

CITY COUNCIL COMMITTEE

HOUSING & ECONOMIC DEVELOPMENT

Ron Leone, Chair
Dan Helix, Committee Member

5:30 p.m., Monday, June 23, 2014

Building A, Garden Conference Room
1950 Parkside Drive, Concord

ROLL CALL

PUBLIC COMMENT PERIOD

1. **CONSIDERATION** – Provide input and direction on California HERO Program and Figtree Financing as part of the Property Assessed Clean Energy (PACE) Program in Concord. Report by Robert Ramirez, Economic Development Specialist.
2. **AUTHORIZATION** – Authorizing the Submittal of a Priority Development Area (PDA) Planning Grant Application to the Contra Costa Transportation Authority for the Salvio, Grant, and Oak Street Corridor Plan for a Total Grant Request of \$250,000. Report by Joan Ryan, AICP, Senior Planner.
3. **ADJOURNMENT**

In accordance with the Americans with Disabilities Act and California Law, it is the policy of the City of Concord to offer its public programs, services and meetings in a manner that is readily accessible to everyone, including those with disabilities. If you are disabled and require a copy of a public hearing notice, or an agenda and/or agenda packet in an appropriate alternative format; or if you require other accommodation, please contact the ADA Coordinator at (925) 671-3361, at least five days in advance of the meeting. Advance notification within this guideline will enable the City to make reasonable arrangements to ensure accessibility.

CITY COUNCIL COMMITTEE

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Mark Coon, City Attorney
Victoria Walker, Community & Economic Development Director
John Montagh, Economic Development & Housing Manager
Florence Weiss, Downtown Program Manager
Robert Ramirez, Economic Development Specialist
Joan Ryan, AICP, Senior Planner
Andrew Mogensen, AIP, Interim Planning Manager
Administrative Services

**REPORT TO COUNCIL COMMITTEE ON
HOUSING AND ECONOMIC DEVELOPMENT****TO THE HONORABLE COMMITTEE MEMBERS:**

DATE: June 23, 2014

SUBJECT: PROVIDE INPUT AND DIRECTION ON CALIFORNIA HERO PROGRAM AND FIGTREE FINANCING AS PART OF THE PROPERTY ASSESSED CLEAN ENERGY (PACE) PROGRAM IN CONCORD**Report in Brief**

California HERO Program and Figtree Financing are financing agencies that allow residential and commercial property owners to voluntarily finance energy efficiency upgrades. The City of Concord's Economic Development staff has studied the feasibility of authorizing these two programmatic agencies to operate within the City under the State Property Assessed Clean Energy (PACE) program. Providing the PACE program within Concord could bring a number of benefits to property owners who wish to make energy efficient upgrades, and to the City including: full financing of upgrades with no upfront cost, low-cost long-term financing, increase in property values, the creation of new permanent jobs, a reduction in the use of fossil fuels, and various other benefits.

Staff has done extensive research on the California HERO Program, Figtree Financing and the PACE program. Background research included contacting other jurisdictions within the State of California that have adopted resolutions authorizing the PACE program to assess their experience with the program and the two financing agencies. All jurisdictions contacted by staff provided positive feedback on both the use of the PACE program and the financing agencies. In addition, the City Attorney's Office has reviewed all program-related documentation and has given full approval to move forward with the program.

Staff recommends that the Committee provide input and direction to staff regarding whether the City should move forward to offer the programs and self-imposed assessments of the Figtree Financing under the California Enterprise Development Authority (CEDA), and California HERO Program under the Western Riverside Council of Governments within the City of Concord. Staff also recommends that the Committee provide direction regarding the adoption of two resolutions (Attachments 1 and 2) that would allow the City of Concord to join CEDA and the Western Riverside Council of Government as an Associate Member and enter into an agreement with CEDA and the Western Riverside Council of Government to permit the provision of the PACE program services within the City of Concord.

**PROVIDE INPUT AND DIRECTION ON CALIFORNIA HERO AND FIGTREE
FINANCING PROPERTY ASSESSED CLEAN ENERGY (PACE) FINANCING
PROGRAMS IN CONCORD**

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Background

Assembly Bill (AB) 811, signed into law on July 21, 2008, and AB 474, signed into law January 1, 2010, authorized a legislative body under the PACE program to designate an area within which willing property owners may enter into a voluntary contractual assessment to finance the installation of renewable energy sources, energy efficiency measures, and/or water conservation improvements which are permanently fixed to real property. The contractual assessment is collected via the County tax collector through the property owner's annual property tax bill.

The City of Concord has been invited by Hotel Sustainability Solutions, Inc., a partner of Hilton Concord, to participate in two existing PACE financing programs: the California HERO Program and Figtree Financing. Both agencies use private-sector capital to provide property owners with financing. By joining existing PACE programs, PACE program financing would be offered to all Concord property owners. The City would not incur any cost or involvement by offering PACE programs, and there are no administrative responsibilities, marketing obligations, or financial exposure to the City. Joining an existing program simply allows the PACE program to do business in Concord with voluntary property owners. The City may also approve additional PACE programs beyond Figtree Financing and California HERO in the future, in order to foster a competitive PACE marketplace.

California HERO Program. The California HERO Program, founded in 2013, is sponsored by the Western Riverside Council of Governments. It is the largest and most successful privately-funded residential PACE program in the country. To date, 66 California cities, including the Cities of San Jose and Tracy, have joined the California HERO Program and the program has invested \$245 million to fund more than 3,700 projects. The California HERO Program is focused on providing financing to residential property owners.

Figtree Financing. Founded in 2011, Figtree Financing is sponsored by CEDA. While the California HERO Program primarily finances improvements to residential properties, Figtree Financing concentrates on commercial, industrial, retail, and multi-family properties. To date, 59 communities, including the Cities of Dublin and Pittsburg, have joined Figtree Financing and the program has provided \$1.5 million in PACE financing to California businesses.

Discussion

The intent of the PACE legislation was to make renewable energy, energy efficiency, water conservation, and electric vehicle charging infrastructure improvements more affordable and promote the installation of those improvements. PACE financing allows residential and commercial property owners to finance 100% of the cost of eligible improvements, such as solar energy systems, Energy Star windows and doors, and high-efficiency air conditioning units, through an assessment on the property that is paid over time through property taxes. Participation in the program is voluntary and only those property owners who wish to participate in the program will pay an assessment through their annual property tax bill.

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On July 6, 2010, the Federal Housing Finance Agency (FHFA) issued a directive which was implemented, in part, by Fannie Mae and Freddie Mac, that they would no longer purchase residential mortgages with PACE liens. The immediate effect of this directive was the suspension of most municipal and private sector PACE programs throughout California.

FHFA was concerned that liens resulting from PACE residential loans would have priority over Federal Housing Association (FHA) mortgages, meaning that in the case of a default, PACE lenders would be paid off ahead of Fannie Mae and Freddie Mac. To address this concern, in March of 2014, Governor Brown approved a \$10 million loss-reserve program that would be used to reimburse PACE financing agencies in the case of a default. As a result, the PACE program was able to resume its mission of providing financing for energy efficiency projects.

Figtree Financing is offered through CEDA, created by the California Association for Local Economic Development. The California HERO Program is offered through the Western Riverside Council of Governments. Both CEDA and the Western Riverside County of Governments oversee the management and compliance of their respective programs and the City of Concord must be an associate member of each in order to offer their services in Concord.

Property owner benefits include:

- **Access to funds for property improvements:** In today's economic environment, alternatives for property owners to finance renewable energy, energy efficiency, and water conservation improvements may not be available. Therefore, many property owners do not have options available to them to lower their utility bills.
- **Energy and water savings:** Renewable energy, energy efficiency, and water conservation improvements help lower utility bills. In addition, the interest paid may be tax-deductible.
- **Payment obligation is tied to the property:** The debt does not need to be repaid when the property is sold or transferred. The new owner assumes the obligation to repay the remaining balance through their annual property tax bill.
- **Voluntary:** Property owners choose to participate in the program at their own discretion.
- **Repayment obligation matched to the useful life of the financed improvements:** The length of the financing is based on the expected useful life of the improvements. Depending on the lender and the improvements, the term can range from five (5) years to twenty (20) years.
- **Prepayment options:** Property owners can pay off the assessments at any time; however, there may be applicable prepayment penalties, and the program administrators review these terms with prospective participants.

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- **Property owners' personal credit is not involved:** The amount financed is based on the assessed value of the subject property and doesn't involve the borrowers' personal credit score. Commercial property owners appreciate this type of financing that is only tied to the property and not to the individual or business, financing that doesn't impact their capacity to borrow for other business needs.
- **Increased property values:** More efficient properties are typically worth more and sell more quickly.
- **Improved quality of life:** Residents benefit from improvements, such as more effective cooling provided by new air conditioning units and less outside noise when new double-paned windows are installed.

Under State legislation, cities can create and offer their own PACE programs directly to property owners. Staff is not aware of any city that has set up its own PACE program. California cities have elected to join established PACE programs. The City may join more than one PACE program in order to provide property owners with the ability to choose the program that best fits their needs.

Staff believes that the City would be best served with offering services from Figtree Financing and the California HERO Program to Concord's property owners. Both have solid reputations and have been approved by numerous California cities. In addition, Hilton Concord has expressed a high-level of interest in the PACE program so that they can continue making sustainable improvements to their property.

Fiscal Impact

There would be no negative fiscal impact to the City by consenting that properties within the City limits can do business with the California HERO Program and Figtree Financing. By offering these services, property owners can access advantageous financing to improve their properties which ultimately would increase property values, and create jobs for those trades providing energy efficient services and products.

