTION

Capital facilities and utilities provide services that are essential to a community and its ability to grow in the future. Capital facilities consist of facilities owned by public entities, such as water and sewer systems and fire and police stations. Utilities consist of electrical lines, telecommunication lines, and gas lines. The purpose of this chapter is to guide the coordination of anticipated growth and development of these crucial services.

Background and Key Issues

The services provided by capital facilities and utilities are essential to the health, safety, and welfare of community residents. Both current and future residents should be assured that service capacity is adequate to meet demand. In this regard, it is particularly important to ensure that efforts to provide for future growth do not degrade or diminish services to existing users. Even more fundamentally, the location of capital facilities and utilities (where service is available) should be coordinated with community plans to support and foster development where it is desired.

In an age of scarce fiscal and environmental resources, it is important that capital facilities and utilities be provided efficiently. Efficiencies can be gained through greater coordination among service providers and jurisdictions, more predictable and orderly patterns of development, and by using capital facilities and services to serve multiple purposes. Careful planning of capital facilities and utilities is needed to achieve such efficiencies.

The GMA provides very specific guidance as to the planning of capital facilities and utilities, stating directly that growth should be focused in areas where existing capacity and facilities already exist, as well as the requirement for "concurrency," wherein utilities and services must be provided concurrently with development (see Volume V, Appendix C for more information). Developed pursuant to these requirements, the City of Spokane's planning for capital facilities and utilities is a complicated process that involves ongoing collaboration among numerous departments and agencies. It includes the Capital Facilities Goals and Policies, the Capital Facilities Program (CFP), as well as the Citywide Capital Improvement Program (CIP). Not all capital facilities and utilities are owned and operated by the City of Spokane. Some are owned and operated by private companies, while others are owned and operated by different public entities, such as school districts. Furthermore, the geographical boundaries of service providers rarely correspond to the city's borders, which change continually through annexation.

Capital Facilities Goals and Policies

The Goals and Policies of this chapter are the city's main guidelines for implementation of long term capital improvements. This chapter provides broad goals and specific policies as well as levels of service for the provision of adequate public facilities and services to support the current and future population and employment growth within the adjacent urban growth area. The plan provides policy guidance for the Capital Facilities Program.

Capital Facilities Plan

The Capital Facilities Plan (CFP) establishes the city's long-range work program for capital facilities, carries out the intent of the comprehensive plan, and gives further direction to implement the plan (see Volume V, Appendix C for the CFP). The CFP contains an inventory of existing and proposed capital facilities, establishes level of service (LOS) standards, identifies long-range facility service capacities and projected deficiencies, and outlines the actions necessary to meet such deficiencies. If a department has prepared a separate plan that provides a more detailed analysis of these elements, the CFP will adopt them by reference and direct the reader to those plans. Also adopted by reference is the Citywide Capital Improvement Program (CIP); a CFP implementation tool.

The CIP specifically identifies public facilities that will be needed within the next six years. The CIP also fulfills the GMA requirement for a six-year financing plan, outlining the amount of funding required and its source. The Citywide CIP is reviewed for consistency with the Comprehensive Plan and is updated by the Plan Commission and adopted by the City Council annually.

The CFP includes some general information regarding parks (see Volume V, Appendix C). However, additional information on Spokane parks, as well as goals and policies guiding both parks and recreational facilities, are included in Chapter 12 of the Comprehensive Plan. Planning goals and policies related to transportation are contained in Chapter 4, Transportation.

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5.2 VISION AND VALUES

Spokane volunteers working on the Comprehensive Plan identified important themes in relation to Spokane's current and future growth. A series of visions and values was crafted for each element of the Comprehensive Plan that describes specific performance objectives. From the Visions and Values document, adopted in 1996 by the City Council, the Comprehensive Plan's goals and policies were generated.

Capital facilities and utilities are services and facilities that support the physical development and growth of the city.

Vision

"Public facilities and utilities will be provided concurrently with a growing population to meet the safety, utility, transportation, educational, and cultural needs of residents."

Values

"The things that are important to Spokane's future include:

- Developing police and fire services that accompany growth;
- Ensuring good parks, schools, libraries, and streets in the neighborhoods;
- Continuing to provide facilities for cultural and entertainment opportunities;
- Providing services and facilities as growth occurs; and
- Maintaining quality education and avoiding overcrowding in the schools."

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5.3 GOALS AND POLICIES

Goals and policies provide specificity for planning and decision-making. Overall, they indicate desired directions, accomplishments, or aims in relation to the growth and development of Spokane.

