



BAY AREA

TOD MARKETPLACE

2007

Bringing Cities and Developers Together Around Transit-Oriented Development

ULI San Francisco

 **Urban Land
Institute**

ULI SAN FRANCISCO

The Urban Land Institute's mission is to provide leadership in the responsible use of land and to build and sustain thriving communities worldwide. On the local level, ULI San Francisco District Council's 2,300 members serve the Bay Area's public and private sectors with professional land use expertise and education.

ULI SF STAFF

Kate White
Executive Director

Nikki Lowy
Programs Manager

Xiomara Cisneros
Administrative Assistant

Yasmin Radjy
TOD MarketPlace Intern

Yennga Khuong
TOD MarketPlace Intern

ULI gratefully acknowledges the support of our top supporters:

GOLD SPONSORS

AMB Property Corporation
CarrAmerica
CB Richard Ellis
Ellman Burke Hoffman & Johnson
Fisher Center for Real Estate
Legacy Partners Residential and Commercial
MacFarlane Partners
Nearon Enterprises
Reynolds & Brown
RREEF
Stockbridge Real Estate Funds

This project was also funded by the San Francisco Foundation.

BAY AREA TOD MARKETPLACE 2007

Bringing Cities and Developers Together Around Transit-Oriented Development

September 28, 2007

ULI San Francisco



Urban Land Institute San Francisco
Four Embarcadero Center, Suite 700
San Francisco, CA 94111
tel: 415.490.4443
fax: 415.733.5530
www.ulisf.org

ULI-The Urban Land Institute
1025 Thomas Jefferson Street, N.W.
Suite 500 West
Washington, D.C. 20007-5201
www.uli.org

table of contents

Linking Transit Investment and Land Use **04**

Technical Assistance Panels **05**

TOD MarketPlace **05**

Why TOD? **05**

Fairfield **06**

Fremont **11**

Richmond **15**

Santa Clara & San Jose **21**

Santa Rosa **26**

TOD MarketPlace 2007 Target Cities



TOD MARKETPLACE 2007 OVERVIEW

Executive Director of ULI San Francisco **Kate White**

Linking Transit Investments & Land Use

The San Francisco Bay Area, a region with some of the highest housing costs and worst traffic congestion in the nation, has responded with some aggressive policies which link housing and transit.

For starters, the Bay Area is the only region in the U.S. to explicitly tie new transit investments to planned residential densities. Passed in 2005, the region's TOD Policy requires cities seeking new and upgraded transit systems to plan for minimum numbers of housing units along the improved corridors.

In addition, the most recently adopted Regional Housing Needs Allocation (RHNA) gives a high priority for new housing in areas well-served by transit. As required by the State, the regional council of governments (ABAG) allocates an estimate of five-year housing need to each jurisdiction in the Bay Area. The State then requires the jurisdictions to update the housing elements in their General Plans to accommodate these estimates. In the last RHNA cycle, larger allocations were made to those jurisdictions with high-quality transit service as well as to those areas requiring more housing to balance jobs.

The Bay Area has also recently designated "priority development areas" – these are areas where local governments have voluntarily agreed to concentrate housing growth in existing communities near transit. Many priority areas fall within jurisdictions which also received high RHNA housing numbers.

In following these ambitious regional housing and transportation policies through their evolution, ULI San Francisco has asked: How will cities meet their housing thresholds? What tools can ULI experts give cities to assist them in meeting these policy goals?

Thus was born the TOD Marketplace – both a day-long conference bringing cities and developers together around Transit-Oriented Development, and the culmination of months of work by local ULI Technical Assistance Panels (TAPs). The goals of this entire effort are three-fold:

1. Educate Bay Area priority area cities on the feasibility of their proposed housing plans.
2. Educate development professionals on the TOD desires of both the regional agencies and local jurisdictions.
3. Over time, ensure well-designed, high-density housing and mixed-use projects are built at targeted Bay Area stations.



The San Francisco Bay Area is the only region in the country to explicitly tie transit investments to residential density. Source: Metropolitan Transit Commission (MTC)

HOUSING THRESHOLDS: MTC TOD POLICY

	BART	Light Rail	BRT	Commuter Rail	Ferry
Housing Units within half-mile station	3,850	3,300	2,750	2,200	2,500

MTC's TOD Policy 3434 requires cities seeking new and upgraded transit systems to build minimum housing density along their transit corridors. Source: MTC

Technical Assistance Panels

Working closely with the regional agencies, ULI San Francisco identified six cities that met the following criteria; 1) The Association of Bay Area Governments (ABAG) has assigned them a significant number of new housing units in their Regional Housing Needs Allocation process; 2) they have shown an indication of political will to increase densities and; 3) they have received (or are poised to receive) planning and/or capital grants from MTC for existing and planned transit stations.

Drawing on a pool of local experts – most of whom have served on national ULI Advisory Service panels – ULI San Francisco assigned at least one developer, financier/economist, designer/planner, and regulatory expert to each city. The Non-Profit Association of Northern California further assigned a non-profit builder for each Panel.

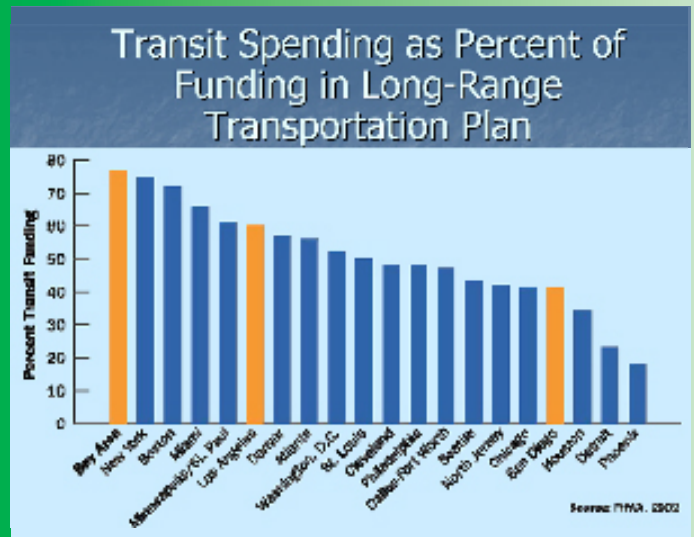
Over the summer of 2007, the TAP Panelists had the opportunity to tour their respective transit sites as a series of “Transit-Oriented Development Opportunity Tours” that were opened up to all ULI members and were attended by a total of 146 members. Immediately following the tours, the Panel members met with local planners and other stakeholders to gain insight into the challenges and opportunities facing the city. Subsequently, each Panel met on their own for several more hours to hash out their top recommendations and to prepare their presentation delivered at the TOD MarketPlace.

TOD MarketPlace

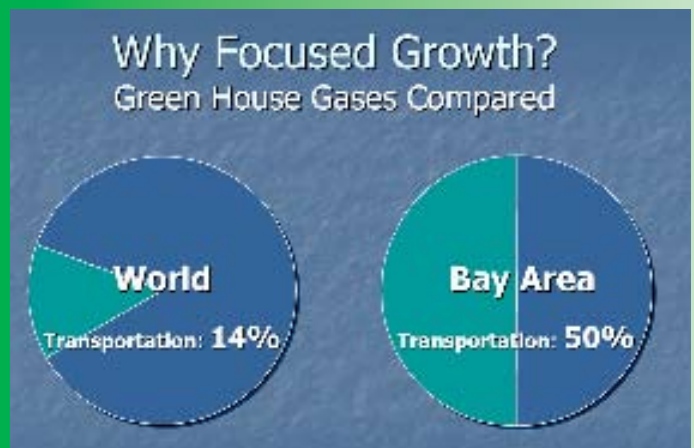
On September 28, 2007, 160 people attended the TOD MarketPlace held at the Gaia Building in downtown Berkeley. The event kicked off with an opening panel discussion on regional TOD trends with representatives from the Metropolitan Transportation Commission (MTC), Association of Bay Area Governments (ABAG), Non-Profit Housing Association of Northern California (NPH), Greenbelt Alliance and Reconnecting America/Center for Transit Oriented Development.

Following the opening panel, three cities with successful TOD experiences – Mountain View, Walnut Creek, and San Jose – shared their lessons learned and best practices in concurrent breakout sessions.

The focus of the day was the six featured cities presenting their proposed TOD plans and receiving feedback on the plans’ feasibility from the ULI Panelists during two rounds of concurrent break out sessions. Their feedback and recommendations are summarized here in this report. The event wrapped up with a tour of recent downtown Berkeley TOD developments.



As a percentage of its MTC transportation budget, the Bay Area spends more money on transit than any region in the country. Orange bar denotes California region. Source: MTC



Transportation generates 50% of Bay Area green house gas emissions. Source: MTC

Why TOD?

Increasing transit-oriented development has the potential to touch the lives of many Bay Area residents -- whether it is new affordable housing choices, a reduced commute, or a greater quality of life. According to the Transportation and Land Use Coalition, building 50% of new housing as TOD over the next 25 years would save Bay Area residents over \$1.8 billion annually on transportation costs -- an average of \$500 per household. Residents would save billions more indirectly from reduced health costs, less time lost to congestion, and a stronger tax base. TOD can help increase the overall supply of housing and bring a much needed mix of housing types and prices. Finally, TOD can put our region on a more environmentally sustainable path by reducing automobile use and thereby reducing carbon emissions.

