



7 IMPLEMENTATION

While the Windsor Station Area/Downtown Specific Plan provides a comprehensive framework and set of policies, achieving the full development potential of the Plan will require a range of efforts and actions on the part of the Town and the developers involved. These include carrying out the necessary regulatory measures, providing infrastructure improvements, and securing needed financing. This chapter details many of the actions that will be required for effective implementation of the Plan.

7.1 GENERAL PLAN AND ZONING ORDINANCE AMENDMENTS

The Town of Windsor will need to complete General Plan and Zoning Ordinance amendments to ensure both are consistent with the Plan, to maintain "vertical consistency" across the documents, as required by State law.

General Plan

The General Plan would need to reflect the Specific Plan's vision and goals and policies, and recognize the Station Area's development potential. The Town is planning to update its General Plan in the next few years, at which point the Specific Plan should be integrated into the updated General Plan.

Zoning Ordinance

While the General Plan establishes a policy framework, the Zoning Ordinance prescribes standards, rules, and procedures for development. The Zoning Ordinance translates plan policies into specific use regulations, development standards, and performance criteria that govern development on individual properties. The Specific Plan provides regulations for new and modified land use districts and overlays, use and development standards, and density and intensity limits, consistent with the Plan's land use classifications and development standards included in Section 2-2: Land Use Classifications and Section 3-3: Development Standards. These will need to be reflected in the Zoning Ordinance, or alternatively, the Town could incorporate standards and guidelines of the Specific Plan by reference in the Zoning Code. The Town will also bring the Zoning Map into conformance with the Plan.

Until such time as the Zoning Ordinance is updated by adding a reference or the required changes described above, development would be in accordance with the land use designations and development regulations outlined in the Specific Plan. Other rules and procedures as established in the Zoning Ordinance would also apply.

7.2 IMPLEMENTATION PROGRAM AND PHASING

Implementation of the Town of Windsor Station Area/Downtown Plan will require action by several different departments within the Town, including Planning, Redevelopment, Economic Development, Public Works, Parks and Recreation, and Public Safety. Ultimately, much of the look and feel of the Planning Area will be determined by the architecture, landscaping, layout, and maintenance of individual developments, as prescribed by the design standards and guidelines articulated in Chapter 3. However, the Town must take the lead in coordinating the needed area-wide actions that will enable complete implementation of the Plan and its vision. Table 7-1 lays out the actions, responsible parties, and the estimated timeframe/phasing needed to ensure the Plan's implementation. Estimated costs are included where available; cost estimates are preliminary, and there may be additional costs associated with improvements as streetscape, traffic, and infrastructure plans develop over time.

Relationship to Other Existing Documents

The Station Area/Downtown Specific Plan will supersede the Town of Windsor 1997 Downtown Plan and will supplement the Town of Windsor Design Standards.

Phasing

Phasing of improvements and projects will be based on development cost, market factors, and available financing. Many of the infrastructure improvements will be contingent on the need created by new development and will happen concurrently with new development. A recommended phasing strategy is outlined below, though as market conditions may change in the future, actual phasing strategy may differ.

Proposed Phasing Strategy:

1. Improvements to the public realm in the Downtown core and access improvements to the Station Area/Downtown to spark development around the Town Green and along McClelland Drive.
2. Leverage publicly owned sites adjacent to the Town Green and Station, including the old fire station on Windsor Road and the Civic Center and Library site. The Civic Center and library redevelopment is crucial for the activation of the Town Green and expansion of the Downtown core.
3. Redevelopment of other privately owned sites near the Downtown core.
4. Redevelopment of privately owned sites outside of the Downtown core, including development near Keiser Park, on Oak Park Drive, and conversion of residential uses to office.