Public Contact

The agenda item was posted. Hilton Concord, Concord Chamber of Commerce, Todos Santos Business Association, Concord Small Business Association, and the Monument Business Network have been notified.

**PROVIDE INPUT AND DIRECTION ON CALIFORNIA HERO AND FIGTREE
FINANCING PROPERTY ASSESSED CLEAN ENERGY (PACE) FINANCING
PROGRAMS IN CONCORD**

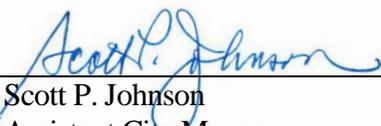
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Recommendation for Action

Staff recommends that the Committee provide input and direction regarding the PACE program, allowing the California HERO Program and Figtree Financing to offer their programs and levy voluntary assessments on property owners within the City of Concord. Staff also recommends that the Committee provide direction regarding the adoption of a resolution that would allow the City of Concord to join CEDA as an Associate Member and enter into an agreement with CEDA to permit the provision of the PACE Program services within the City. If recommended by the Committee, this item will be directed to the full City Council for consideration.

Prepared by: Robert Ramirez
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Reviewed by: Victoria Walker
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Attachment 1—CEDA/Figtree Resolution and Agreement

Attachment 2—California HERO Resolution

**BEFORE THE CITY COUNCIL OF THE CITY OF CONCORD
COUNTY OF CONTRA COSTA, STATE OF CALIFORNIA**

**RESOLUTION APPROVING ASSOCIATE
MEMBERSHIP BY THE CITY OF CONCORD IN
THE CALIFORNIA ENTERPRISE
DEVELOPMENT AUTHORITY AND
AUTHORIZING AND DIRECTING THE
EXECUTION OF AN ASSOICATE MEMBERSHIP
AGREEMENT RELATING TO ASSOCIATE
MEMBERSHIP OF THE CITY IN THE
AUTHORITY**

Resolution No. 14-XX

WHEREAS, the City of Concord, California (the "City"), a municipal corporation, duly organized and existing under the Constitution and the laws of the State of California; and

WHEREAS, the City, upon authorization of the City Council, may pursuant to Chapter 5 of Division 7 of Title 1 of the Government Code of the State of California, commencing with Section 6500 (the "JPA Law") enter into a joint exercise of powers agreement with one or more other public agencies pursuant to which such contracting parties may jointly exercise any power common to them; and

WHEREAS, the City and other public agencies wish to jointly participate in economic development financing programs for the benefit of businesses and nonprofit entities within their jurisdictions offered by membership in the California Enterprise Development Authority (the "Authority") pursuant to an associate membership agreement and Joint Exercise of Powers Agreement Relating to the California Enterprise Development Authority (the "Agreement"); and

WHEREAS, under the JPA Law and the Agreement, the Authority is a public entity separate and apart from the parties to the Agreement and the debts, liabilities and obligations of the Authority will not be the debts, liabilities or obligations of the City or the other members of the Authority; and

WHEREAS, the form of Associate Membership Agreement (the "Associate Membership Agreement") between the City and the Authority is attached; and

WHEREAS, the City is willing to become an Associate Member of the Authority subject to the provisions of the Associate Membership Agreement

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1 **NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF CONCORD DOES**
2 **RESOLVE AS FOLLOWS:**

3 **Section 1.** The City Council hereby specifically finds and declares that the actions authorized
4 hereby constitute public affairs of the City. The City Council further finds that the statements,
5 findings and determinations of the City set forth in the preambles above are true and correct.

6 **Section 2.** The Associate Membership Agreement presented to this meeting and on file with
7 the City Clerk is hereby approved. The Mayor of the City, the City Manager, the City Clerk and other
8 officials of the City are each hereby authorized and directed, for and on behalf of the City, to execute
9 and deliver the Associate Membership Agreement in substantially said form, with such changes
10 therein as such officer may require or approve, such approval to be conclusively evidenced by the
11 execution and delivery thereof.

12 **Section 3.** The officers and officials of the City are hereby authorized and directed, jointly and
13 severally, to do any and all things and to execute and deliver any and all documents which they may
14 deem necessary or advisable in order to consummate, carry out, give effect to and comply with the
15 terms and intent of this resolution and the Associate Membership Agreement. All such actions
16 heretofore taken by such officers and officials are hereby confirmed, ratified and approved.

17 **Section 4.** This resolution shall become effective immediately upon its passage and adoption.

18
19 **PASSED AND ADOPTED** by the City Council of the City of Concord on [month #, 2013],
20 by the following vote:

21 **AYES:** Councilmembers -

22 **NOES:** Councilmembers -

23 **ABSTAIN:** Councilmembers -

24 **ABSENT:** Councilmembers -

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I HEREBY CERTIFY that the foregoing Resolution No. 14-XX was duly and regularly adopted at a regular meeting of the City Council of the City of Concord on [month #, 2013].

Mary Rae Lehman, CMC
City Clerk

APPROVED AS TO FORM:

Mark S. Coon
City Attorney

**BEFORE THE CITY COUNCIL OF THE CITY OF CONCORD
COUNTY OF CONTRA COSTA, STATE OF CALIFORNIA**

**RESOLUTION OF THE CITY COUNCIL OF THE
CITY OF CONCORD CALIFORNIA,
CONSENTING TO THE INCLUSION OF
PROPERTIES WITHIN THE CITY’S
JURISDICTION IN THE CALIFORNIA HERO
PROGRAM TO FINANCE DISTRIBUTED
GENERATION RENEWABLE ENERGY
SOURCES, ENERGY AND WATER EFFICIENCY
IMPROVEMENTS AND ELECTRIC VEHICLE
CHARGING INFRASTRUCTURE AND
APPROVING THE AMDEDMENT TO A CERTAIN
JOINT POWERS AGREEMENT RELATED
THERE TO**

Resolution No. 14-XX

WHEREAS, the Western Riverside Council of Governments (“Authority”) is a joint exercise of powers authority established pursuant to Chapter 5 of Division 7, Title 1 of the Government Code of the State of California (Section 6500 and following) (the “Act”) and the Joint Power Agreement entered into on April 1, 1991, as amended from time to time (the “Authority JPA”); and

WHEREAS, Authority intends to establish the California HERO Program to provide for the financing of renewable energy distributed generation sources, energy and water efficiency improvements and electric vehicle charging infrastructure (the “Improvements”) pursuant to Chapter 29 of the Improvement Bond Act of 1911, being Division 7 of the California Streets and Highways Code (“Chapter 29”) within counties and cities throughout the State of California that elect to participate in such program; and

WHEREAS, City of Concord (the “City”) is committed to development of renewable energy sources and energy efficiency improvements, reduction of greenhouse gases, protection of our environment, and reversal of climate change; and

WHEREAS, in Chapter 29, the Legislature has authorized cities and counties to assist property owners in financing the cost of installing Improvements through a voluntary contractual assessment program; and

WHEREAS, installation of such Improvements by property owners within the jurisdictional boundaries of the counties and cities that are participating in the California HERO Program would promote the purposes cited above; and

1 **WHEREAS**, the City wishes to provide innovative solutions to its property owners to achieve
2 energy and water efficiency and independence, and in doing so cooperate with Authority in order to
3 efficiently and economically assist property owners the City in financing such Improvements; and
4

5 **WHEREAS**, Authority has authority to establish the California HERO Program, which will
6 be such a voluntary contractual assessment program, as permitted by the Act, the Authority JPA,
7 originally made and entered into April 1, 1991, as amended to date, and the Amendment to Joint
8 Powers Agreement Adding the City of Concord as an Associate Member of the Western Riverside
9 Council of Governments to Permit the Provision of Property Assessed Clean Energy (PACE) Program
10 Services within the City (the “JPA Amendment”), by and between Authority and the City, a copy of
11 which is attached as Exhibit “A” hereto, to assist property owners within the incorporated area of the
12 City in financing the cost of installing Improvements; and

13 **WHEREAS**, the City will not be responsible for the conduct of any assessment proceedings;
14 the levy and collection of assessments or any required remedial action in the case of delinquencies in
15 the payment of any assessments or the issuance, sale or administration of any bonds issued in
16 connection with the California HERO Program.

17 **NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF CONCORD DOES**
18 **RESOLVE AS FOLLOWS:**

19 **Section 1.** This City Council finds and declares that properties in the City’s incorporated area
20 will be benefited by the availability of the California HERO Program to finance the installation
21 of Improvements.

22 **Section 2.** This City Council consents to inclusion in the California HERO Program of all of
23 the properties in the incorporated area within the City and to the Improvements, upon the request by
24 and voluntary agreement of owners of such properties, in compliance with the laws, rules and
25 regulations applicable to such program; and to the assumption of jurisdiction thereover by Authority
26 for the purposes thereof.

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1 **AMENDMENT TO THE JOINT POWERS AGREEMENT**
2 **ADDING CITY OF CONCORD AS**
3 **AS AN ASSOCIATE MEMBER OF THE**
4 **WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS**
5 **TO PERMIT THE PROVISION OF PROPERTY ASSESSED**
6 **CLEAN ENERGY (PACE) PROGRAM SERVICES WITH SUCH**
7 **CITY**

8
9 This Amendment to the Joint Powers Agreement (“JPA Amendment”) is made and entered into on the
10 TBD day of _____, 2014, by City of Concord (“City”) and the Western Riverside Council of
11 Governments (“Authority”) (collectively the “Parties”).