Our hope is that this TOD effort becomes a model for other ULI District Councils around the country and around the globe. With headquarters in Washington, D.C., and 40,000 members around the globe, ULI is well-situated to distribute information and lessons learned from our efforts here about this unique public-private partnership.

the city of **fairfield**
north texas corridor



City Staff
Brian Miller
Advance Planning, City of Fairfield
Joe Lucchio
Principal Planner, City of Fairfield

ULI Panel Chair
Dena Belzer
President, Strategic
Economics

ULI Panelists
Bryan Grunwald
Principal, Bryan
Grunwald Associates

William Lee
Executive VP,
Economics Research
Association

Andrea Papanastassiou
Development Manager,
Mid-Peninsula Housing

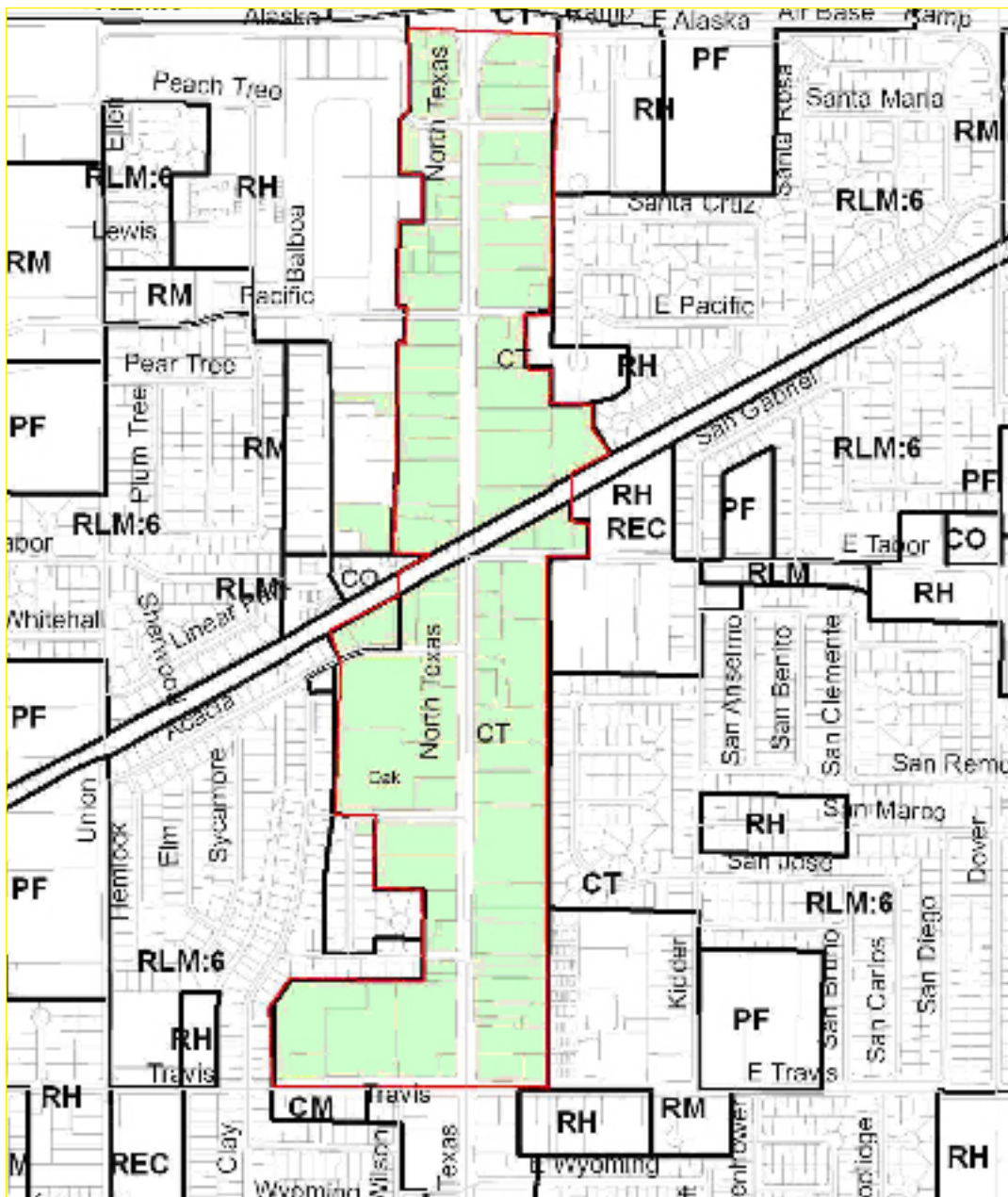
Willis Polite
President/CEO, Seagate
Properties

John Weis
Deputy Executive Director,
San Jose Redevelopment

CONTEXT

Lead Author:
Doug Johnson

Fairfield is located in Solano County, roughly halfway between the core of the Bay Area and downtown Sacramento. Incorporated in 1903, the establishment of Travis Air Force Base in 1942 spurred the city's growth. The city's population was just 3,100 in 1950, and now stands at 110,000.



Current Page: Map of the area of study.
 Opposite Page: North Texas Street.

Within the city, North Texas Street is a typical commercial “strip” developed after World War II as Fairfield grew from a small town into a city. As a segment in the old Lincoln Highway, North Texas Street’s restaurants, gas stations, motels, and retail stores served travelers and local residents. In addition, the motels and adjacent neighborhoods served the growing needs of Travis Air Force Base, located three miles east of North Texas Street. North Texas Street also became a center for auto-repair businesses taking advantage of the wide street and narrow deep parcels suitable for “service commercial” uses. Adjacent to North Texas Street, residential neighborhoods developed during the postwar era, with a mixture of single family and small apartments.

Young and ethnically diverse, 73% of Fairfield’s population is 44 years of age or younger. In 2000, Fairfield’s median age was 31 years, significantly lower than the Bay Area average, and projected to remain lower for the

City of Fairfield Ethnic Mix	
Race	Percent
White	48%
Hispanic	19%
Black	15%
Asian	11%
Other	7%

next 20 years. Approximately 40% of the workforce heads to the inner Bay Area for employment.

The city has engaged in planning for the three-mile corridor numerous times in recent years, developing the North Texas Street Design Plan (1994), the North Texas Streetscape Plan (1997), and the North Texas Action Plan (1999). In an ongoing effort to boost this corridor as well as

Left: Auto-serving uses along North Texas Street. Right: Strip-mall style shopping area along North Texas Street.



West Texas Street just to the southwest of the project area, the city began its 80-to-80 Corridor study in March 2007 to assist the City in developing a market analysis and planning implementation study for the entire corridor, including the area of North Texas. The plan seeks to develop the central hub for the City’s bus system and rationalize uses throughout the corridor, including the development of mixed-use nodes and a street type that supports that development. The study is expected to wrap up in mid to late 2008. The Plan will make recommendations with respect to

Housing Market Info	
Owner-Occupied (2000 Census)	59.7%
Rental Vacancy Rate (1/05)	5.46%
Median Sales Price (5/06)	\$456,000

specific planning implementation measures necessary to implement the vision as outlined in the Plan. These could include the rezoning of parcels, changes to General Plan land use designations, the adoption of design and development guidelines as well as possible form-based zoning regulations.

EXISTING CONDITIONS

The corridor is characterized by commercial uses, including groceries, auto repair, restaurants/fast food, and motels. Fairfield is attracting larger retail. WalMart plans to come to the area and FoodMax just completed its store in Fairfield. North Texas Street is very wide, with a 100’ right of way and traffic volumes of 27,000 average daily traffic (in 2003). Vehicle speeds are high, and it is not an inviting pedestrian area.

SITE CHALLENGES

Unpleasant Pedestrian Environment

The overall feel of the street is unpleasant. Due to the street width and vehicle speeds, the street is not inviting to pedestrians. Distances between destinations are currently too far, and there are few pedestrian amenities.

Transit Infrequent

Transit is very infrequent (30 minute headways) and does not connect to regional transit system. The proposed bus transfer facility is not likely to be considered an asset in light of the service it provides.

Odd Sized Parcels

Many small parcels narrow and deep with disinterested property owners.

Limited Housing Demand

A supply of roughly 10-15 years of single family development in the development pipeline for the city may limit short term demand for higher density products.

OPPORTUNITIES

Urban Growth Boundary

The presence of an urban growth boundary, combined with Travis AFB’s policy to reduce housing stock on base will create demand for infill housing in the corridor due to its proximity to the base.

Successful Ethnic Retail

Local serving/ethnic retail in the area is successful and may be an

opportunity for focused future development.

Future Urban Densities

Urban work/live housing and higher density housing (higher than townhouse densities) may be possible in the future.

Future Transit

Higher frequency transit with regional connectivity will prove to be an asset.

RECOMMENDATIONS

Improve Project Design

The proposed design for the Silverwing mixed-use project along the corridor should be revisited in order to create an “urban” feel with a better integration of retail. Uses should be brought forward to the property line to enhance the pedestrian feel, while enhancing connections to the linear park, which runs by the project. The city should develop design guidelines or a form-based zoning code with clear “Build To” lines to establish a more urban pattern for the street and make it more pedestrian friendly.

