





Proposal for the

City of Moreno Valley Comprehensive General Plan Update and Environmental Impact Report

Submitted by
DYETT & BHATIA
Urban and Regional Planners

July 30, 2019

In association with
Recon Environmental
Fehr & Peers
Keyser Marston
VMA Communications
TKE Engineering
Urban Field Studio

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Total Pages in Proposal: 35

July 30, 2019

City of Moreno Valley
Community Development Department/Planning Division

Re: Proposal for the Moreno Valley Comprehensive General Plan Update and EIR

Dear Members of the Selection Panel:

It is with great enthusiasm that we submit this proposal. Surrounded by mountains and hills, Moreno Valley enjoys a beautiful setting and a strategic location between Los Angeles and Palm Springs, in proximity to the region's other major economic markets. Since the 1980s, Moreno Valley has grown rapidly and is now the second largest city in Riverside County. With the World Logistics Center project on the horizon, the General Plan can help Moreno Valley realize its potential as a model community not only in the Inland Empire, but the broader metropolitan region.

We are truly excited about this opportunity to collaborate with staff, decision-makers, and the community on this important project. Our strengths include:

- **Exceptional General Plan Expertise.** Dyett & Bhatia (D&B) is the California leader in general plan work, hav¬ing prepared general plans for more than 70 cities and counties across the state, including more than 20 com¬munities in the last ten years. We are currently leading general plans for Diamond Bar, Carson, Mission Valley (in San Diego), Sacramento, Napa, Dixon, and Pacifica. Recent completed General Plans include Redlands, Woodland, Belmont, and St. Helena.
- **Inland Empire Familiarity and Locally-Based Team.** Dyett & Bhatia led preparation of the award winning Redlands General Plan and our locally-based teaming partners have extensive experience in Inland Empire communities through work with WRCOG, and the Cities of Moreno Valley, Redlands, San Bernardino, Rancho Cucamonga, and Corona.
- **Expertise with Transportation Modeling Tools.** Fehr & Peers is working with WRCOG to update the Riverside County Transportation Analysis Model, adding local sensitivity for better forecasting on local roadways. Additionally, Fehr & Peers created an SB743 implementation strategy and tools for WRCOG and local jurisdictions in Western Riverside County. The firm is the recognized statewide expert in SB743 implementation.
- **Exceptional Community and Urban Design Skills.** As Moreno Valley seeks to foster a greater sense of place, establish town and mixed-use centers, and enhance community livability and identity, the D&B team is exceptionally well qualified to assist. D&B is a statewide leader in urban design, numerous notable qualifications, including complete planning, urban design, and zoning for Downtown San Diego, that is shaping one of the most vibrant, mixed-use districts in California. Additionally, Frank Fuller of Urban Field Studio led preparation of the Victoria Gardens Master Plan, which has emerged as Rancho Cucamonga's downtown.

Dyett & Bhatia offers a proven track record of taking plans to adoption within specified time frames and budgets. We recently completed the Redlands General Plan and EIR in two years. The caliber of our work is evidenced by our record of adopted plans and by the 18 awards we have won in the last five years alone from the American Planning Association, all for work done from our one office.

If selected, D&B will serve as primary consultant and firm partners will directly lead the project. **Andrew Hill**, Principal, will serve as **Project Manager** and **Creative Writer**. He is a highly-qualified general plan preparer and accomplished writer, having led 6 general plan efforts around the state, including APA award-winning general plans for Palo Alto and Vallejo. **Rajeev Bhatia**, AICP, ASLA, will serve as Participating Partner. He is one of the most experienced General Plan preparers in California, having led general plans for 35 jurisdictions throughout the state.

This proposal shall remain valid for a period of 90 days from submittal (October 28, 2019). We are happy to modify any aspect of our proposal to better meet your needs.

Cordially,



Rajeev Bhatia, AICP, Partner
rajeev@dyettandbhatia.com, (415) 956-4300 x15

2 PROJECT UNDERSTANDING AND APPROACH

2.1 PROJECT UNDERSTANDING

Surrounded by mountains and hills, Moreno Valley enjoys a beautiful setting and a strategic location between Los Angeles and Palm Springs, close to Riverside and other major economic markets. The community saw explosive growth in the 1980s, as development edged eastward from the coastal Los Angeles and Orange counties, with population leaping from 19,000 in 1970 in the area prior to incorporation to 209,050 presently. Thus, much of the city is relatively new, and the city itself was incorporated in 1984. While medical and retail centers, and educational facilities have sprouted, population growth has significantly outpaced jobs. The City's recently adopted Momentum MoVal Strategic Plan includes a number of initiatives aimed at boosting the local economy, and with the World Logistics Center on the horizon, poised to add 40 million square feet of logistics space and provide 20,000 permanent jobs, now is a good time to focus on the future.