TABLE 7-1: IMPLEMENTATION AND PHASING PLAN

Action	Department or Agency Responsible	Timeframe/Phasing	Estimated Cost
Land Use and Planning			
Amend the General Plan to reflect the land uses, density/intensity standards and policy direction in the Specific Plan.	Planning	1 to 5 years	n/a
Amend Zoning Map and Ordinance to conform to the land uses, parking standards, and development standards established in the Specific Plan.	Planning	1 to 5 years	n/a
Issue an RFP for the Town-owned old fire station property.	Planning, Economic Development, Redevelopment	1 to 5 years	n/a
Issue an RFP for redevelopment of the Civic Center Site, including incorporation of an updated Library and Huerta Gymnasium, and a pedestrian seating area at the northern edge of the Town Green.	Planning, Economic Development, Sonoma County Library, Parks and Recreation, Redevelopment	1 to 5 years	n/a
Develop a marketing campaign that showcases Windsor's assets; coordinate this campaign with SMART upon extension of SMART Service to Windsor.	Planning, Economic Development, SMART, Redevelopment	1 to 5 years	n/a
Pursue public/private partnerships to support Town Green programming, including art, cultural, and athletic events.	Planning, Economic Development, Redevelopment	1 to 5 years and ongoing	n/a
Circulation and Access			
Implement an expanded wayfinding system.	Planning, Public Works, Economic Development	Concurrent with development	n/a
Implement streetscape improvements outlined in Chapters 3 and 4.	Planning, Public Works	Concurrent with development	n/a
Implement mid-block pedestrian connections.	Planning, Public Works	Concurrent with development	n/a
Highway 101 Pedestrian Crossing – conduct a study to determine the most feasible alignment and relative costs; implement preferred alignment.	Public Works, Planning	1 to 5 years	n/a
Implement series of roundabouts as outlined in Policy C-2. Three of these improvements are potentially included in the planned Old Redwood Highway improvements.	Planning, Public Works	1 to 5 years	n/a
Implement SMART Trail.	SMART, Planning, Public Works	1 to 5 years	n/a
Install Windsor Creek Pedestrian bridges.	Planning, Public Works, private developer	Concurrent with development	n/a
Close gaps in the sidewalk network.	Planning, Public Works	1 to 5 years with SCT	n/a
Bike routes and lanes outlined in the 2008 Windsor Bicycle and Pedestrian Plan.	Planning, Public Works	1 to 10 years with SCT	n/a
Work with SMART to develop a marketing campaign to promote use of the train, including on weekends.	Planning, Public Works, SMART	Concurrent with start of SMART service	n/a

TABLE 7-1: IMPLEMENTATION AND PHASING PLAN

Action	Department or Agency Responsible	Timeframe/Phasing	Estimated Cost
Work with SCT and SMART to publicize and incentivize the use of transit to and from events. Coordinate Town Green events with transit service.	Planning, Public Works, SMART, SCT	1 to 5 years with SCT	n/a
Conduct a study on the demand for additional shuttle service that connects key destinations to Windsor Station/Downtown.	Planning, Public Works	1 to 5 years	n/a
Work with SCT to develop a unique theme or design that provides amenities at all stops and distinguishes bus stops in Windsor.	Planning, Public Works, SCT	1 to 5 years	n/a
Implement real-time system updates, such as 'next bus.'	Planning, Public Works, SCT, SMART		n/a
Complete Impact Fee Projects identified in the Planning Area (see Table 5-2).	Public Works, Planning	1 to 5 years	Per Impact Fee Project list
Redesign Windsor Road/Windsor River Road Intersection and incorporate supplemental safety measures. Preference to the roundabout design solution.	Public Works, Planning, SMART, California Public Utilities Commission	1 to 5 years	$2.6 million (modern single-lane roundabout) $2.3 million (improve and reconfigure signalized intersection)
Old Redwood Highway Interchange Reconstruction	Public Works, Planning	20 to 25 years	$21.7 million
New Street Extensions: • Along the northern edge of the Town. • Extend Bell Street South to meet Bell Road. • Extend Oak Park Drive north. • Extend Wall Street and Duncan Drive west and connect them together with a new street that runs along Keiser Park. • Reestablish the alley that runs between Railroad Ave and Wild Oak Drive.	Public Works, Planning	Concurrent with development, by location	n/a
Park and Ride parking for cars and bikes.	Public Works, Planning, Public Works, SMART	Concurrent with start of SMART service	n/a
Establish two-hour parking limits or implement a priced parking system as demand for parking increases.	Public Works, Planning	Concurrent with development/identified need	n/a
Establish a residential parking permit program as needed to address spillover parking into residential neighborhoods (not anticipated).	Public Works, Planning	Concurrent with development/identified need	n/a