CFU 1 ADEQUATE PUBLIC FACILITIES AND SERVICES

Goal: Provide and maintain adequate public facilities and utility services and reliable funding in order to protect investment in existing facilities and ensure appropriate levels of service.

Policies

CFU 1.1 Level of Service

Adopt written level of service standards for each type of public facility or utility service, and provide capital improvements to achieve and maintain such standards for existing and future development.

Discussion: Urban governmental services and public facilities for which level of service standards should be in place include fire, police, parks and recreation, libraries, public wastewater, public water, solid waste disposal and recycling, transportation, and schools. (CWPP 3.1). The level of service shall be defined as the optimum level of service desired from a service provider, which may differ from the current level of service.

CFU 1.2 Operational Efficiency

Require the development of capital improvement projects that either improve the city's operational efficiency or reduce costs by increasing the capacity, use, and/or life expectancy of existing facilities.

Discussion: Increased use of existing facilities proposes a more intense development pattern, and maximization of existing utility capacity, before the physical extension of services to more consumers.

CFU 1.3 Maintenance

Require the maintenance, rehabilitation, and renovation of existing capital facilities.

CFU 1.4 Use of Existing Structures

Require the use and adaptive reuse of existing buildings before new community facilities are constructed.

Discussion: New uses should consider the existing character of the area.

CFU 1.5 Utility Construction Standards

Ensure that construction standards for public and private utilities are adequate to withstand the anticipated frequency and severity of natural and man-made hazards.

CFU 1.6 Management Plans

Establish and maintain management plans for capital facilities whose level of service standards could be affected by future growth and development.

CFU 1.7 Funding

Identify and pursue all practical and equitable ways to fund the capital improvement projects necessary to serve existing and future development.

CFU 1.8 Intangible Costs and Benefits

Include intangible costs and benefits in any cost/benefit analysis when considering the development and life span of proposed capital facilities.

Discussion: Siting decisions should be based on more than the standard fiscal analysis. In order to evaluate fully the impacts and consequences, these decisions should also be informed by considerations such as the preservation of neighborhood character and environmental quality.

CFU 1.9 Public Safety Capital Funding Plans

Strive to establish separate capital funding plans for police and fire services to ensure that capital requirements will be met without negative impact upon staffing and level of service.

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CFU 2 CONCURRENCY

Goal: Ensure that those public facilities and services necessary to support development are adequate to serve the development and available when the service demands of development occur without decreasing current service levels below locally established minimum standards.

Policies

CFU 2.1 Available Public Facilities

Consider that the requirement for concurrent availability of public facilities and utility services is met when adequate services and facilities are in existence at the time the development is ready for occupancy and use, in the case of water, wastewater and solid waste, and at least a financial commitment is in place at

the time of development approval to provide all other public services within six years.

Discussion: Public facilities are those public lands, improvements, and equipment necessary to provide public services and allow for the delivery of services. They include, but are not limited to, streets, roads, highways, sidewalks, street and road lighting systems, traffic signals, domestic water systems, storm and sanitary sewer systems, solid waste disposal and recycling, fire and police facilities, parks and recreational facilities, schools and libraries.

It must be shown that adequate facilities and services are available before new development can be approved. While occupancy and use imply an immediate need for water, wastewater and solid waste services, other public services may make more sense to provide as the demand arises. For example, a certain threshold of critical mass is often needed before construction of a new fire station, school, library, or park is justified. If these facilities and services do not currently exist, commitments for services may be made from either the public or the private sector.

CFU 2.2 Concurrency Management System

Maintain a concurrency management system for all capital facilities.

Discussion: A concurrency management system is defined as an adopted procedure or method designed to ensure that adequate public facilities and services needed to support development and protect the environment are available when the service demands of development occur. The following facilities must meet adopted level of service standards and be consistent with the concurrency management system: fire protection, police protection, parks and recreation, libraries, public wastewater (sewer and stormwater), public water, solid waste, transportation, and schools.

The procedure for concurrency management includes annual evaluation of adopted service levels and land use trends in order to anticipate demand for service and determine needed improvements. Findings from this review will then be addressed in the Six-Year Capital Improvement Plans, Annual Capital Budget, and all associated capital facilities documents to ensure that financial planning remains sufficiently ahead of the present for concurrency to be evaluated.

The City of Spokane must ensure that adequate facilities are available to support development or prohibit development approval when such development would cause service levels to decline below standards currently established in the Capital Facilities Program.