Looking ahead, Moreno Valley is well positioned to serve as a model city in the Inland Empire – a desirable place to live, work, and play. Times have changed since the last General Plan was adopted in 2006, and today several of the Plan's goals and objectives have become outdated as the community demographics have evolved and as new technologies and planning concepts have emerged. As a result, the time is right for a comprehensive update to the General Plan and establish a new community vision, setting a clear foundation for future growth and development. The update will also ensure that the Plan fully complies with all State mandates that have been put into place since it was last adopted.

2.2 KEY OBJECTIVES

The City desires a cohesive General Plan that is easy-to-use and implement, to chart course for the next era of the city's evolution. The topics below outline our preliminary understanding of some of the key issues for this assignment.

Enhance the City's fiscal and economic health.

As evidenced by the Momentum MoVal Strategic Plan, strategies to promote economic health and stability are a key focus of the City, and will be an important component of this General Plan Update. A new Economic Development Element will establish a framework for growth of the local economy, with a focus on attracting new businesses and industries to Moreno Valley, forecasting and harnessing opportunity from anticipated shifts in the labor market, promoting diversified job types and income tiers, and allowing for sound fiscal management while providing flexibility to respond to changing market conditions.



Establish distinct "town centers" and gateways to create a sense of place.

Dyett & Bhatia recently evaluated new town center possibilities as part of our General Plan update for the City of Diamond Bar, and we have extensive urban design experience in communities throughout California. Team member Frank Fuller of Urban Field Studio was integral in the development of the Victoria Gardens Master Plan, which has emerged as Rancho Cucamonga's downtown. Our scope incorporates preparation of a Community Design Element to build on the town center efforts underway, as well as more broadly to focus on issues of community design and livability in mixed-use centers, corridors, and neighborhoods to enhance Moreno Valley's distinctive setting and the community's quality of life.



Foster efficient, multi-modal mobility.

Today over 70 percent of residents work outside the community and nearly 95 percent drive to work. This together with the extraordinary growth of the logistics sector in the city and the region, means efficient automobile and truck transportation will remain vital. Given the passage of SB 743, this Gen-

eral Plan Update also provides the City with the opportunity to expand use of alternatives to traffic level of service in determining transportation impacts and standards for improvements, and fulfill the requirements of AB 1358 by establishing a program of Complete Streets connecting neighborhoods, destinations, and transit, based on a prioritized inventory of pedestrian facilities. The Circulation Element will also be updated to enhance the current traffic management system; provide additional detail about transit facilities, systems, and connections; enhance the pedestrian network by reducing gaps and deficiencies; and reconsider existing designated truck routes, as necessary.



Ensure cohesive climate action, sustainability, and environmental planning.

The General Plan will need to respond to State and regional planning initiatives on environmental concerns (such as AB 32, SB 375, etc.) We believe that sustainability is not a separate "plug in" to the General Plan, but rather that cities can most effectively achieve sustainability if it is woven holistically throughout the Plan. In addition to mitigating and adapting to climate change and ensuring that the City can meet State objectives for GHG reductions, the General Plan should address water conservation, stormwater management, seismic and geological hazards, and emergency preparedness. The City desires that a Climate Action Plan (CAP) be prepared in conjunction with the General Plan. This will help integrate GHG analysis in the General Plan EIR with climate action planning, synchronize the horizon years of the General Plan and CAP, and allow the General Plan EIR to also cover the CAP. Dyett & Bhatia is experienced in undertaking concurrent General Plan and CAP development, and has done this recently for general plans for Redlands, Carlsbad, and Diamond Bar.

Ensure environmental justice and social equity.

