

# Time to Prioritize Downtown Revitalization

**A LONG JOURNEY REQUIRES** first steps. One of those first steps involves narrowing the study area to a manageable size, both for planning purposes and for concentrating development. The panel's study area covers nearly 3.5 square miles, which forms a sizable portion of central Stockton, including downtown and its nearby neighborhoods. Revitalization will occur one project at a time, so location of new projects where they can take advantage of other activities, services, and populations is essential. Isolated or peripheral projects face almost certain failure, whereas strategically concentrated projects have the best chance of success.

Communities that have either maintained strong activity downtown or that have achieved significant redevelopment typically have surprisingly small core areas. Tacoma,

Washington, is a good example of a port city with rail operations that faced serious deterioration, vacancy, and crime. Over the last 25 years, it has turned its downtown around with cultural, residential, and educational development. Its core area is smaller than Stockton's core. Similarly, Midtown Sacramento covers an area slightly smaller than Stockton's core. Even in very large cities, the most vibrant parts of downtown occupy only a few blocks.

Because successful downtowns typically concentrate activity in small, core areas, the panel believes that revitalization priorities should include the following:

- Stabilizing close-in neighborhoods north and south of downtown to retain residents and improve safety near downtown. Success comes from mutual support between neighborhoods and downtown.



*Strong downtowns concentrate activity. This focus area for Stockton is similar in size to other successful downtown redevelopment focus areas.*

- Focusing on downtown's core where employment, commercial, and recreational activity are already strongest.
- Capitalizing on the core area's function as a transportation hub.

## Characteristics of Successful Downtowns

Guiding the panel's recommendations is the experience of vibrant downtowns elsewhere that have these characteristics:

- A broad mix of uses in the public, private, and civic realm, offering commercial, government, medical, educational, cultural, residential, and recreation functions;
- A downtown workforce equal to 10 to 20 percent of regional population (for Stockton, this represents a range of 30,000 to nearly 60,000 persons);
- Activity across the day (into evenings) and week (including weekends);
- Concentrated activity—even large downtowns have very small core areas of just a few blocks;
- Walkability—core areas typically are one-quarter to one-half mile across;
- Lively street frontages;
- Easy accessibility by all means of travel (car, bus, train, pedestrian, bike);
- Sufficient, but not excessive, paid on- and off-street parking; and
- Coordinated management of downtown districts, addressing cleanliness, safety, parking, special events, and programmed activities through public/private partnerships.

Clearly, Stockton already has some of those characteristics of success. It has achieved initial evening and

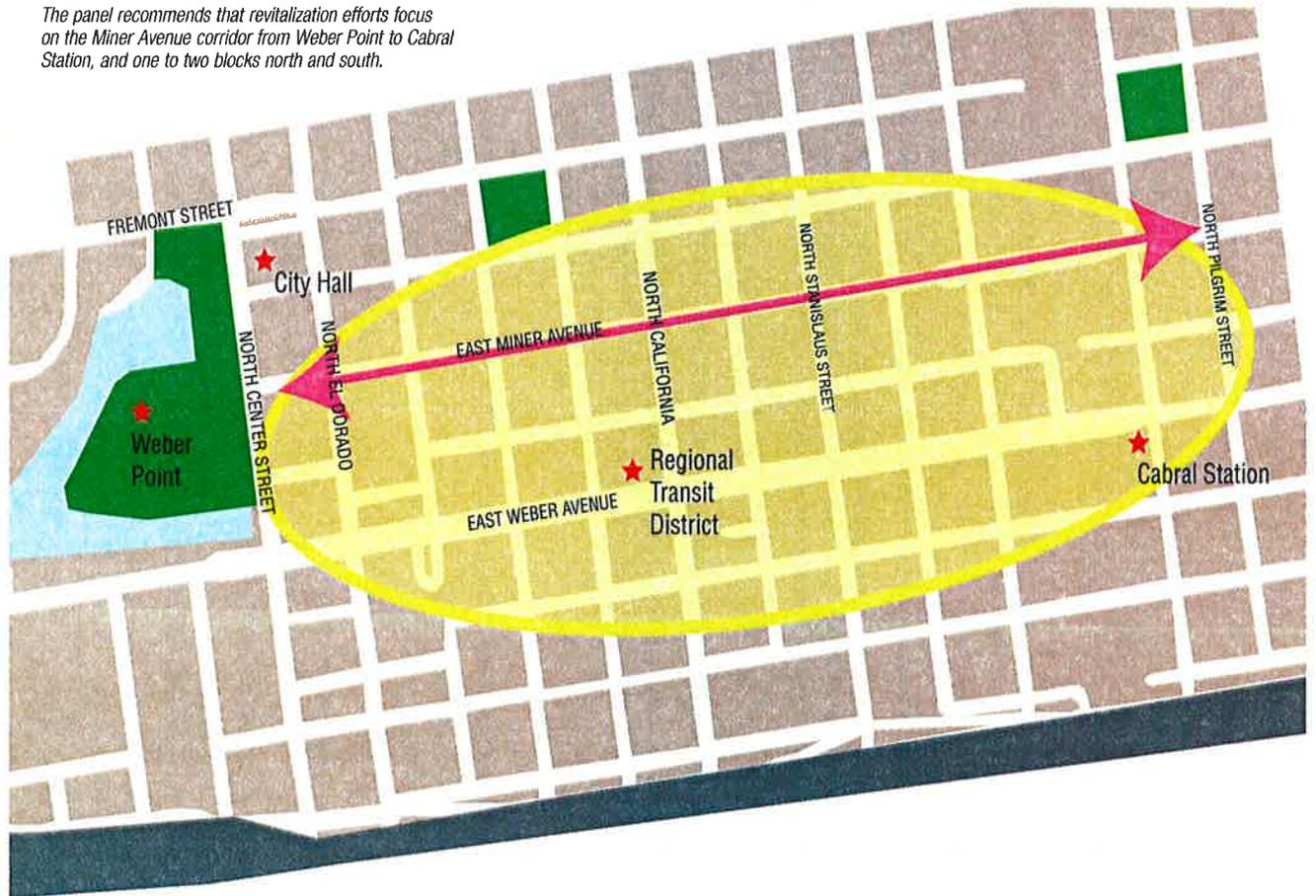
weekend activity with the theaters, cinema, and park. It has a reasonably walkable core at just over half a mile from Weber Point to Cabral Station. And it has superb access from existing road, transit, and rail facilities. Investments at Weber Point, the downtown transit center, and Cabral Station have created a supportive framework to guide the location of additional revitalization in Stockton's core.

## Recommended Focus Area

In light of the successes to date, the panel recommends that revitalization efforts focus on the Miner Avenue corridor from Weber Point to Cabral Station, and one to two blocks north and south. This corridor, anchored by regional transit services and government offices, offers opportunities for infill development. Such opportunities include housing for students, housing for commuters using regional rail, and potentially housing for others seeking a more urban style of living. To attract those potential residents, housing needs to be located within easy walking distance of Cabral Station and the transit center. Nearby cultural, entertainment, and recreational amenities like the waterfront also appeal to urban dwellers. Walkable locations allow residents who do not own cars to live downtown and those who do own cars to use them when they choose.

Another development advantage of this corridor is the ample availability of parking in existing lots and garages. Given indications that parking use currently averages less than 50 percent, the existing parking system can support at least 1 million square feet of new use. In light of current parking surpluses, little justification exists for creating new parking facilities in most blocks. Instead, existing supply can be used to support new development by eliminating the cost of building parking. This advantage in turn will boost revenue for the parking system with little increase in its operating expenses. Accomplishing parking efficiencies, however, requires that parking management become more responsive to customer needs through its maintenance, pricing, hours of operation, and security.

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Other development opportunities may well arise near the core area, and they should not be ignored. However, each opportunity must be carefully evaluated for its potential to enhance success of the core area, so that such projects do not steal activities and populations that could better function in the core.

### Nearby Neighborhoods

Stabilizing neighborhoods near downtown is vital for both the well-being of those neighborhoods and for the future health of downtown. Stabilization involves working with social service partners to identify particular neighborhood needs. It also involves maintaining good essential services (police, fire, garbage collection) as well as street and sidewalk maintenance. Selected infrastructure up-

grades, including recreation facilities, may be warranted. In addition, a strong emphasis must be placed on improving safety and lowering crime rates downtown, which is crucial for any urban core revitalization program.

### Downtown Housing Opportunities and Challenges:

Time is on the city's side. Use it wisely: "Pause, Prepare, and Reset." Given national and local economic conditions, any significant private housing investment will probably not occur for a few years and likely longer for for-sale housing. The city should be realistic and do what it can to set the preconditions for success. The 1997 ULI panel report continues to have lessons for Stockton.

**“The responsibility for implementing downtown redevelopment has historically rested with Stockton’s public Sector. In the current economic climate, this responsibility is no longer practical or possible . . . the burden (is) increasingly shifting to the private sector.”**

—ULLI Advisory Services Panel Report  
Downtown Stockton, California, 1997

The opportunity and the challenge is to change the paradigm from *public* development, with little direct leverage of private investment, to publicly initiated *private* development, maximizing leverage with little public investment.

The city can succeed only if the private sector succeeds: lay the groundwork for successful private investment by meeting the following preconditions:

- Cost competitiveness:
  - Reduce barriers to entry: cut impact and utility fees;
  - Provide and assemble sites;
- Certainty: commit to long-term effective delivery of essential city services in downtown and enhancement of urban environment;
- Efficiency:
  - Streamline the downtown approval process;
  - Reform the approval process for consistency and fairness;
- Investment security:

- Foster and nurture strategic alliances for success; and
- Create a demonstration model project to prove success is possible.

The panel recommends the city adopt an “enterprise” model of civic government, breaking down the silos and reinventing itself as

- Accessible;
- Responsive and customer-focused;
- Efficient; and
- Supportive of private investment.

This model is not about asking government to get out of the way. It is about government understanding and effectively executing its partnering role.

## Action Steps

The following section is a set of detailed action items the city and, in some cases, its partners must address to move forward with creating an environment in downtown Stockton that will encourage private sector investment.

- Ensure the stability of existing neighborhoods: “do no harm.”
- Develop protection strategies for the Magnolia District and other at-risk areas through zoning and other tools.
- Develop a land disposition strategy:
  - Identify strategic city-owned parcels, including current surface parking, for future redevelopment. Although current surface parking is well located, it is not the best and highest use of these parcels looking toward the future.
  - Release land based not on its cost basis, but on what will support new, appropriate tax-yielding private investment.