12 RECITALS

13 **WHEREAS**, Authority is a joint exercise of powers authority established pursuant to Chapter
14 5 of Division 7, Title 1 of the Government Code of the State of California (Section 6500 and
15 following) (the “Joint Exercise of Powers Act”) and the Joint Power Agreement entered into on April
16 1, 1991, as amended from time to time (the “Authority JPA”); and

17 **WHEREAS**, as of October 1, 2012, Authority had 18 member entities (the “Regular
18 Members”); and

19 **WHEREAS**, Chapter 29 of the Improvement Act of 1911, being Division 7 of the California
20 Streets and Highways Code (“Chapter 29”) authorizes cities, counties, and cities and counties to
21 establish voluntary contractual assessment programs, commonly referred to as a Property Assessed
22 Clean Energy (“PACE”) program, to fund certain renewable energy sources, energy and water
23 efficiency improvements, and electric vehicle charging infrastructure (the “Improvements”) that are
24 permanently fixed to residential, commercial, industrial, agricultural or other real property; and

25 **WHEREAS**, Authority intends to establish a PACE program to be known as the “California
26 HERO Program” pursuant to Chapter 29 as now enacted or as such legislation may be amended
27 hereafter, which will authorize the implementation of a PACE financing program for cities and county
28 throughout the state; and

WHEREAS, City desires to allow owners of property within its jurisdiction to participate in
the California HERO Program and to allow Authority to conduct proceedings under Chapter 29 to
finance Improvements to be installed on such properties; and

WHEREAS, this JPA Amendment will permit City to become an Associate Member of
Authority and to participate in California HERO Program for the purpose of facilitating the
implementation of such program within the jurisdiction of City; and

WHEREAS, pursuant to the Joint Exercise of Powers Act, the Parties are approving this JPA
Agreement to allow for the provision of PACE services, including the operation of a PACE financing
program, within the incorporated territory of City; and

WHEREAS, the JPA Amendment sets forth the rights, obligations and duties of City and Authority
with respect to the implementation of the California HERO Program within the incorporated territory
of City.

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3 **MUTUAL UNDERSTANDINGS**

4 **NOW, THEREFORE, for and in consideration of the mutual covenants and conditions**
5 **hereinafter stated, the Parties hereto agree as follows:**

6 **A. JPA Amendment.**

7 1. **The Authority JPA.** City agrees to the terms and conditions of the Authority JPA,
8 attached.

9 2. **Associate Membership.** By adoption of this JPA Amendment, City shall become an
10 Associate Member of Authority on the terms and conditions set forth herein and the Authority JPA
11 and consistent with the requirements of the Joint Exercise of Powers Act. The rights and obligations
12 of City as an Associate Member are limited solely to those terms and conditions expressly set forth in
13 this JPA Amendment for the purposes of implementing the California HERO Program within the
14 incorporated territory of City. Except as expressly provided for by the this JPA Amendment, City
15 shall not have any rights otherwise granted to Authority’s Regular Members by the Authority JPA,
16 including but not limited to the right to vote on matters before the Executive Committee or the
17 General Assembly, the right to amend or vote on amendments to the Authority JPA, and the right to
18 sit on committees or boards established under the Authority JPA or by action of the Executive
19 Committee or the General Assembly, including, without limitation, the General Assembly and the
20 Executive Committee. City shall not be considered a member for purposes of Section 9.1 of the
21 Authority JPA.

22 3. **Rights of Authority.** This JPA Amendment shall not be interpreted as limiting or
23 restricting the rights of Authority under the Authority JPA. Nothing in this JPA Amendment is
24 intended to alter or modify Authority Transportation Uniform Mitigation Fee (TUMF) Program, the
25 PACE Program administered by Authority within the jurisdictions of its Regular Members, or any
26 other programs administered now or in the future by Authority, all as currently structured or
27 subsequently amended.

28 **B. Implementation of California HERO Program within City Jurisdiction.**

1 **1. Boundaries of the California HERO Program within City Jurisdiction.** City shall
2 determine and notify Authority of the boundaries of the incorporated territory within City’s
3 jurisdiction within which contractual assessments may be entered into under the California HERO
4 Program (the “Program Boundaries”), which boundaries may include the entire incorporated territory
5 of City or a lesser portion thereof.

6 **2. Determination of Eligible Improvements.** Authority shall determine the types of
7 distributed generation renewable energy sources, energy efficiency or water conservation
8 improvements, electric vehicle charging infrastructure or such other improvements as may be
9 authorized pursuant to Chapter 29 (the “Eligible Improvements”) that will be eligible to be financed
10 under the California HERO Program.

11 **3. Establishment of California HERO Program.** Authority will undertake such
12 proceedings pursuant to Chapter 29 as shall be legally necessary to enable Authority to make

1 contractual financing of Eligible Improvements available to eligible property owners within the
2 Program Boundaries.

3 4. **Financing the Installation of Eligible Improvements.** Authority shall develop and
4 implement a plan for the financing of the purchase and installation of the Eligible Improvements
5 under the California HERO Program.

6 5. **Ongoing Administration.** Authority shall be responsible for the ongoing
7 administration of the California HERO Program, including but not limited to producing education
8 plans to raise public awareness of the California HERO Program, soliciting, reviewing and approving
9 applications from residential and commercial property owners participating in the California HERO
10 Program, establishing contracts for residential, commercial and other property owners participating in
11 such program, establishing and collecting assessments due under the California HERO Program,
12 adopting and implementing any rules or regulations for the California HERO Program, and providing
13 reports as required by Chapter 29.

14 City will not be responsible for the conduct of any proceedings required to be taken under Chapter 29; the levy or
15 collection of assessments or any required remedial action in the case of delinquencies in such assessment payments; or the
16 issuance, sale or administration of any bonds issued in connection with the California HERO Program.

17 6. **Phased Implementation.** The Parties recognize and agree that implementation of the
18 California HERO Program as a whole can and may be phased as additional other cities and counties
19 execute similar agreements. City entering into this JPA Amendment will obtain the benefits of and
20 incur the obligations imposed by this JPA Amendment in its jurisdictional area, irrespective of
21 whether cities or counties enter into similar agreements.

22 C. **Miscellaneous Provisions.**

23 1. **Withdrawal.** City or Authority may withdraw from this JPA Amendment upon six (6)
24 months written notice to the other party; provided, however, there is no outstanding indebtedness of
25 Authority within City. The provisions of Section 6.2 of the Authority JPA shall not apply to City
26 under this JPA Amendment. City may withdraw approval for conduct of the HERO Program within
27 the jurisdictional limits of City upon thirty (30) written notice to WRCOG without liability to the
28 Authority or any affiliated entity. City withdrawal shall not affect the validity of any voluntary
assessment contracts (a) entered prior to the date of such withdrawal or (b) entered into after the date
of such withdrawal so long as the applications for such voluntary assessment contracts were submitted
to and approved by WRCOG prior to the date of City's notice of withdrawal.

2. **Mutual Indemnification and Liability.** Authority and City shall mutually defend,
indemnify and hold the other party and its directors, officials, officers, employees and agents free and
harmless from any and all claims, demands, causes of action, costs, expenses, liabilities, losses,
damages or injuries of any kind, in law or equity, to property or persons, including wrongful death, to
the extent arising out of the willful misconduct or negligent acts, errors or omissions of the
indemnifying party or its directors, officials, officers, employees and agents in connection with the
California HERO Program administered under this JPA Amendment, including without limitation the
payment of expert witness fees and attorneys fees and other related costs and expenses, but excluding
payment of consequential damages. Without limiting the foregoing, Section 5.2 of the Authority JPA
shall not apply to this JPA Amendment. In no event shall any of Authority's Regular Members or
their officials, officers or employees be held directly liable for any damages or liability resulting out
of this JPA Amendment.

1 3. **Environmental Review.** Authority shall be the lead agency under the California
2 Environmental Quality Act for any environmental review that may required in implementing or
3 administering the California HERO Program under this JPA Amendment.

4 4. **Cooperative Effort.** City shall cooperate with Authority by providing information and
5 other assistance in order for Authority to meet its obligations hereunder. City recognizes that one of
6 its responsibilities related to the California HERO Program will include any permitting or inspection
7 requirements as established by City.

8 5. **Notice.** Any and all communications and/or notices in connection with this JPA
9 Amendment shall be either hand-delivered or sent by United States first class mail, postage prepaid,
10 and addressed as follows:

11 Authority:

12 Western Riverside Council of Governments
13 4080 Lemon Street, 3rd Floor. MS1032
14 Riverside, CA 92501-3609
15 Att: Executive Director

16 City: CONCORD

17 6. **Entire Agreement.** This JPA Amendment, together with the Authority JPA,
18 constitutes the entire agreement among the Parties pertaining to the subject matter hereof. This JPA
19 Amendment supersedes any and all other agreements, either oral or in writing, among the Parties with
20 respect to the subject matter hereof and contains all of the covenants and agreements among them with
21 respect to said matters, and each Party acknowledges that no representation, inducement, promise of
22 agreement, oral or otherwise, has been made by the other Party or anyone acting on behalf of the other
23 Party that is not embodied herein.

24 7. **Successors and Assigns.** This JPA Amendment and each of its covenants and
25 conditions shall be binding on and shall inure to the benefit of the Parties and their respective
26 successors and assigns. A Party may only assign or transfer its rights and obligations under this JPA
27 Amendment with prior written approval of the other Party, which approval shall not be unreasonably
28 withheld.

 8. **Attorney's Fees.** If any action at law or equity, including any action for declaratory
relief is brought to enforce or interpret the provisions of this Agreement, each Party to the litigation
shall bear its own attorney's fees and costs.

 9. **Governing Law.** This JPA Amendment shall be governed by and construed in
accordance with the laws of the State of California, as applicable.