Ensure environmental justice and social equity. The General Plan will include a new Environmental Justice Element, in compliance with SB 1000, aimed at addressing segments of the community disproportionately affected by environmental hazards. This new element will weave together policies on social equity, meaningful participation, equitable protection from environmental burdens, enhanced multimodal transportation and housing opportunities, and increased access to public services and community amenities. To accomplish this we will use a combination of detailed data analysis and meaningful community engagement to understand the issues at play and develop policies to address them. Dyett & Bhatia is currently preparing Environmental Justice Elements in Sacramento and Carson, and we will leverage this experience for Moreno Valley.

2.3 APPROACH

CRAFTING THE GENERAL PLAN

At Dyett & Bhatia, we believe that plan-making is a collaborative process that involves decision-makers, the public and staff. We use the best tools available for research and analysis and are adept at synthesizing a wide range of information into choices that are logical and understandable. Through our work we seek to give form to community aspirations and foster places that are vital, livable, and reflect environmental stewardship. Our work is responsive to physical and natural settings, economic realities, and community needs. We believe that planning decisions must express a community's personality and its perception of the public interest.

The Moreno Valley General Plan should serve as the City's constitution. To be effective, this constitution should:

- Be clear, concise, easy to use, and internally consistent;
- Address a comprehensive range of subject matter, such as land use, transportation, natural resource management, economic development and community design; and
- Provide clear direction for evaluating development proposals and for planning capital improvements.

Other foundational aspects of Dyett & Bhatia's approach to general plans include:

Flexibility and cost effectiveness. We have structured the scope of work to be flexible, and the budget to be cost-effective. Each task and product can stand as a complete piece of work, so that if necessary the planning process can stop and restart again based on available funding.

Working graphically. We believe strongly that depicting information graphically with maps and images makes the work more easily understood, more engaging for participants, and more concise. We use colored maps, aerial photos (colored and annotated), photos, graphics, visual simulations, etc.

Stakeholders and decision-makers are more likely to read the material when it is in a graphic format. We have extensive in-house graphics staff with strong GIS, graphics, and modeling capabilities that allows us to prepare high-quality visual material.

Illustrating and analyzing options. Ultimately a General Plan is about what should grow and change, and what should be preserved. Residents are inherently skeptical about growth, because they see it as creating more problems. We start with identifying what people want to happen to improve their community – better appearance in older areas of the community; community services or facilities; more places to shop; more jobs; calmer traffic. Then we identify how those goals can be achieved, social, and environmental effects of several alternatives must be evaluated. Our job will be to help frame the questions and provide decision-makers with enough information to allow them to feel confident about their choices. For example, to attract new quality jobs, there may need to be intensification of big employers. To improve the appearance of commercial corridors, there may need to be intensification of land use to attract investors to redevelop older rundown properties. We provide detailed maps and drawings to depict alternative strategies, photos and drawings to show what growth or change would really look like, and comprehensive quantitative analysis of impacts.

Working with the community, decision-makers, and City staff. Many different types of community outreach are proposed to reach different groups in different ways (see next section). We will work closely with the General Plan Advisory Committee, conducting meetings at the major milestones and soliciting recommendations on key issues. The committee can be a very effective group for arriving at compromise solutions and win-win solutions that meet the needs of different groups. We also envision working in close partnership with City staff. The complementary skills and knowledge of City staff and consultant team can result in a process that is efficient and planning documents that are effective. Staff's familiarity with the City's issues and resources, coupled with consultants' technical expertise and broad experience, will ensure that Plan policies are realistic and have broad community support, and allow Moreno Valley to gain from the experience of other communities.

Emphasizing implementation. At Dyett & Bhatia we truly believe that implementation is an integral part of the planning process, not an afterthought. This will be critical to ensure that Moreno Valley's updated General Plan has the desired result, and does not just represent "shelf-art" but is an effective tool for city-building - programming public improvements and guiding private development. Our considerable experience writing zoning and development regulations informs practical policy formulation to effectively achieve community goals.

ENVIRONMENTAL REVIEW

We propose to prepare a Program EIR to cover the General Plan Update and CAP. The General Plan, CAP, and the EIR will be prepared by the same group of core planners, relying on technical expertise, enabling us to work efficiently; build mitigation strategies into the land use, circulation, and open space frameworks to create a self-mitigating General Plan; focus analysis on targeted development areas within the General Plan (with the related CEQA streamlining for follow-on projects); and use the environmental discovery process to inform planning and development assumptions. The General Plan EIR will meet legal requirements, but also help streamline subsequent project-level environmental review work.