In the event that reduced funding threatens to halt development, it is much more appropriate to scale back land use objectives than to merely reduce level of service standards as a way of allowing development to continue. This approach is necessary

in order to perpetuate a high quality of life. All adjustments to land use objectives and service level standards will fall within the public review process for annual amendment of the Comprehensive Plan and Capital Facilities Program.

CFU 2.3 Phasing of Services

Develop and implement a phasing schedule for the provision of services within the Urban Growth Area that is reflected in six-year capital improvement plans and strategically coordinates planned service levels with anticipated land use and development trends.

Discussion: This schedule should set guidelines for prioritizing the provision of service. Exceptions to this will only be granted to address public health concerns.

It can be more cost-effective and less disruptive to provide service capacity in excess of current service demands if it extends the useful life of the facility in terms of accommodating future growth. Therefore, this program should also require that transmission, distribution, and storage facilities in newly developing areas be sized to serve future growth as well as immediate needs. For example, water and sewer main sizes and storage reservoirs should be designed to meet both current and anticipated future fire flow and domestic supply needs.

Insofar as this process anticipates demand from future development, it should also describe and implement mechanisms to ensure an equitable allocation of the costs incurred. Fees and billing mechanisms should be in place - for example latecomer fees and special connection fees – to cover costs of oversized mains or related facilities, and hook-up fees so new users share in the cost of system-wide facilities. However, costs associated with project-specific improvements (such as pump stations for low lying property) should be paid for by those who benefit from the improvement.

Facility phasing serves to integrate the concurrency requirements of the GMA with the environmental assessment requirements of the State Environmental Policy Act (SEPA). This, in turn, provides a high level of predictability for both developers and the community regarding what type of development is permitted and what infrastructure is provided to support that development.

CFU 2.4 Impact Fees

Include impact fees as one possible mechanism to fund capital improvements, so new growth and development activity that has an impact upon public facilities pays a proportionate share of the cost of the relevant facilities.

Discussion: The GMA includes provisions that allow the City of Spokane to charge impact fees relative to both new public facilities that are necessitated by new

development and previously constructed system improvements that serve the new growth and development activity (RCW 82.02.050 - .090). However, impact fees may be collected and spent only for the public facilities that are addressed in the capital facilities program. These facilities must be system improvements designed to provide service to the community at large, as opposed to project improvements that provide service only for a particular development project.

CFU 2.5 Exemptions from Impact Fees

Exempt development activities with broad public purposes from growth-related impact fees.

Discussion: Development activities with broad public purposes may include low-income housing, special needs housing, transit, and childcare facilities. Exemptions are contingent on the impact fees for such development activity being paid from public funds other than impact fee accounts. (RCW 82.02.060.2).

CFU 2.6 Funding Shortfalls

Reassess the land use element whenever probable funding falls short of meeting existing needs in order to ensure that development patterns and level of service standards remain consistent with financing capabilities related to capital facilities plans.

Discussion: The GMA requires consistency and conformity between plans and budgets so that development does not occur before there are adequate services to support it. In this regard, the land use element, capital facilities plan element, and financing plan within the capital facilities plan element should be coordinated and consistent.

In the event that reduced funding threatens to halt development, it is much more appropriate to scale back land use objectives than to reduce level of service standards as a way of allowing development to continue. This approach is necessary in order to perpetuate a high quality of life. All adjustments to land use objectives and service level standards will fall within the public review process for annual amendment of the comprehensive plan and Capital Facilities Program.

CFU 2.7 Utility Permits

Consider utility permits simultaneously with the proposals requesting service and, when possible, approve utility permits when the project to be served is approved.

Discussion: It is important to process permits and approvals for utility facilities in a fair and timely manner in order to foster predictability and help ensure reliable private utility service.

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CFU 3 COORDINATION

Goal: Promote contiguous, orderly development and provision of urban services through the regional coordination of land use and public services related to capital facilities and utilities.

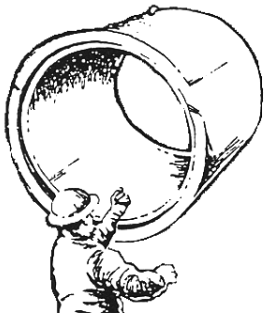
Policies

CFU 3.1 Special Purpose Districts

Enter into agreements with special purpose districts within the adjacent Urban Growth Area (UGA) to address the provision of urban governmental services and public facilities.

Discussion: Interlocal agreements between jurisdictions and special purpose districts relating to the provision of urban governmental services and public facilities should address such topics as fiscal impacts, revenue sharing, use of existing facilities, and level of service standards.

