San Pablo Avenue Specific Plan
Case Studies

December 11, 2007
Group 1:

Converting Strip Retail to be More Pedestrian-Oriented
**Orlando Avenue**

- **Challenges**
  - 5 lane major arterial roadway
  - Continuous curb cuts, narrow sidewalks, lack of landscaping and few crossing opportunities create a hostile environment for walking, biking and transit.
  - Unrealized potential for redevelopment and intensification of retail uses

- **Goals**
  - Enhance visual character of the corridor
  - Support commercial redevelopment
  - Improve pedestrian and bicycle circulation
Orlando Avenue

- **Accomplishments**
  - Consolidation or joint use of curb cuts and cross access easements
  - Quality of place improvements
    - Wide sidewalks, landscaping, pedestrian crossings, parallel roadway network, and parallel bicycle facilities

- **Lessons Learned**
  - Partnerships- City of Winter Park and Florida DOT
  - Unique partnership and investment plan:
    - Broad study goals
    - Early input from stakeholders
    - Continuously refining design elements based on public input
    - Alternative funding sources
2201 North Pershing Drive

**Challenges**

- Removal of existing buildings/displacement of remaining tenants
- Rezoning of commercial area to include residential component
- Addition of varied-income residences required

**Goals**

- Incorporate LEED design
- Pedestrian-friendly retail environment
- Focus on transit-related residential living
Accomplishments
- Consolidation of two auto-oriented commercial areas
- 180 rental apartments (10 percent AHU) located near transit
- 34,000 sf of retail space; inclusion of required parking without increasing footprint
- Undergrounding of utilities

Lessons Learned
- Focus on pedestrian, but include parking where available (e.g., underground)
- Less commercial space, but more focus toward local community
- Inclusion of community groups in decision-making
The Village at Petrini’s Place

- **Project Description**
  - Pre-2002: auto-oriented supermarket with huge open lot
  - Replaced by mixed-use project: 134 condos, Albertson’s, and other retail
  - Underground parking

- **Challenges**
  - Initial opposition from residents
  - Height limits
The Village at Petrini’s Place

- **Accomplishments**
  - Fully leased and occupied retail
  - Albertson’s hired previous store’s employees
  - 10% affordable

- **Supermarket Lessons**
  - Minimize setback
  - Conceal docks and dumpsters
  - Less driving – shopping cart program, bike parking, transit, accessible by foot
Plaza Almeria

- **Project Description**
  - Formerly an underperforming 2 acre shopping center
  - Replaced by mixed use project that includes:
    - 12,000 sq ft restaurants & shops
    - 37,000 sq ft retail & offices
    - 42 residential units

- **Challenges**
  - Parcel assembly
  - Environmental remediation
  - Accommodationg parking in interior garage
Plaza Almeria

- **Accomplishments**
  - Residential and office components highly successful
  - Producing $300,000 in sales tax annually
  - Has helped seed redevelopment and intensification in surrounding blocks

- **Lessons Learned**
  - Brownfield development is complicated and requires a long timeframe
  - Redevelopment Agency can encourage investment but must be willing to assume some risk and expenses
Group 2: Infill Development Strategies
Dane County BUILD Program

Background

- In 1998 Dane County, WI launched the Better Urban Infill Development (BUILD) program to encourage infill development.
  - Designed to assist communities in maximizing the efficient use of existing infrastructure.
  - Capture the full economic benefit of redevelopment opportunities by funding planning processes that define a community-generated roadmap for achieving those objectives.
  - Focused on Code Reform
Dane County BUILD Program

Methodology

- **Education**
  - Forums
  - Tours
  - Newsletters
- **Participatory Planning Process**
  - Field Reconnaissance
  - Business Surveys
  - Business Interviews
  - Public Participation
  - Corridor Framework Map
  - City Council Presentations
- **Consultant selection criteria**
  - Demonstrated ability to promote redevelopment and infill development goals
  - Demonstrated ability to involve key stakeholders and the public in meaningful ways
  - Have produced plans that have been or are likely to be implemented in the marketplace
  - Demonstrated ability and experience using visual design methods in planning projects
Dane County BUILD Program

Current Status/Accomplishments

- 35 projects funded
  - Residential Units: 671
  - Commercial Square Feet: 532,302
- 18 communities
- $500,000 (approx.)
- 50% of county levy/50% of county's Community Development Block Grant (CDBG)
- $870,000 (approx.) total planning costs
- Grant range: $4,000 - $35,000
Dane County BUILD Program