- Provide soft financing as necessary to make deals work.
- Treat land transactions not as asset disposition but as redeployment, an investment in the city's future.
- Streamline the permit process and regulatory functions:
  - Institute a one-stop land use and building permit process, with coordinated interdepartmental application review and a single point of contact for plan review management.
  - Modify codes and regulations to encourage modernization and rehab of existing buildings (ADA, elevator, sprinkler, seismic).
- Explore use of incentives or credits to promote compliance.
- Modify enforcement practices to be consistent and efficient.
- Eliminate the need for project redesign during construction.
- Align the impact fee structure with policy goals that will produce investment:
  - Rethink current unsustainable and unproductive fee structure.
  - Provide rational nexus, transparency.
  - Address inflexibility in parking fees.
- Consider deferral of a portion of fees until entitlement.
- Consider fee waiver for central business district.
- Develop linkage "pay-to-play" fee structure.
- Put the surcharge on fees outside the central business district into revolving fund supporting offset of fees in downtown.
- Consider other policies and pricing mechanisms to induce development in downtown (inclusionary housing, expedited permitting).
- Consider financial incentives for city employees to live downtown where they can walk to work.
- Restructure parking assets and management practices: treat parking as a necessary urban amenity, *not a profit center*.
- Develop a grants strategy based on infill and sustainable community principles.
- Transition from surface parking to housing.
- Coordinate pricing and policies to market-oriented, customer-driven practices.
- Demonstrate success: pilot a collaborative "renaissance" housing cluster of sufficient scale to "seed" further private investment, a concept for which the panel has identified clear interest and commitment by potential stakeholders:
  - Collaboration of the city, the university, and private developers;
  - Minimum 75 units;
  - Side-by-side components, with multiple products on contiguous parcels;
  - Student housing potential key use;
  - Market-rate rental, townhouses, and flats;
  - "Lease to own" in accordance with the Visionary Housing model;
  - Target moderate income (80–120 percent of area median income);
  - City land contribution or deferral of land value on "soft" second, a second mortgage with payments that are forgiven, deferred, or subsidized in some fashion, generally until resale of the mortgaged property;

- Site strategically selected to ensure success;
- Risk isolated for each partner;
- Multiyear preconstruction; and
- Ensure city's will to make this project succeed. Its success is imperative.

**“Because market-rate urban housing is new to downtown Stockton, the panel recommends a strategy involving multiple developers. Such involvement will spread the investment risk, increase design and product variety . . . increase participation by more, and facilitate individual projects on a more timely basis.”**

*—ULI Advisory Services Panel  
Downtown Stockton, California, 1997*

## Renaissance Project Prototype

Several parties have indicated interest in developing housing in Stockton's downtown neighborhood. The first development must be successful to allow continued near-term (three to five years) investment. Several factors will contribute to the success of housing in and around Stockton's downtown.

### Scale

A single, freestanding development in a pioneering neighborhood will likely not be able to create a sense of place. To achieve the benefits of scale, the panel suggests development consisting of 100-plus units.

### Site Selection

The new use needs to fit along with existing land uses. Rather than attempting to force a product directly into the

heart of downtown, other cities have garnered success through initially creating housing on an urban scale near the periphery of the downtown neighborhood.

### Product Variety

Stockton benefits from tremendous diversity in its population, both in ethnicity and socioeconomic. Product diversity in new downtown housing should reflect the same diversity to include market-rate rental housing, low-to-moderate affordable rental housing, and ownership units with a possible lease-to-own component.

### City's Role

The city should concentrate on flexibility, relaxed fees, and a streamlined permitting process with all departments and staff acting in concert to ensure predictability in the application process.

### Partnership Strategy

The panel understands the inherent risk involved with pioneering a new product in a new market. In an effort to mitigate this risk, the panel recommends a concurrent coordinated strategic investment by several parties, including the following:

- Rail Commission, an important partner for site assembly. It has eminent domain power and has already set the stage for development around the train station through planning studies and strategic property acquisition.
- Two to four smaller developers.
- Spanos, Grupe, Cort, or Visionary Home Builders.

### Recommended Location

In selecting the location, the panel considered dozens of downtown sites controlled by the city of Stockton and the (former) Redevelopment Authority. None of these sites were deemed appropriate to achieve the goals of this initial renaissance housing development.

The panel recommends siting this initial project on the four corners at the intersection of Miner Avenue and Stanislaus Street. This proposed TOD lies within the Cabral Station



*Stockton has four historic hotels in downtown. The cost to redevelop these sites exceeds the market value following any likely development.*

Master Plan approved in 2006 and updated in 2008. As a result, residents will be within a five-minute walk of the ACE platform and the RTD. The site will also benefit from a clear site line from Cabral Station.

This location, along Miner Avenue, would also provide an important anchor or “pulse point” between the Cabral Station neighborhood and the waterfront. Furthermore, associated streetscape improvements might serve as a catalyst for further improvement along this corridor, consistent with those described in the Miner Avenue Streetscape Master Plan.

Hotel Sites. The panel has carefully studied the four hotel sites encumbered by the Superior Court of California’s 2009 settlement. The panel believes these sites are not of sufficient scale to be appropriate for development at this time. Furthermore, the panel understands these hotels are the subject of a current feasibility study sponsored by a local developer and the petitioner of the 2009 settlement, Save Old Stockton. The costs to redevelop these sites far exceed the resultant market value following any likely development. The panel recommends, with a favorable decision from the court, proceeding with demolition of these sites. Interim use as surface parking lots will not require the

level of maintenance currently required to ensure public safety. The city should consider interim use for the sites as pocket parks rather than surface parking lots.

In addition, future availability of these sites would provide logical infill opportunity, on a smaller scale, following the success of the initial development described here. Certain architectural elements may possibly be retained and preserved for integration upon eventual redevelopment. The city may want to consider creating a historic hotel museum to store these building materials.

**Washington Street Site.** This 2.83-acre site was recommended as a development site in the 1997 panel report. The adjacency to the baseball stadium and the Miners Levee walking path still positions it as a possible location for new development. The panel learned that the site has possible contamination issues, but this can be seen as an opportunity to use brownfields funding to help spur development. Its proximity to existing residential areas and relative proximity to the University of the Pacific are also advantages.

**Southpoint.** This large 9.1-acre site has riverfront views and is currently owned by the city. However, its location on the edge of the downtown district and the freeway noise that occurs because of its adjacency to Interstate 5 make it a challenging development site.



*Potential redevelopment site on Washington Street.*

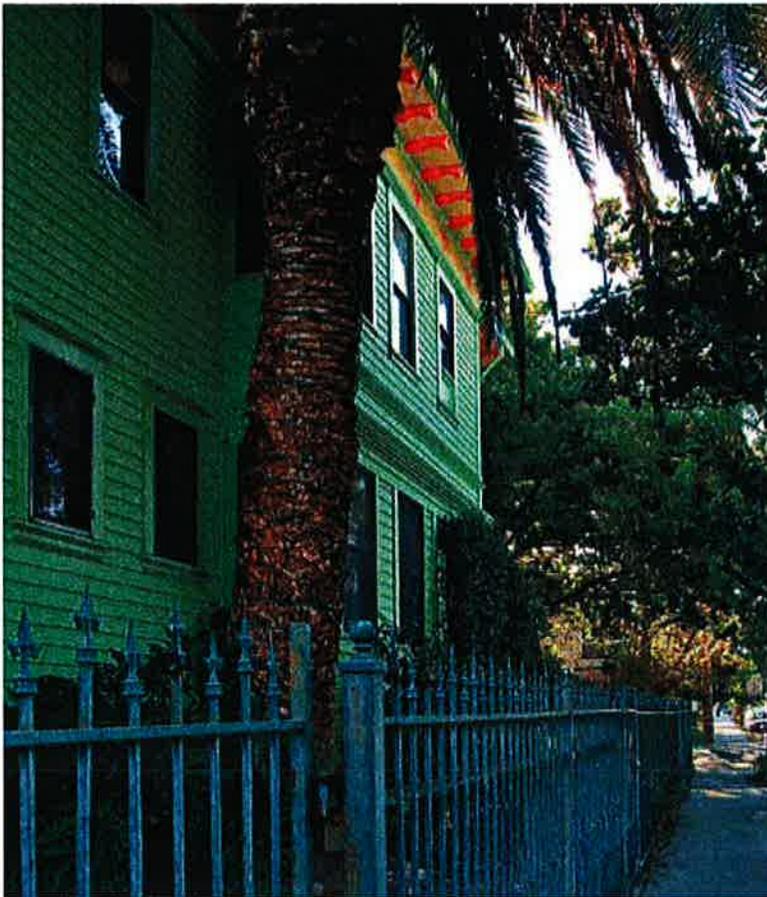


*Potential redevelopment site at Southpoint.*

# Public Sector Action

**THE CITY OF STOCKTON IS**, indeed, facing the “perfect storm” of challenges. It has absorbed a lot of body blows over the past couple of decades from internal and external forces, including many that are seemingly out of the city’s control. The panel does not wish to minimize the challenges, but understanding that many other communities around the globe are dealing with the same issues and that a promise of better times exists is important.

*The Magnolia Historic district near downtown is a key stabilization location to ensure downtown’s success.*



That promise comes from the many strengths of this community. Stockton’s multimodal transportation system is one that many communities would be envious of: an active port connects to the world; a modern interstate system allows people and goods to move effectively and efficiently; the airport has the capacity to serve a larger business base; the rail network is in many respects unparalleled; and the public transportation network of buses and commuter rail is well planned, well managed, and well positioned for the future.

Although the local real estate market is not where it can be from an occupancy standpoint, it now provides an affordable alternative for many companies looking to grow.

As the seat of the San Joaquin County government, Stockton is in a position of visibility and influence in this region and benefits from creation of civil service jobs. The city is a collection of extremely diverse communities—socially, economically, ethnically, and geographically: it has an urban core, an active waterfront, and a vibrant suburban sector that serves growing families.

All of these assets are key components for an economic development program. In addition, Stockton is close to major global business centers, some of the world’s most advanced technology resources, and the dynamic Asian economies. The Stockton area has an established base of nearly 700 manufacturing companies, much-desired Enterprise and Foreign Trade Zone designations, and an existing system of workforce development programs. Stockton’s municipal leadership and a passionate and engaged community understand the importance of economic vitality to the city’s long-term health.

Moreover, and important not to lose sight of, the city has time. The global and local markets are not actively supporting new growth right now and probably will not for the next three to five years. This does not represent a missed opportunity; rather, the city now has time to prepare for the day when the markets are ready for the private sector to restart its development investments.

Although pressure may exist to “do something” right now, the city must clearly understand that preparation *is* “doing something”—an important “something.” Specifically, take this time to strategically prioritize several key action areas, including the following:

- Fiscal and budgetary health;
- Organizational and process stability;
- Public safety;
- Community development stability; and
- Economic development stability.