Our approach to environmental assessment for General Plans typically has four key objectives:

- To ensure that environmental opportunities and constraints identified in the investigation of existing conditions are reflected in the development of the general plan, thus integrating planning and environmental review processes;
- To identify general plan policies that will mitigate any adverse environmental effects of other aspects of the plan, facilitating a "self-mitigating" plan;
- To fully satisfy CEQA requirements for environmental documentation of the general plan and provide a compendium of environmental information; and
- To make maximum use of the environmental information available through existing plans, environmental documents, and specific studies, as well as information from regional and State agencies.

COMMUNITY ENGAGEMENT

A plan is only successful if it reflects the aspirations and priorities of the community. An effective public participation program should create confidence in the planning process, be meaningful and outcome driven rather than just process oriented, and rally the community behind the adopted plan. By maintaining engagement through a variety of means and media throughout the project, we will not only hear from Moreno Valley residents and business owners up front, but also continually check back in to ensure that plan outcomes reflect the vision and direction provided.

We have outlined an approach to public participation that will focus on identifying the community's vision for the city's future and soliciting feedback on the pertinent issues at hand throughout the planning process. The detail on timing and content in our community outreach schedule is provided in the Scope of Work and Schedule. This is a suggested participation program; as one of the very first steps in the process, we will work with you to devise a strategy that best fits your needs. With our partners in public outreach and facilitation, VMA, we propose:

Community Workshops (5 total: 4 General Plan, 1 EIR scoping). Our work program includes four workshops: during initial issue identification, when alternatives are presented, and two when the Public Review Draft General Plan is released. The workshops will be led by VMA. Workshop materials will be clear, concise, and easy for the public to understand. Our experienced meeting facilitators, including several English/Spanish bilingual staff, will use various facilitation techniques to gather information that is constructive to the overall process. Workshop results will be documented and made avail-

able online. A scoping meeting for the EIR will also be held.

Additional Neighborhood/"Pop-Up" Meetings (up to 13). Up to ten additional neighborhood /"pop-up" meetings may be held at various places and times throughout the process, enabling our outreach program to be flexible and responsive to various groups. For example, there may be a special event that occurs at the time of a major project milestone, and a General Plan booth at the event may help attract more participants to the planning process. Or there may be neighborhood groups, businesses, or other stakeholders that we will want to engage at strategic times. Bilingual English/Spanish staff will be available to describe the process and survey tools in the preferred language.

Stakeholder Interviews (16 meetings over 4 days). At the outset of the process and at key phases in the process, we will conduct face-to-face reconnaissance/"listening" meetings with approximately 30-40 individuals in small group interviews over one or two days. Ideal candidates for interview may include community leaders and decision-makers, and representatives from neighborhood associations, the Moreno Valley Unified and Val Verde Unified school districts, major employers, the Chamber of Commerce, commissions, churches, and social clubs.

Project Website Materials. According to the RFP, the City will maintain a project page on its website. Dyett & Bhatia will provide website content, materials for period update, and documents in web-compatible format throughout the process.

E-Newsletters (3). D&B will design eye-catching and informative e-newsletters at three key stages throughout the process to provide information about the project, products, and upcoming outreach events.

Media Relations/E-Updates. Short updates at key points in the process will be posted on the project website and designed to be distributed via email to inform the public about the planning process. These updates will describe opportunities for participation, and provide information about community workshops, key issues, plan alternatives, and policy recommendations. Messages will include graphics, photos, and illustrations to be eye-catching. It is anticipated that these will be developed six or seven times in the process. VMA will incorporate the e-updates as press releases to local publications, and social media (Nextdoor, Facebook).

Internet-Based Surveys (2). We will conduct two online surveys during the visioning and alternatives stages of the process to get community input on visions, priorities, key issues, and preferences. In addition to standard checkbox questions, open-ended questions and potentially map-based ones could be included—Dyett & Bhatia has vast experience with conducting citywide surveys in conjunction with general plan updates using a variety of methods (direct mail in, online, and phone).

Planning Commission and City Council Meetings and Hearings (10). Decision-makers will be involved at key stages in the process to ensure there are no surprises at the end. Three Planning Commission meetings, one City Council meeting, and two joint sessions are envisioned throughout the process, with an additional four hearings budgeted through the adoption process.