TABLE 7-1: IMPLEMENTATION AND PHASING PLAN

Action	Department or Agency Responsible	Timeframe/Phasing	Estimated Cost
Environmental Resources and Quality			
Employ a public awareness campaign related to train safety.	Public Works, Planning, SMART	Concurrent with start of SMART service	n/a
Public Services and Infrastructure			
Public open space and oak preserve at the Civic Center.	Parks and Recreation; Planning; Public Works	Concurrent with Civic Center Redevelopment	n/a
New Park near Oak Park Road and Starr Creek.	Parks and Recreation; Planning; Public Works	Concurrent with development along Oak Park Road	n/a
New Park in the pending Windsor Mill development project.	Parks and Recreation; Planning; Public Works	Concurrent with development on Windsor Mill site	n/a
Coordinate with OUSD regarding population buildout and provision of schools.	Planning, OUSD	1 to 5 years and ongoing	n/a
Acquire additional emergency response equipment, including equipment serving four and five story buildings, and provide fire flow capacity needed to serve new development.	Public Safety	Ongoing, as development progresses	n/a
Add police staff and equipment as needed to serve new development.	Public Safety	Ongoing, as development progresses	n/a
Implementation of remaining Master Trunk Sewer Plan improvements OR North Trunk replacement of 8-inch with 10-inch pipe from Conde Lane to Windsor Road.	Public Works	Concurrent with development	$400,000 for the North Trunk replacement from Conde Lane to Windsor Road
Treatment Plant capacity expansion to process 3.0 MGD ADWF.	Public Works	Concurrent with development	$2.2 million
Extend the recycled/reclaimed water system to service the rest of the Planning Area, requiring up to 20,000 linear feet of pipe.	Public Works	Concurrent with development	$2.6 million
Additional storage ponds per review of future volumes.	Public Works	Concurrent with development	n/a

1. Transportation Costs are in 2011 dollars and are for improvements beyond those already included in the Town of Windsor Traffic Impact Fee.
2. Mitigation includes converting westbound approach lanes at southbound ramps intersection to two left turns and two through lanes, and converting eastbound approach at northbound ramps intersection to two left turns and two through lanes.

Source: Dyett & Bhatia, W-Trans, Green Valley Consulting Engineers, 2011.

7.3 INFRASTRUCTURE FINANCING STRATEGIES

This section evaluates potential approaches to funding capital costs. There are a variety of mechanisms public agencies can use to collect funds for capital improvements. Selection of the appropriate mechanism depends on the nature of the improvement. For example, development impact fees place the burden on developers (and ultimately the occupant of the home or business being constructed), whereas assessment districts place the financial responsibility on existing and new property owners, and funding through the Capital Improvement Program budget shares the burden town-wide. The Town must determine who benefits from the improvement to decide on appropriate funding streams. Types of capital improvements and the various approaches that could be used for funding are identified in the text below and in Table 7-2.

Overview of Funding Needs and Capacity

Development of the Plan will require traffic and circulation improvements, streetscape improvements, new parks and open space, a new elementary school, natural gas and electricity services, telecommunications capacity, and water, sewer, and drainage improvements. In addition to direct construction by the developers, the infrastructure obligations can be met through a variety of mechanisms, the most common of which in California include impact fees, user fees, and CFDs. For projects that are public priorities, tax increment financing may also be available in designated redevelopment areas. Each of the funding mechanisms described below can be used separately or in combination with one another.

TABLE 7-2: INFRASTRUCTURE FINANCING SOURCES AND STRATEGIES

Project Components	Capital Improvements Program	Impact Fees	Developer Contributions	Special Assessment Districts	Redevelopment Tax Increment	Other Grants and Loans
Streetscape and Pedestrian Improvements	X	X	X	X	X	X
Bicycle Lanes and Trails	X	X		X	X	X
Transit Improvements and Access	X			X	X	X
Streets and Traffic Improvements	X	X		X	X	X
Utilities and Public Services	X	X	X	X	X	X
Parks, Public Spaces and Recreation Facilities	X	X	X	X	X	X
Parking and TDM		X	X	X	X	X

At buildout, the new development within the Station Area/Downtown Specific Plan area is estimated to be valued at approximately $575 million.[1] While the value of the development does not directly affect the revenues generated through development impact fees, development value does factor into tax increment estimates and estimates of revenues from any special assessments that may be established. Given a total project value of approximately $575 million, infrastructure costs of approximately $58 million should be supportable based on an industry "rule-of-thumb" that infrastructure improvements can represent 10 percent of total project value.

Capital Improvement Program

The Capital Improvement Program (CIP) is a discretionary infrastructure funding plan for the Town. It describes in detail a five-year plan for specific Town improvement projects, complete with schedules and anticipated financing. It draws on various Town funds, including Drainage Mitigation, Gas Tax, General Fund, Park Development, Public Facilities, Redevelopment, Traffic Mitigation, Utilities Funds, and certain outside funding sources. The Council must approve the CIP, and capital projects are initiated when the Council approves appropriations in the Town's budget. The five-year program is designed to:

- Serve as both a financial and project planning document.
- Assist in the orderly development of the Town and concurrent construction of public facilities and infrastructure.
- Implement and be consistent with the goals and policies of the Town.