## Fiscal and Budgetary Health

The city is already actively focused on stabilizing its long-term fiscal health, and intrusion on that process would be outside this panel’s scope. However, certain opportunities exist that the community as a whole should understand can reduce the city’s financial obligations for the continued redevelopment of Stockton’s downtown:

- Identify and leverage sound, strategic partnerships; the city does not have to bear the financial burdens of deal making all by itself. This realization is even more critical given the loss of tax increment financing programs. Remember, cities have made, and still make, complicated development projects happen without using tax increment financing. The ability to reshape the city is not lost—only one tool from the tool box is now missing.
- Create strategic third-party agencies that can share the costs of redevelopment (planning, infrastructure, land assembly). The loss of the Redevelopment

Authority does not mean that replacement organizations or partnerships cannot be established to fill the authority’s planning and implementation roles. Representing both public and private interests, it must have the expertise and authority to negotiate with private developers, the authority to engage consultants, the ability to negotiate land assemblies, and the ability to manage project implementation.

- Consider the use of New Market Tax Credits to help with the funding of investments in designated low-income communities. Downtown Stockton is classified as a severely distressed area for the New Market Tax Credits program.
- Support the approval of an EB5 Regional Center in the San Joaquin Valley to attract foreign capital investment into the city and region for nonagricultural job-creating projects. This program provides expedited permanent residency status to foreigners who invest a minimum of \$500,000 to \$1 million in an approved regional center for a project that creates either directly or indirectly ten or more jobs.
- Engage state and federal elected officials to identify strategic higher-level funding opportunities that can help close deals or that allow the creation of necessary infrastructure improvements that can mitigate some of the private sector financing obligations.
- Maximize the use of the city’s long-term capital improvement budget in a strategic manner that focuses on creating the positive atmosphere to attract private investment, while also serving the needs of city residents.

## Organizational and Process Stability

In 2011, the City Council and city manager identified the need to make significant organizational improvements to improve and sustain performance. Currently, initiatives exist to assess the performance of the Community Development department and other city functions that have a role to play in executing the down-

town revitalization strategy. In fact, along with solid public and private partners playing significant roles, the chances for success are vastly improved if the city can accomplish this organizational improvement goal.

### **Build the Team**

If revitalizing downtown is key to overall success of Stockton, then the city organization will need to eliminate unnecessary obstacles and barriers to new development. The city has instituted a management review of permit processes and empaneled a Development Oversight Commission to develop recommendations to improve those processes. Successful communities have followed through by developing an annual work program, setting objectives that can be seen and measured by the development community and the general public, and creating a corporate culture that is aligned, responsive, and customer-driven.

The city manager and senior staff have an important role to improve the morale, efficiency, and effectiveness of city agencies and staff. Many stakeholders desire a city organization that is more accountable, consistently holds itself to high standards, and is reliable. This report recommends that the city set new specific rules for downtown to guide the permit process and empower a senior staff member (a "Deputy City Manager for Downtown") to oversee and be accountable for implementation.

### **Give Them the Tools**

To be successful, the city needs to streamline the permit review processes and improve the applicable zoning and development codes. Private development interests need to have the right balance of certainty and predictability in review timelines, allowed uses and densities, and performance standards while allowing for flexibility and variation in meeting city standards. "You can tell me the 'what,' just let me figure out 'how' I do it."

For downtown, Stockton could consider building upon the foundation of city and agency plans through a variety of additional preentitlement planning work. Some

communities have created entirely new zones and standards that more accurately reflect the local real estate market and the specific goals and objectives of local private and public developers. Having those entities help create the rules will improve certainty and lead to better outcomes. Some would argue this method is "letting the fox guard the henhouse," but a well-managed regulatory update that has local buy-in stands a significantly better chance of being implemented over time.

For downtown, the Rail Commission and others have already created plans to facilitate TOD near Cabral Station, and this report identifies other specific locations for focus. New regulations could include provisions for phased development to allow incremental steps toward an overall vision and goal. Using form-based or performance-based zoning codes instead of use-based codes is increasingly seen as a helpful tool. Stockton has already reduced or eliminated impact fees in the downtown area. And having the public sector perform any needed environmental review (CEQA) up front will further help reduce uncertainty.

The city should consider establishing a "Downtown Entitlement Team" composed of selected planning, engineering, and other review staff to work directly with project proponents to deliver entitled projects and foster economic development. Such a team would have a defined mission and performance expectations, would be colocated with the project design and review team, would employ a decision-making structure designed to solve problems quickly, and would be accountable to the new deputy city manager for downtown.

On a broader basis, many organizational and process improvement techniques for downtown can be applied citywide. To improve the distinction between politics and permit decisions, the city should eliminate from the zoning code all permit decision duties for the Planning Commission, give the City Council administrative decision-making authority, and institute a hearing examiner process for appeals. The city can also schedule a three-

year work program to review each development-related chapter in the municipal code and identify opportunities for modernization. The new code should be shorter, written in plain language, and based on outcomes instead of prescriptions. New codes and amendments should be tested against those goals.

Stockton's mitigation fees are seen as too high and not reasonably related to project impacts. The city should revise this system based on a rational relationship to the need for new infrastructure for growth. Similarly, a cost-recovery policy for permit review, issuance, and inspection and updated fees should be set after undertaking an informed analysis of service costs and comparison to peer cities in the San Joaquin County area.

### **The City Council's Key Roles**

The city manager and City Council have articulated four goals to improve city services, all of which relate to successful downtown development. These recommendations are consistent with those goals. The council can best help by adopting new or revised development regulations quickly and empowering staff to execute the administrative tasks in the associated work program.

The council can also add value by helping improve the political culture in Stockton. It can help reduce infighting and factions between groups, promote alignment among neighborhoods since all will benefit from a revitalized downtown, and educate residents on the goals and benefits of downtown vitalization. The city should continue to use the best techniques of good government by focusing on policy and making decisions in an open, transparent manner.

The council can also keep critical political connections with the San Joaquin Rail Commission, the Regional Transit District, local universities, the county, and many others. It should find opportunities where interests align and use them to further knit together a common future. An example could be the potential colocation of the Amtrak station with the Cabral ACE station to improve service and ridership choices and to lever-

age infrastructure investment in downtown. Continued participation in the San Joaquin Partnership will help Stockton mature into a regional leadership role and balance support for locals with welcome for new community members and partners.

### **Relationship of Public Safety to Downtown Success**

Real and perceived improvements in public safety are a key priority for the City Council, but recent budget constraints have led to worsening conditions. The city could explore mechanisms for improved resource sharing with other law enforcement agencies, such as those of the county or port, to provide specialized functions (K9, SWAT, narcotics), and Stockton officers could patrol unincorporated islands surrounded by the city.

Restoring resources for proactive crime reduction strategies, especially in the downtown area, is likely to yield positive results. Some code enforcement functions, including proactive and self-supporting programs like lodging and a multifamily rental inspection program, could be restored. If resources allow, a more aggressive abatement program for chronic enforcement sites would improve the perception of prospective developers and businesses.

Downtown revitalization has many public safety benefits. The zoning code should allow for new pubs and live music because having a lively, vital night life will help improve public safety. Including available tools such as the principles of crime prevention through environmental design in city design standards and allowing currently vacant storefronts to be used for art production and gallery space would help populate the streetscape, especially at night when safety perception is critical.

# Conclusion

The panel believes that Stockton has a tremendous opportunity to prepare for and implement downtown development and revitalization. Many of the fundamentals are already in place, including a substantial and comprehensive transportation network, connections to national and international commerce, and a diverse population. But much work still remains to be done.

The panel appreciates the metaphor of *mise en place*, a French phrase referring to having all the ingredients necessary for a dish prepared and ready to combine up to the point of cooking. By preparing all of the ingredients, Stockton will be ready to welcome new development when the market is ready.

# About the Panel

## David Leland

*Panel Chair  
Portland, Oregon*

Leland is considered a knowledgeable urban strategist, with more than 45 years of experience in the real estate industry as a consultant, adviser, developer, and owner. He has conducted and managed more than 2,500 real estate projects and assignments.

As the former CEO of a national mixed-use real estate development company and educated in architecture, city planning, and urban economics, Leland brings a thorough perspective to any project. His strength is a comprehensive understanding of real estate and planning issues. His particular interest lies in downtown revitalization, sustainable communities, transit-oriented development, and innovative mixed-use centers. He has worked with development organizations ranging from privately held firms to Fortune 500 companies and more than 300 communities with a portfolio that includes 85 downtown revitalization and implementation strategies, 75 light-rail transit stations, 45 urban corridors, and a host of smaller centers, corridors, main streets, and greenfield communities.

Leland's experience encompasses projects in 30 states across America, Canada, Mexico, Japan, China, the United Arab Emirates, North Africa, and Latin America. His philosophy is to balance the firm's workload between public and private developer clients and thereby maintain continuous awareness of the issues that always arise in building successful public/private partnerships. One of his accomplished skill sets is working with diverse—and sometimes divisive—groups to establish innovative strategies that lead to successful solutions for complex issues.

## Heather Alhadeff

*Atlanta, Georgia*

Alhadeff joined Perkins+Will's Atlanta urban design practice as a senior transportation planner. An accomplished transportation planner and recognized expert, she also brings her experience in land use planning, transportation engineering, and urban design. She has deep public sector experience, including past roles as the city of Atlanta's director of transportation planning, Central Atlanta Progress's director of transportation management, and senior planner at the Atlanta Regional Commission and the Federal Highway Administration.

Alhadeff specializes in resolving complex land use and multimodal transportation situations through logical implementation and creating constituent consensus. She directed the creation and adoption of the Connect Atlanta Plan and the Downtown Parking Demand Management Plan and has worked on the Atlanta StreetCar, Regional On-Board Transit Survey, Columbus Public Involvement Plan, Multimodal Passenger Terminal, and Express Bus Routing. She is the recipient of numerous awards, including the PEDS Golden Shoe Award, Atlanta Bicycle Coalition Best Planning Initiative of the Year (2008), and *Atlanta Business Chronicle's* 40 under 40 (2007).

## Zachary Greene

*Boston, Massachusetts*

Greene is currently vice president in the real estate department at MassDevelopment. He has been actively involved in all of the agency's real estate dealings and has been a leader in the largest and most complex deals evaluated and undertaken during his tenure. MassDevelopment is the Massachusetts public economic development and real estate development agency. The agency's real estate activities include consulting to cities and towns regarding underused or distressed publicly or privately owned properties; planning for downtown and district real estate and economic development and revitalization; development of surplus federal, state, county, and municipal properties; due diligence on dozens of properties each year in support of MassDevelopment's real estate deals or those by other parties; and tenanting and otherwise managing the real estate assets in its portfolio.

An expert commercial real estate analyst and appraiser, Greene has evaluated nearly two dozen prospective real estate deals with MassDevelopment and has followed at least one (1550 Main in Springfield) through the entire development process. All of these deals involved distressed properties in economically challenged cities.