General Plan Advisory Committee (up to 9 meetings). The GPAC will be composed of members representing a broad segment of community interests (including residents, businesses owners, and others) to serve as a sounding board, taking some heat off the decision-makers by helping to resolve key issues, and serve as ambassadors to the broader community. The GPAC will meet up to seven times throughout the planning process.

These are, again, suggested outreach components that are part of our scope/budget. We would be happy to modify and tailor our community engagement program to best meet Moreno Valley's needs.





Our robust public participation strategy includes workshops, online surveys, pop-up events, and several other outreach strategies.



3 TEAM INFORMATION AND QUALIFICATIONS

3.1 DYETT & BHATIA FIRM OVERVIEW

Dyett & Bhatia is a California corporation based in Oakland (about 430 miles from Moreno Valley), operating for the past 40 years. We are uniquely focused on urban planning, and have maintained a consistent staff size of approximately 22 over the past decade, enabling us to offer deep expertise combined with personal attention of firm partners to all assignments. Our expertise includes general plans, specific plans, zoning, and environmental review. We conduct analysis and develop policies on a range of planning topics from land use and urban design, to economic development, historic preservation, sustainability and social equity. We believe that plan-making is a collaborative effort involving a diversity of stakeholders, and are deeply committed to active community participation in the planning process. Dyett & Bhatia has won 18 awards in the last five years alone from the American Planning Association—including national awards for sustainability and for innovative outreach for general plans.

Dyett & Bhatia has prepared general plans and EIRs for over 70 California cities and counties. Our recent Southern California work includes general plans for the Cities of Redlands, Diamond Bar, Carson, Carlsbad, Santa Monica, and San Diego, as well as zoning codes for the Cities of Long Beach and Pasadena as well as the County of Orange. Dyett & Bhatia has extensive experience preparing optional general plan elements on a range of topics beyond those required by California state law, including Community Design, Historic Preservation, Economic Development, and Environmental Justice. We prepared the very first Health Element for a General Plan that was adopted in California, which won the National Planning Achievement Award for Environmental Planning in 2013 from the American Planning Association. We are currently preparing optional Environmental Justice, Economic Development, and Sustainability elements for the City of Sacramento; optional Economic Development, Community Health and Sustainability elements for the City of Carson; optional Community Health and Community Character elements for the City of Diamond Bar; and many others. Dyett & Bhatia has also prepared numerous Climate Action plans for California Communities, including recent efforts in the Redlands and Diamond Bar. Four recent representative project examples are included in this chapter, with additional project examples and references in Appendix A.



Recent General Plans and Related EIRs	
Underway	
• Carson • Diamond Bar • City of Napa • Princeton-by-the-Sea	• Dixon • Pacifica • Sacramento
Completed	
• Belmont* • Fresno • Woodland* • Los Banos • Carlsbad* • Santa Monica* • South San Francisco* • San Bruno • Santa Clara • Milpitas • American Canyon (EIR only) • San Pablo* • Castro Valley • Rohnert Park* • Redlands* • Santa Rosa • Petaluma • Visalia • Santa Fe (NM)	• Yuba City • Chico* • San Diego (Encanto & Southeastern) • Turlock (twice)* • Lodi* • San Diego (Mission Valley) • Lemoore • Daly City (EIR only) • Colma (Land Use and Urban Design Strategy only) • Emeryville* • Concord • Alameda (twice) • San Ramon* • Vacaville* • Pittsburg (twice)* • Porterville* • St. Helena

**APA award-winner*

Dyett & Bhatia has a proven track record of successfully completing general plan projects on time and on budget. We are skilled at managing complex, urban projects having led major assignments for large cities such as San Diego, San José, Long Beach, Portland, and Honolulu within the last year. Our approach to project management is predicated on close coordination with City staff over the full term of the project. We have programmed regular status meetings with staff into our work plan to ensure that we identify issues early and address them promptly.

We track and report progress on an ongoing basis with a variety of project management tools, including: critical path schedules; action items lists that identify needed actions, assign responsibility, and establish deadlines for completing them; and monthly progress reports that document tasks completed and detail upcoming meetings and deliverables. We will also coordinate closely with staff in preparing for and conducting public meetings at major milestones in the process to ensure that community input informs the process and that content is vetted with City decision-makers incrementally throughout the process. This is essential for building consensus around core elements of the plan, avoiding unexpected surprises later in the process, and streamlining adoption and certification.