CFU 3.2 Utility Installations



Facilitate the coordination of public and private utility activities by giving interested utilities timely notification of road projects that would afford them an opportunity for utility installation and maintenance.

Discussion: The goal of such coordination should be to reduce the disruption of public streets and the negative economic and visual impacts incurred when developing utilities. To further this effort, the City of Spokane should encourage joint use of transportation rights-of-way and utility corridors where possible. In addition, utility service providers should receive copies of all six-year street programs on an annual basis.

CFU 3.3 Utilities Coordination

Work with adjacent planning jurisdictions and private utility providers to develop a process that ensures consistency between each jurisdiction's utilities element and regional utility plans, as well as coordinated and timely siting of regional and countywide utility facilities.

Discussion: Local criteria for siting utilities should address locations and densities of projected growth and land use, public service obligations, optimal siting for effective service, and design considerations (WAC 365-196-420.2.f). Both public and private utility providers should coordinate their facilities planning so that future development does not obstruct utility corridors, as described in the CWPP's. Land use plans should

also take into consideration any possible environmental or health issues associated with regional utility corridors.

CFU 3.4 Natural and Man-Made Disasters

Continue to participate in a coordinated regional plan for the provision of public services in the event of natural or man-made disasters.

CFU 3.5 Uniformity of Standards

Collaborate with Spokane County to ensure that the City of Spokane's engineering, land use and related level of service standards are applied throughout the adjacent Urban Growth Area (UGA).

Discussion: Regardless of which jurisdiction administers development in the unincorporated portions of the city's UGA, it is imperative that engineering standards, land use patterns and development densities correspond to city standards so that services may be provided by the city in an efficient and cost effective manner once those lands are annexed by the city.

CFU 3.6 Limitation of Services Outside Urban Growth Areas

Limit the provision of water and sewer service by the City of Spokane outside Urban Growth Areas (UGAs) to areas where exceptions apply.

Discussion: It is appropriate for the City of Spokane to extend or expand water and sewer services outside UGAs in those limited circumstances shown to be necessary to protect basic public health and safety and the environment and when such services are financially supportable at rural densities and do not permit urban development. (RCW 36.70A.110(4)). The intent of this policy is to provide for connection and/or expansion of the city's public utility infrastructure outside Urban Growth Areas in limited situations consistent with the Growth Management Act and the County Wide Planning Policies for Spokane County, where the long term viability of the city and the health and safety of residents of the rural areas are balanced with maintaining the character of the rural areas and sound planning principles.

Provision of services outside the Urban Growth Area shall meet the following requirements:

A. City of Spokane Sewer Service

    1. Sewer Service Connections. Sewer Service Connections to property outside UGAs will be approved only if the connection is to existing infrastructure with surplus capacity, and one or both of the following conditions for exception exists:

a. The Spokane Regional Health District or the Washington State Department of Health has determined that an existing development poses an immediate threat to public health or safety.

b. A written commitment for service to a vested development was made by the City of Spokane prior to the adoption of the City of Spokane's Comprehensive Plan under RCW 36.70A.

c. Contingent upon mutual agreement of the City Council and the Board of County Commissioners, sewer service outside designated urban growth areas may be allowed for the purpose of protecting the sole source Aquifer, subject to additional conditions and as allowed by state law.

2. Sewer Main Extensions. Any mains extended outside UGAs after May 31, 2001, shall be for the overall operational benefit and efficiency of the City of Spokane's sewer utility system. Such extensions shall be for transmission purposes only with no connections allowed except for as allowed in 1. (a.), (b.), and (c.) above.

B. City of Spokane Water Service. Expansion of City of Spokane water service outside a UGA may be allowed in the following limited cases:

1. Water Service Connections. Service connections outside a UGA may be allowed only under the following conditions:

a. Connections required under 2.(a), (b), (c), and (d) below;

b. Connections may be allowed to parcels directly adjacent to a main if the parcel existed and the main was installed prior to May 31, 2001, or the main is located along a UGA boundary.