Before his public sector real estate career, Greene was a commercial real estate appraiser with Byrne McKinney and Associates in Boston. Projects included the appraisal and analysis of more than \$1.5 billion of real estate located throughout New England, including more than 10,000 existing and proposed apartment and condominium units and 5 million square feet of Class A and B office space. In addition to valuation assignments, Greene worked with the firm's principles on consulting assignments covering existing and proposed large-scale developments throughout New England.

Greene holds a BA in economics from Brandeis University.

## Kamuron Gurol

*Sammamish, Washington*

Gurol has served as assistant city manager and community development director for the city of Sammamish since 2005. Sammamish is a new city (incorporated 1999) that formed to gain greater control over local issues, especially growth and development challenges. His team has successfully navigated an innovative town center plan (using a hybrid of performance and traditional zoning tools) and a new Shoreline Master Program (using an incentive-based strategy to improve habitat while recognizing property rights) through the rough waters of public comment, planning commission review, state agency approval, and city council adoption. Sammamish also received a 2009 Governor's Smart Community award for its over-the-counter permit approval process.

Prior to joining the city staff, Gurol worked as a corridor planning manager for the Washington state Department of Transportation's Urban Planning Office, where he oversaw corridor improvement plans for several large state highways in the greater Seattle area. As director of the Kitsap County Department of Community Development, Gurol was responsible for all aspects of community development (building plan review and inspections, land use permits, long-range planning, and a Community Development Block Grant program) serving about 250,000 residents. As manager of the Snohomish County Planning Division, he was responsible for successful policy development for the county comprehensive plan and various subarea plans, for planning policy issues with 20 cities, and for county geographic information service and demographic work products. He began his work in public administration, planning, and environmental and natural resources with King County where he created a nationally recognized transfer of development rights program.

Gurol holds a BS in geology from the University of Washington and an MPA from the Kennedy School of Government at Harvard University.

## Scott Hall

*Virginia Beach, Virginia*

Hall is the business development coordinator for the City of Virginia Beach Department of Economic Development, with a primary focus on new business attraction. He has 16 years of experience as an economic development professional, including research, small business development, business assistance, retail development, marketing, and planning. Hall's background also includes international marketing, Enterprise Zone administration, strategic planning, comprehensive land use planning, and redevelopment planning. In 2001, Hall served as research director for the Virginia Peninsula Economic Development Alliance, a regional public/private economic development marketing organization.

A native of West Virginia, Hall received his BA in political science from Marshall University in 1985 and his master of urban studies degree from Old Dominion University in 1999. He served as a commissioned officer in the U.S. Navy before entering the field of economic development. He is a member of the Urban Land Institute, the International Economic Development Council, the Southern Economic Development Council, the International Council of Shopping Centers, the Brazilian/American Chamber of Commerce, the German/American Chamber of Commerce, AmCham France, and the Virginia Economic Developers Association.

## Robert M. Lewis

*St. Louis, Missouri*

Lewis directs economic planning and implementation assignments at Development Strategies, based in St. Louis. He was part of the team that created Development Strategies in 1988 after ten years with Team Four and two years with the St. Louis County Department of Planning. He was named president in 2000.

The focus of his professional work is analyzing the market, economic, and organizational forces that influence urban planning, economic growth, and real estate development. His consulting services yield strategic recommendations for clients seeking to maximize economic value. Clients include local governments, private property owners, corporations, government agencies, nonprofits, and institutions all around the United States. Development Strategies has served clients in 42 states since 1988.

A native of Glencoe, Illinois, in the Chicago area, Lewis holds a master's degree in city and regional planning from Southern Illinois University at Edwardsville and a bachelor's degree in business economics from Miami University in Oxford, Ohio. He is a member of the Leadership St. Louis class of 1986–1987. He is a certified economic developer within the International Economic Development Council (IEDC) and a member of the American Institute of Certified Planners of the American Planning Association (APA). He is also a former president of APA's Missouri Chapter and is presently chair of the Economic Development Division of the APA. Lewis currently chairs the Infrastructure Work Group of IEDC's Public Policy Advisory Committee and annually addresses the topic of infrastructure and economic development for the Economic Development Certification course at the St. Louis County Economic Council.

He has been a senior faculty member teaching business economics for the Keller Graduate School of DeVry University since 1995 and taught the urban systems course for the Urban Planning and Real Estate Development master's program at Saint Louis University.

## David Scheuer

*Burlington, Vermont*

President of the Retrovest Companies, Scheuer has over 30 years' experience developing several award-winning residential and mixed-use projects. The company has built a reputation for design quality, environmental sensitivity, a willingness to take on complex joint public/private development, and a commitment to sustainable development. Scheuer has worked on urban projects in Vermont, Washington, D.C., Sacramento, Portland, and Seattle. Currently, the firm is developing South Village, a 336-unit conservation-oriented, new urbanist mixed-income housing community in South Burlington, Vermont; the Westlake Center, a public/private downtown mixed-use project in Burlington; and Harvard Commons, an infill apartment project in downtown Seattle.

Scheuer attended the University of Colorado, where he was a three-time All-American skier. From 1972 to 1978 he was a member of the U.S. Alpine Ski Team. He did graduate work at the University of Vermont in resource and land economics. He is a former national director of the National Association of Home Builders; a former board member of the Preservation Trust of Vermont and the Fund for Vermont's Third Century; and a founding member of the Congress for the New Urbanism. In 1990 Scheuer was inducted into Lambda Alpha, the National Land Economists Society. He is a former trustee of the U.S. Ski Team Foundation and currently serves on the executive board of the National Town Builders' Association. He also serves on ULI's Public Private Partnership Council.

Scheuer is regarded as a practitioner of smart growth development. He was appointed by Governor Howard Dean as the private industry member of Vermont's Municipal Land Law Review Commission (2001–2003) and serves as an adviser to Vermont's current governor on land use issues.

## Ross Tilghman

*Seattle, Washington*

Tilghman heads the Tilghman Group, providing transportation planning services. He brings over 25 years of urban planning experience, including serving as executive director of a downtown business improvement district. He provides transportation-related revenue projections, market studies, and planning and development strategies to government, not-for-profit, and private sector clients facing real estate development challenges.

Frequently collaborating with nationally recognized planning teams, Tilghman has recently worked on master plans detailing transportation requirements for Al Ain Wildlife Park and Resort, United Arab Emirates; Iowa's State Capitol Complex; Evergreen State College, Olympia, Washington; and Gallisteo Basin Preserve, New Mexico, as well as for downtowns throughout the United States. Central to these efforts are parking studies identifying future demands and space needs from which Tilghman develops parking management plans to support planned development. Since 2000, Tilghman has been working with the city of Tacoma, Washington, to address its downtown parking needs, including the parking plan for the city's new convention center. He provided the revenue forecasts used to issue parking revenue debt.

Tilghman also served three years as director of a downtown business improvement district in Illinois. He oversaw maintenance, facade improvements, parking, and upper-story redevelopment efforts in concert with Main Street redevelopment principles. He successfully authored a \$1.9 million grant to fund a streetscape construction project completed in 2002.

Tilghman frequently participates in national resource panels, assisting communities with development questions, including ULI Advisory Services panel and Mayor's Institute on City Design teams. He received an undergraduate degree in history from Washington University in St. Louis and a master's in geography from the University of Washington, Seattle.



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## City of Stockton City Council Goals for 2011

As an outcome of the performance evaluation of the City Manager and the Annual Workshop of the City Council held on January 28, 2011, the Council has adopted the following work plan. Given these difficult times, and after much consideration, the Stockton Council has decided that less is more. Rather than trying to be all things to all people, it will have a greater impact to the community by focusing on a short list of key goals....some would say getting back to basics....in order to begin the true revival of the great City of Stockton.

### **1. Fiscal Sustainability--Getting our fiscal house in order.**

It has become clear there will not be a robust recovery in the City of Stockton's general fund revenue base for some time to come. Furthermore, the City does not have adequate reserves to weather these difficult times, and its compensation practices and employee benefit/insurance programs are not being administered using current best management practices. The estimated budget deficit for FY 2011-12 is \$34 million and growing. It grows even more, each year thereafter. The City must improve its cost of doing business and look beyond just the next year with a goal of providing multi-year fiscal sustainability.

As a start, the City Council adopted its Action Plan For Fiscal Sustainability on June 22, 2010 (see attachment at end of packet). This provides the framework for labor negotiations and concession bargaining for 2011. Labor costs represent 80 percent of the general fund. We have begun the negotiations process to effectuate the sustainability goals and to balance the next few years' budgets. Furthermore, we need an independent review of our employee benefits/insurance programs (medical, workers compensation, long term disability, life, etc.) to ensure they are administered in a cost effective manner and provide a benefit level that is generally supported in the labor market. Finally, we need to ensure our accounting and fiscal management practices are up to par to ensure the financial data that underlies our decisions is accurate and reliable. Finally, we need to begin the conversation about our unsustainable retiree health program.

### **2. Increase Public Safety, both real and perceived.**

The level of crime is unacceptable in the City of Stockton. The sense of safety by Stocktonians appears to have reduced in the recent past. The relative increase in crime from 2009 to 2010 is disconcerting and the total amount of crimes (on a per capita basis) is some of the highest in the nation. Violent crimes increased 9 percent overall while burglaries increased 13 percent this last year. Yet, the number of arrests went down 27 percent. This last figure is directly a result of fewer officers on the street.

While the data supports the assertion that much of the violent crime is associated with gangs and drugs, and the odds of being victim to a violent crime are low, we have

double the murder rate of Los Angeles and there are simply too many victims of violent and property crime in our City. Furthermore, we have direct evidence that our real or perceived sense of public safety is one key factor impacting our ability to attract new high wage employers to the City.

The sources of crime are complex and therefore the strategies of reducing it are equally complex and must come from multiple disciplines. Poverty, youth employment and activities outside school, gangs, school performance, parenting, substance abuse, mental health, faith based institutions, law enforcement and criminal justice system performance are just some of the causes and possible sources for reducing crime.

The City needs the equivalent of the Marshall Plan for addressing public safety in the City. Besides being a direct service provider in this area, the City needs to be a convener of stakeholders acting in concert with the various institutions that have a stake in the factors that impact public safety e.g. county, schools, state, faith based groups, non-profits, etc.

### **3. Economic Development—Facilitate Investment and Job Creation**

It is no secret that Stockton has been hit harder by the recent recession than other communities. Our current unemployment rate hovers around 20 percent. Our per capita income is 37% less than the statewide average. Our much publicized foreclosure rate is third in the nation. Our relative success in this area has an indirect impact on the previous (Public Safety) goal.