Reconsider Bus Transfer Site

The bus transfer site is not likely to be catalytic for the area. It is too big for the proposed site and would disrupt the linear park, which is the area’s best amenity. A more appropriate place would be at one of the shopping centers further north, such as the Super WalMart Parking Lot. A larger site

*Top Right: Example of streetscape improvements on Shattuck Avenue in the City of Berkeley.
Bottom Left: City of Watsonville Transfer Center with affordable housing. Bottom Right: City of Hercules mixed-use.*

would also present an opportunity for mixed-use, affordable housing. The Watsonville Bus Transfer Center May be a good model (see image below).

Rethink Parts of the “Strategic Plan”

The panel suggested a few key items regarding the Strategic Plan as discussed. First, the panel recommended that the city should not relocate any auto related uses south of Tabor Street and should consider moving them further north near the freeway. Next, the city should concentrate “mixed-use” development in specific nodes along the corridor starting with the Tabor intersection near the linear park. Lastly, the city should allow “residential only” projects between mixed use nodes in order to focus retail development at the nodes.

Improve Public Realm & Streetscape

Concentrate short-term resources on improving the “Public Realm” including planting street trees to create a shade canopy from “elbow” to





Left: City of Emeryville greenway. Right: City of Union City affordable housing.



Tabor, ensuring continuous sidewalks in the project area, and limiting new curb cuts to minimize pedestrian/auto conflicts (see Shattuck Ave. image below). In addition, there are a number of improvements to North Texas which can and should be pursued in the short term to enhance the pedestrian environment including:

- Add on-street parking to buffer pedestrians from cars, even if it is time restricted.
- Add bike lanes if at all possible through lane width reduction or add sharrows.
- Add pedestrian scale lighting and trees.
- Develop parking management strategy for the street and for commercial properties.
- Use bulbouts at major intersections to reduce crossing distances.

Link Linear Park

Continue improving the Linear Park with lighting, paving, and benches while making strong connections to the parks east and west of N. Texas. In addition, make sure development near the park connects easily to the park to increase use and highlight the amenity (see example of the Emeryville greenway above left).

Build Affordable Housing

Consider building several 100 percent affordable projects on the corridor now while market is soft, perhaps including some development at the bus transfer center as noted above. Well-designed affordable housing projects can stimulate market rate housing by improving the look and feel of the community (see example from Union City above right).



ULI PANELIST

Alan Billingsley
Director, RREEF

Tom Earley
Director of Development,
Bridge Housing

Josh Roden
Director of Land Acquisition,
Urban Housing Group

CITY REPRESENTATIVE

Lynn Sedway
Executive Managing Director,
Sedway Group / CBRE

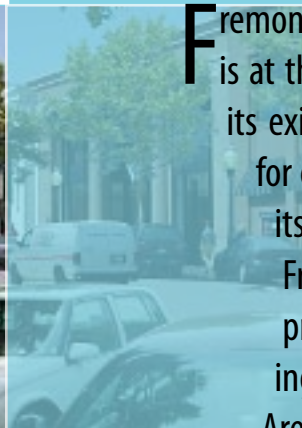
Jeff Schwob
Planning Director



the city of fremont

downtown

CONTEXT



**Lead Author:
Will Heidel**

Fremont, like many other Bay Area cities, is at the crossroads of how to maintain its existing character while permitting for growth in the years ahead. Given its size and prominent location, Fremont's growth management practices will affect not only existing residents, but the greater Bay Area. Fortunately, Fremont is poised to attract transit-oriented development to its downtown, which will help it achieve the objective of creating a vibrant, pedestrian oriented city center.



Central Business District Concept Plan (“CBD Concept Plan”) in 2001 to provide a framework for evaluating new development projects in its downtown. The City of Fremont’s ultimate goal in creating this plan is to construct transit-oriented development in an area that currently encompasses over 430 acres in and around the Fremont BART station. The ULI Technical Assistance Panel endorses the vision outlined in this plan with specific emphasis on creating a focal point for a town center, integrating residential development within downtown, and increasing building density rights.

EXISTING CONDITIONS



Downtown Fremont is currently equipped with many of the building blocks necessary for a vibrant, pedestrian-oriented environment. First, downtown Fremont is adjacent to BART, the most important public transportation system in the Bay Area carrying over 350,000 passengers per day, and providing a convenient method of public transportation both in and out of the City. While the Fremont BART station is currently an “end of the line” stop, plans to expand BART south to Santa Clara County will increase the population base that can access Fremont via public transport.

In addition to the ability to access downtown, Fremont’s strong office base provides one reason for people to want to visit downtown. Fremont is a nucleus for medical office users that benefit from the presence of two important regional hospitals: Kaiser Medical Center and Washington Hospital Healthcare System. Other employers, such as the City of Fremont, also add to the daytime density in downtown Fremont.

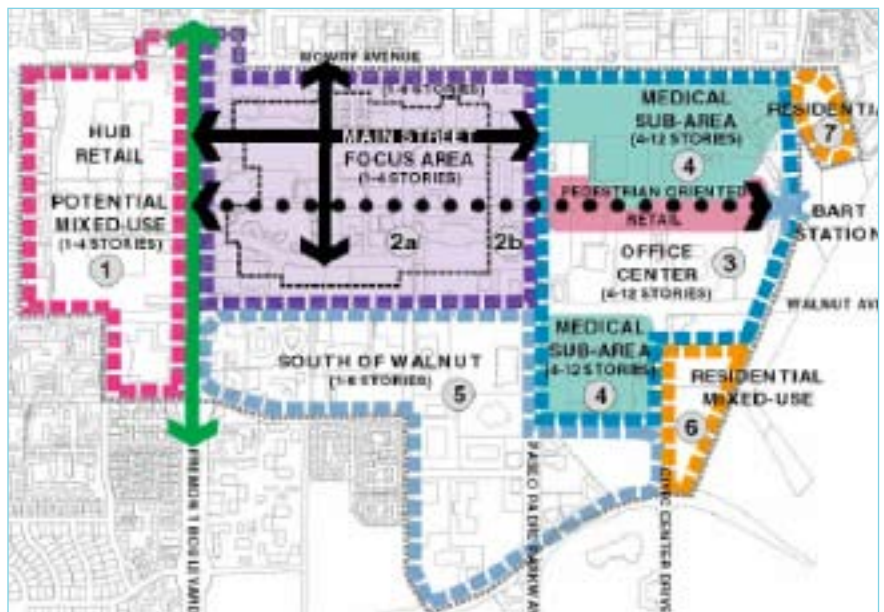
Existing retail centers including the Fremont Hub and Fremont Plaza provide a base of national retail with anchors such as Target, Bed Bath & Beyond, Marshalls, Ross, Borders and Barnes & Noble. Such retailers attract local and regional consumers to downtown Fremont on both

Fremont is the fourth largest Bay Area city with 210,000 residents and serves as a gateway to Silicon Valley from the East Bay. The City is known for its highly educated population and supports one of the best public school systems in the country. Fremont’s average household income is \$122,000.

CBD CONCEPT PLAN

With local and regional interests in mind, the City of Fremont adopted the

Top: Current retail consists of national retail with high density of discounters, daily needs. Bottom Left: Fremont has many medical office users. Bottom Right: Map of current concept plan.





Surface parking lots are the dominant land use in the area.

weekdays and weekends.

Lastly, Fremont benefits from an existing residential population within walking distance of its downtown. Approximately 30,000 people live within one mile of downtown and new high density residential projects within downtown have begun to add further residential density.

SITE CHALLENGES

Despite the building blocks mentioned above, Fremont lacks a cohesive plan for pedestrian linkages between these assets. Due to past planning practices, Fremont is confronted with the challenge of creating momentum for new transit oriented development in a market characterized by a suburban car culture. Abundant surface parking lots, as illustrated in the exhibit above, are one visible sign of such car culture.

Such lots create a challenge for new transit-oriented development. Independent projects that attempt mixed-use with ground floor retail, for example, can struggle to attract retailers that have the option to locate in strip center retail space that is perceived to have easier access to parking. However, the potential for multi-block master planning on such lots can be realized, transforming this weakness into an opportunity for transit-oriented development.

Fremont’s ability to convert its weaknesses into opportunities and the creation of a vibrant city center is confronted by various challenges. First, competing interests amongst downtown Fremont’s stakeholders and

fractionalized ownership of downtown real estate can impact how certain sites are utilized. The two major hospitals, which control a large amount of surface parking near the BART station, are less likely concerned with transit-oriented development than vehicular accessibility for their patients, visitors and emergency vehicles. These hospitals, like other stakeholders and owners, lack motivation to modify their sites and facilities for the benefit of transit-oriented development. The division of some office buildings into medical office condos further threatens to divide interests and limit redevelopment potential of key sites.

Another challenge for downtown is the creation of a critical mass of retail in its core rather than scattered retail offerings throughout Fremont. Downtown Fremont retail will always grapple with the challenge of not being located on Highway 880, the major north/south corridor through the East Bay and Silicon Valley. New retail development along the Highway 880 corridor threatens to attract retailers that might otherwise locate in downtown. While the City of Fremont is aware of this challenge it is also balancing its need to capture retail tax revenue that can otherwise leak to neighboring communities like Milpitas, Newark, Hayward and Union City. Fremont’s thirst for retail tax revenue, which is currently of particular importance given the City’s strained budget, has resulted in rezoning of some industrial areas. The proposed A’s stadium and surrounding site, located off of Highway 880, is the most noteworthy example of a project that could detract from downtown Fremont’s quest for new and dynamic retail.