2. Water Main Extensions

a. The Spokane Regional Health District or Washington State Department of Health has determined that an existing development poses an immediate threat to public health or safety.

b. A written commitment for service to a vested development was made by the City of Spokane prior to the adoption of the City of Spokane's Comprehensive Plan under RCW 36.70A.

c. The main may supply services to premises used to provide public services typically provided by government-owned facilities which are allowed outside a UGA. A public service may include, but is not limited to, law enforcement, fire protection, public utilities, schools, libraries, parks and recreation services.

d. The main may supply service to a Rural Cluster Development approved by the County within an area zoned Urban Reserve subject to the platted streets directly bordering each lot meeting city Standards and sewer mains being installed in these platted streets concurrent with water main installations. If conditions 1 and 2 in Section A are not met, the sewer mains shall be "dry lines" until connections are allowed by State Law and orders to connect are issued by the city as addressed in Section C.

e. All costs associated with the extension of water infrastructure subject to this policy will be borne by the proponent.

f. Any water infrastructure extended or located outside a UGA after May 31, 2001, shall be for the overall operational benefit and efficiency of the City of Spokane's water utility system. Such extensions shall be for transmission purposes only with no connections allowed except for as allowed in (a), (b), (c), (d), and (e) above.

C. General Provisions. All owners of property outside UGAs that are allowed to connect to the city's utilities shall sign a binding agreement to annex when requested to do so by the city. In the case of connections to the Water Utility only, the binding agreement shall also provide that the property owner agrees to connect to the City of Spokane's sewer system at the property owner's sole expense when requested to do so by the city. In addition, all exceptions shall be considered within the context of overall cumulative impacts on capacity and level of service obligations in accordance with the city's Capital Facilities Program, Six-Year Capital Improvement Plans and Concurrency Management System. Except for the limited exceptions addressed herein, the rural population allocation shall be accommodated without reliance on the extension of public services.

This policy does not limit the city's authority to impose additional conditions, require a developer agreement that includes a requirement for payment of

mitigation fees, or modify existing conditions on extensions of water or sewer service outside of urban growth areas.

In all cases, water or sewer service can be extended only if:

1. It can be done in a timely and reasonable manner; and,
2. Ground water resources and the sole source Aquifer can be protected by concurrently connecting the premise to a public sewer or reasonable accommodations are made to connect to a public sewer as soon as allowed by law; and,
3. A developer agreement incorporating mitigation requirements is approved by City Council.

See City of Spokane Water System Plan.

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CFU 4 SERVICE PROVISION

Goal: Provide public services in a manner that facilitates efficient and effective delivery of services and meets current and future demand.

Policies

CFU 4.1 Compact Development

Promote compact areas of concentrated development in designated centers to facilitate economical and efficient provision of utilities, public facilities, and services.

Discussion: Infill and dense development should be encouraged where excess capacity is available since compact systems are generally less expensive to build and maintain.

CFU 4.2 Access to Utility Easements

Require that subdivision and building regulations protect and preserve access to utility easements.

Discussion: In order to facilitate timely repair and reduce the duration of power outages, it is important that access to electrical, cable, and telephone transmission facilities be available and unobstructed at all times.

CFU 4.3 Underground Utilities

Require new utility lines to be installed underground and encourage the conversion of existing overhead distribution lines to underground lines unless it is not physically feasible.

Discussion: Running utility lines underground is often an effective approach to minimizing power outages that result from natural hazards. Underground utilities also improve the community's visual character by removing unsightly poles and lines. These potential benefits, therefore, should be weighed heavily against service requirements and the cost of burying new electrical, cable, and telephone lines underground. Wherever feasible, public and private utility providers should also be encouraged to convert existing overhead distribution lines to underground lines whenever major road construction projects afford such an opportunity.

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CFU 5 ENVIRONMENTAL CONCERNS

Goal: Minimize impacts to the environment, public health, and safety through the timely and careful siting and use of capital facilities and utilities.

Policies

CFU 5.1 On-Site Wastewater Disposal

Prohibit on-site septic wastewater disposal within the adjacent Urban Growth Area.

Discussion: Activities above the aquifer and in the aquifer recharge area must be regulated in order to protect the area's water supply. Potential pollution can be reduced by requiring new development to be sewered. Existing on-site disposal should be eliminated and appropriate treatment of wastewater provided.

CFU 5.2 Water Conservation

Encourage public and private efforts to conserve water.

Discussion: Water conservation is an important way to protect the environment, reduce the demands placed on the sewer system, and retain sufficient water availability to support future growth and development. Conservation can be accomplished through a variety of approaches that include: conservation-oriented rate structures, plumbing codes that require low-water-use fixtures, systemic improvements that result in the reduction of unaccounted for or unmetered water losses, a community-wide conservation education program, or promotion of low-water-use landscaping and low-water-use irrigation systems for home and garden.

CFU 5.3 Stormwater

Implement a Stormwater Management Plan to reduce impacts from urban runoff.