There are parts of the economy that we have no control over nor can we make an impact on them. However, as a regulatory and land use planning agency, we have a potentially great impact on businesses that wish to expand or locate here. Furthermore, many of our regulatory plans e.g. General Plan, Development Code, development fees, etc. were developed when the City was experiencing huge growth.

As a result, the City would benefit from a top down assessment of our regulatory plans, our fee structure, our departmental performance and the underlying factors that support it--all with the goal of retooling our organization to support economic activity that will produce jobs without unduly harming the environment. We need to completely rethink our regulatory role and organizational performance including organizational culture all through the "New Normal" lens.

Again, notwithstanding our direct service delivery role, we should support the convening of the various stakeholders that impact our economy e.g. San Joaquin Partnership, Port of Stockton, San Joaquin County, Council of Governments, etc. in order to develop an actionable Economic Development Plan. This project should assess the economic trends, our strengths and weaknesses, and develop street level plans to accentuate the strengths and minimize our weaknesses all with the goal of enhancing economic investment that produces jobs for our citizenry.

#### **4. Increase Organizational Capacity**

Besides the challenges associated with huge reductions in budget and layoffs, the City of Stockton organization has experienced a dramatic turnover rate at the City Council level and in the City Manager position. As a result, the direction of the City, in the eyes of staff has not been clear. The criteria for success, especially in mid and senior managers has been vague. The use of technology has been diminished. A high performing organization, even during lean times, still invests in its remaining staff to support the Council goals, continuous improvement, life long learning, etc. We may be doing less, but what we do, we should do well. A high performing organization also knows that the Council goals and priorities are translated through the City Manager, to the department heads and ultimately to every City staff member, so that all are "rowing" in the same direction.

As a result, the City Manager is directed to propose and implement measures to improve the City of Stockton organizational capacity and wherewithal to effectuate the Council goals and further an organizational culture that ultimately puts the City organization as a top tier employer in the state.

#### **Next Steps....Making Our Goals a Reality**

Given the above stated goals, the City Manager and staff have been directed to develop more specific business plans or strategic initiatives that are designed to further the four stated goals mentioned above.

City of Stockton  
2011 Business Plans

**Economic Development--Facilitate Investment and Job Creation**

Summary of Strategic Initiatives

1. Management Review of Community Development
2. Evaluation of City General Plan 2035
3. Review/Reduce Development Fees--Mitigation and Processing Fees
4. Regional Wastewater Control Facility Capital Improvement and Energy Management Plan
5. Downtown Revitalization Plan
6. Small Business Development
7. Economic Development Strategic Plan
8. Complete Infrastructure Projects
  - a. Sperry Road Extension & French Camp/I-5 Interchange
  - b. Delta Water Supply Project

**City of Stockton**  
**2011 Community Development Department Business Plans**

**REVIEW AND RESTRUCTURING OF COMMUNITY DEVELOPMENT OPERATIONS AND REGULATORY REVIEW**

**What City Council goal does this proposal seek to address?**

Achieve Financial Stability

Enhance the Amount and Quality of Economic Development within the City of Stockton

**What is your proposal, project or focused work activity?**

Review Organizational Structure and Operational Efficiency

- Organizational Review
  - o Acquire an independent review of performance of the department including the four divisions within the department: Planning, Building and Life Safety, Public Works Administration and Fire Marshall functions.
  - o This review expands current efforts of alternatives to existing staffing of functions. The implementation of technology improvements to all electronic transactions for permitting, monetary and field communications.
  - o Evaluate staffing assignments and internal processing to identify efficiency opportunities. This process will require an independent evaluation of level of responsibility and delegation of authority with the objective of reducing the number of required reviews.
  - o This segment of the independent review is focused on creating predictability, process consistency and equity in code applications.
- Regulatory Review
  - o A review of current regulation, interpretation and specific application. The intent is to understand regulatory need, impacts of application and impacts on market competitiveness.

Role of Fire Prevention and Permitting Services

- A critical review of current services provided in the Permit Center as to appropriate function, location and alternatives to provide same level of services.

In each of these objectives, three overriding components need to be reviewed: costs, accelerated process and technology application.

**How does this project address or make a positive impact on the Council goal? How will you know?**

Ensures function is operating at greatest efficiency which should increase economic activity within the City by providing greater customer service with the same or fewer resources. Define new metrics to assess service levels provided to customers and ensure predictable outcomes.

**What is the City's role (direct service delivery, convener or support/advocacy)?**

Direct Service Delivery.

**Who is the Project Lead?**

Mark Martin, Business Operations Manager/Program Manager III

**Can this be accomplished within current budgeted resources? If not, what is needed as one time or ongoing resources?**

Independent review is estimated to cost between \$125,000 and \$150,000 dependent on final scope of work. Staff resources will be required during this process and during implementation of the recommendation.

**What are some key milestones for this Plan?**

Recruitment of consultant and define scope of work – 3 months  
Assessment and evaluation – 3-4 months  
Development of recommendation – 3 months  
Implementation – to be defined

**Are there any risks associated with this activity?**

None.

**City of Stockton**  
**2011 Community Development Department Business Plans**

**EVALUATION OF THE CITY GENERAL PLAN 2035**

**What City Council goal does this proposal seek to address?**

Enhance Economic Development

Fiscal Stability

**What is your proposal, project or focused work activity?**

Evaluation of Growth Assumptions and Municipal Service Requirements for the General Plan 2035

This effort is to investigate and determine the impacts of changes in population growth and projected service demands from that anticipated with the adoption of General Plan 2035. The new economy we are experiencing suggests that population projections will not be met given prolonged recovery from a severe recession.

This effort will be developed in two phases;

Phase I – a review of General Plan 2035 assumptions and revisions anticipated in the Climate Action Plan.

Phase II – focuses on facility needs and service capacity providing the basis for a review of Public Facility Fees.

The dramatic drop in housing development and private sector investment activities since 2007 is projected to extend through a slow recovery over the next five years. This circumstance creates an unrealistic and unsustainable projection for facilities and services.

The current work tasks, assumption and anticipated products of the Climate Action Plan, currently under contract, will provide an initial step in understanding the scope of changes to be considered in the assumptions of General Plan 2035.

The adopted General Plan 2035 and its public facilities mitigation plans provide the basis for public facilities fees required for mitigation:

- a. Mitigation to offset growth demands and maintain a defined level of service.
- b. The adoption of public facilities plans to meet defined physical facilities required.
- c. The development of and adoption of public facilities fees through a nexus study laying the foundation for application and level of fees to be charged.

**How does this project address or make a positive impact on the Council goal? How will you know?**

Revise General Plan to reflect a much more constrained City footprint and associated infrastructure requirements along with changes to basic assumptions to reflect current and projected economic realities. The infrastructure analysis will need to consider the financial burden to the City as well as to development. Other amendments could provide regulatory relief to improve economic competitiveness. The exact impact, though positive, will not be known until well after the effort is completed.

**What is the City's role (direct service delivery, convener or support/advocacy)?**

Direct Service Delivery.

**Who is the Project Lead?**

Gregg Meissner, CDD Deputy Director of Planning and Engineering

**Can this be accomplished within current budgeted resources? If not, what is needed as one time or ongoing resources?**

Though already based heavily on the assumptions and products of the Climate Action Plan, this activity will need significant consulting services to accomplish and will redirect existing staff from other high priority projects such as the Climate Action Plan to focus on this effort. Anticipated independent consultant services costs could be in the range of \$1,500,000 for policy development, transportation, air quality and utility modeling as well as environmental analysis.

An alternative process is being investigated to reduce both cost and timeline. This effort will take approximately two months.

**What are some key milestones for this Plan?**

Months 1-3 complete review and revision of Assumptions and Standards

Months 4-10 develop revised Land Use and Circulation Plans and projections

Months 10-16 revise Utility Master Plans and Policies and Implementation Measures considering recommendations of the Climate Action Plan process

Months 16-22 Revised General Plan including Climate Action Plan Implementation components completed and presented for adoption

**Are there any risks associated with this Plan?**

Potential risks include the opportunity for new litigation if the existing General Plan and associated environmental document are modified.

**City of Stockton**  
**2011 Community Development Department Business Plans**

**REVIEW/REDUCE DEVELOPMENT FEES – MITIGATION AND PROCESSING FEES**

**What City Council goal does this proposal seek to address?**

Enhance Economic Development

**What is your proposal, project or focused work activity?**

The focus of this proposal is a comprehensive review of Community Development's permit/processing fees following reorganization and restructuring of the department. A second element of review is a full analysis of public facilities fees, their basis and level of funding.

Components will include the following:

- 1) Review the City and regional Mitigation Fees
  - i) Review for a defined fee reduction schedule
  - ii) Review regional fees for appropriate costing i.e. CPI changes, land value changes
- 2) Community Development Fee Nexus Study(ies)
  - a) Review time detail to accomplish consolidation of steps where possible
  - b) Revise fee structure to reflect reduced steps and labor costs
- 3) Community Development Special Revenue Fund Policy (Development Services Fund)
- 4) Review General Fund supported activities (cost, priority, elimination if no funding)
- 5) Review of assigned personnel to departmental functions

**How does this project address or make a positive impact on the Council goal? How will you know?**

By revisiting the assumptions on which fees are based, it is possible that many fees may be reduced and some eliminated.

**What is the City's role (direct service delivery, convener or support/advocacy?)**

Direct Service Delivery

**Who is the Project Lead?**

Mark Martin, Business Operations Manager/Program Manager III

**Can this be accomplished within current budgeted resources? If not, what is needed as one time or ongoing resources?**

**Mitigation Fees Review**

Additional studies and analysis will be necessary requiring consultant assistance. Funds have not been programmed for these activities. Staff are budgeted to assist with these analyses to the degree that other City or Departmental priorities do not supersede these tasks. Anticipated consultant service to prepare associated analysis - \$90,000

**Processing Fees Review**

A new Planning, Engineering and Fire Prevention Fee study will require a source of funds for consulting services. We estimate around \$20,000-\$25,000 consultant cost for a complete review for a detailed fee nexus study along with significant staff resources similar to those absorbed by recent prior effort. Funds have not been programmed for these activities. Staff are budgeted to assist with these analyses to the degree that other City or Departmental priorities do not supersede these tasks.

**What are some key milestones for this Plan?**

Item 1) Month 1-2 - Open dialogue with partner agencies/groups on reducing City and regional mitigation fees (e.g. Air Quality, Agricultural Mitigation, HCP)

Month 5 – Begin negotiation of regional mitigation fee reduction including considerations of the effect of CPI changes, realistic land and management costs and other associated factors

Month 12 – Present revised regional and City Mitigation fees for adoption

Item 2) Months 1-6 - Community Development Fee Nexus Study(ies)

Item 3) Month 6 - Community Development Special Revenue Fund Policy (Development Services Fund)

Item 4) Month 4 - Review General Fund supported activities (cost, priority, elimination if no funding)

Item 5) Month 6 - Review of assigned personnel to departmental functions

**Are there any risks associated with this activity?**

Risks associated with the effort will be determined by results of evaluation of General Plan 2035 and restructuring of the Community Development Department. The results of these efforts should determine the variable increase or decrease in costs resulting in changes in fees being charged.