Left: Activate sidewalks with diagonal parking and sidewalk retail. Top Right: Example of current mixed-use in Fremont. Bottom Right: Capital Avenue mockup; a proposed catalyst project in the Downtown Fremont.



RECOMMENDATIONS

Pursue Catalyst Project

To combat these challenges, the City of Fremont should create a catalytic project that will serve as the focal point for Fremont's town center. Notably, the City of Fremont has already engaged a strong local developer, Blake Hunt Ventures, to build a project on Capital Avenue in order to achieve this objective. By focusing its retail efforts in one central location the probability of attracting new restaurant and lifestyle retail will increase. The City should continue to pursue this or another project like it within the downtown area that can serve as an amenity and building block for future development.

Increase Residential Allowance

Secondly, the City should provide greater support for new residential development within the downtown area. While the City of Fremont has permitted some residential development, it should embrace new projects that will add residential density to downtown. Residents are critical in also stimulating the aforementioned town center and creating pedestrian energy on the streets of downtown Fremont. Despite the recent housing slump, Fremont will continue to be a city in which Bay Area residents want to live. Downtown should leverage this demand.

Increase FAR Target Sites

Lastly, Fremont should increase floor-to-area ratio (FAR) rights on key sites to stimulate high-density development. Given its proximity to public

transportation, jobs and retail; downtown is one of the few areas of Fremont that is suitable for high-density projects. Increased FAR will increase the value of the underlying real estate and upon the financial feasibility of high-density projects, thus paving the way for future development.

Fremont has many of the building blocks to support TOD and the City can benefit from transit-oriented development. While Fremont has begun to take steps that will lead to the creation of a new city center, it must focus its resources on select projects and initiatives that will stimulate further development within its downtown area. In addition to the recommendations outlined above, Fremont should continue to promote itself within the real estate development community to ensure awareness of the opportunities available.

Implement and Promote Entertainment

The City should implement and promote entertainment that draws people to the CBD. The Cities of Redwood City, Concord, San Jose, and San Francisco are great examples of cities that facilitate a variety of entertainment, which in turn provides revenue for businesses in the area. In addition, entertainment can help current residents appreciate and identify with their own downtown, creating a sense of pride where they want to spend their money.

ULI Panel Chair

Kalvin Platt
Chairman, the SWA Group

ULI Panelists

Rick Dishnica
President, The Dishnica Company LLC

Peggy Jen
Senior Program Officer, LISC

Amy Neches
Senior Program Manager, San Francisco Redevelopment Agency

Steven Spickard
Senior Vice President, Economics Research Associates

City Representatives

Gary Hembree
Chief of Redevelopment Projects

Joe Light
Senior Planner

Lead Author:
Sigmund Ting

the city of richmond transit village

CONTEXT

Located in Contra Costa County, the City of Richmond became an operating site for Standard Oil in 1901 and was officially incorporated on August 7, 1905. With four ship yards and WWII industrialization of Richmond, the City attracted many minority and women workers, reaching its peak of almost 100,000 residents in 1950. The Macdonald Avenue corridor, just south of the study area, became a thriving commercial district lined with shops, restaurants, and night clubs. By 1960, however, the postwar deindustrialization coupled with downward national economic trends left Richmond with fewer jobs to support its residents, and approximately 30,000 people moved away.



Previous Page: Phase I of Transit Village completed in 2003.
 Left: The ULI Panel focused on the area east of the BART Station.

The city of Richmond is 33.8 square miles including 32 miles of shoreline between the San Pablo Bay and the San Francisco Bay. The City has a total population of approximately 96,648 people with 36 percent African American, 27 percent Hispanic or Latino, 21 percent White, and 12 percent Asian. Richmond’s housing stock consists of about 37,656 units. The median household income in 2005 was \$52,794.

Transit Village

The Richmond Transit Village, located near Downtown Richmond, is an approximately 16.7-acre project bisected by Union Pacific, BART, and commercial rail lines. The site is bounded by Macdonald Avenue to the south, Marina Way to the west, Barrett Avenue to the north, and 19th Street to the east.

The Transit Village lies on the eastern edge of the Richmond “Iron Triangle,” an area in South Richmond roughly outlined by historically significant railroad tracks. The ULI Panel was asked to focus on concepts and feasibility of Phase II on the East side of the BART station.

EXISTING CONDITIONS

Land Use

The area immediately surrounding the Transit Village consists of predominantly residential neighborhoods, with Macdonald Avenue to the south as the east-west commercial corridor. The City’s focus on large development projects outside of the plan area, such as the Hilltop Mall and Marina Bay, has diverted commercial investment away from Macdonald Avenue over the past few decades. Dependence on automobiles and highways has also led to the dismantling of both regional and local rail lines and contributed to a disconnected use of land in the area.

Richmond’s zoning ordinance designates the majority of the area around the Transit Village as residential and mixed use. To the east, starting around 23rd Street, the neighborhoods are zoned for more commercial and office spaces along with residential units. Motels and auto-serving businesses mainly populate this area, with a few restaurants including a McDonalds. Richmond’s Civic Center – including City Hall, a library, an art center and an auditorium – is currently under renovation east of 24th Street, only a 1/3 mile away from the BART station. Zoning for the portion of the Belding Woods Neighborhood adjacent to the Transit Village is classified as multifamily high density residential. All of the study area is in a Redevelopment project area, including the Macdonald Avenue corridor and the Civic Center.

Transit

The site is rich with transit, including BART, Amtrak’s Capitol Corridor, and AC Transit lines. Except for Oakland’s Coliseum BART, the Richmond BART Station is the only location with a direct connection between Amtrak and BART.

Transit Village, Phase I

Phase I of Richmond’s Transit Village opened in 2003 with 132 ownership units at 21 units per acre, 50% affordable to families of moderate income. Its success is attributed to a number of factors. The developer, The Olson Company, capitalized on the upward market trends of the Bay Area economy and units sold at prices up to \$450,000 per unit. Their ability to attract homebuyers was unprecedented in the recent history of Richmond – it was the downtown Richmond’s first market rate housing project to be developed in several decades.

The project’s adjacency to multimodal transit options added value to the project. Access to other locales in the Bay via Amtrak and BART makes the

Transit Village an ideal site for residential development.

Access to surrounding jobs is another component of Phase I's success. The Social Security Administration building is located directly to the west of the Transit Village. Though it is primarily a destination for community members seeking federal services, the Social Security Payment Center also employs approximately 1,300 people. Further west are the Kaiser Permanente facilities, a regional destination for those seeking medical and health related services in Contra Costa County and neighboring Alameda County, employing 1,500 people. It is even serviced by a tree-lined walkway with benches. This access makes walking a viable option for many area employees commuting through the Transit Village.

Transit Village, Phase II

City plans for Phase II, located on the East side of the BART station, calls for 99 new housing units. The loss of a BART parking lot will be replaced by the creation of a five-story, 800-space parking structure on the southwest corner of the Transit Village. The garage is expected to begin construction in early 2008. Along with new housing units in Phase II, and 10,750 square feet of retail space. By elevating the existing sloped east entrance and adding more lighting, Phase II will imitate Phase I's more inviting graded walkway and escalator service. Integrating housing, adding cultural amenities to the site, and elevating the east entrance will enhance transit access and overall safety.

Vision of the Plan

The City's vision, however, does not end with the isolated development of the Transit Village. Richmond also hopes to connect the Transit Village with the Civic Center to the East via the Belding Woods neighborhood. In order to share the benefits of transit-oriented development with the entire community, the neighborhoods surrounding the Transit Village must be integrated into the project. The City is seeking agreement with the neighbors directly across the street on a project that is inviting and inclusive.

SITE CHALLENGES

Visual Appearance of Neighborhoods

Walking directly east out of the Transit Village towards the Richmond Civic Center takes pedestrians across 19th Street, a no-crosswalk, two-way roadway divided by a narrow island. Currently, no signage exists to indicate the direct path to the Civic Center down Nevin Avenue. Past the single-family houses that front the Transit Village is the Belding Woods neighborhood, a low to medium-density residential area with a mix of single and multifamily, mostly rental housing in poor condition. The neighborhood is visually and economically depressed. In its current condition, this neighborhood, especially the block immediately across from the Phase II project site, could act as a deterrent to both developers and potential homebuyers.

Lack of Pedestrian Amenities

Walking conditions down Nevin Avenue are a challenge to integrating the project site with the existing Belding Woods Neighborhood. The intersections and streets are designed for automobiles and the curbs and sidewalks are in disrepair. The utility and power lines that hang above the streets are numerous, the streetlights are few, and many blighted and abandoned homes populate Nevin Avenue. A former state Employment



Top Right: Abandoned and seized home at Nevin and 21st Street. Bottom Left: Abandoned DMV on Nevin. Bottom Right: Gary Hembree leads ULI Panelists and members through the Richmond BART/Amtrak/AC Transit Station.



Development Department facility can be found on the south side of Nevin, spanning the block from 21st to 22nd. Across 22nd is the abandoned DMV's parking lot. The DMV's poor physical condition, along with the dilapidated curbside appeal, creates an environment unwelcoming to pedestrians.