Discussion: The impacts of flooding and erosion can be reduced or eliminated by regulating the type, location, and design of development through thoughtful site plans and careful construction practices. Drainage plans should be designed to control and reduce the flow of stormwater, retain natural drainage functions and patterns, avoid habitat loss, and protect the quality of both surface water and ground water. In addition, the City of Spokane should work continuously toward the reduction of existing combined sewer overflows wherever technically, economically, and environmentally appropriate.

CFU 5.4 Ground Water

Protect, preserve, and enhance ground water resources through proactive, aggressive measures.

Discussion: Ground water can be protected through watershed and wellhead protection programs and comprehensive monitoring that is coordinated with other regional efforts. In addition, permit processes should be designed to avoid or mitigate land uses and activities that reduce ground water quality or increase the quantity of ground water above normal levels. Management and monitoring strategies should acknowledge the physical link between surface water and ground water and emphasize prevention and control of pollutants at the source. Sewer lines should be maintained or repaired to prevent leakage into ground water and surface waters, as well as to prevent excessive infiltration into the system. When necessary, the City of Spokane should acquire land or development rights if there is property that must be kept undeveloped to protect a vulnerable ground or surface water resource.

CFU 5.5 Waste Reduction and Recycling

Provide integrated, efficient, and economical solid waste management services in a manner that encourages and promotes waste reduction and recycling and minimizes environmental and public health impacts.

Discussion: In addition to using recycled products, the City of Spokane should continue to encourage residents and businesses to reduce waste and recycle. Recycling should be recognized for its potential to provide employment opportunities and contribute to affordable housing through resource-efficient construction materials and the reuse of demolition debris.

The city shall coordinate its efforts with regional planning for solid waste reduction and disposal.

CFU 5.6 Power-Frequency Magnetic Fields

Encourage electrical utilities to base their facility siting decisions on the most recent findings concerning the health impacts of power-frequency magnetic fields.

Discussion: The electrical utility should be encouraged to consider incorporating methods of reducing exposure to power-frequency magnetic fields into its utility system design, lines, and substations.

CFU 5.7 Telecommunication Structures

Use existing structures to support telecommunication facilities before new towers or stand-alone facilities are constructed.

Discussion: Since urban land is at a premium, it should be consumed as efficiently and effectively as possible. For this reason, it is the policy of the City of Spokane to minimize the number of wireless communication support towers and to encourage the co-location of antenna arrays of more than one wireless communication service provider on a single support tower. In addition, existing structures such as buildings or water towers should be fully utilized as support sites for telecommunication facilities before new towers are built. To assist in the implementation of this policy, the city will pursue all reasonable strategies to promote co-location agreements between multiple wireless communication service providers.

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CFU 6 MULTIPLE OBJECTIVES

Goal: Use capital facilities and utilities to support multiple interests and purposes.

Policies

CFU 6.1 Community Revitalization

Provide capital facilities and utility services strategically in order to encourage and support the development of Centers and Corridors, especially in deteriorated areas of the city.

Discussion: Public investment often needs to be the first step toward revitalization of a community. Once the public sector takes steps to rehabilitate and improve dilapidated and deteriorated areas of the city, this inspires the confidence that encourages private investment to follow.

In the past, construction of capital infrastructure facilities (roads, sewers, water lines, and parks) at the edge of the city limits and beyond has facilitated sprawl and

accommodated its impacts. This practice in turn drained away resources needed to meet the service requirements of the inner city neighborhoods. A good rule of thumb for the future is to spend a higher than proportionate share of all capital dollars in central city neighborhoods in order to bring infrastructure back into the older parts of the city where the need for revitalization is greatest. In this way, the economic viability and desirability of the city center can be restored, creating a cycle of enhancement that becomes sustainable.

CFU 6.2 Economic Development

Make capital improvements that stimulate employment opportunities, strengthen the city's tax base, and attract private investment to target areas.

Discussion: Service provision can be used as an important economic development tool. Availability of unique or high quality services can serve as an incentive that encourages redevelopment of areas not otherwise seen as desirable locations. This, in turn, increases the tax base for the entire city.

CFU 6.3 Joint Use of Public Sites

Encourage the acquisition of sites for public and quasi-public purposes that are of sufficient size to meet current and future needs and allow for joint use.

Discussion: Location and design of community facilities should encourage maximum flexibility, utility, and multiple uses as a cost-effective alternative to single-use buildings and sites. For example, many programs may share space in one building at different times of the day. Also, stormwater facilities could be integrated with recreation and open space areas.

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