CONTRA COSTA
**transportation
authority**

Call for Projects

Date   June 3, 2014

To   Potential Applicants

RE   **Contra Costa PDA Planning Grant Program**

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

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

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

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

Step	Date
PDA Planning Grant "Call for Projects" released	6/3
Applications for Contra Costa PDA Planning Grants due	7/18
TCC Subcommittee reviews applications	7/21–8/8
TCC reviews PDA Planning Grants	8/21
TCC Special Meeting (if necessary)	8/28
PC recommends PDA Planning Grants	9/3
Authority approves PDA Planning Grants	9/17

Background

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

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

- Increase both the housing supply, including affordable housing for low-income residents, and jobs within the PDAs

- By increasing land use intensities in PDAs, boost transit ridership and thereby reduce vehicle miles traveled (VMT) by PDA residents, employees and visitors

- Increase walking, bicycling, carpooling and car-sharing by effectively managing parking and driving while promoting multimodal connections for residents, employees and visitors within the PDA

- Locate key services and retail businesses within PDAs thus further reducing VMT

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

Planning Grant Funding

ELIGIBILITY AND GRANT SIZES

The following guidelines apply:

- Any jurisdiction with a designated PDA is eligible to apply for a PDA Planning Grant to fund eligible planning activities.

- No more than one third of the available funding in this cycle will be awarded to any one single jurisdiction.

- The minimum grant size will be $75,000.

- The maximum grant will be $700,000.

REQUIRED LOCAL MATCH

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

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

Recommended Planning Elements

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

1) **Existing and Forecast Conditions in the PDA.** Identify demographic and socio-economic characteristics, transit/travel patterns and use, or other physical aspects of the PDA, as well as any known issues to be addressed in the planning process within the PDA. In addition to the components more traditionally a part of a specific plan or area plan, this element could include less traditional elements such as:

   a) A **market demand analysis** for housing at all levels of affordability, jobs and retail in the planning area.

   b) An **accessibility analysis** for people with disabilities that ensures fully accessible transit stations, paths of travel between stations and surrounding areas, and accessible and habitable housing units.

   c) A **parking analysis** to create a parking policy and management element that aims at reducing parking demand and supply through pricing, zoning, and support for alternative modes.

2) **Land Use and Development Alternatives.** The plan should identify alternative approaches to developing the PDA and evaluate their relative ability to achieve plan objectives.

3) **Plan Policies.** The plan should identify the policies, standards and guidelines for the development of the PDA. These policies should include, at a minimum, the land use and design standards for the PDA and the circulation components of the plan, including an approach that ensures multi-modal access and connectivity within and to the PDA. This element should also include a *housing strategy* that promotes housing affordable to low-income residents and attempts to minimize displacement of existing residents and *pedestrian-friendly design standards* for streets, buildings and open space.

4) **Implementation Element.** The plan should include a program of actions designed to carry out the plan policies. The implementation program should include a realistic financing strategy that describes all necessary actions needed to implement the plan and an analysis of infrastructure needs and a budget for meeting those needs.

5) **Community Outreach and Involvement.** Development of the plan should include a community outreach component designed to involve the affected community, including existing residents and business owners, to ensure that community

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

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

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

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

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

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

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

- Transportation network design plans that harmonize the demands of through traffic with the needs for multimodal access and movement within the PDA

- Analysis of alternative land use and development patterns within the PDA

- Market studies to evaluate the demand for various land use types and intensities within the PDA

- Infrastructure studies to assess existing capacity and identify needed improvements and their costs

- Designs for the transportation network within the PDA that support multimodal access from transit to land uses within the PDA

- Financing strategies that would help fund needed infrastructure improvements and housing and jobs within the PDA, especially planning for mixed income housing and mixed use development

- Parking management and pricing connected to new land uses

- Community outreach and environmental assessment associated with a Specific Plan or other eligible planning activities

Selection Criteria

PART ONE: SCREENING CRITERIA

1) Planning area is a planned or potential PDA (meets the basic criteria for a PDA) or contains a Resolution 3434 transit station

2) Local transit providers that serve the planning area are supportive of or partnering with the applicant