Belding Woods' streets were created wide enough to accommodate two-way traffic, the crosswalks are faded and street parking inhibits views of pedestrians from cars traveling down the road. Particularly adverse for pedestrians are 22nd and 23rd Street. These two one-way streets were designed as a couplet with southbound automobiles traveling down 22nd Street and northbound travelers driving along 23rd Street. The Transit Village's connection to the Civic Center is marred by the poor pedestrian circulation and physical conditions of Belding Woods and Nevin Avenue. As a worksite for 1,000 city employees, pedestrian access to the Civic Center from the Transit Village is critical.

RECOMMENDATIONS

Imagine a Barbell

Successful development of the Richmond Transit Village's second phase should incorporate the abstract conceptualization of the larger area as a "barbell." With the residential development and transit station at the center, the two employment hubs extending from the east and west form the bells at the ends of the barbell. By viewing the project through this model, the context of the immediate area is utilized to enhance the Transit

Village and the entire community benefits.

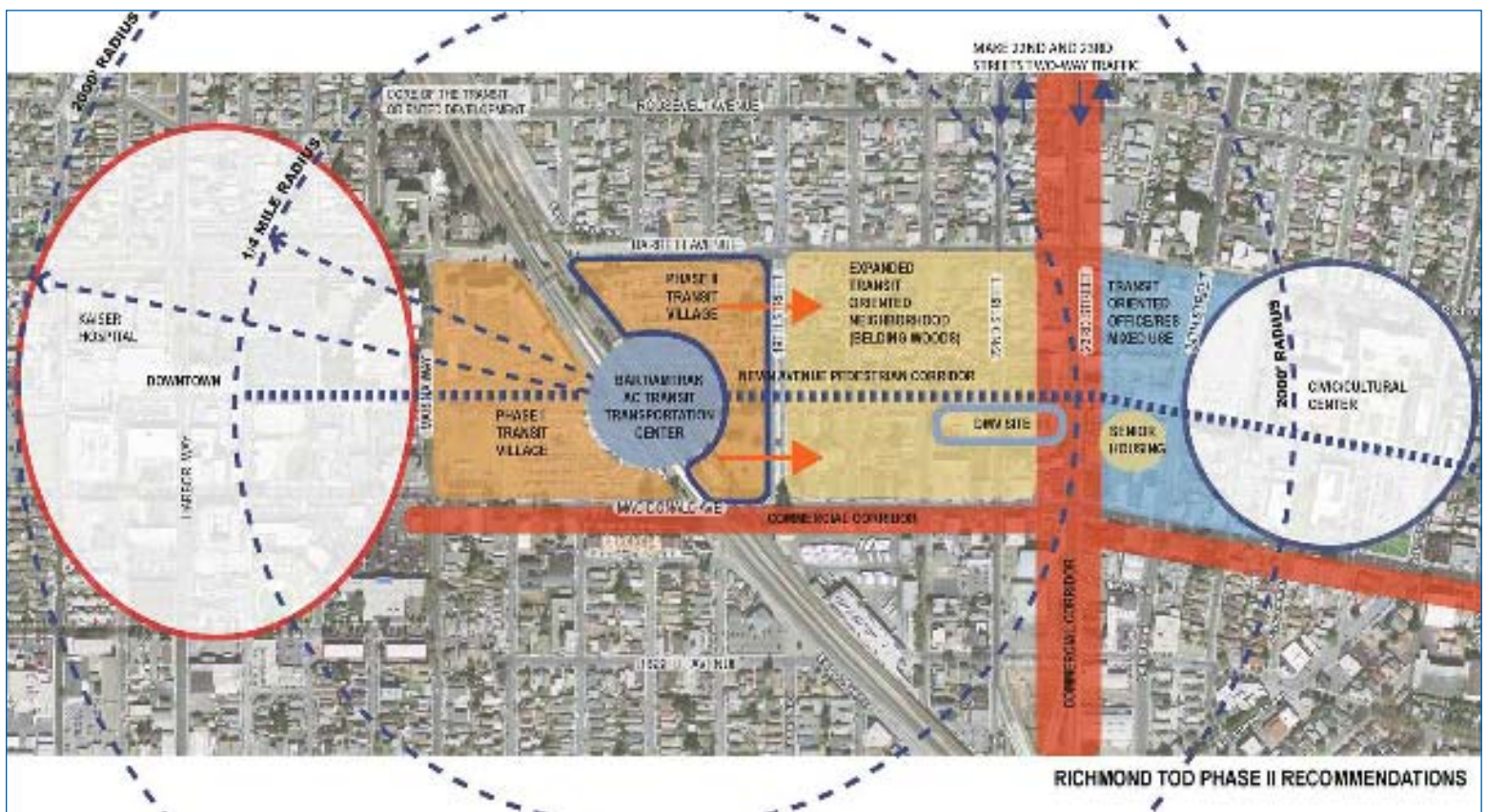
The level of cohesion between the Transit Village and the Belding Woods neighborhood to the east should be on par with the west side's employment hub with landscaped walkways. In this sense, the Transit Village plan should be expanded to include the adjacent neighborhood extending east to the Civic Center.

Recreate Success of Phase I

For the currently planned eastern portion of Phase II up to 19th Street, the Panel recommends emulating the success of Olson Company's Phase I in terms of density and aesthetics. Given that very few examples of successful market-rate developments in central Richmond exist, the Panel is concerned that the higher density being considered (above that of Phase I) by the City in Phase II will never come to fruition, and instead recommends replicating the success of the 21 units/acre Olson project. In light of current market conditions, Phase II's success is not guaranteed in the short term, but as the plan moves forward the City should be cognizant of regional real estate prices and housing demand in order to capitalize on active markets. Assuring buy-out of Phase II housing units at market rate prices requires a general upward economic trend in which increased demand is met by steadily increasing prices.

Resolve Density Incongruities

The mismatching housing densities between the proposed Phase II and Belding Woods must be examined. The relatively high density of the pro-



posed Phase II would create a stark contrast with the relatively low density of the housing in the neighborhood. Though other conditions can mediate this transition, such as streetscaping along the edge of the Transit Village, a density closer to Phase I may be more physically cohesive with the single family homes along 19th Street and Nevin Avenue.

Connect to the Civic Center

The Civic Center, under redevelopment, must be connected to the development of Phase II. A revitalized Civic Center with mixed-use commercial and office facilities in the surrounding area east of 23rd Street creates the eastern “bell” of the Transit Village barbell model. As an important employment center less than a 10-minute walk from the transit station, the Civic Center’s connectivity with the Transit Village is tantamount to completing the City’s vision. Mixed use development with a focus on office and retail space could smooth the transition from the residential Belding Woods Neighborhood to the Civic Center.

Rehabilitate Belding Woods

Rehabilitation of the Belding Woods Neighborhood itself is a key step in integrating the project with the larger community. By expanding the Civic Center Specific Plan to 23rd Street, the Nevin Avenue corridor could be steadily improved through a series of financing programs. A low interest-rate loan program coupled with design and finance consultants working with homeowners in Belding Woods could provide capital for reinvestment and home improvement.

Tax increment financing should be utilized to fund new development to replace the blighted and abandoned buildings along Nevin Avenue.

Improve Pedestrian Orientation

As homeowners are given tools for upgrading facades and home interiors, the City should spearhead pedestrian improvements along the Nevin Avenue corridor. Street landscaping with shade from trees and the under-grounding of utilities improves the pedestrian experience. Adding pedestrian scale lighting, benches and signage would enhance the connection along Nevin Avenue to the Civic Center. Traffic could be reduced in the Belding Woods Neighborhood through narrowing of streets, returning one-way streets to two-way, and perhaps closing half the couplet.

The intersection of Nevin Avenue with 19th Street is a particularly important point given its direct adjacency with the Transit Village. As the

primary connection to the Civic Center down Nevin Avenue, pedestrian orientation should be reinforced by a narrowing of 19th, improved signage to indicate the Civic Center’s location, and an improved crosswalk. The City should perform a study to assess whether the intersection is appropriate for a pedestrian drop off point to access the Transit Station.

Redevelop DMV and Open Space

Numerous sites in the proposed study area are well suited for redevelopment, such as the green space on the southeast corner of the Transit Village and the DMV parking lot. The DMV site itself is an opportunity to incorporate housing a community facility and a path into the existing neighborhood. The other sites can be utilized to bring pocket and neighborhood parks to Belding Woods and the Transit Village. Given



*Current Page: Currently under construction, City of Richmond's Civic Center.
Opposite Page: ULI Panel's barbell map of the transit area.*

the proximity to health and medical facilities, housing and social programs directed toward the elderly may make sense. Partnerships with non-profit developers is suggested.

Concentrate Retail Offsite

Though Phase II plans designate space for retail development, the inability of Phase I's two empty commercial lots to attract retail developers indicate a need to focus retail along existing commercial areas. Though pedestrian-oriented retail might benefit those frequenting the neighborhood and Transit Village, it is difficult to sustain and potentially harms the viability of existing retail. Concentration of retail development along MacDonald Avenue and the area surrounding the Civic Center may do well to revitalize the historic shopping corridor and the newly designated eastern “bell” on the Transit Village barbell.



Richmond Transit Center murals.