 10. **No Third Party Beneficiaries.** This JPA Amendment shall not create any right or
interest in the public, or any member thereof, as a third party beneficiary hereof, nor shall it authorize
anyone not a Party to this JPA Amendment to maintain a suit for personal injuries or property
damages under the provisions of this JPA Amendment. The duties, obligations, and responsibilities of
the Parties to this JPA Amendment with respect to third party beneficiaries shall remain as imposed
under existing state and federal law.

1 11. **Severability.** In the event one or more of the provisions contained in this JPA
2 Amendment is held invalid, illegal or unenforceable by any court of competent jurisdiction, such
3 portion shall be deemed severed from this JPA Amendment and the remaining parts of this JPA
4 Amendment shall remain in full force and effect as though such invalid, illegal, or unenforceable
5 portion had never been a part of this JPA Amendment.

6 12. **Headings.** The paragraph headings used in this JPA Amendment are for the
7 convenience of the Parties and are not intended to be used as an aid to interpretation.

8 13. **Amendment.** This JPA Amendment may be modified or amended by the Parties at
9 any time. Such modifications or amendments must be mutually agreed upon and executed in writing
10 by both Parties. Verbal modifications or amendments to this JPA Amendment shall be of no effect.

11 14. **Effective Date.** This JPA Amendment shall become effective upon the execution
12 thereof by the Parties hereto.

13 IN WITNESS WHEREOF, the Parties hereto have caused this JPA Amendment to be executed and
14 attested by their officers thereunto duly authorized as of the date first above written.

15 WESTERN RIVERSIDE COUNCIL OF GOVERNMENTS

16 By: _____ Date: _____

17 Executive Committee Chair

18 Western Riverside Council of Governments

19 CITY OF CONCORD

20 By: _____ Date: _____

21 Title: _____

**REPORT TO COUNCIL COMMITTEE ON
HOUSING & ECONOMIC DEVELOPMENT****TO HONORABLE COMMITTEE MEMBERS:**

DATE: June 23, 2014

SUBJECT: AUTHORIZING THE SUBMITTAL OF A PRIORITY DEVELOPMENT AREA (PDA) PLANNING GRANT APPLICATION TO THE CONTRA COSTA TRANSPORTATION AUTHORITY FOR THE SALVIO, GRANT, AND OAK STREET CORRIDOR PLAN FOR A TOTAL GRANT REQUEST OF \$250,000**Report in Brief**

The grant-funded Priority Development Area (PDA) Planning Program, administered by the Association of Bay Area Governments (ABAG) and the Metropolitan Transportation Commission (MTC) is an initiative to finance local planning efforts within city or county PDAs. It is anticipated by the program that the PDA specific plans and other planning documents produced through these grant funds will support higher density commercial and residential land use plans in BART and transit-proximate areas and ultimately result in intensified land uses that boost ridership associated with public transit hubs, bus and rail corridors in the Bay Area region, thereby reducing vehicle miles traveled.

The purpose of this report is to present to the Committee for feedback the submittal of a competitive PDA planning grant application to support a future Corridor Plan, prior to taking the request to the City Council for review and authorization on July 8, 2014. The grant request for discussion would be focused on further study and design of both the Salvio, Grant, and Oak Street corridors. Submittal of the grant application is due to Contra Costa Transit Authority (CCTA) by July 18, 2014.

Background

Senate Bill (SB) 375 requires the Bay Area and other California metropolitan areas to develop integrated regional land use and transportation plans to meet state targets for reducing greenhouse gas emissions from cars and light trucks. It also requires emissions reductions through coordinated regional planning that integrates transportation, housing, and land use policy. The City recently spent an 18-month effort preparing the City's Downtown Specific Plan for the Downtown Concord BART Station PDA and is currently proceeding with a Bicycle and Pedestrian Plan. Implementation strategies incorporated within these plans for future action will largely rely on regional, state and federal grant funding.

MTC has allocated \$2,745,000 in federal Surface Transportation Program (STP) funds to Contra Costa County to help local jurisdictions plan and implement their PDAs. The PDA Planning Grant Program will target PDAs that stimulate higher levels of housing or jobs near transit and are capable of early implementation. CCTA is administering the grants and will provide planning services to local jurisdictions from a list of qualified consultant teams. The funds will be available over the next three years.

Goals of the PDA Planning Program

Planning activities funded can range from full-scale Specific Plans to more focused studies designed to augment or complete existing plans for the PDAs. These more focused studies can range from design studies for the transportation network to financing plans for needed infrastructure improvements. The studies should be in support of the key planning goals of the PDA program including:

- Increasing both the housing supply and jobs within the PDAs
- Increasing land use intensities to boost transit ridership, and reduce vehicle miles traveled
- Increasing walking, bicycling, carpooling, car-sharing and promoting multi-modal connections
- Locating key services and retail businesses with PDAs to further reduce VMT

Grant Application and Decision Timeline

The grant application is due July 18 to CCTA and requires a resolution of support from the City Council. The following bullet points outline the schedule for the program:

- | | |
|--|--------------|
| • PDA Planning Grant “Call for Projects” released | May 23 |
| • Application of PDA Planning Grants due | July 18 |
| • Technical Coordination Committee reviews PDA Planning Grants | August 21 |
| • Planning Committee Recommends PDA Planning Grants | September 3 |
| • Authority approves PDA Planning Grants | September 17 |

Eligibility and Grant Sizes

Besides Specific Plans, the PDA grant funding can fund more detailed planning studies that further the goals of the program such as:

- Corridor plans that balance transit, motor vehicle, bicycle and pedestrian movement with existing or planned land uses within the corridor.
- Transportation network design plans that harmonize the demands of through traffic with the needs for multimodal access and movement with the PDA
- Market studies to evaluate the demand for various land use types/intensities with the PDA
- Parking management studies
- Community outreach and environmental assessment associated with a Specific Plan or other eligible planning activities.

The following guidelines apply in terms of eligibility, overall size of funding, minimum and maximum grant size, number of grants and required match.

- Any jurisdiction with a designated PDA is eligible to apply for a PDA Planning Grant to fund eligible planning activities.
- No more than one-third of the available funding (\$2,745,000) in this cycle will be awarded to any one single jurisdiction. Thus, \$914,990 would be the maximum.

- The minimum grant is \$75,000. The maximum grant size is \$700,000.
- Jurisdictions may apply for more than one grant up to the upper limit for a single City.
- A local match of 11.47 percent is required. A portion of this will be through in-kind services provided by both CCTA and the City to oversee and coordinate the grant.

Use of Grant Funds

CCTA Staff will provide planning services to local jurisdictions from a list of consultant teams that were established through a separate Request for Qualifications process. The selected consultant teams include those with expertise in transportation, land use planning, environmental and fiscal impact assessment, and community outreach to prepare the planning studies that the grants will fund.

Proposed Grant Application

Staff proposes a grant application submittal for a corridor plan for the Salvio, Grant, and Oak Street segments. These three street segments serve as a vital connection between the Concord Bart Station, Todos Santos Plaza, the Park n' Shop retail center, and nearby multi-family residential areas. These corridors are generally the most heavily used pedestrian corridors in the downtown area. The Downtown Concord Specific Plan identified these corridors as part of the “greenframe” that would facilitate an improved, walkable downtown, as well as being noted in the implementation strategies section of the Downtown Plan. In addition, one of the five items in the Downtown Specific Plan for “Immediate Action” was to improve access and orientation for auto drivers, pedestrians, and bicyclists. The proposed corridor plan would move this forward.

Salvio Street – Through the Specific Plan process, it was determined that Salvio Street is an important connection between the Park & Shop Shopping Center and the downtown area centered around Todos Santos Plaza. Salvio Street was historically Concord’s main street and restoring the historic street grid from Grant Street to Sutter is viewed as important in revitalization efforts for new mixed use development, activating the street and extending the vibrant life of Todos Santos Plaza west toward Sutter Street. Salvio Street currently lacks consistency in terms of sidewalk widths, street trees, and providing a real pedestrian-oriented destination near Park and Shop. New outdoor seating, street trees, lighting and other amenities are envisioned to enhance the public realm and provide a stronger connection between the two areas. The redesign is predicated upon focusing development around the historic Pacheco Adobe, providing wider sidewalks, and beginning to utilize the area along Clay Alley to create a unique and smaller scale retail/outdoor dining environment. Initial implementation measures at Clay Alley are envisioned to include the provision of parklets and other temporary programs such as food truck service to promote street life there until more significant investments in street improvements can be made.

Grant Street – The Downtown Plan highlighted Grant Street as an important connection between the BART Station and Todos Santos Plaza. Currently the street lacks consistency in terms of the sidewalk widths, street trees, travel lanes and direction of lanes. The street represents a major opportunity for revitalization efforts for new mixed use development and street activity. New outdoor seating, dedicated bike lanes, wider sidewalks, outdoor seating, pop-up retail are envisioned as potential amenities to extend the vitality of Todos Santos Plaza toward the BART

station to provide that key connection while promoting ridership. Curb extensions are proposed at major intersections crossing Grant Street to narrow pedestrian street crossings. Potential gateway signage and markers to improve way finding from BART to more clearly identify the way to the downtown are also key elements for improvement. Station, plaza and access improvements are currently being planned by BART for the Concord Station. The corridor plan would include ongoing communication regarding those efforts to avoid duplication and provide coordinated transition in terms of access, way finding, lighting, landscaping, etc.

Oak Street – The Downtown Plan reflects Oak Street between Galindo Street and Grant Street as part of the “Green Framework.” This key segment provides access from BART west to Laguna Street (on the other side of Galindo Street) which provides a key connector to the Monument district. Oak Street currently serves as one of the major pedestrian thoroughfares connecting the Monument neighborhood to the BART Station and Downtown.