Example Projects

- Madison: Mixed Use developments along Williamson Street, commercial, rental and condominiums.
Dane County BUILD Program

Example Projects

- Verona: “Shops on Main” mixed-use redevelopment of former industrial site; Downtown Plaza streetscaping & lighting.
The Cities of Monona and Madison conducted a study of the 2.7-mile corridor. The purpose of the study was to provide recommendations for guiding the organization of land use, future development, and urban design treatments along the corridor. Additionally, recommendations were also prepared to assist Dane County in identifying road sections and implementation strategies for improving traffic flow and safety.

Frost Woods Commons under construction (fall, 2004)
Dane County BUILD Program

Challenges

- Require intergovernmental collaboration on border projects.
- Right balance between County leadership and local control.
- Determining the right size project area.
- Moving from planning to implementation.
The BUILD program must develop tools that communities can use to examine and revise their land-use codes to encourage good infill development and Great Neighborhoods

- Traditional Neighborhood Development (TND) Ordinance
- Developed a Model "Smart Code"
- Big Box Ordinance
San Jose

- **Project Description**
  - Designated intensification corridors along transit routes
  - Housing Initiative Study of early 90’s

- **Goals**
  - Provide high density housing for everyone
  - Encourage transit use
  - Locate housing near job centers
  - Optimize existing infrastructure
  - Encourage efficient use and reuse of land

- **Phases**
  1. Land Use Evaluation
  2. Market Study
  3. Financial Feasibility Analysis

Guadalupe Corridor
San Jose

- **Accomplishments**
  - Extensive public reviews
  - Proactive amendments to the general plan
  - Specific Plans
  - Areas rezoned for minimum densities
  - ‘Discretionary Alternate Use’ permits
  - Followed by - Housing Opportunities Study of 2000
    - Further Identified vacant/underutilized sites along transit corridors suitable for infill
    - Included outreach and analysis, community meetings, public hearings, and public scoping meetings
    - Resulted in 21 sites being approved for development, over 8,000 new units

- **Lesson Learned – Permit Streamlining**
  - Preliminary reviews
  - Zoning info/permit applications on website
El Camino Real – Palo Alto

- Project Description
  - El Camino Real is similar corridor to San Pablo
  - Road is accessible by many Caltrain stations, can support transit-friendly hubs
  - Multi-city effort to convert to pedestrian-friendly environment
  - Specific design and guidelines left up to cities

- Challenges
  - Enhance streetscape
  - Encourage pedestrian-oriented design
  - Increase non-auto safety
El Camino Real - Palo Alto

- Accomplishments (Design Guidelines)
  - Minimum and maximum sidewalk width (12’ min, 20’ max setback)
  - Maximum and minimum building height (25’ min height)
  - Scale back height and setbacks for side streets to blend with community

- Lessons Learned
  - Unified frontage is attractive and downtown-esque
  - Use design to minimize impact to neighborhoods
Group 3:

Transit Oriented Development
Transit Oriented Development

Traditional TOD

Bus-Oriented TOD

Incremental TOD
Successful TOD

- Increased densities
- Mixed uses
- Pedestrian orientation

Orenco Station—Hillsboro, Oregon
Traditional Transit Oriented Design

TOD Planning Tools
• Overlay zones
• Maximum setbacks
• Narrowed streets
• Tree-scapes and open space

Azusa Station, LA County
Transit Oriented Development

- Traditional TOD
- Bus-Oriented TOD
- Incremental TOD
TOD Along a Bus Corridor

Excelsior and Grand TOD

• Suburban community outside Minneapolis

• No downtown identity

• Major arterial and bus route corridor occupied by one-story buildings and underutilized parcels

• Within 1-mile of over 10,000 jobs and 6,000 current residents
TOD Along a Bus Corridor

St. Louis Park, Minnesota

Excelsior and Grand TOD

• Create a vibrant downtown

• Emphasis on parks and open space, creating a sense of community

• Provide a variety of housing options near transit

• Retail uses tailored to everyday needs of residents
Transit Oriented Development

Traditional TOD

Bus-Oriented TOD

Incremental TOD
Case Study: City of Hayward, California

Description:

- 15 miles south of Oakland, 30 miles north of San Jose
- Downtown BART and Amtrak stations
- **Key Challenges:** Struggling businesses and empty parking lots in the early 1990s
Case Study: City of Hayward, California

Current Status/ Accomplishments

- Pedestrian accommodations
- Civic uses
- Neighborhood-serving retail
- Community centers

Important Innovations

- Rebates for façade improvements
- Shared parking structure

“When the city focused attention on developing a more pedestrian oriented downtown, things started to move.”