Enlist Community Participation

Richmond consists of thirty-six operating Neighborhood Councils that act as consultants for the City's Council-Manager system of government on issues of development and planning. The existing Transit Village site is split by two councils: the Iron Triangle Neighborhood Council on the west and the Belding Woods Neighborhood Council on the east. Representing the area just south of the Iron Triangle portion across MacDonald Avenue is the City Center Neighborhood Council. The Metro Richmond Village Neighborhood Council represents the area south of the Belding Woods portion, also across MacDonald Avenue. The neighborhood just east of the Belding Woods Neighborhood Council area across 23rd Street, which includes Richmond's Civic Center, is represented by the North and East Neighborhood Council. These five neighborhood council groups are stakeholders in the redevelopment of the Belding Woods neighborhood between Metro Walk and the Civic Center. Their participation should be sought to ensure outcomes that benefit the existing community.

Remember the Barbell

In order to share the benefits of transit-oriented development, the City of Richmond must imagine a transit-oriented community in which the planned development is integrated with existing neighborhoods. A model for understanding the larger context of the neighborhood serves to take into consideration the context of development and redevelopment. The "barbell model" exemplifies this scale of planning.

the cities of

santa clara san jose &

transit station area

Lead Author:
Jonathan McCall

CONTEXT

Sandwiched between Mineta San Jose International Airport and Santa Clara University, the Santa Clara Transit Station currently serves commuters riding Caltrain up the Peninsula. Imagine this station, along with the surrounding 432 acres in the cities of Santa Clara and San Jose redeveloped as a major multimodal transit hub including Caltrain, ACE, Amtrak's Capitol Corridor, BART, Santa Clara Valley Transportation Authority (VTA) bus service and an automated people mover to connect travelers to the Airport. A combined effort between the cities of Santa Clara and San Jose and the VTA is set to do just that. This site represents a significant opportunity to create a vibrant transit-oriented neighborhood to serve both local and regional interests.

CITY REPRESENTATIVES

Andrew Crabtree

Principal Planner, Department of Planning, Building and Code Enforcement,
San José

Debby Fernandez

Assistant Planner II, Santa Clara

Justin Fried

Planner II, San José

Jenny Nusbaum

Senior Planner, San José

Kevin L. Riley

Director of Planning and Inspection, Santa Clara

Gloria Sciara

Development Review Officer, Santa Clara

ULI PANEL CHAIR

Jeff Tumlin

Principal, Nelson\Nygaard Consulting

ULI PANELISTS

Dan Kingsley

Managing Partner, SKS Investments

Linda Mandolini

Executive Director, EDEN Housing

Darin Smith

Principal, Economic & Planning Systems, Inc.

Michael Stanton

President, Stanton Architecture

The cities of Santa Clara and San Jose lie at the center of the Silicon Valley, one of the world's most prominent locations for technology, entrepreneurship and innovation. Though the job market suffered a blow with the dotcom bust in 2001, the regional economy has reemerged to its status as an international economic powerhouse. With its strong concentration of high tech jobs, the Silicon Valley attracts commuters from all over the Bay Area, who have also created congested roadways. Long term projections are for job growth and population growth to continue, making improved future transit mobility a high priority.

EXISTING CONDITIONS

Located at the center of this job and traffic growth, the 432 acre Santa Clara Transit Station Area is positioned to meet expanding demand for mobility. Southwest of the Airport and 1/2 mile away from Santa Clara University, the site area is bordered to the south by Interstate 880 and to the north by Coleman Avenue. Properties within the site vary considerably and include big box retail, single family residences, low-density suburban

The site is split between the two jurisdictions: the cities of Santa Clara and San Jose

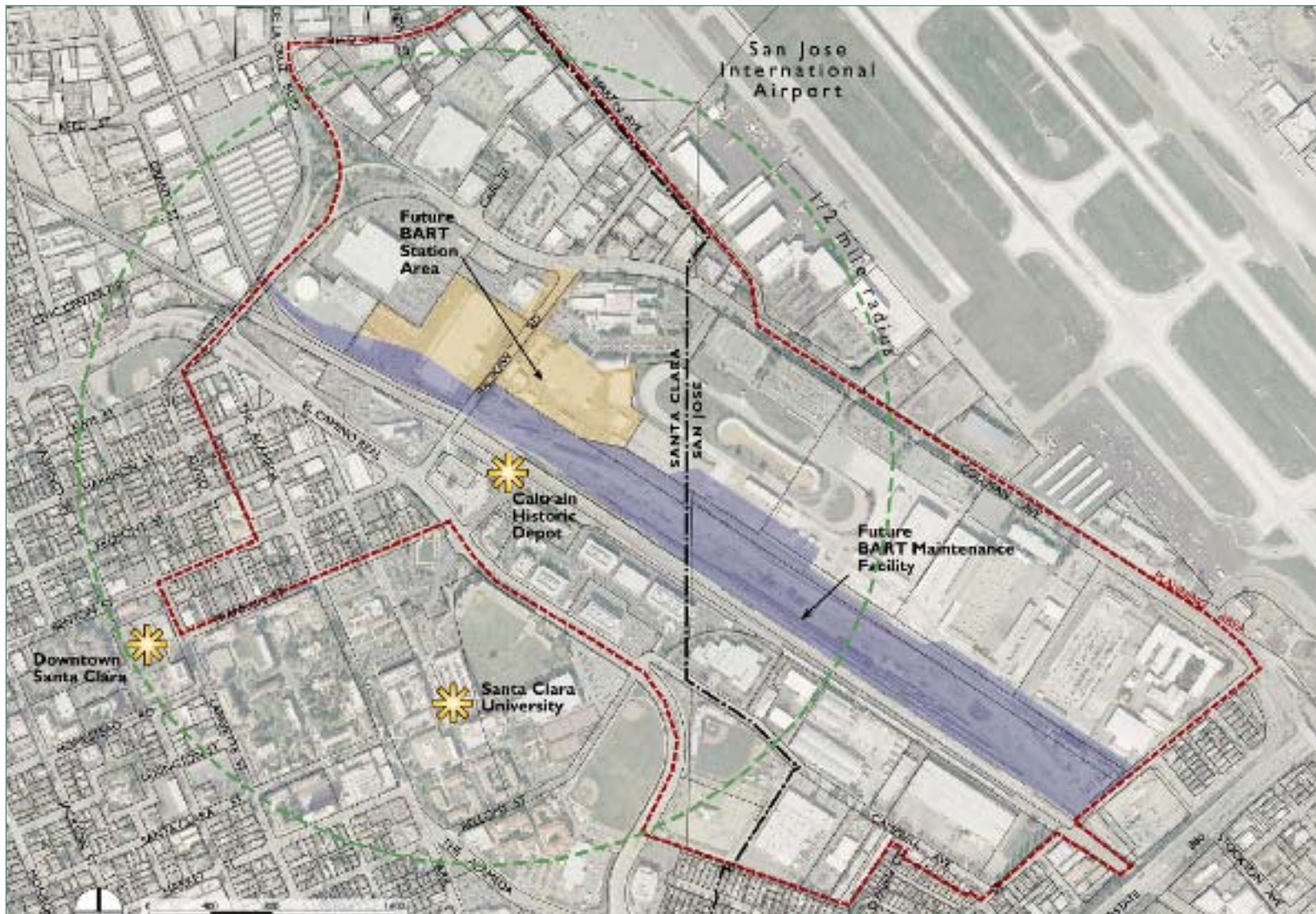
office structures, the existing train station and large industrial parcels, many of which are vacant or considered underutilized. These vacant sites, in particular, represent an extraordinary opportunity — over 150 acres of contiguous developable land in the transportation epicenter of Silicon Valley.

DRAFT PLAN GOALS

Santa Clara and San Jose have worked together to create a station area plan, conduct thorough research and analysis and encourage public input

to identify the following nine guiding principles :

1. A landmark gateway and destination that integrates the old with the new.
2. Higher-intensity, transit-supportive development.
3. Development that respects the scale and character of surrounding neighborhoods.
4. A mix of uses, including residential, east of the UPRR corridor.
5. Improved east-west connectivity.





Millennium Park in Chicago presents an example of air rights opportunities realized with a 24.5 acre park was built over commuter railyards. Source: Chicago Convention and Tourism Bureau

6. A place for connections, a connected place.
7. A diversity of transportation modes and parking choices.
8. Pedestrian orientation.
9. Synergistic mix of uses and parking.

1. Close the 500' gap from development to railroad tracks, making connections between the two sides much more accessible.
2. Create 30+ acres of "land" for public space or private development.
3. Potentially generate revenue to defray the costs of building the platform as well as part of the transit station itself.

ULL panelists were struck by the tremendous opportunity presented by the site and have bold recommendations for the cities as they complete the Station Area Plan.

RECOMMENDATIONS

Improve Pedestrian Connections

The map on the previous page has a thick blue line, representing the rail and rail maintenance yards that run through the site. Connecting the opposite sides of the tracks to create a cohesive location will be a challenge. Adding further complexity to the issue, the transit hub is set to include Caltrain (already serving the station), Capital Corridor trains, BART and an automated people mover connecting the site to the San Jose Airport.

Pedestrian linkage is imperative to the life of a successful project. The failure of the recently built Millbrae Station has been largely due to poor pedestrian connectivity. A significant improvement would be to move the proposed Airport people-mover platform from its proposed location along the future BART parking garage closer to the BART platform, creating a shorter, more intuitive walk for travelers taking BART to the airport.