The City hopes to attract new development along these corridors that will include vibrant, pedestrian-friendly commercial uses at sufficient densities to support public transportation and establishing a vision that incorporates economic and environmental sustainability. The proposed corridor plan for Salvio Street, Grant Street and Oak Street would be outlined through development of a scope of services to include:

- Design of intersections with curb extensions to minimize crossing distances, consolidation of access points to minimize driveways, accommodation of ADA requirements, expanded sidewalks, bike lanes, bike racks and storage, bus stops, lighting and wayfinding; keeping vehicular access to a minimum in the pedestrian priority zone.
- Design of streetscape to include landscaping, street furniture, and storm drainage for C3 requirements.
- Design of potential “Green Street” improvements, including bio-swales and rain catchment basins.
- Design prototypes for sidewalk cafes, pop-up retail/kiosks, parklets, temporary events such as truck vendor weekly events, and other amenities envisioned to enhance the public realm.
- Examination of traffic signal timing to accelerate mid-day pedestrian crossings.
- An overall prescriptive examination of “walkability” improvements to the corridor.

Screening Criteria

Planning grant applications will be initially screened to determine whether they meet the following criteria:

- 1) Planning area is a planned or potential PDA.
- 2) Local transit providers are supportive of or partnering with the applicant.
- 3) Applicant has committed the minimum local match.
- 4) Indication of support from the jurisdiction’s Council supporting the proposed planning process either through direct Council action or other action indicating support for the proposed planning study.

Evaluation Criteria

Planning grant applications will then be scored and ranked using the following criteria, which will determine the recommended list of projects to move forward to the CCTA Planning Committee for review:

- | | |
|--|-----------------|
| 1) Location within a Community of Concern | 5 points |
| 2) Project Impact | up to 35 points |
| 3) Local adoption of supportive policies and objectives | up to 15 points |
| 4) Ability of the proposed project to eliminate a policy gap | up to 15 points |
| 5) Local commitment and readiness | up to 20 points |
| 6) Implementation feasibility | up to 10 points |

Once the Authority approves a recommended list of projects and funding amounts, Authority staff will work with staff from the sponsoring agency to develop a scope of services and schedule for the planning study, to select a consultant team from the list of pre-qualified consultants, and to incorporate the scope and schedule into a funding agreement between the Authority and the local agency. The City will have 36 months to expend the funds allocated.

Fiscal Impact

Award of the PDA Planning Program Grant applications will have a beneficial fiscal impact on the City. The Program Grant would provide funding for consultants and staff time to accelerate implementation of Downtown Specific Plan policies, promote infill development and improve walkability in the Downtown, in particular along the two main corridors (Salvio Street and Grant Street) of the “green framework” identified within the Downtown Plan. The \$250,000 grant would require a match of 11.47% or \$28,675. However, a portion of this will be reduced by CCTA staff time for coordination of the grant and City staff time, and therefore actual budget required that is necessary is anticipated to be less than the \$28,675.

Public Contact

This item has been posted at the Civic Center at least 7 days prior to the public hearing.

Recommendation for Action

Staff recommends the Committee provide comments regarding the proposed corridor studies and forward the item on to the City Council for adoption of a resolution of local support authorizing the submittal of a PDA Planning Program grant application to the Contra Costa Transportation Authority for two corridor studies for Salvio and Grant Streets.



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Exhibit A: Call for Projects



Call for Projects

Date June 3, 2014

To Potential Applicants

RE **Contra Costa PDA Planning Grant Program**

The Authority is pleased to announce the call for projects to be funded through the Contra Costa PDA Planning Grant Program. This program will fund a variety of planning activities, all intended to help develop plans for designated priority development areas (PDAs) in Contra Costa and the implementation of those plans. The planning activities funded can range from full-scale Specific Plans with CEQA clearance to more focused studies designed to augment or complete existing plans for the PDAs. These more focused studies could range from design studies for the transportation network to financing plans for needed infrastructure improvements.

Completed applications and all other required materials are due by **3:00 pm on Friday, July 18, 2014**. Deliver your completed application – by mail, email, delivery service or hand – to:

Contra Costa Transportation Authority
2999 Oak Road, Suite 100
Walnut Creek, CA 94597
Attn: Brad Beck, Senior Transportation Planner
bbeck@ccta.net

Application forms may be downloaded from Authority's website at www.ccta.net under Funding. The following list outlines the schedule for the program:

<i>Step</i>	<i>Date</i>
PDA Planning Grant "Call for Projects" released	5/23
Applications for Contra Costa PDA Planning Grants due	7/18
TCC Subcommittee reviews applications	7/21–8/8
TCC reviews PDA Planning Grants	8/21
TCC Special Meeting (if necessary)	8/28
PC recommends PDA Planning Grants	9/3
Authority approves PDA Planning Grants	9/17

Background

MTC has allocated \$2,745,000 in federal Surface Transportation Program (STP) funds to Contra Costa to help local jurisdictions plan and implement their PDAs. The funds will be available over the next three fiscal years. MTC's Resolution 4035 requires that these grants to local jurisdictions are aligned with the recommendations and priorities identified in the adopted *PDA Growth and Investment Strategy*. Unlike formula-based programs, the PDA Planning Grant Program will target PDAs that stimulate higher levels of housing or jobs near transit and are capable of early implementation.

The key planning goals of this program, building upon the original MTC Planning Grant Program goals, are as follows:

- Increase both the housing supply, including affordable housing for low-income residents, and jobs within the PDAs
- By increasing land use intensities in PDAs, boost transit ridership and thereby reduce vehicle miles traveled (VMT) by PDA residents, employees and visitors
- Increase walking, bicycling, carpooling and car-sharing by effectively managing parking and driving while promoting multimodal connections for residents, employees and visitors within the PDA
- Locate key services and retail businesses within PDAs thus further reducing VMT

The Authority will provide planning services to local jurisdictions from a list of consultant teams that was established through a separate request for qualifications (RFQ) process. The selected consultant teams include expertise in transportation and land use planning, environmental and fiscal impact assessment, market evaluation and community outreach. More generally, the selected teams have the expertise necessary to prepare the planning studies, including full specific or area plans, that the planning grants will fund.

Planning Grant Funding

ELIGIBILITY AND GRANT SIZES

The following guidelines apply:

- Any jurisdiction with a designated PDA is eligible to apply for a PDA Planning Grant to fund eligible planning activities.
- No more than one third of the available funding in this cycle will be awarded to any one single jurisdiction.
- The minimum grant size will be \$75,000.
- The maximum grant will be \$700,000.

REQUIRED LOCAL MATCH

The PDA Planning Grants will use federal STP funds. To streamline the administration of the grants, the Authority has obtained the required approvals from Caltrans and developed a list of qualified consultant teams to provide the requested services, and will administer the contracts with those firms and manage the invoicing for the consultant services provided.

The STP funds require that local agencies provide an 11.47 percent match for the federal funds. That is, the federal funds will pay for only 88.53 percent of the total cost of the project. Sponsoring jurisdictions will be required to provide this match. The Authority, however, will reduce the share of the local match required of local sponsors as much as possible using the staff time provided by Authority staff and its planning managers to oversee and facilitate the PDA Planning Grant Program.

Recommended Planning Elements

According to MTC guidelines, planning for PDAs should include all six of the following elements as a part of improving “development readiness”:

- 1) **Existing and Forecast Conditions in the PDA.** Identify demographic and socio-economic characteristics, transit/travel patterns and use, or other physical aspects of the PDA, as well as any known issues to be addressed in the planning process within the PDA. In addition to the components more traditionally a part of a specific plan or area plan, this element could include less traditional elements such as:
 - a) A **market demand analysis** for housing at all levels of affordability, jobs and retail in the planning area.
 - b) An **accessibility analysis** for people with disabilities that ensures fully accessible transit stations, paths of travel between stations and surrounding areas, and accessible and habitable housing units.
 - c) A **parking analysis** to create a parking policy and management element that aims at reducing parking demand and supply through pricing, zoning, and support for alternative modes.
- 2) **Land Use and Development Alternatives.** The plan should identify alternative approaches to developing the PDA and evaluate their relative ability to achieve plan objectives.
- 3) **Plan Policies.** The plan should identify the policies, standards and guidelines for the development of the PDA. These policies should include, at a minimum, the land use and design standards for the PDA and the circulation components of the plan, including an approach that ensures multi-modal access and connectivity within and to the PDA. This element should also include a *housing strategy* that promotes housing affordable to low-income residents and attempts to minimize displacement of existing residents and *pedestrian-friendly design standards* for streets, buildings and open space.
- 4) **Implementation Element.** The plan should include a program of actions designed to carry out the plan policies. The implementation program should include a realistic financing strategy that describes all necessary actions needed to implement the plan and an analysis of infrastructure needs and a budget for meeting those needs.
- 5) **Community Outreach and Involvement.** Development of the plan should include a community outreach component designed to involve the affected community, including existing residents and business owners, to ensure that community

concerns are understood and reflected to the extent possible in the plan. This process should make a special effort to involve traditionally under-served populations.

- 6) **Environmental Review.** The plan should include the appropriate level of environmental analysis. At the Specific Plan level, this would likely mean the development of a program environmental impact report (as defined in CEQA) for the PDA plan area which will help provide environmental clearance for the actual development of the PDA. More limited planning efforts may require more limited environmental review (for example, an implementation action being undertaken to realize an existing plan) or no environmental review (for example, a baseline study to set the stage for a future planning project).