- Hayward Mayor Michael Sweeney
Case Study: City of Hayward, California

Lessons Learned

- focus on improving the pedestrian realm
- focus on a movie theater and restaurants to create activity all hours
Group 4: Multi-Jurisdictional Financing and Coordination Strategies
Key Questions

- How will improvements be funded?
- Degree of commitment by stakeholders?
- Who will oversee improvements?
- Who will provide continued management and coordination?
Leadership and Management:

Who takes the lead?

Key Abilities for Leadership Entity:

• Coordinate and maximize funding sources
• Manage stakeholder groups
• Ensure long-term project viability
• Enable fair distribution of benefits
What kind of entity is appropriate?

- Multi-City Partnerships
- Public-Private Partnerships
- City Agencies
Multi-City Partnerships:
Vista Del Rio Housing Development- City of Commerce and City of Bell Gardens

Challenges:

- Environmental contamination
- Ten acre parcel with portions located two cities
- High development costs
- Turnover in leadership within city departments

Goals:

- Clean up brownfield site
- Create affordable infill housing
- Coordinate financing and development specifications between cities and private partners
Multi-City Partnerships:
Vista Del Rio Housing Development- City of Commerce and City of Bell Gardens

Financing Partners:

- City of Commerce Community Development Agency
- City of Bell Gardens Community Development Agency
- Lee Homes, TELACU Community Development Corporation, Braemar Urban Ventures

Coordination Strategy:

- Cities coordinated clean up with assistance from EPA, TIF and CA Water Control Board
- Cities led joint effort to solicit community input for use of the land
- Private developer purchased land with 98% subsidy from each city’s redevelopment agency
- Developer partnered with a Community Development Corporation to build and finance housing construction
- Each city negotiated directly with developer to set purchase prices and agreements for long-term affordability
Multi-City Partnerships:
Vista Del Rio Housing Development- City of Commerce and City of Bell Gardens

Project Highlights

✓ 120 new housing units with 50% affordable homeownership

✓ Stimulated private capital investment in surrounding areas, including additional infill and commercial development

✓ 2004 Helen Putnam Award recipient in the category of Intergovernmental Relations and Regional Cooperation
Public-Private Partnership: Multi-Jurisdictional BID
City Avenue Special Services District, PA

- First multi-jurisdictional BID in North America, created 1996
- Joint partnership between the public and private sectors of Philadelphia and Lower Merion
- Electeds worked with property owners and business & institutional leaders to shape concept
- Ordinances in each city, passed around the same time, allow the partnership
Private Association: Multi-Jurisdictional BID
Valley District BID, CA

- Est. 2006 to assess hotels in cities across the Valley to fund the Tri-Valley Convention and Visitors Bureau
- Cities include Dublin, Livermore, Pleasanton, and San Ramon
- CA law stipulates a 5 yr. assessment period and revenues must be used for a specific purpose to benefit assessed parties
- Provides a stable funding source without relying on public money.
Neighborhood Empowerment Zones
Municipal property tax abatements, fee waivers and release of City liens are available to property owners who build or rehabilitate property within a Neighborhood Empowerment Zone. These incentives are designed to promote affordable housing, economic development and expanded services.

Small Business Loans
The proceeds of SBA Loans can be used for most business purposes. These may include the purchase of real estate to business operations; construction, renovation or leasehold improvements; acquisition of furniture, fixtures, machinery and equipment; purchase of inventory and working capital.
City Agencies: Strategies
City of Villages, San Diego, CA – 2002, five year plan

Incentives
✓ Priorities on infrastructure upgrades or replacements
✓ Deferral on collection of fees
✓ Business & Industry Incentives
✓ Funding sources such as handicapped access, rebates on property taxes, and revolving loan funds
✓ Assistance related to policies and regulations on the undergrounding of utilities, affordable housing, and Community Development Block Grants.
✓ Incentives for energy efficiency
✓ Subsidies for affordable housing
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