3) Applicant has committed the minimum local match amount (11.47 percent of total project cost)

4) Indication of support from its Council or Board supporting the proposed planning process either through direct Council or Board action or other action indicating support for the proposed planning study

PART TWO: EVALUATION CRITERIA (100 POINTS TOTAL)

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

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

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

2. **Project impact** ....up to 35 points

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

   (a) Improve the following within the PDA:

   - Housing supply, particularly affordable housing for low-income residents

   - Employment, key services and retail

   - Multimodal access and connectivity within the PDA, especially where it would support increased transit ridership, safety and connectivity for bicyclists and pedestrians, and minimizing the effects of through traffic

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

3. **Local adoption of supportive policies and objectives** ....up to 15 points

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

   (a) Supportive general plan policies and zoning,

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

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

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

4. **Ability of proposed project to eliminate policy gap** ....up to 15 points

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

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

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

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

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

6. **Implementation feasibility** ....up to 10 points

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

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

Process

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

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

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

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

Agencies will have 36 months to expend the funds allocated.

Attachment 2
PDA Planning Program

Planning Elements - Description & Guidance

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

Priority Development Area (PDA) Profile

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

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

Results from the PDA Profile should inform subsequent planning elements.

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

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

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

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

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

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

- Develop a _Citizens Advisory Committee (CAC) - required_
  CACs can provide a broad-based participation in the development of the plan and offer a mechanism for on-going oversight of the planning process. A CAC also allows the community to share ownership of the planning process as well as the final plan, and can help to create community buy-in.

- Develop a _Technical Advisory Committee (TAC) - required_
  A TAC provides input from partner agencies, including other city departments, transit providers, the congestion management agency and regional agencies.

- Partner, collaborate or _contract with local community-based organization(s)(CBO)_
  To engage the direct participation of residents in the project area, partnering or contracting with local community-based organizations that provide services to the residents may be an effective strategy. Local CBOs may be most familiar with how to reach their client base, particularly non-traditional participants in the process.

- Establish _project-specific fact sheets, telephone hotlines, posters, maps or websites_
  Offer a variety of ways the community can access information and/or provide feedback about the planning process.

- Attend _regularly-scheduled meetings or public events in plan area_
  Getting on the agenda of regularly scheduled meetings, such as homeowners associations, community groups, rotary clubs, or places of worship offer an opportunity to discuss the planning process when interested stakeholders are already meeting rather than having them attend a separate meeting about the planning process. In addition, community events such as Farmer's Markets or street fairs can be used to distribute

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

- Conduct *focus groups and interviews*
  Focus groups or interviews offer an opportunity to obtain in-depth feedback from key stakeholders or groups.

- Distribute *surveys*
  Develop a project survey to both educate stakeholders and solicit feedback about needs, values and tradeoffs.

- Host project-specific *public meetings, workshops or open houses*
  Offer a range of options that accommodate busy schedules, allowing attendees to spend as much or as little time as they wish

- Involve *City Council and Planning Commissioners*
  Early involvement of elected and appointed officials can help ensure their buy-in and smooth the plan adoption process

- Include *developers*
  Developers and property owners bring an important perspective, particularly regarding market feasibility of plan alternatives

- Develop *photosimulations*
  Photosimulations, particularly of development alternatives, may be a useful tool to engage stakeholders, as well as help to provide visualization of densification

- Involve *local media*
  Coverage by local media can help secure coverage of planning efforts.

- Post-plan *follow-up*
  Potentially through the CAC, survey the community to identify areas of agreement, as well as what issues require additional attention

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

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

Deliverables:
    a. A community involvement plan detailing who will be engaged and when, along with the strategies that will be used to engage them
    b. Materials for distribution
    c. Meeting minutes, public comment summaries, survey or focus group summaries
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* from MTC's 2010 Public Participation Plan