The Contra Costa PDA Planning Grant will fund any or all of these six elements, whether as a comprehensive Specific or Precise Plan that covers all six elements or as a study covering only a subset of them, particularly where other elements are already completed or are not necessary. The exact mix of elements and emphasis on them in the proposed work scope will depend on the character of the particular PDA, past planning efforts affecting it, and its planning needs. Applicants may therefore request funding for one or more elements, either as supplement to previous planning efforts or as part of an ongoing planning effort within the PDA. The proposed work scope need not include all six recommended planning elements.

If the PDA planning grant would fund only some of these elements, the applicant must identify how the other elements have been or will be addressed or why they are not necessary in the PDA. Applicants may, for example, rely on previously completed planning studies addressing the PDA that have been completed within the last 10 years or on other ongoing planning studies to meet some of these planning elements. The applicant should also identify remaining elements that may be needed after the completion of the proposed work scope and the schedule for completing them.

In addition, any planning element addressed through a PDA planning grant must be consistent with MTC Planning Program guidelines. That is, if a proposed PDA planning grant includes the development and analysis of land use and development alternatives — planning element 2 above — then that planning activity must follow the requirements and guidelines of the regional PDA Planning Program. Those guidelines are attached to this call for projects.

Besides Specific or Precise Plans, the program can fund more detailed planning studies that further the goals of the program such as:

- Corridor plans that balance transit, motor vehicle, bicycle and pedestrian movement with existing or planned land uses within the corridor

- Transportation network design plans that harmonize the demands of through traffic with the needs for multimodal access and movement within the PDA
- Analysis of alternative land use and development patterns within the PDA
- Market studies to evaluate the demand for various land use types and intensities within the PDA
- Infrastructure studies to assess existing capacity and identify needed improvements and their costs
- Designs for the transportation network within the PDA that support multimodal access from transit to land uses within the PDA
- Financing strategies that would help fund needed infrastructure improvements and housing and jobs within the PDA, especially planning for mixed income housing and mixed use development
- Parking management and pricing connected to new land uses
- Community outreach and environmental assessment associated with a Specific Plan or other eligible planning activities

Selection Criteria

PART ONE: SCREENING CRITERIA

- 1) Planning area is a planned or potential PDA (meets the basic criteria for a PDA) or contains a Resolution 3434 transit station
- 2) Local transit providers that serve the planning area are supportive of or partnering with the applicant
- 3) Applicant has committed the minimum local match amount (11.47 percent of total project cost)
- 4) Indication of support from its Council or Board supporting the proposed planning process either through direct Council or Board action or other action indicating support for the proposed planning study

PART TWO: EVALUATION CRITERIA (100 POINTS TOTAL)

Planning Grant Applications will be scored and ranked using the following criteria:

1. Location within a Community of Concern (yes or no)..... 5 points

Project area includes a Community of Concern as defined by MTC’s Lifeline Transportation Program – see <http://geocommons.com/maps/110983>

2. Project impactup to 35 points

Extent to which the proposed planning effort has the potential to:

(a) Improve the following within the PDA:

- Housing supply, particularly affordable housing for low-income residents
- Employment, key services and retail
- Multimodal access and connectivity within the PDA, especially where it would support increased transit ridership, safety and connectivity for bicyclists and pedestrians, and minimizing the effects of through traffic

(b) Remove key constraints to implementation of the PDA plan or development of the PDA

3. Local adoption of supportive policies and objectivesup to 15 points

Extent to which jurisdiction has demonstrated its commitment to provide an increase in housing and transportation choices through *existing* planning policies and development policies and regulations, such as:

(a) Supportive general plan policies and zoning,

(b) Existing citywide affordable housing policies and approved projects,

(c) Innovative parking policies and transportation demand management strategies, and

(d) Sustainability policies, including green building policies and alternative energy policies.

4. Ability of proposed project to eliminate policy gapup to 15 points

The extent to which the proposed planning activity would fill a missing policy gap, including completion of the recommended planning elements described above, or complete planning needed to eliminate an obstacle to implementation of local plans for the PDA. This point score will recognize the merit of any existing planning elements and the ability of the proposed effort to complete the planning elements.

5. Local commitment and readiness.....up to 20 points

(a) Planning process is ready to begin – the jurisdiction will be able to enter into a funding agreement with CCTA within three months of grant award. Applicant is prepared to see the funded planning program through to implementation, including any associated updates to the jurisdiction’s general plan, zoning code, or other related municipal ordinances and creation of local financing mechanisms as may be necessary to achieve desired development.

(b) Demonstration of support from community and stakeholders (major property owners, City Council, and relevant transit operators) for planning process (may be demonstrated through statements made during public outreach, letters of support, and Council actions).

(c) Community outreach will be an integral part of the process.

6. Implementation feasibilityup to 10 points

(a) Demonstrated feasibility of the plan from a political, market, and financial perspective.

(b) Existence of implementing resources and agreements including infrastructure funding commitments, development agreements, and other partnerships with public, non-profit, or private entities.

Process

Completed applications will be due by 3:00 pm on July 18, 2014.

The applications will be reviewed by a committee of Authority and local staff. The committee will evaluate the applications against the screening and selection criteria described above and recommend to the Authority’s Technical Coordinating Committee (TCC) the allocation of the \$2.745 million in grant funds to selected projects. The TCC

will then send the recommendations to the Planning Committee and Authority for final approval.

Once the Authority approves a recommended list of projects and funding amounts, Authority staff will work with staff from the sponsoring agency to develop a scope of services and schedule for the planning study, to select a consultant team (or the members of that team) from the list of pre-qualified consultants, and to incorporate the scope and schedule into a funding agreement between the Authority and the local agency.

Agencies will have 36 months to expend the funds allocated.

Attachment 2 PDA Planning Program

Planning Elements - Description & Guidance

The following pages document each of the PDA planning elements, including the goal the element should aim to achieve, a description, examples or suggestions about what to include in the development of the element and what the deliverable should include. This information provides PDA planning grantees with an expectation of the scope for each element and what MTC/ABAG will be looking for in submitted deliverables.

Priority Development Area (PDA) Profile

Goal: Brief initial report providing an overview of demographic and socio-economic characteristics of the planning area, transit/travel patterns and use, physical aspects of the planning area, as well as any known issues that will need to be considered or addressed in the planning process. Context for the relationship between the planning area and the jurisdiction's surrounding area should be provided.

Data sources should include the US Census, as well as other planning efforts.

Results from the PDA Profile should inform subsequent planning elements.

Measures to be included or described in the PDA Profile

- Population
- Age
- Ethnicity
- Language
- Place of birth and residence
- Disability
- Households
- Employment (number of jobs by wage/salary and occupation)
- Income and poverty status
- Household tenure and costs
- Place of work
- Travel mode to work
- Vehicle availability
- Travel time to work
- Physical landscape (inventory of housing, jobs, parks, neighborhood amenities/retail, social services, schools/playgrounds, activity nodes, etc.)
- Known issues or concerns to be included in the planning process

Deliverable: Report containing the above-referenced measures describing the planning area. The information contained in this report should be referenced throughout the planning process in the development of subsequent planning elements.

Community Involvement

Goal: Create a collaborative planning process with community stakeholders, including residents, business proprietors, property owners, transit agencies, neighborhood associations, non-profit or other community or faith-based organizations, etc. Special attention should be paid to involve community groups and minority, low-income, youth, renter, and non-English speaking populations. The purpose of the collaboration is to solicit comments from these stakeholders, review preliminary findings with them, and utilize their perspective in developing a vision for the planning area. The outcome of successful community involvement is broad-based community support for the final plan, as well as for the process to develop the plan.

Create a Community Involvement Plan

Before beginning the planning process, develop a plan for community involvement. As a first step, refer to the PDA Profile for an understanding of the residents and stakeholders to be engaged in the process. The plan should outline various strategies to involve these residents and stakeholders, and should provide for on-going oversight of the planning process, as well as opportunities for input at specific points in the process. Depending on the demographic make-up of the project area, translation of materials into languages other than English may be necessary and should be factored into the community involvement budget.

The involvement plan should identify:

- a. Potential Technical Advisory Committee (TAC) and Citizens Advisory Committee (CAC) members, and/or a process for selecting members
- b. Strategies to partner with local community organizations and engage community members (see below)
- c. Strategies specific to engaging low-income communities and communities of color
- d. Schedule of public meetings, TAC and CAC meetings, and other public events/meetings

Community Involvement Strategies

Strategies to consider incorporating into your community involvement plan are detailed below.

- Develop a ***Citizens Advisory Committee (CAC) - required***
CACs can provide a broad-based participation in the development of the plan and offer a mechanism for on-going oversight of the planning process. A CAC also allows the community to share ownership of the planning process as well as the final plan, and can help to create community buy-in.
- Develop a ***Technical Advisory Committee (TAC) - required***
A TAC provides input from partner agencies, including other city departments, transit providers, the congestion management agency and regional agencies.
- Partner, collaborate or ***contract with local community-based organization(s)(CBO)***
To engage the direct participation of residents in the project area, partnering or contracting with local community-based organizations that provide services to the residents may be an effective strategy. Local CBOs may be most familiar with how to reach their client base, particularly non-traditional participants in the process.
- Establish ***project-specific fact sheets, telephone hotlines, posters, maps or websites***
Offer a variety of ways the community can access information and/or provide feedback about the planning process.
- Attend ***regularly-scheduled meetings or public events in plan area***
Getting on the agenda of regularly scheduled meetings, such as homeowners associations, community groups, rotary clubs, or places of worship offer an opportunity to discuss the planning process when interested stakeholders are already meeting rather than having them attend a separate meeting about the planning process. In addition, community events such as Farmer's Markets or street fairs can be used to distribute

project fact sheets, surveys or other information about the planning process. These events will also be a good opportunity to build the project mailing list for later project events.