Build Over Rail Yards

Covering the rail yards with a deck is proposed to achieve 3 main goals:

Millennium Park in Chicago is recognized as a recent example of a public park built over covered rail yards: 24.5 acres built on podiums over commuter rail yards and below-grade parking for 4,000 cars (see image above). Despite initial criticism, the park has been nothing short of a success and has been credited with attracting 4 million tourists per year, enhancing local property values and spurring \$2.5 billion worth of new development since opening in 2004. Similar successes in development over rail yards are found throughout the world, including around Philadelphia's multi-modal 30th Street Station area (also adjacent to two urban universities) and Melbourne, Australia's Federation Square. BART is responsible for planning the development of the rail yards area at Santa Clara Station, but the cities should work very closely with BART to ensure that the design of the rail yards and the surrounding parcels takes optimal advantage of the unique opportunities available.

Allow More Residential

Another planning approach that can enhance linkages in the area would be to provide more opportunity for residential development. The plan calls for large quantities of commercial, retail, and hotel development, but comparatively little residential development in the immediate station area. More residential development in the station area would enhance the vitality of the area 24 hours a day, enhance transit ridership, and address the policy goals of the Metropolitan Transportation Commission (see page 4).



In West Philadelphia air rights over the 30th St. Station were sold to make way for office and the University of Pennsylvania campus.

Increase Density

In addition to providing more opportunities for residential development, the overall development envelope around the station area could also be increased. Examples throughout the Bay Area show building densities of 3.0 FAR or greater that still fall well below the 100'+ height limits prescribed by the airport safety zone. While traffic generation and compatibility with neighboring uses are understandable concerns for many high density developments, the transit accessibility and general lack of compatibility issues on the northern, airport side of the station area suggest that this might be an ideal location for higher density development that can only enhance the vitality and transit ridership of this station area.

Pre-Zone with a Joint Powers Authority

The site is unique in that it runs through multiple jurisdictions. Creating a Joint Powers Authority would allow the cities to coordinate efforts, share infrastructure costs and tax revenue streams. Most importantly, the creation of a Joint Powers Authority would allow for the creation of a master environmental impact report and pre-zoning of the entire site. Zoning level clearance could then be granted at the plan stage, leaving only a design review and site permit for individual properties. Developers would then face shorter timelines and less government approvals. With this risk substantially lowered, the cities would attract more development.

The panel emphasized the need for zoning to be flexible and responsive to market demand for different real estate use changes. For example, while the current plan calls for over 600,000 square feet of retail space, market analysis indicates demand for only 100,000 to 150,000 square feet of retail space. While commercial uses generate more revenue for cities than residential uses, cities must resist the urge to make decisions based on immediate fiscal impact and instead make choices that create

long term value and promote true place making.

Synchronize Plans with Large Neighbors

The site has two large neighbors: San Jose Airport to the North and Santa Clara University to the South.

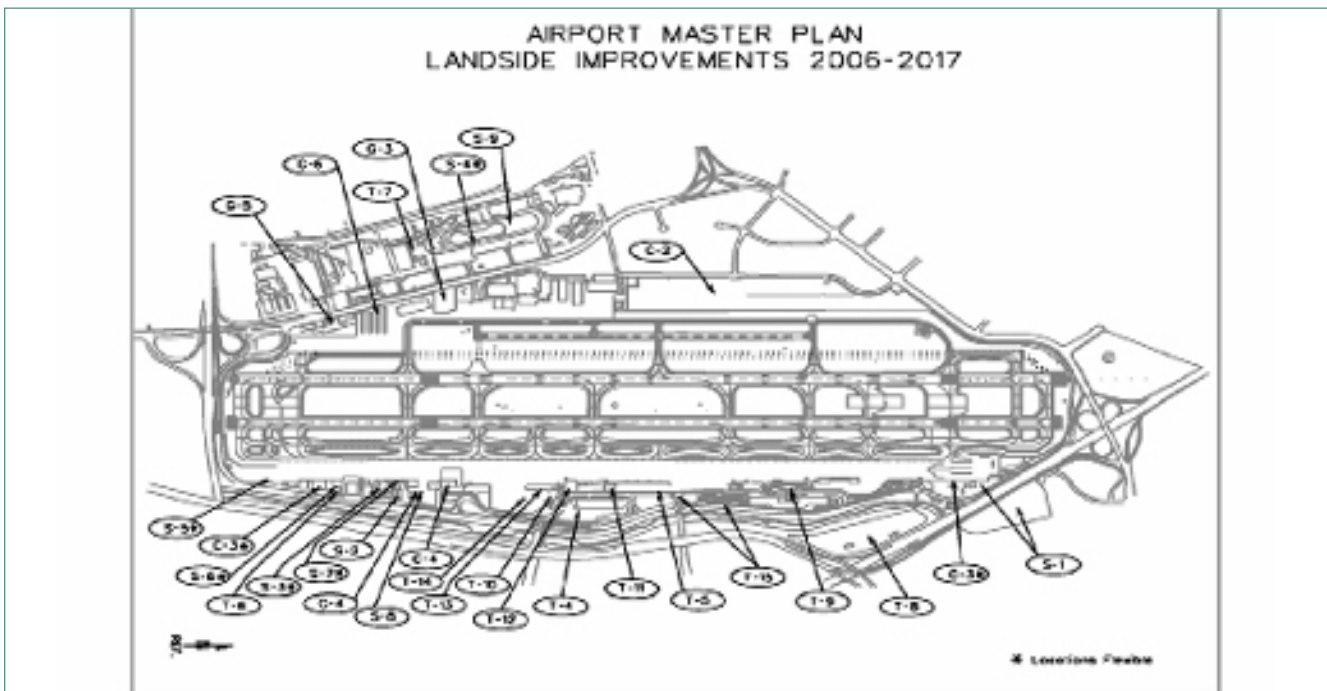
Santa Clara University is a major higher education center in the South Bay with a growing enrollment, a shortage of student housing and a vastly under-retailed student body, who end up leaving for nearby cities of Palo Alto and Mountain View for basic retail needs. As a large neighbor deeply invested in the community, Santa Clara University has been a part of the discussion since the beginning, and should continue to be an active participant in helping to decide how best to redevelop its front yard.

As another local amenity, the Mineta San Jose Airport, has growth plans of it's own, many of which may include land within the site area. The Airport has identified the following as possible future Terminal and Aviation Support Projects located within the Station Project Area:

- T-7: Relocate/expand employee parking (up to 2,600 spaces) to former FMC site on the west side of Coleman Avenue and/or to terminal area parking facilities.



New residential development on Franklin Street will serve Santa Clara University.



The Mineta San José International Airport Master Plan.

- S-4: Relocate/expand flight kitchen facilities to former FMC site.
- S-9: Reuse former FMC site for interim or long-term uses such as project construction staging, rental car storage, public or employee parking, flight kitchen, Airport/airline warehousing, and compatible non-aviation leaseholds.

The Santa Clara Station Area site has tremendous potential to become THE transit hub of Silicon Valley. The cities involved have made great strides toward realizing this potential, but may better serve local and regional interests by creating a site that has strong connectivity, has high density, is conducive to development and works hard to integrate with its neighbors.

the city of
santa rosa
the hub of sonoma county

ULI PANELISTS

Panel Chair: Robert Burke
Senior Vice President, Shea Properties

Jeffrey Bond
Planning & Building Manager, City of Albany

Stephen Engblom
Director of Development Asia, EDAAV

Mary Murtagh
President & CEO, EAH

Benjamin Pollock
Senior Vice President, Jones Lang LaSalle

Alan Talansky
Vice President of Business Development, EBL&S Development

CITY REPRESENTATIVE

Ken MacNab
Santa Rosa City Planner

CONTEXT

Lead Author:
Yennga Khuong

Santa Rosa is the largest city between San Francisco and Portland with a population of 150,188 in 2006. With 65,274 housing units, 52% of which are owner occupied homes, the median value of a house in June 2007 was \$532,500. The median household income is \$56,556 and 28.8% of the population has a bachelor's degree or higher.



Current Page: Location of the future SMART Rail and Trail Corridor in Santa Rosa. Opposite Page: Santa Rosa downtown bus transit mall.

Santa Rosa’s Downtown Station Area Specific Plan (available at www.stationareaplan.net) encompasses approximately 650 acres surrounding the proposed SMART (Sonoma-Marin Area Rail Transit) Downtown station. This area includes the Downtown Transit Mall, Courthouse Square, Santa Rosa Plaza Shopping Mall, six historic areas and Highway 101 and Highway 12.

The proposed Downtown Station rests on the western edge of Railroad Square, one of 14 stations spanning a 70-mile stretch of an existing rail line owned by the SMART agency. With \$127 million in hand, SMART has raised 29% of the capital cost needed to implement the project and will be returning to the voters to obtain the balance. In November 2006 the project almost passed with 65.3% of the vote - 2/3 is needed to pass a sales tax measure in California. Based on SMART’s projections, the Santa Rosa station is expected to generate the most ridership on the network, with 1,700 trips per day by 2025. These projections do not assume that CityBus, Santa Rosa’s main public transportation provider nor other transit divert their routes to this station area.

The proposed site for SMART’s Downtown Station has historically been used for industrial purposes and contamination issues may need to be addressed as future development occurs.