**City of Stockton  
2011 Business Plan  
RWCF Capital Improvement and Energy Management Plan**

**What City Council goal does this proposal seek to address?**

Economic Development  
Financial Stability

**What is your proposal, project, or focused work activity?**

The plan and supporting documents will be used to guide the City of Stockton for the planning and implementation of specific projects in order to maintain compliance with existing discharge Permits (wastewater and air), to maintain/improve Regional Wastewater Control Facility (RWCF) infrastructure operational reliability, to prepare for financially sustainable long-term operations and maintenance (O&M) costs, and ensure adequate treatment capacity. Specific issues that will be addressed in the Plan include the following.

- Projects/improvements that the City should design and implement in order to maintain and improve structural integrity, environmental compliance, and human health and safety
- Projects/improvements that maximize cost-benefits via labor expenses, energy consumption, and other direct operations and maintenance expenses for a window of at least twenty (20) years
- Confirmation, phasing, and implementation of projects under consideration;
- Provide perspective and recommendations on future, long-term RWCF considerations in order to avoid potential conflicts with near-term project implementation
- Describe the challenging treatment issues that the City is likely to experience during the current NPDES Permit time span, and in the subsequent NPDES Permit time span
- Describe opportunities through an energy management plan to generate additional revenue and reduced costs through implementation of emerging technologies, energy development, and/or partnerships with other agencies and companies
- Phased construction study that would maximize the highest financial yield and benefit to the City

The final product will be a comprehensive plan that identifies specific wastewater treatment process upgrades and repairs, including the costs and implementation schedules. This plan will also include economically viable energy production, and efficiency opportunities utilizing available renewable resources, including the financing alternatives for project implementation.

2011 Business Plan  
Municipal Utilities Department  
RWCF Capital Improvement and Energy Management Plan

**How does this project address or make a positive impact on the Council goal?  
How will you know?**

Success will be determined by identifying an approach to implement projects that stabilize long-term O&M costs, and implement the recommended projects within the existing wastewater rate structure approved by City Council in 2010. Projects identified shall provide for regulatory compliance, reliability, energy production and conservation, and the necessary wastewater treatment capacity to accommodate new business and industry seeking to locate in Stockton.

**What is the City's role (direct service delivery, convener, or support/advocacy?)**  
The RWCF Capital Improvement and Energy Management Plan is a direct service delivery project.

**Who is the Project Lead?**  
Larry Parlin, Deputy Director of Wastewater

**Can this be accomplished within current budgeted resources? If not, what is needed as one time or ongoing resources?**

Adequate funding for this project plan is contained in the MUD Fiscal Year 2010/11 budget. The project plan was negotiated at a contract price significantly below the budgeted amount. Allowance for financing of construction costs estimated to be within \$150,000,000 were included in the recently-approved wastewater rates.

**What are some key milestones for this Plan?**

A key milestones for this project are completion of the plan in June 2011 and acceptance of the plan by the City Council early in Fiscal Year 2011/12. The plan will include a tentative construction schedule covering at least five years.

**Are there any risks associated with this activity?**

If completion of the recommended facility upgrades are not funded it will result in noncompliance with the existing and future NPDES wastewater permits and significant monetary penalties imposed by the Regional Water Quality Control Board. The City would also be subject to additional civil lawsuits by third party environmental organizations for incidents of noncompliance.

## **City of Stockton 2011 Business Plan**

**Department:** Economic Development Department

**Project:** Downtown Revitalization Plan

**What City Council goal does this proposal seek to address?**

Increase both the amount and quality of economic development in the city.

**What is your proposal, project or focused work activity?**

To use a sponsor (private or non-profit) funding, commission the Urban Land Institute (ULI) to perform an updated study to identify strategies for revitalizing downtown with a specific emphasis on meeting the requirements of the Attorney General's Settlement Agreement. ULI offers an Advisory Panel that works over a 5-day period bringing expertise in real estate, finance, planning and development fields together to collaborate on complex land use and redevelopment projects. ULI has been conducting Advisory Panels since 1947 providing sponsors with detailed advice on difficult local land use issues where an "outside point of view" is an important step in realizing a vision.

This effort should be integrated with a similar proposal being developed by the San Joaquin Regional Rail Commission (SJRRRC) and San Joaquin Council of Governments (SJCOG) that focus's on how best to plan and position the neighborhood around the Cabral Rail Station for Transit Oriented Development (TOD) as well as rail related improvements in anticipation of High Speed Rail. A successful TOD program is essential to obtaining bond proceeds to make improvements to support High Speed Rail. ULI has been approached to assist in the development of this plan.

ULI has identified the following products for the TOD project:

- A market assessment
- Future land use plans for the neighborhood
- Circulation analyses
- Perspective (typical) renderings
- Implementation Toolkit
- Ridership projections for both SJRRCC and the Bus Rapid Transit (BRT) line

ULI would also analyze the re-use potential of existing properties, identify key economic and management issues relating to land use projects, and assess overall development strategies and policies. It is easy to see that this scope could be logically expanded and further tailored to include a larger downtown effort.

**How does this project address or make a positive impact on the Council goal?  
How will you know?**

This project addresses the Council goal by providing implementation strategies based on changing economic conditions. In addition, developers will have a better understanding of the costs of infill development if the market analysis is appropriately scoped.

**What is the City's role (direct service delivery, convener, or support/advocacy)?**  
Primarily convener, but also direct service delivery, and support/advocacy.

**Who is the Project Lead?**

The Economic Development Director will be the project lead.

**Can this be accomplished within current budgeted resources? If not, what is needed as one-time or ongoing resource?**

Funding is not available from the Economic Development Department budget. It is anticipated that funding partnerships may include private sector investors, San Joaquin Regional Rail Commission, San Joaquin Council of Governments, and non-profit organizations.

**What are some key milestones for this Plan?**

- Complete funding commitments.
- Meet with ULI. Coordinate any mutually beneficial efforts for the greater Stockton Downtown, including the TOD project.
- Prepare a Project Description.
- Identify project participants. Develop this project as a private/public project, not a City project. Engage both Rail Commission and Downtown Stockton Alliance as responsible partners. Include others who would benefit from a successful outcome.
- Identify historic obstacles to downtown development – both governmental, financial (lending), community perceptions, demographics, infrastructure, environmental constraints (brownfields), etc.
- Prepare draft study or studies
- Define implementation strategies for both the City and Rail Commission, as well as for non-profits, and private sector investors.
  - For the City, this may include: prioritizing identified infrastructure improvements, changes in development codes, collapsing department roles, streamlining or eliminating permits, formalizing private/public roles in outcomes, etc.
  - For the public, it should include marketing, lending strategies and participation by banks, etc.
- Include financing structures that will be required to make this work over the long term on both the public and private side.

**Are there any risks associated with this Activity?**

The primary risks would be acquiring adequate financial support to be able to fund the project. Recent successful Advisory Panel outcomes have involved a substantial amount of background work and analysis on the part of the City or Redevelopment Agency prior to the panel undertaking their review and analysis.

Risks would occur if the City is unable to commit resources and/or money to successfully implement specific recommendations. Similar risks may come from the private sector if they are unable or unwilling to commit to a fair-share implementation role, or to invest in meaningful development projects.

## **City of Stockton 2011 Business Plan**

**Department:** Economic Development Department

**Project:** Implement a Small Business Development Plan to help grow existing small businesses.

**What City Council goal does this proposal seek to address?**

This proposal addresses Council Goal #3: Increase both the amount and quality of economic development in the city.

**What is your proposal, project, or focused work activity?**

Leverage the cultural and ethnic diversity of Stockton to help create new jobs. Staff will work to identify necessary resources and incentives to stimulate private investment by small business, especially incentives targeted toward stimulating the creation and expansion of Minority-owned Business Enterprises (MBE) and Women-owned Business Enterprises (WBE). Staff will also work to remove common obstacles that impair the creation/expansion of small businesses within the City of Stockton. According to the Small Business Administration, small firms employ over half of all private sector employees and have created 64% of net new jobs over the past 15 years.

**How does this project address or make a positive impact on the Council goal?  
How will you know?**

This project addresses the Council goal by providing direct assistance to small business through programs like the micro-loan program and the façade improvement program.

**What is the City's role (direct service delivery, convener, or support/advocacy)?**

The City's role will be a combination of direct service delivery, convener, and advocacy.

**Who is the Project Lead?**

Deputy Economic Development Director, Greg Folsom, is the Project Lead. Efforts will be coordinated with the San Joaquin Delta College Small Business Development Center, University of the Pacific, Chambers of Commerce, SCORE, Downtown Stockton Alliance, and Miracle Mile Improvement District.

**Can this be accomplished within current budgeted resources? If not, what is needed as one-time or ongoing resource?**

This can be accomplished within current budgeted resources. Implementation of potential incentives will need further evaluation.

**What are some key milestones for this Plan?**

- |  |                 |
|--|-----------------|
| • Identification of existing resources and incentives  | August, 2011    |
| • Identification of potential resources and incentives | August, 2011    |
| • Identification of common obstacles                   | August, 2011    |
| • Recommendations                                      | September, 2011 |

- Implementation and marketing ongoing

**Are there any risks associated with this Activity?**

The risk associated with this activity is that the City may not be in a financial position to implement some of the recommendations for additional resources or incentives.

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## **City of Stockton 2011 Business Plan**

**Department:** Economic Development Department

**Project:** Prepare an Economic Development Strategic Plan

**What City Council goal does this proposal seek to address?**

This proposal addresses Council Goal #3: Increase both the amount and quality of economic development in the city.

**What is your proposal, project, or focused work activity?**

In 2006, the San Joaquin Partnership engaged Angelou Economics to prepare an economic development strategic plan for San Joaquin County. While it was an effective plan, economically, times have changed significantly in just a few short years and a new, more comprehensive evaluation is in order. The original plan looked at San Joaquin County as a single unit and did not get down to the individual community level. In partnership with the United States Economic Development Administration, the San Joaquin Council of Governments, and the San Joaquin Partnership, the proposal is to develop a comprehensive strategy that focuses on creating new job opportunities and improving the business climate both at the county level and at the community level. At the county or regional tier, the strategic plan would perform a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and an industry cluster analysis, and would create a regional strategy. In addition, the community tier would create eight individual strategies – one for each city and one for the unincorporated county area.