Some of the improvements identified in the Plan will need to be added to the CIP for implementation.

Impact Fees

The Town charges development impact fees to fund infrastructure improvements required by new development. The impact fee funding accrues incrementally over time as new development occurs. Development impact fees can only fund capital improvements (i.e., not ongoing maintenance expenses) that are on the fee program project list, which is amended from time to time. The Town currently collects the following impact fees:

- Traffic
- Park & Recreation Facilities
- Drainage
- Public Facilities
- Water Capacity
- Water Reclamation (formerly Sewer)
- Fire
- School

While existing development impact fees are likely to be sufficient to fund most of the traffic and public utility infrastructure required to support development under the Plan, the projects must be on the impact fee project list if they are to be eligible for funding. New projects cannot be added to the impact fee project list without amending the fee program. The Town may choose to update its fee program to reflect new development estimates and to include the additional transportation and other projects required by the new development. Estimated revenues related to the buildout of the Plan for drainage, park & recreation facilities, public facilities, and traffic impact fees are estimated in Table 7-3.

1 *This approximation assumes that the Specific Plan area development will achieve market rate prices of $350,000 for single-family homes and $300,000 for multifamily units and assumes per square foot values of $275 for retail and office space envisioned in the Specific Plan (based on current asking prices that range from $250 per square foot to $280 per square foot. The hotel per square foot value of $300 is based on a capitalized value of annual estimated operating income. Total commercial values are estimated at $225.0 million.*

TABLE 7-3: ESTIMATED DEVELOPMENT IMPACT FEE REVENUE AT BUILDOUT

Category	Amount	Fee	Revenue
Drainage			
Single Family (units)	360	$2,888	$1,039,680
Multifamily (units)	870	$2,888	$2,512,560
Commercial (acres)	40	$5,251	$609,290
DRAINAGE SUBTOTAL			**$4,161,530**
Parks and Recreation[1]			
Single Family (units)	360	$8,526	$3,069,360
Multifamily (units)	870	$5,887	$5,121,690
PARKS AND RECREATION SUBTOTAL			**$8,191,050**
Public Facilities			
Single Family (units)	360	$4,400	$1,584,000
Multifamily (units)	870	$3,039	$2,643,930
Retail (1,000 SF)	449	$869	$389,747
Office (1,000 SF)	249	$1,449	$360,221
Hotel (1,000 SF)	62	$869	$53,878
PUBLIC FACILITIES SUBTOTAL			**$5,031,776**
Traffic			
Single Family (units)	360	$10,119	$3,642,840
Multifamily (units)	870	$6,211	$5,403,570
Retail (1,000 SF)	449	$8,449	$3,789,377
Office (1,000 SF)	249	$6,446	$1,602,476
Hotel (1,000 SF)	62	$8,449	$523,838
TRAFFIC SUBTOTAL			**$14,962,100**
(less) Mixed-Use Credit[1]	-15%		$(808,778)
(less) Transit-Core Credit, Residential	-9%		$(814,177)
(less) Transit-Core Credit, Commercial	-3%		$ (177,471)
Subtotal, Traffic Credits			$ (1,800,425)
Net, Traffic			$13,161,675
TOTAL DEVELOPMENT IMPACT FEES			**$30,546,031**

1. As an alternative to the in-lieu fee, subdivisions designated for eight or more units per acre must provide 0.01 acres per unit.

Source: Economic & Planning Systems, Inc, 2011; Dyett & Bhatia, 2011.

Developer Contributions

Developer contributions are payments made in addition to normal impact fees as part of the development approval process for specific projects; these most often apply to larger developments with significant associated impacts. Contributions fund infrastructure and improvements such as dedications of right-of-way for streets and utilities, and provision of open space, parks or landscape improvements. Where developers provide parks as part of their developments, they could be exempted from park impact fees at the discretion of the Town.

Special Assessment Districts

Individuals and businesses can cooperate to create special assessment districts in which they tax themselves (outside the limitations of Proposition 13) or collect fees in order to fund specific benefits, such as landscaping, infrastructure improvements, and parking facilities.