- Conduct *focus groups and interviews*
Focus groups or interviews offer an opportunity to obtain in-depth feedback from key stakeholders or groups.
- Distribute *surveys*
Develop a project survey to both educate stakeholders and solicit feedback about needs, values and tradeoffs.
- Host project-specific *public meetings, workshops or open houses*
Offer a range of options that accommodate busy schedules, allowing attendees to spend as much or as little time as they wish
- Involve *City Council and Planning Commissioners*
Early involvement of elected and appointed officials can help ensure their buy-in and smooth the plan adoption process
- Include *developers*
Developers and property owners bring an important perspective, particularly regarding market feasibility of plan alternatives
- Develop *photosimulations*
Photosimulations, particularly of development alternatives, may be a useful tool to engage stakeholders, as well as help to provide visualization of densification
- Involve *local media*
Coverage by local media can help secure coverage of planning efforts.
- Post-plan *follow-up*
Potentially through the CAC, survey the community to identify areas of agreement, as well as what issues require additional attention

Groups to include in Community Involvement

- Residents – home owners and renters
- Businesses
- Property owners
- Local groups (i.e. neighborhood and business associations)
- Community and faith-based organizations (i.e. local non-profits serving residents in plan area)
- Seniors, including senior centers/housing
- Youth
- Non-English speaking population

Techniques for Involving Low-Income Communities and Communities of Color*

- Outreach in the community (flea markets, places of worship, health centers, etc.)
- Translate materials; have translators available at meetings as requested
- Include information on meeting notices on how to request translation assistance
- Robust use of “visualization” techniques, including maps and graphics
- Use of community and minority media outlets to announce participation opportunities

Deliverables:

- a. A community involvement plan detailing who will be engaged and when, along with the strategies that will be used to engage them
- b. Materials for distribution
- c. Meeting minutes, public comment summaries, survey or focus group summaries

* from MTC's 2010 Public Participation Plan

Alternatives Analysis

Goal: Development of several land use alternatives or visions over the long term, their impacts upon the existing community and neighboring land uses, the feasibility of instituting each alternative, and the selection of a preferred development scenario. The alternatives should include an analysis of potentially incompatible land uses and resulting exposure issues.

Considerations:

- Specify the time horizon for the scenarios, taking into consideration the implementation timeframe of the plan
- Review existing place-type for the planning area; does the place type change based on the community's vision in the preferred alternative?
- Develop options for different development scenarios early in the process to allow for discussion and input from community and key stakeholders (see Community Involvement)
- Scenarios may include
 - * Minimum allowable density standards
 - * Ridership forecasts based on different development scenarios
- How do different land uses relate to circulation in the planning area, ridership, parking, open space, etc.
- What transportation impacts or opportunities are uncovered by evaluating *multi-modal* levels of service intersections in the planning area based on different land uses
- What land uses are under consideration now vs. what uses are proposed for the future
- Land uses should consider zoning, form based code or both

Deliverable: Memo including:

- Alternatives considered
- Process for selecting the preferred alternative
- Description of the preferred alternative
- Supporting maps, i.e. land use map, circulation map, density/form map

Market Demand Analysis

Goal: An analysis of the future market demand for higher density-housing at all levels of affordability, retail, commercial and industrial (if appropriate) uses. The analysis should consider the existing market and outcomes in the short-term, as well as an assessment of trends with a long-range perspective. The trend analysis should reflect outcomes identified in the Alternatives Analysis.

Elements to include in Market Demand Analysis

- Delineation of primary and secondary (broader) market areas (set context for analysis)
- Assessment of *potential for employment* in the planning area
 - * Identify characteristics of current employment near planning area based on land use, industry breakdown, and the type and frequency of nearby transit
 - * Describe trends in the current real estate market and expected patterns of growth based on reports from commercial real estate brokers or government agencies
 - * Analyze feasibility of various mixed-use components
 - * Project employment based on projected square footage of potential commercial development of each type (see below)
 - * Project jobs by wage/salary and occupation
- Assessment of *potential for housing* in the planning area
 - * Assess current demographics (population, household type, age, income, etc), as well as projected growth and projected changes in trends (i.e., more households of a certain type)
 - * Consider tendency of various household types and age groups to locate near transit
- Assessment of *potential for commercial development* (i.e. retail, entertainment, etc.)
 - * Assess existing commercial development
 - * Describe trends in the current real estate market and expected patterns of growth based on reports from commercial real estate brokers or government agencies
 - * Cross reference with analysis of how much more retail could be supported by expected growth in housing and population.
- Projected absorption of housing at various income levels

Deliverable: A report containing current conditions, as well as short-term and long-term potential for employment, housing and commercial development in the planning area. Analysis should link back to the preferred vision identified in the Alternatives Analysis

Affordable Housing and Anti-Displacement Strategy

Goal: Develop a strategy to provide existing and future plan area residents with a range of housing options that are affordable to households at all income levels. The strategy should describe the existing demographic and housing profile of the area, quantify the need for affordable housing, identify specific affordable housing goals for the plan, assess the financial feasibility of meeting the need for affordable housing, and identify strategies needed to meet the affordable housing goals.

To limit or prevent displacement in the area, the strategy should identify how non-subsidized affordable housing units in or neighboring the plan area may be impacted by the plan build-out. The plan should describe existing preservation policies to maintain neighborhood affordability and additional zoning changes or policies needed. The anti-displacement strategy may also include the maintenance and enhancement of small businesses, services and community centers that serve lower-income residents.

Elements to include in Affordable Housing and Anti-Displacement Strategy:

Assessment of Existing Conditions

- Describe the demographic characteristics of the existing population in the plan area, including factors such as income levels, ethnic/racial composition, and presence of low-income renters (who are at greatest risk of displacement)
- Describe the housing characteristics in the plan area, including factors such as housing tenure, household size, and housing affordability for both deed-restricted and market-rate units
- Describe market conditions that affect the provision of affordable housing, such as land availability and value, obstacles to development in the plan area, and existing affordable housing policies (e.g., inclusionary zoning, rent control or stabilization policies, housing preservation programs, etc.)

Quantification of Affordable Housing Need

- Quantify the expected need for affordable housing, by income level, in the plan area based on the characteristics of the existing and expected future population
- The statement of need should not be limited by estimates of what seems feasible

Identification of Goals

- Consider goals such as:
 - No net loss of affordability in the plan area
 - Total number of affordable units, by income level, that will be accommodated in the plan area
 - Target for percentage of total units that are affordable
- Demonstrate consistency with the jurisdiction's Regional Housing Need Allocation and the sites and policies identified in the Housing Element

Feasibility Analysis

- Assess the amount of affordable housing, by income level, that is likely to be produced by the market
- Estimate the public financial burden and the private costs required to meet the identified housing need
- Identify potential funding sources available to develop affordable housing
- Identify the "gap" between the dollar amount needed for affordable housing and the potential sources available

Implementation Strategy

- Identify specific strategies to retain existing affordable units
- Specify the location and type of units (size, tenure, etc.) to be developed in the plan area
- Identify funding sources that will be used to preserve or add affordable housing
 - Local sources (bonds, impact fees, housing trust fund, etc.)
 - State and Federal sources (HOME, CDBG, tax credits, grants, etc.)
 - Other

- Identify policies that will be used to preserve or add affordable housing
 - Inclusionary housing
 - Housing trust fund
 - Reduced parking standards
 - Rehabilitation programs
 - Land trusts
 - Foreclosure mitigation
 - Other

- Identify policies that will be used to avoid displacing existing residents
 - Engagement of communities likely to be displaced
 - Economic development (locally owned businesses, local hire, new area jobs that meet residents' skill levels)
 - Enhancement of community centers and facilities

Deliverable: A report that outlines the plan's approach to providing a range of affordable housing options to existing and future residents, based on the elements identified above.

Multimodal Access, Levels of Service & Connectivity Component

Goal: Strategies for improving bus access to rail stations and ferry terminals and frequency of feeder services (in consultation with transit providers) as well as pedestrian, bicycle and auto access and safety. Multi-modal connections between transit stations and high-density housing, surrounding neighborhood amenities, activity nodes, and open space should be emphasized. This should apply throughout the planning area boundaries (include significant nodes outside plan area boundaries).

Pedestrian Access & Circulation (see also, Pedestrian-Friendly Design Standards)

Identify pedestrian access and circulation patterns between station/terminal, local transit, neighborhood amenities and activity nodes in the planning area. Utilizing the PDA Profile and Alternatives Analysis (for future land uses), show the most heavily pedestrian traveled routes in your planning area, emphasizing pedestrian safety.

- Identify primary pedestrian routes
- Consolidate and minimize driveways
- Accommodate ADA requirements

Bicycle Access & Circulation

Incorporate county-wide and local bike plans, station/terminal access for bicycles, bicycle parking and storage. Identify circulation pattern to adjacent activity centers and nodes. Show the bicycle network identified by class in the planning area. Identify connections to regional routes.

- Incorporate Countywide and City Bike Plans
- Bike lane treatments at intersections
- Bike racks and storage
- Bike lane width and treatment, designation class I-III and sharrows

Transit Connectivity

Identify and locate feeder bus service/hubs at stations/terminals, identify various lines serving stations, and routes and stops within the planning area.

- Bus stops at intersections
- Bus Shelters
- Bus bulb outs
- Intermodal access, including way-finding signage, accessible transit information, real-time technology, schedule coordination, fare coordination and last-mile connecting services
- Close and early consultation/coordination with all affected transit operators

Auto Circulation

Locate vehicular routes from core planning area parking structures/ lots to arterials, expressways, and freeways. Minimize auto and pedestrian/bicycle conflicts.