**How does this project address or make a positive impact on the Council goal?**

Just as the original Angelou Economics plan helped to focus the efforts of the San Joaquin Partnership, this plan would make a positive impact on the Council goal because it will help to focus both regional and community economic development efforts based on new economic realities. A strategic plan will provide a structured, organized approach for targeting efforts where Stockton will get the biggest impacts and have the most likelihood of success.

**What is the City's role (direct service delivery, convener, or support/advocacy)?**

Initially, Stockton's role will be that of direct service delivery, whereby staff will work to secure funding for the proposal from various entities, including the US Economic Development Administration, San Joaquin Council of Governments, and the San Joaquin Partnership.

**Who is the Project Lead?**

- Mike Locke, Deputy City Manager, will be the project lead during the initial funding phase of the project.
- Once the proposal has a funding commitment, the City, led by the Economic Development Director, pending appointment, will then move into a support/advocacy role.

- It is anticipated that the San Joaquin Partnership/San Joaquin Council of Governments would assume the project lead for the regional component.
- The Economic Development Director would provide lead for Stockton's community steering committee and community specific implementation plan.

**Can this be accomplished within current budgeted resources? If not, what is needed as one-time or ongoing resource? How will you know?**

This proposal does not anticipate a direct financial contribution from the City, other than staff time, and could, therefore, be accomplished within current budgeted resources.

**What are some key milestones for this Plan?**

- |                                      |                                 |
|--------------------------------------|---------------------------------|
| • Seek contributions/secure funding  | 3 mos                           |
| • Hire consultant                    | 3 mos (concurrent with funding) |
| • Form Regional Steering Committees  | 8 mos                           |
| • Form Community Steering Committees | 8 mos (concurrent)              |
| • Draft Plan                         | 8 mos (concurrent)              |
| • Final Plan                         | 1 month                         |
| • Plan rollout                       | 2 mos                           |
| • Implementation                     | ongoing                         |

**Are there any risks associated with this Activity?**

The major risk associated with this activity is the risk of not being able to secure funding commitments. In that circumstance, the planning effort would need to be restricted, so there is no financial risk or cost to the City.

**City of Stockton  
2011 Business Plan Template**

**Department:** Public Works  
**Project:** Sperry Road Extension and French Camp/I-5 Interchange

- 1. What City Council goal does this proposal seek to address?**  
Promote Economic Development.
  
- 2. What is your proposal, project or focused work activity?**  
The project will extend Sperry Road approximately 5,300 feet from Performance Drive to French Camp Road, where it will connect with a separate project to rebuild the French Camp/I-5 interchange to a higher capacity facility. This new arterial will initially be a 4-lane facility and will be expandable to 8 lanes when traffic warrants. The roadway will be built on raised fill and include five bridge crossings over 3 railroads, El Dorado Street, and French Camp Slough.
  
- 3. How does this project address or make a positive impact on the Council goal? How will you know?**  
These projects will directly create short term jobs during the 3+ years of construction, including many local jobs as the Sperry Road Extension is subject to the City's Local Employment Ordinance. Long term economic development benefits will flow from greatly enhanced transportation access for South Stockton's business core. The project will create a direct roadway connection between I-5 and State Route 99, benefiting many existing businesses and creating a catalyst for future business development. Existing businesses that will benefit include the Stockton Metropolitan Airport, BNSF Multi-modal facility, San Joaquin General Hospital, and Port of Stockton. Short term economic development success will be measured by construction actually occurring; long term benefits by the number of building permits pulled, fees paid, and new businesses created.
  
- 4. What is the City's role (direct service delivery, convener or support/advocacy)?**  
Direct service delivery.
  
- 5. Who is the Project Lead?**  
Bob Murdoch, Public Works Director.
  
- 6. Can this be accomplished within current budgeted resources? If not, what is needed as one time or ongoing resources?**  
Yes.
  
- 7. What are some key milestones for this Plan?**

## Sperry Road Extension and French Camp/I-5 Interchange

Page 2

2011

- March: Open construction bids for Sperry Extension
- June: Award Sperry Extension construction contract
- July: Start construction of Sperry Extension and complete plans, specifications and estimate for French Camp, Phase 1, Manthey Road Relocation
- August: Advertise French Camp, Phase 1, Manthey Road Relocation Comprehensive Public Outreach plan in place for Sperry Extension
- September: Open bids for French Camp, Phase 1, Manthey Road Relocation
- November: Award construction contract for French Camp, Phase 1, Manthey Road Relocation
- December: Start construction for French Camp, Phase 1, Manthey Road Relocation

2012

- February: Complete plans, specifications and estimate for French Camp, Phase II, Interchange
- March: Advertise construction contract for French Camp, Phase II, Interchange
- May: Open Bids for French Camp, Phase II, Interchange
- July: Award construction contract for French Camp, Phase II, Interchange
- August: Start construction of French Camp, Phase II, Interchange
- September: Comprehensive Public Outreach Plan in place for French Camp, Phase II, Interchange
- December: Complete construction of French Camp, Phase I, Manthey Road Relocation

2013

- January: Construct loop onramps and I-5 auxiliary lanes.
- April: Construct and widen remaining freeway ramps.  
Widen French Camp Slough Bridge.  
Construct Frank West Circle.
- December: Complete construction for Sperry Extension.

2014

- December: Complete construction for French Camp, Phase II, Interchange

### **8. Are there any risks associated with this activity?**

These projects will have a combined construction budget of \$60M. With projects of this size and complexity, there are always risks associated with construction. However, an experienced construction management team is being assembled to mitigate this risk.

## **2011 Business Plan – Delta Water Supply Project**

### **What City Council goal does this proposal seek to address?**

Economic Development  
Financial Stability

### **What is your proposal, project or focused work activity?**

Construction and operation of a potable surface water treatment plant to perfect Stockton's right-to-use water from the Delta.

### **How does this project address or make a positive impact on the Council goal? How will you know?**

#### **Economic Development**

This project will provide the City of Stockton a safe and reliable supply of drinking water that will help meet the needs of current customers, as well as future commercial and industrial demands identified in the 2035 General Plan. Water supply is one of the critical elements to attract public and private investment. Future business development will be able to rely on the Delta Water Supply Project to meet the requirement of an assured water supply. Well planned and financially stable water supply can be a major factor in attracting business to Stockton.

#### **Financial Stability**

The Delta Water Supply Project is being developed to put in use the City of Stockton's water right that allows the City to access available source water. The cost to treat and convey this water is comprised of debt service on borrowed money and ongoing operation and maintenance costs. These costs have been identified and are covered by the current fee and rate structures. Our current surface water supplies, like many others throughout the State, are contractual and subject to environmental restriction and market conditions and are, as such, much more unpredictable. With the Delta Water Supply Project, the City can improve financial stability in the cost of providing water well into the future.

### **What is the City's role (direct service delivery, convener, or support/advocacy?)**

The Delta Water Supply Project is a direct service delivery project.

### **Who is the Project Lead?**

Robert Granberg, Deputy Director of Water Resources Planning

### **Can this be accomplished within current budgeted resources? If not, what is needed as one-time or ongoing resources?**

The Delta Water Supply Project is currently a Capital Improvement Project that is fully funded and projected to complete within budget at this time. Upon project completion in early 2012, the Delta Water Supply Project will become an

2011 Business Plan  
Municipal Utilities Department  
Delta Water Supply Project

operations and maintenance entity under the Water Enterprise. Operations and maintenance costs that were identified in the 2009 Financial Plan are being budgeted in the Fiscal Year 2011/12 budget.

**What are some key milestones for this Plan?**

The Delta Water Supply Project will be substantially complete in January or February of 2012 and, at that time, will be producing potable water for the City of Stockton Water Service Area.

Prior to that time and in conjunction with Human Resources (HR), the Municipal Utilities Department (MUD) will be seeking to fill a Chief Plant Operator position by June of 2011. Shortly after adoption of the Fiscal Year 2011/12 Budget, MUD and HR will be recruiting for ten additional operations and maintenance staff positions that have been identified as needed to operate and maintain the treatment plant, and the intake and pump station facilities. It is important to obtain staffing during the summer and early fall of 2011 to participate in the contractor-supplied training program.

**Are there any risks associated with this activity?**

- At this time, all project costs have been anticipated and budgeted.
- Because the project is not yet complete, there is the risk of unforeseen expenditures in the future.
- Operations and maintenance staffing component is yet to be initiated and is uncertain. All efforts will be made to find, attract, and secure qualified individuals to fill the needed positions. The risk here is the inability to operate facilities when they are ready to be handed over by the contractor.

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## Time to Prioritize Downtown Revitalization

### Action Steps

“The following section is a set of detailed action items the City and in some cases its partners must address to move forward with creating an environment in downtown Stockton that will encourage private sector investment.”

The recommended action steps are foundational to creating the environment to spur private sector investment in the Stockton Downtown Revitalization. To assist in understanding the cumulative impact of these action items they are summarized as follows:

- I. Community Development Restructuring
  - a. Process Realignment
  - b. Organization Restructuring
  - c. Defined performance metrics
  - d. Creation of a customer services focus, performance based organization
  
- II. Acceptance of the Urban Land Institute Advisory Panel Report
  - a. Creation of the Stockton Downtown Public/Private Partnership
  - b. Development of a Revitalization Strategy
  - c. Development of Downtown Parking Strategy
  - d. Development of a Fee and Incentive Program to spur private investment
  
- III. Creation of Neighborhood Stabilization Plan within the Greater Downtown Stockton designated area (Attorney General Settlement Agreement).
  
- IV. Public Private Disposition Policy

While this summary of Action Steps presents a reorganization better defining functional responsibility for City of Stockton there remains twenty-five (25) Action Steps outlined. To understand the expanse of the Action Steps, City obligation to respond in an effective manner, and the requisite time lines required, the attached matrix has been developed.

It is important to recognize that the matrix and its explicit allocation of resources will be constantly changing given competing demands for resources, public process engagement and changes in financial and City policy. In simplest terms

there are two key components fundamental to bringing about change in Downtown Stockton.