Community Facilities District

The Mello-Roos Community Facilities Act of 1982 enables the formation of Community Facilities Districts (CFDs) by local agencies for the purpose of financing the construction of needed community infrastructure. The CFD is empowered to levy additional property taxes on land located inside the district, thus creating a dependable revenue stream that can be used in issuing bonds to pay for new infrastructure. Formation of a new CFD requires approval by two-thirds of the District's property owners, but CFDs have proven to be an attractive option for many California developers as a means of financing improvements they would otherwise have to fund with their own resources. The Town could seek to establish a new Station Area/Downtown CFD to help pay for Downtown infrastructure improvements. A new CFD could be established instead of amending the fee program, or to supplement an amended impact fee program.

In general, it is advisable that total tax rates be kept under a certain level so that the owners of the properties do not suffer annual tax hardships and so that the tax burdens do not become a major factor in the buyers' willingness to pay for homes, buildings, or developable land. It is recommended that the total tax rate be not more than 1.75 percent of assessed value. A special tax rate at 0.25 percent of total assessed value (above the existing tax rate of 1.00 percent plus approved additions) should be well within this total tax burden limit. A Station Area/Downtown CFD that assesses property owners at a rate of 0.25 percent would generate gross annual revenues of approximately $1.4 million. After applying a 110 percent debt coverage ratio, the bonding capacity of this annual revenue stream is approximately $16.3 million, assuming 5 percent interest on a 20-year bond.

Landscape and Lighting District

Permitted by the Landscape and Lighting Act of 1972, local governments may form a Landscape and Lighting District to finance elements such as the landscaping and lighting public areas (e.g., parks and plazas).

Business Improvement District

Business or property owners within a defined geographic area may agree to assess themselves annual fees, as part of a Business Improvement District (BID). The BID may then fund activities and programs to enhance the business environment; these may include marketing and promotion, security, streetscape improvements, and special events. Once established, the annual BID fees are mandatory for business/properties located within the BID. Generally, this mechanism is most frequently used in existing commercial retail districts. It is not used to fund infrastructure due both to the limited revenue base and the short-term nature of the BID structure, which makes issuance of debt infeasible.

Infrastructure Finance District

Infrastructure Finance Districts (IFD) are financing entities created in order to fund regional public facilities and infrastructure. IFDs can divert property tax increment revenues for 30 years to finance highways, transit, water systems, sewer projects, flood control, child care facilities, libraries, parks, and solid waste facilities. IFDs may not be used to pay for

maintenance, repairs, operating costs, and services. Although this is a tax increment financing tool, there is no blight test necessary; moreover, an IFD may not be part of a redevelopment project area, meaning that this tool would only be applicable in the southwest corner of the Planning Area. However, IFDs can be challenging to create, since they require two-thirds approval by the voters to form and issue bonds.

Parking District and In-Lieu Fee

Local governments may form a special district to finance parking-related activities, including acquisition of land for parking facilities, construction of parking lots and garages, funding of operating costs, and issuance of bonds to fund similar activities. The majority of affected property owners must vote in favor of the district formation. A possible approach to funding is imposition of an in-lieu fee, whereby developers pay the fee (e.g., a uniform fee per space) instead of providing on-site parking, thereby reducing the cost of development and potentially increasing the efficient use of development sites.

Redevelopment and Tax Increment Financing

The majority of the Planning Area lies within the Windsor Redevelopment Project Area, established in 1984. The Redevelopment Agency derives its revenue primarily through tax increment funds. This tool allows the Redevelopment Agency to issue bonds against the future property tax revenue expected to be generated, in order to finance public investment within the redevelopment area. The Redevelopment Agency obtains the additional "increment" of property tax growth following the inception of the redevelopment area, which typically increases as the public improvements are put in place and initial investments are made from the public and private sectors.

The Agency has defined four programs for blight elimination and development of affordable housing in the Project Area, including:

- An economic development program, to support existing businesses, attract new businesses, and market the Project Area as a place to live and raise a family;
- Public/private development to assist with industrial/commercial rehabilitation of existing facilities or acquisition of land for business expansion;
- Public facilities and infrastructure improvements; and
- An affordable housing program that encompasses production and preservation activities, as well as affordability assistance.

As required by State law, 20 percent of the gross tax increment funds received by the Agency from the added area must be deposited into a fund to assist in the production and preservation of low- and moderate-income housing. The Agency may assist in a variety of programs to develop affordable housing—both inside the Project Area and town-wide.