- Identify auto intensive land uses
- Keep vehicular circulation to a minimum in pedestrian core areas
- Relocate auto oriented land uses in highly pedestrian trafficked areas. Including vehicular entrances of parking structures

Deliverable: Multimodal access and connectivity plan/memo and pedestrian-friendly design standards or similar (See Pedestrian-Friendly Design Standards)

Pedestrian-Friendly Design/Placemaking Guidelines

Goal: Building, open space and street design standards that focus on pedestrian-oriented design that enhances the walking environment and increases pedestrian comfort and convenience as well as the safety and security of transit patrons in and around the plan area. Capitalizes on physical and cultural assets.

Background:

In preparation for the TLC 2010 Capital Call for Projects, MTC developed design guidance utilizing context-sensitive design solutions. The guidance suggests ranges (minimum and maximums) for a variety of design elements, which can be viewed as best practices, and can be considered a base from which to work for the design elements included in the plan.

Possible approaches that prioritize pedestrians:

Pedestrian Friendly Design Guidelines
Form Based Code
Street Design Guidelines
Context Sensitive Solutions

Considerations to prioritize pedestrians include:

- Sidewalk width
- Block Length 300'-400'
- Mid-block crossings (controlled)
- High visibility crosswalk treatments at all legs of intersections
- Pedestrian refuge islands
- Pedestrian-scaled lighting
- Curb return radii
- Audible signals
- Curb extensions (Bulb outs)
- ADA compliant ramps
- Street trees & planters
- Street furniture and fixtures
- Max. Travel lane width
- Way Finding signage
- 25 mph Speed Limit in Pedestrian Zones

Deliverable – See Multimodal Access and Connectivity Component

Accessible Design

Goal: Create an accessibility plan for people with disabilities, ensuring fully accessible transit stations, accessible paths of travel between the stations and surrounding areas, and visitable and habitable housing units adjacent to transit stations and in the planning area where feasible. **If new housing is proposed within the planning area, at least 10% of townhomes should be habitable by persons with disabilities.** Accessible paths of travel between the transit stations and essential destinations within the planning area should take into consideration width of sidewalks, presence of curb cuts, physical barriers that would prevent persons with mobility limitations from access and enhancements that would facilitate access.

Key Definitions

- **Accessible:** Housing and routes to transit that meet the needs of an individual of a person with mobility limitations
- **Adaptable:** Housing that allows some features of a building or dwelling to be readily changed to be accessible
- **Habitable:** Dwelling where a person with a disability can live with an accessible bedroom
- **Visitable:** Dwelling where a person with a disability can visit with an accessible restroom
- **Townhome:** A multi-story residence that is connected by a common wall to another residence
- **Universal Design (UD)*:**
 - The design of products and environments to be usable by all people, to the greatest extent possible, without adaptation or specialized design.
 - A user-friendly approach to design in the living environment where people of any culture, age, size, weight, race, gender and ability can experience an environment that promotes their health, safety and welfare today and in the future.

Considerations when developing the Accessibility Plan

- Do new housing units (including townhomes) in the planning area incorporate universal design, or are habitable by persons with mobility limitations (e.g have accessible bathrooms and bedrooms, or can be converted through universal design)
- Does your jurisdiction have a policy to incorporate universal design in new housing developments in the planning area? If yes, what is the policy and how will it apply to the planning area?
- Describe the path of access to and from transit and essential services within a ½ mile from existing and planned housing units in the planning area. Description should include width of sidewalks, presence of curb cuts, physical barriers that would prevent persons with mobility limitations from access, and enhancements that would facilitate access.

Deliverable: Memo containing how the planning area will accommodate persons with disabilities, both in path of travel to/from transit and surrounding destinations, as well as habitable and visitable housing units.

* from Universal Design Alliance, <http://www.universaldesign.org/universaldesign1.htm>

Parking Policy and Management

Goal: Create a parking policy and management element that aims at reducing parking demand through pricing, zoning, and support for alternative modes. Pricing and zoning requirements have the largest impact on parking demand. Although most drivers do not pay a direct fee to use most parking, creation and operations of the spaces is not free: developers must pay to build and maintain the parking spaces and they add a cost to rental and purchase prices, typically hidden. Commercial tenants, in turn, pass the cost on to consumers by adding it to prices of good and services. Minimum parking requirements tend to lower density, encourage sprawl and reduce demand for transit and other modes. The plan should include requirements on new developments/uses, and employers in the planning area as described below.

A. New developments or uses - City Parking Requirements

Include one or more of the following three approaches:

1. **Eliminate parking minimums** for new developments in the planning area
2. **Reduce parking minimums** to levels consistent with AB 710 (Skinner), as proposed in 2011, specifically: City requirements of no more than:
 - i. 1 space per residential unit
 - ii. 1 space per 1,000 square ft of commercial space, or
3. **Establish parking maximums** at a level of no higher than one and one-half the minimums above, i.e., 1.5 spaces per residential unit and 1.5 spaces per 1,000 sq ft commercial space

Approaches 1 & 2 provide greater flexibility and choice for developers to customize their housing products to address local demand and context, providing consumers more choices. Reductions in city requirements allow developers to propose development with lower levels of parking, including for reuse of existing buildings. Examples of no parking requirements on residential developments or use include downtown areas in San Francisco, Los Angeles, Berkeley, Seattle, WA and Portland OR. Note that these approaches do not limit the level of parking that can be proposed or built by developers.

Approach 3, creating parking maximums, limits the level of parking that can be proposed or built by developers. Parking maximums are a relatively new strategy, and serve to reduce automobile travel and congestion in the local areas with good availability of alternative modes. The number of spaces allowed is typically based on either quality of transit modes or local utilization rates. Examples include downtown San Francisco, Cambridge, MA, Portland, Bend and Hood River, OR. Use of parking maximums should be carefully evaluated to determine that development is financially viable in the local context.

These strategies can be used in combination, i.e., both a lower or no minimum and a maximum. In addition, the plan should consider other appropriate strategies, such as unbundling, car-share, bicycle parking, pedestrian accessibility, shared parking, and transit passes to support these approaches.

B. Employers - City Parking Requirements

Include one or more of the three approaches:

1. **Commuter Benefit Ordinance** requiring employers to choose one of the following (using the models of SF, Richmond and Berkeley)
 - a. Pre-tax dollars- Employer sets up a deduction program under existing IRS code 132(f), allows employees to make monthly pretax deductions to purchase transit passes or vanpool rides.
 - b. Employer Subsidy, see CommuterBenefits.org or the IRS Fringe Benefits Guide at IRS.gov/publications/p15b/index.html for more information
 - c. Employer Provided -Employer offers workers free shuttle service on company-funded bus/van.
1. **Parking cash-out** based on city enforcement of state law, as per SB 728, Lowenthal, passed 2010
2. **Transportation Demand Management** - participation in an active TDM Association

Additional information on parking planning and management approaches, steps and strategies is available in the MTC Parking Toolbox - http://www.mtc.ca.gov/planning/smart_growth/parking/parking_seminar.htm.

Deliverable: Parking management plan/memo incorporating elements listed above

Infrastructure Development and Budget

Goal: Describe existing public infrastructure (streets and roadways, sidewalks, bike lanes and racks, utilities, street furniture, street trees, parking, stormwater management, etc.) and public facilities/services (transit stations/shelters, libraries, parks, centers, schools, police/fire, etc.) within the planning area, determine improvements needed to meet the demands of the existing and anticipated service population, develop cost estimates, and identify potential funding mechanisms for necessary improvements and maintenance.

Considerations:

- Describe existing public infrastructure and facilities and highlight strengths/weaknesses in the PDA Profile
- Incorporate findings from the Market Demand Analysis
 - For example, if the Market Demand Analysis finds that higher density housing can be accommodated, will utility pipe upgrades be needed?
- Factor in regulatory requirements for new development (e.g. stormwater or fire protection)
- Coordinate with local service agencies, such as school districts, police and fire to determine potential budget/facility impacts as a result of new development
- Specific mapping or analysis may be needed to fill in data gaps to assess infrastructure needs and identify service factors for estimating costs (e.g. cost per service population or per user)
- Conduct a fiscal impact analysis to determine the impact of the plan on public services and determine appropriate financing strategies to meet costs
- Prioritize/phase improvements and include in Implementation Plan and Financing Strategy

Deliverable: Memo outlining infrastructure development and budget

Implementation Plan and Financing Strategy

Goal: List action items necessary to implement the goals of the plan and identify responsible department, cost estimates, potential revenue sources, and timeframe for completion.

Considerations:

- Identify action items for each topical section (e.g. land use or connectivity) of the plan to implement the goals of that section and for overall plan implementation, such as programmatic changes to incorporate new programs.
- Action items should be categorized and listed in a logical format (e.g. bulleted list and/or table)
- Each action item should be assigned a time frame for implementation (e.g. short 0-2 years, medium 3 to 5 years, long-term 6+ years) to easily identify immediate next steps and longer term priorities.
- Each action should have a cost estimate and potential funding sources
- Each action item should be assigned to a responsible department
- Evaluate opportunities for neighborhood groups/other organizations to implement/assist with projects (e.g. street clean-up)
- Establish a mechanism for annual review of plan implementation progress and priorities (e.g. annual staff status report to planning commission/city council or have each department review implementation action items and incorporate into their departmental budget review process)

Deliverable: Implementation Plan with Financing Strategy

Preparation for Plan Implementation

Goal: Prepare all necessary documents and changes at the time of plan adoption to proceed immediately with plan implementation, such as Program-level EIR

- Zoning changes
- General Plan amendments
- Developer agreements