The current nexus of public transportation is the existing Downtown Transit Mall. CityBus runs 17 regular scheduled routes with 14 of these

routes going through the Downtown Transit Mall. Five regional transit operators also serve the Mall. Centrally located to the downtown area, the Downtown Transit Mall currently boasts a ridership level of over 6,000 passengers per day.

The Strategic Plan went through the Planning Commission with unanimous adoption and six minor changes. Subsequently, the City Council adopted the Plan on October 9, 2007.

PLAN’S VISION

The vision of the current Downtown Station Area Specific Plan is to:

- Enhance the Distinct Identity and Character of Santa Rosa,
- Encourage a Diverse of Mix Uses,
- Incorporate Transit-Oriented Development and
- Create Additional Pedestrian-Friendly Connections.

This vision is to be implemented via land use policies to increase intensification; transportation policies to increase modal connectivity; creation of developments standards and streetscape guidelines; and the preservation and creation of recreation, park and cultural facilities. Additionally, the Plan outlines the creation of 3,250 new residential units, 296,000 SF new commercial/retail space and 197,000 SF of new civic/ office use.

The ULI panelists were given the charge of devising a strategy for the City of Santa Rosa to augment and implement their Downtown Station Area Specific Plan.

OPPORTUNITIES

The panelists began by complimenting the City on an excellent Specific Plan.

The panelists identified the following as the City's strengths:

- Santa Rosa Shopping Plaza (good retail momentum)
- 4th Street Corridor – vibrant retail area; alive at night
- Cost of Living Advantage (more affordable than Marin, San Francisco, San Mateo)
- Daytime Workforce Population
- Safe Environment
- Good Climate/Weather and
- Walkable Community.

CHALLENGES

However, the panelists also saw the following factors as the largest impediments to the success of the Downtown Station Area Specific Plan and the growth of the city in general:

- Distance of Proposed Train Location from Downtown and Bus Mall
- Urban Design Does Not Support Pedestrian Friendly Character of Santa Rosa
- Entitlement Uncertainty for Developers
- Parking Structure Impacts
- Lack of Higher Paid Private Sector Jobs Base and 101 Bifurcates Downtown.

RECOMMENDATIONS

To deal with the above challenges, the panel proposed the following recommendations to the City of Santa Rosa:

Leverage Existing Downtown Bus Transit Mall

- To capture the existing ridership levels from the existing Downtown

Santa Rosa Downtown Specific Plan Area Map.





Examples of Santa Rosa's inhospitable street environment and homogenous land use pattern lacking vitality.

Transit Mall, create an inter-modal station with both buses and the proposed SMART transit line. Both modes of transit must be accessible at one location.

- Create more density in the area, broaden the range of retail and commercial opportunities, and create parking to accommodate residents and to serve current and future land uses. Increased density will encourage the redevelopment of older, less intense institutional uses and bring more life to downtown.

Increase Density and Activity at Railroad Square

- If Railroad Square property could be available for a new RFP, the panel recommends that the area should maximize residential density (60 du/acre) and maximize parking to serve future land uses, events and park and ride.
- Provide flexibility (zoning, building design, open space) to encourage open space for farmer's markets and art fairs and create flex space for live-work lofts.
- Flex space could provide opportunity for future possible retail development.

Encourage Economic Development

- Attract Baby Boomers to Santa Rosa.
- Develop a bigger work force and create an environment for business incubation. Re-consider impact of loss of jobs downtown if City Hall is relocated.
- Consider creating transfer of development right program and evaluate the feasibility of Tax Increment Financing and Business Improvement Districts to achieve established goals.
- **Image Building:** The community needs a vision that defines it so it can tell its story thereby attracting new business, new residents and new investment to the city. Santa Rosa is a great place to live: sell quality of life.
- Sell Santa Rosa as a place to start new businesses. Make it both real and apparent by providing space, incentives and general

encouragement for starting new businesses within the city. The city should expand its Venture Communities Program.

- **Streamline Entitlements:** Select all areas available for possible future development within the station and downtown target areas. Subsequently, set a Specific Plan that allows for greater density. Include specific design standards, and conduct an area-wide EIR (Environmental Impact Report) as part of the process, thereby streamlining the entitlement process and reducing uncertainty for prospective developers.
- **Land Bank:** Form a 501c3 non-profit land bank fund or a city/private funded land bank operated by an independent board to aggregate land that becomes available. The city would initially provide seed capital that could be augmented with local industry and business participation. The land bank could create larger sites over time and market these to developers that share the City's vision, instead of sites being bought off now at low prices with developers who perhaps don't share the City's long term plans. Selective acquisition of older institutional uses can open up opportunities for more dense development. (see Professor Frank Alexander's *Land Bank Authorities: A Guide for the Creation and Operation of Local Land Banks* (2005) for more information: www.lisc.org/content/publications/detail/793/).
- **Focus Downtown Tax Increment Financing:** The Santa Rosa Redevelopment Agency has been relatively passive. As the Gateways Redevelopment District begins to increase tax base (The Gateways Redevelopment District includes approximately 1,100 acres, primarily along the central north-south axis of Santa Rosa, including many of the major corridors and adjacent areas that serve as "gateways" to downtown Santa Rosa and Railroad Square), potential tax revenue generated should stay downtown and be used to encourage the implementation of the Specific Plan.

Focus on Middle-Income and Workforce Residential Development

- Santa Rosa should not count on large high-end owner-occupied residential projects in the near term, which the Panel views as

infeasible. With the current income levels of the City, Santa Rosa should instead focus on middle-income and affordable housing as good early opportunities, but such developers need high density allowances and economies-of-scale to be viable. Smaller high-quality infill projects should also be encouraged.

Leverage Strength of Existing Retail

- Santa Rosa should not overbuild retail. As an alternative, the city should consider true live-work or walk-up residential along some commercial streets. Work to strengthen existing successful retail environment along 4th street near Courthouse Square.
- Encourage the owner to update the Santa Rosa Shopping Plaza into an open air retail environment that integrates the development of additional central retail as well as a variety of downtown residential and commercial uses. Offer the owner incentives and

	AVERAGE MONTHLY RENT ¹	ANNUAL INCOME NEEDED TO AFFORD RENT ²
1 Bedroom, 1 Bath	\$ 976	\$ 39,040
2 Bedroom, 2 Bath	\$1,316	\$ 52,640
3 Bedroom, 2 Bath	\$1,621	\$ 64,840

1. © Rent Facts, Inc. Sept. 2007
2. Derived from the 2000 Census. Assumes a max. affordable housing payment.



- possibly the use of public land to make this happen.
- Create a festival zone at Courthouse Square, i.e. weekly farmer's markets; craft and art fairs; cultural activities. This will grow and encourage permanent retail businesses as well as attract customers for existing businesses. (City of Redwood City's Court House may provide a good example).
- Accessibility and Parking: The combination of large institutional uses and parking garages creates "inactive edges" that make much of downtown inhospitable to ground floor retail. Require ground floor wrapping of garages for retail and residential. Where possible restructure existing city owned parking to encourage activation. Also provide additional parking in the station area to support the existing area. The land use parking code requirements should be relaxed.

Adjust Zoning to Encourage Residential and Higher Densities

- Residential Conditional Use Permits Unnecessary: The downtown districts (CD5, CD7, CD10) should not require conditional use permits (CUPs) for residential use. No CUP is currently required for

Top: Sonoma Country's Rental Affordability in 2007. Bottom Left: An example of an open air mall in Berkeley's 4th Street. Santa Rosa should consider converting it's shopping plaza into an open air mall. Bottom Right: Mendocino Place is a great example of live/work loft developments in Santa Rosa.

- commercial uses and CUPs do little but add cost.
- Increase CD-5 Height Allowance: Adjust CD-5 district 55' foot height limit to 60'-65'. Currently, the CD-7 district recognizes the need for height allowances by allowing a 90' maximum height to accommodate seven stores. CD-5 maximum height should be increased to 65' to retain the five story minimum since 65' allows more design variety, higher commercial, mixed-use first floors and better parking solutions.

summary of panel recommendations

fairfield

- Improve Project Design.
- Reconsider Bus Transfer Site
- Rethink Parts of the “Strategic Plan”
 - Improve the Public Realm & Streetscapes
 - Link Linear Park
 - Build Affordable Housing

fremont

- Pursue Catalyst Projects
- Increase Residential Allowance
- Increase FAR Target Sites
- Implement and Promote Entertainment

richmond

- Imagine a Barbell
- Recreate Success of Phase I
- Resolve Density Incongruities
 - Connect to the Civic Center
 - Rehabilitate Belding Woods
 - Improve Pedestrian Orientation
- Redevelop DMV and Open Space
- Concentrate Retail Offsite
- Enlist Community Participation

santa clara & san jose

- Improve Pedestrian Connections
 - Build Over Rail Yards
 - Increase Density
- Pre-Zone with a Joint Powers Authority
- Synchronize Plans with Large Neighbors

santa rosa

- Leverage Existing Downtown Bus Transit Mall
- Increase Density and Activity at Railroad Square
 - Encourage Economic Development
- Focus on Middle-Income and Workforce Residential Development
 - Leverage Strength of Existing Retail
- Adjust Zoning to Encourage Residential and Higher Densities

ULI San Francisco

A district council of the Urban Land Institute

Four Embarcadero Center, Suite 700

San Francisco, CA 94111

tel: 415.490.4443

fax: 415.733.5530

www.ulisf.org