Redlands General Plan, Climate Action Plan, and EIR

REDLANDS, CALIFORNIA

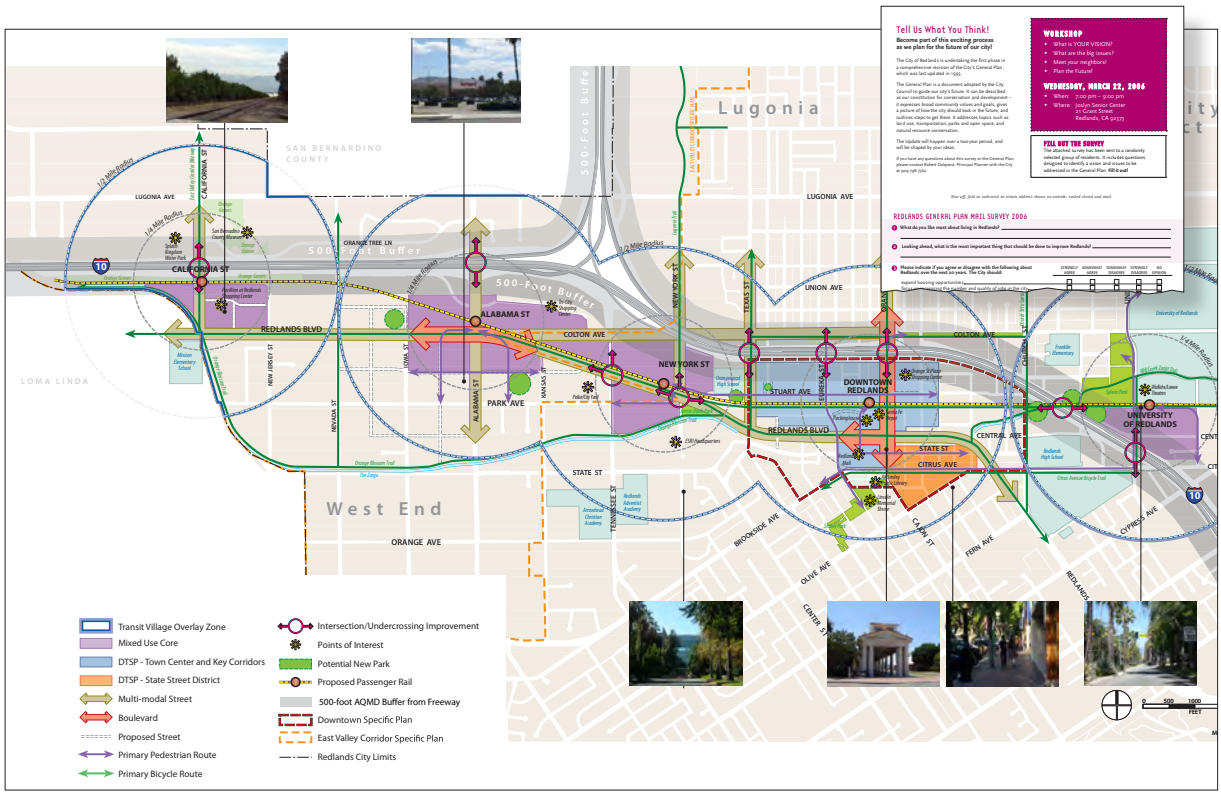
ADOPTED DECEMBER 2017

APA Inland Empire Chapter Award of Excellence, Comprehensive Planning, Small Jurisdiction (2018)

The City of Redlands is known for its unique and historic character, enviable quality of life, and beautiful natural setting. Over the years, successful planning efforts have resulted in the development and preservation of desirable neighborhoods.

The Redlands General Plan is organized around "themes" reflecting community values and principles, developed through extensive outreach that included community workshops, online surveys, and close collaboration with a General Plan Steering Committee and decision-makers. The Plan seeks to maintain compact growth patterns, preserve surrounding open space and the city's citrus heritage by promoting an "emerald necklace", and organizes new growth in five mixed-use transit villages centered around the proposed Redlands Passenger Rail (extension to Metrolink). Complete streets, connectivity, sustainability, livability, and community health are priorities.