Tax increment represents a significant potential funding resource for improvements in and around the Specific Plan area,[2] if the town elects to make such funding available to enhance the feasibility of desired development by reducing its infrastructure cost burden. However, the tax increment is subject to numerous requirements for pass-through payments, housing set-asides, and different timeframes that make it difficult to estimate reliably the revenues that may be available at any time for a long-term development project like the Specific Plan. Further, the applicability of tax increment financing will be subject to the continuing existence and powers of redevelopment agencies which has been the subject of recent debate at the State level.

2 *Keyser Marston Associates (KMA) prepared a Preliminary Report for the Fifth Amendment to the Redevelopment Plan in 2009 and indicated that the combined net tax increment revenues from the amended redevelopment area (i.e., existing and projected areas) total approximately $218 million over the life of the redevelopment area. Additional development that is part of this Plan would further add to the net tax increment available to fund infrastructure improvements in the area.*

Grants and Loans

Federal

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

The CDBG Program was created by the Housing and Community Development Act of 1974 and 1987 and has as its primary objective the development of viable communities through the provision of decent housing, a suitable living environment and expansion of economic opportunities primarily for lower income persons. The Sonoma County Community Development Commission administers the CDBG program for the Town of Windsor and all municipalities in Sonoma County except for the City of Santa Rosa and Petaluma. The Sonoma County Board of Supervisors makes the final decision regarding how CDBG funds are distributed locally. At least 70 percent of Sonoma County's CDBG funds must be used for activities that benefit lower income persons (persons earning less than 80 percent of the area's median income).

Eligible projects include land acquisition for affordable housing projects, rehabilitation of existing housing, construction or renovation of community centers, infrastructure improvements, fair housing services and other public services. Sonoma County receives approximately $2.5 million annually in CDBG funds from HUD. CDBG funds may be challenging to use for public improvements, since the grants are competitive and the Town may have competing priorities for these funds.

SAFE, ACCOUNTABLE, FLEXIBLE, EFFICIENT TRANSPORTATION EQUITY ACT–A LEGACY FOR USERS

This measure, also known as SAFETEA-LU, provides a variety of funding options for smaller, neighborhood-based projects relating to streetscape improvements and bicycle and pedestrian facilities. Programs include the Surface Transportation Program; Congestion Management Air Quality funds; Transportation Enhancements; State Transportation Improvement Program/ Regional Transportation Improvement Program; and the Bicycle Transportation Account, which is available to cities and counties with Caltrans-approved bicycle plans. SAFETEA-LU was extended through December 2010 and will likely be reauthorized in a similar capacity thereafter.

State

CALIFORNIA INFRASTRUCTURE AND ECONOMIC DEVELOPMENT BANK (CIEDB)

The California Infrastructure and Economic Development Bank provides low-cost financing to public agencies for a wide variety of infrastructure projects. Infrastructure State Revolving Fund Program funding is available in amounts ranging from $250,000 to $10 million, with loan terms of up to 30 years. Interest rates are set on a monthly basis. Relevant eligible project categories include streets, drainage, flood control, and environmental mitigation, educational facilities, parks and recreational facilities, public transit, sewage collection and treatment, solid waste collection and disposal, water treatment and distribution, public safety facilities, and power and communications facilities.

INFRASTRUCTURE BONDS

Statewide bonds approved by the voters can provide valuable funds for local governments to make improvements to roads, housing, and public facilities. In recent years, several bond measures have been approved, with monies distributed to local governments. The Town should continue to monitor and pursue State financing opportunities.

Regional

FOCUS PRIORITY DEVELOPMENT AREAS

The Association of Bay Area Governments (ABAG), along with partner agencies, the Metropolitan Transportation Commission (MTC) and Bay Area Conservation and Development Commission (BCDC) have initiated the FOCUS program to provide funds for Priority Development Areas (PDA) that have a high level of transit accessibility and potential for redevelopment. The majority of the Planning Area has been designated as a PDA. As a PDA the Planning Area is eligible for the Technical Assistance Program, which supports discrete

planning projects that will advance implementation of area plans.

METROPOLITAN TRANSPORTATION COMMISSION FUNDING

MTC serves as both the regional transportation planning agency and as the region's metropolitan planning organization (a federal designation). MTC has several grant programs for which projects in the Planning Area may qualify, including:

- One Bay Area Grant, which provides funding to support the Sustainable Communities Strategy and promote effective transportation investments that support focused development. It is proposed that 70% of these funds are spent on Priority Development Areas.
- Lifeline Program, which funds services that assist low-income residents travel to and from work, school and other essential destinations.

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