### Key Components

Restructuring of Community Development Department

Creation of a Downtown Public/Private Partnership Organization

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## ULI Action Steps Matrix

|     | Strategic Initiative   | Description  | Lead Dept | Supporting Dept, Stakeholder                    | Project Lead   | Deliverables  | Milestones and Timeline   | Status   | Status Description  |
|-----|--|--|-----------|---|----------------|---|---|--|---|
| 1   | Ensure stability of neighborhoods - do no harm                                 | Review General Plan, zoning, development standards, code enforcement - provide the basis for sustainable neighborhoods     | CDD       | PD - Code Enforcement and Legal                 | Steve Chase    | Neighborhood Stabilization Plan   | Initiate in 3rd quarter of 2013, 1 year to define CBD neighborhoods and establish plan, 2014  | Pending  | To be initiated in conjunction with Downtown Public / Private Partnership   |
| 2   | Develop protection strategies for the Magnolia District                        | Review General Plan designations, zoning to develop sustainable land use strategy  | CDD       | PD - Code Enforcement, EDD, PW and Legal        | Steve Chase    | Recommendation for land use change to sustain existing neighborhoods      | Initiate in 2013 3rd quarter strategy in 2014   | Pending  | Pending CDD resources and CDD reengineering   |
| 3.A | Land Disposition Strategy  | Review all public property for present and future use potential define unrestricted properties                             | EDD       | CDD and Legal                                   | Wendy Saunders | Property assessment inc. use potential valuation, covenant/restrictions   | Currently in process to be complete by October 1, 2012  | In process                                     | All City owned property in evaluation related to Successor Agency and/or Chapter 9 Bankruptcy   |
| 3.B | Release land based not on its cost basis but on what will it support now       | Value analysis and disposition policy  | EDD       | CDD and Legal                                   | Wendy Saunders | Property assessment inc. use potential valuation, covenant/restrictions   | In process - completed October 1, 2012  | In process                                     | Ownership and use to be determined by Bankruptcy Court and Successor Agency   |
| 3.C | Provide soft financing as necessary to make deals work                         | Review all existing public and private financial resources   | EDD       | CDD and Legal                                   | Wendy Saunders | Listing of public and private sources for 2-5 year program                | Initiate in 1st quarter of 2013, final in 4th quarter of 2013   | Pending  | Will further define task scope with Public / Private Partnership  |
| 3.D | Treat land transactions as asset redevelopment, an investment in City's future | Need to define land transactions in City control to support downtown strategy  | EDD       | CDD and Legal                                   | Wendy Saunders | Listing of public assets which may be developable                         | Initiate following assessment of all properties in conjunction with Court and Oversight Board Authority                               | In process                                     | Pending valuation analysis  |
| 4.A | Streamline the permit process and regulatory functions                         | Project initiated with Council approval of Management Partners Study and funding in FY 12-13 budget                        | CDD       | EDD, PW, MUD, FD and Legal                      | Steve Chase    | Defined outcomes delivered on a 18 month implementation plan              | Initial steps approved in budget authority 6-28-12, define milestones in process, initial action - City Council 9-11-12               | Ongoing  | Priority components RFP for permit processing initiated. Dept. staffing and reorganization initiated, authorization to Council September 11, 2012             |
| 4.B | Institute one point land use and building permit process                       | Reengineering of CDD permit center with performance metrics to create an efficient permit center based on customer service | CDD       | EDD, PW, MUD and FD                             | Steve Chase    | Efficient, predictable process with customer focus                        | Final implementation 18 months, 1st quarter of 2014   | Project initiated 6/28/12 budget authority     | Initiated steps: 1) RFP for IT replacement, 2) complete recruitment of Deputy positions, and 3) initiating reorganization                                     |
| 4.C | Modify codes and regulations to encourage rehab of existing buildings          | Review and develop approaches to rehabilitation consistent with Federal and State statutes                                 | CDD       | EDD, FD, MUD, Legal and Cultural Heritage Board | Steve Chase    | Recommended code interpretation and/or amendment                          | Initial review 2nd quarter of 2013 with final recommendation 2nd quarter of 2014  | Pending  | Project initiation pending appointment of Chief Building Official and linkage to CDD restructuring  |
| 5   | Explore use of incentives or credits to promote compliance                     | Comprehensive review of credits or incentives to promote downtown development, legal or fiscal limitation                  | EDD       | CDD, AS and Legal                               | Wendy Saunders | An incentive based strategy to spur private sector investment in downtown | Initial draft in January 2013   | Pending  | Certain fee exemptions, reductions, and deferrals are in place and they need to be part of an overall review including City's economic condition              |
| 6   | Modify enforcement practices to be consistent and efficient                    | Reengineering of CDD will address this issue   | CDD       | PD - Code Enforcement                           | Steve Chase    | Performance metrics for all processes in CDD                              | Consistent with reengineering implementation - 18 months, 1st quarter of 2014   | Process initiated                              | Implementation milestones will be defined in detail with completion of management study   |
| 7   | Eliminate the need for project redesign during construction                    | Clarify code requirements and complete plan submission requirements consistent code application                            | CDD       | FD and MUD                                      | Steve Chase    | Clearly defined requirements consistent with plan check process           | Process initiate with intent to have in place 1st quarter of 2012   | In process                                     | May be impacted by Chief Building Official appointment however concurrent efforts underway  |
| 8   | Align the impact fee structure with policy goals that produce investment       |  |           |   |                |   |   |  |   |
| 8.A | Rethink current unsustainable and unproductive fee structure                   | This review involves two fee areas: process fees and mitigation fees or public facilities fees                             | CDD       | EDD, PW, FD, MUD and AS                         | Steve Chase    | Recommended revisions to the development fee schedule                     | Request for proposal to Council on September 11 for process fee analysis. Mitigation fee analysis is linked to financial/legal issues | Pending Council authority - September 11, 2012 | Funding for process fee analysis is in 2012 budget. RFP authority in September 2012. Study complete end of 1st quarter 2013 for inclusion in FY 13-14 budget. |
| 8.B | Provide rational nexus, transparency   | Process fee analysis should create a transparency between fees charged and direct service provided                         | CDD       | EDD, FD, PW, MUD and AS                         | Steve Chase    | Recommended revisions to the development fee schedule                     | Request for proposal to Council on September 11 for process fee analysis. Mitigation fee analysis is linked to financial/legal issues | Pending Council authority - September 2012     | Funding for process fee analysis is in 2012 budget. RFP authority in September 2012. Study complete end of 1st quarter 2013 for inclusion in FY 13-14 budget. |
| 8.C | Address inflexibility of parking fee   | Review parking fee structure and option for event promotion  | EDD       | CDD, AS and Legal                               | Wendy Saunders | Proposed fee schedule to promote downtown events                          | Initiate option 3rd quarter of 2013   | Pending  | While in preliminary discussion options will need to be reviewed through Parking District Advisory Comm.  |

## ULI Action Steps Matrix

|    | Strategic Initiative   | Description  | Lead Dept | Supporting Dept, Stakeholder | Project Lead   | Deliverables   | Milestones and Timeline  | Status                             | Status Description  |
|----|--|--|-----------|------------------------------|----------------|--|--|------------------------------------|---|
| 9  | Consider deferral of a portion of fees until entitlement   | Six PFF fees are currently suspended in downtown - there is a need to determine basis for all PFF application in the downtown area | EDD       | CDD, PW, MUD and AS          | Wendy Saunders | Analysis and recommendation on application of PFF fees                           | Initiated evaluation of PFF fees and application 3rd quarter of 2013 - 1 year effort                   | Pending                            | This requires financial, fee nexus and facility demand of G.P. 2035       |
| 10 | Consider fee waiver for central business district  | Review policy on fees application as part of overall fees and incentives in downtown   | EDD       | CDD, AS, PW and MUD          | Wendy Saunders | Policy recommendation and fiscal impact of fee reductions in CBD                 | Pending initial interview review due October 2012 - 18 month extension                                 | Report due to Council October 2012 | Full analysis for PFFs require G.P., demand analysis and update 2014-2015 |
| 11 | Develop linkage pay-to-play fee structure  |  |           |                              |                |  |  |                                    |   |
| 12 | Put surcharge on fees outside the CBD into revolving fund supporting offset of fees in downtown                              | As part of overall fee and incentive analysis, study the supplemental CBD fee and its application                                  | EDD       | CDD, Legal, AS, PW and MUD   | Wendy Saunders | Analysis and recommendation for CBD revitalization surcharge on new development  | To be initiated at the formation and functioning of a Public / Private Partnership                     | Pending Partnership formation      | This issue will be reviewed as an element of the Climate Action Plan      |
| 13 | Consider other policies and pricing mechanisms to induce development in downtown (inclusionary zoning, expedited permitting) | Analysis of options to induce downtown development requiring fiscal, legal and policy review                                       | CDD       | EDD and Legal                | Steve Chase    | Comprehensive analysis of option with financial on managerial risk               | Initiated at formation of Public / Private Partnership task component in Strategy Development          | Pending                            | Pending   |
| 14 | Consider financial incentives for City employees to live downtown where they can walk to work                                | Analysis as to feasibility of the City providing financial incentive for employee residents  | EDD       | HR and AS                    | Wendy Saunders | Financial analysis of incentive for employee residents and funding implications  | 2014 initiation pending Downtown Revitalization Strategy   | Pending                            | Pending   |
| 15 | Restructure parking assets and management practices, treat parking as a necessary urban amenity                              | Needs to be studied in conjunction with overall parking study and current limitations  | EDD       | CDD, AS and Legal            | Wendy Saunders | Parking, use pricing and financial report  | 2013 initiation pending Downtown Revitalization Strategy   | Pending                            | Pending   |
| 16 | Develop Grants Strategy based on infill and sustainability community principals  | Grants Strategy needs to be part of overall Downtown Revitalization Strategy   | EDD       | CDD, CMO and AS              | Wendy Saunders | Grants Strategy as a component of comprehensive Downtown Revitalization Strategy | 2013 initiation pending Public / Private Partnership   | Pending                            | Pending   |
| 17 | Transition from surface parking to housing   | Develop a transition from open parking to housing development  | CDD       | EDD and P/P P                | Steve Chase    | Downtown Revitalization Strategy and requisite code amendments                   | Initiated after Public / Private Partnership formed and Downtown Strategy adopted                      | Pending                            | Pending   |
| 18 | Coordinate pricing and policies to market oriented customer-driven practices   | Define fiscal component of Downtown Revitalization Strategy  | EDD       | CDD and Legal                | Wendy Saunders | Fiscal impact analysis   | TBD  | Pending                            | Pending   |
| 19 | Demonstration project - collaborative renaissance housing cluster of sufficient scale to seed further private investment     | Public / Private Collaborative effort initiating a private investment based in part on implementation of the work tasks identified | EDD       | P/P P and CDD                | Wendy Saunders | Comprehensive entitlement and permit authorization                               | 3rd quarter of 2014. Public / Private Partnership to develop implementation plan and specific timeline | Pending P/P P                      | Pending   |

| Abbreviations |                                    |
|---------------|------------------------------------|
| <b>AS</b>     | Administrative Services Department |
| <b>CDD</b>    | Community Development Department   |
| <b>CMO</b>    | City Manager's Office              |
| <b>EDD</b>    | Economic Development Department    |
| <b>FD</b>     | Fire Department                    |
| <b>HR</b>     | Human Resources Department         |
| <b>Legal</b>  | Attorney's Office                  |
| <b>MUD</b>    | Municipal Utilities Department     |
| <b>PD</b>     | Police Department                  |
| <b>PW</b>     | Public Works Department            |
| <b>P/P P</b>  | Public / Private Partnership       |