The General Plan was completed over an intensive two-year effort and adopted by the City Council in December 2017. Dyett & Bhatia also prepared the Climate Action Plan, which shows that with integrated land use and transportation planning and an extensive set of policies promoting sustainability, the City can attain greenhouse gas reduction targets without any additional measures. Optional measures and their impacts are quantified should the City seek to pursue these in future.



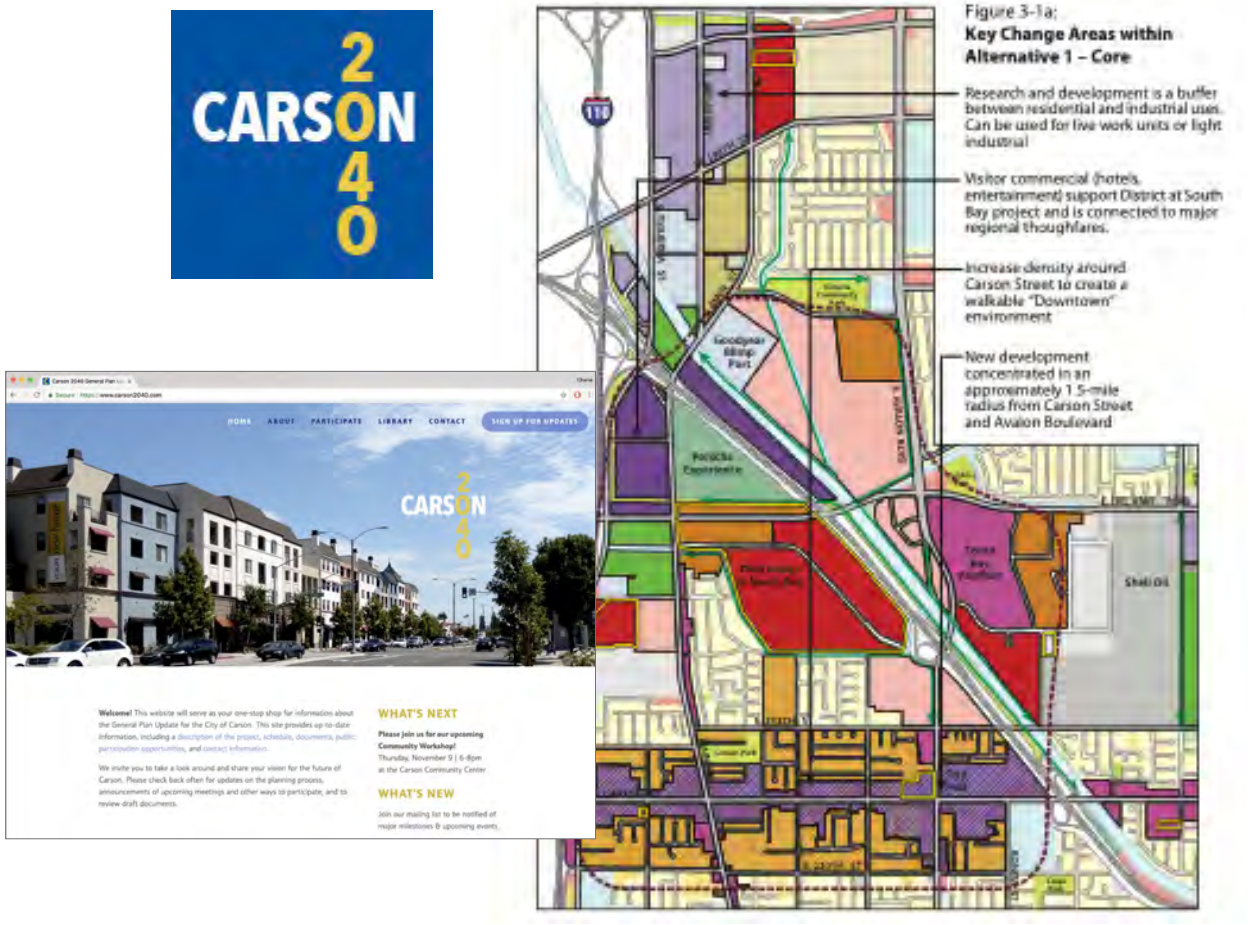


Carson General Plan, Zoning Amendments and EIR

CARSON, CALIFORNIA

ONGOING

Carson, with a population of 95,000, is located about 10 miles south of downtown Los Angeles and three miles north of the Los Angeles and Long Beach ports—the two busiest ports in the country—located side-by-side in San Pedro Bay. The Alameda Corridor, which is the busiest freight corridor in the country linking the ports to the transcontinental rail network, runs through Carson, and has strongly influenced Carson's evolution as a center of industry and logistics. Dyett & Bhatia is leading a General Plan update that will chart course for a new era of city buildings that fosters sustainability, community