Alternatives Analysis

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

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

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

Market Demand Analysis

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

Elements to include in Market Demand Analysis
- Delineation of primary and secondary (broader) market areas (set context for analysis)
- Assessment of *potential for employment* in the planning area
    * Identify characteristics of current employment near planning area based on land use, industry breakdown, and the type and frequency of nearby transit
    * Describe trends in the current real estate market and expected patterns of growth based on reports from commercial real estate brokers or government agencies
    * Analyze feasibility of various mixed-use components
    * Project employment based on projected square footage of potential commercial development of each type (see below)
    * Project jobs by wage/salary and occupation

- Assessment of *potential for housing* in the planning area
    * Assess current demographics (population, household type, age, income, etc), as well as projected growth and projected changes in trends (i.e., more households of a certain type)
    * Consider tendency of various household types and age groups to locate near transit

- Assessment of *potential for commercial development* (i.e. retail, entertainment, etc.)
    * Assess existing commercial development
    * Describe trends in the current real estate market and expected patterns of growth based on reports from commercial real estate brokers or government agencies
    * Cross reference with analysis of how much more retail could be supported by expected growth in housing and population.

- Projected absorption of housing at various income levels

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

Affordable Housing and Anti-Displacement Strategy

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

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

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

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

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

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

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

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

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

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

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

Multimodal Access, Levels of Service & Connectivity Component

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

Pedestrian Access & Circulation (see also, Pedestrian-Friendly Design Standards)
Identify pedestrian access and circulation patterns between station/terminal, local transit, neighborhood amenities and activity nodes in the planning area. Utilizing the PDA Profile and Alternatives Analysis (for future land uses), show the most heavily pedestrian traveled routes in your planning area, emphasizing pedestrian safety.
- Identify primary pedestrian routes
- Consolidate and minimize driveways
- Accommodate ADA requirements

Bicycle Access & Circulation
Incorporate county-wide and local bike plans, station/terminal access for bicycles, bicycle parking and storage. Identify circulation pattern to adjacent activity centers and nodes. Show the bicycle network identified by class in the planning area. Identify connections to regional routes.
- Incorporate Countywide and City Bike Plans
- Bike lane treatments at intersections
- Bike racks and storage
- Bike lane width and treatment, designation class I-III and sharrows

Transit Connectivity
Identify and locate feeder bus service/hubs at stations/terminals, identify various lines serving stations, and routes and stops within the planning area.
- Bus stops at intersections
- Bus Shelters
- Bus bulb outs
- Intermodal access, including way-finding signage, accessible transit information, real-time technology, schedule coordination, fare coordination and last-mile connecting services
- Close and early consultation/coordination with all affected transit operators

Auto Circulation
Locate vehicular routes from core planning area parking structures/ lots to arterials, expressways, and freeways. Minimize auto and pedestrian/bicycle conflicts.
- Identify auto intensive land uses
- Keep vehicular circulation to a minimum in pedestrian core areas
- Relocate auto oriented land uses in highly pedestrian trafficked areas. Including vehicular entrances of parking structures

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

Pedestrian-Friendly Design/Placemaking Guidelines

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

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

Possible approaches that prioritize pedestrians:
Pedestrian Friendly Design Guidelines
Form Based Code
Street Design Guidelines
Context Sensitive Solutions

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

Deliverable – See Multimodal Access and Connectivity Component

Accessible Design

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

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

Considerations when developing the Accessibility Plan
- Do new housing units (including townhomes) in the planning area incorporate universal design, or are habitable by persons with mobility limitations (e.g have accessible bathrooms and bedrooms, or can be converted through universal design)

- Does your jurisdiction have a policy to incorporate universal design in new housing developments in the planning area? If yes, what is the policy and how will it apply to the planning area?

- Describe the path of access to and from transit and essential services within a ½ mile from existing and planned housing units in the planning area. Description should include width of sidewalks, presence of curb cuts, physical barriers that would prevent persons with mobility limitations from access, and enhancements that would facilitate access.

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

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

Parking Policy and Management

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

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

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

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

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

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

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

Deliverable: Parking management plan/memo incorporating elements listed above

Infrastructure Development and Budget

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

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

Deliverable: Memo outlining infrastructure development and budget

Implementation Plan and Financing Strategy

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

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

Deliverable: Implementation Plan with Financing Strategy

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Preparation for Plan Implementation

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

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Page 14 of 14