health, equity, and creation of walkable places and neighborhoods. Plan preparation is accompanied by neighborhood-scale bilingual outreach. Alternatives were released for public review in summer 2019, and preparation of a Preferred Plan is underway.



Diamond Bar General Plan Update, Climate Action Plan, and EIR

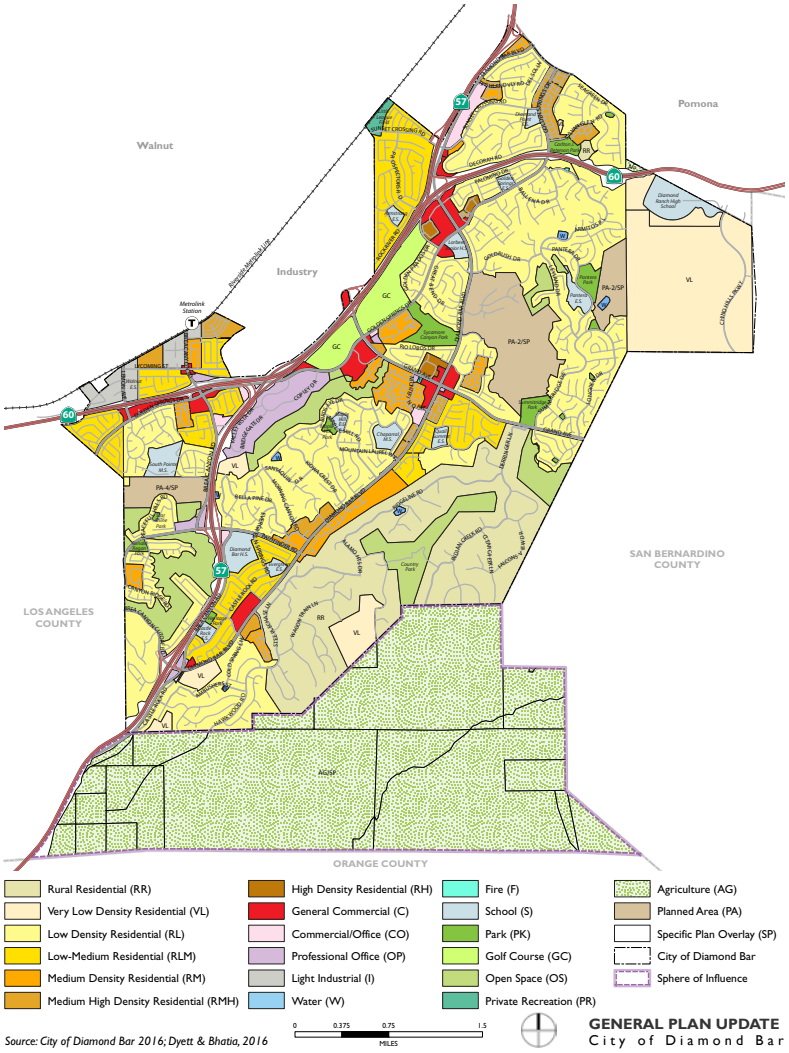
DIAMOND BAR, CALIFORNIA

ONGOING

Dyett & Bhatia is leading a multi-disciplinary team in a comprehensive update of the General Plan for the City of Diamond Bar, Public Review Draft of which is dated for release early fall 2019. This is the first update to the City's General Plan since it was originally adopted in 1995. This update will introduce two new elements to the General Plan. The Community Character and Placemaking element will focus on urban design and creation of vibrant new spaces, while the Health and Sustainability element will focus on promoting community wellness, meeting the needs of a changing population, and sustaining the city equitably, fiscally, and environmentally. Dyett & Bhatia is also preparing a Climate Action Plan and a full program EIR.



DIAMOND BAR
GENERAL PLAN UPDATE



Source: City of Diamond Bar 2016; Dyett & Bhatia, 2016

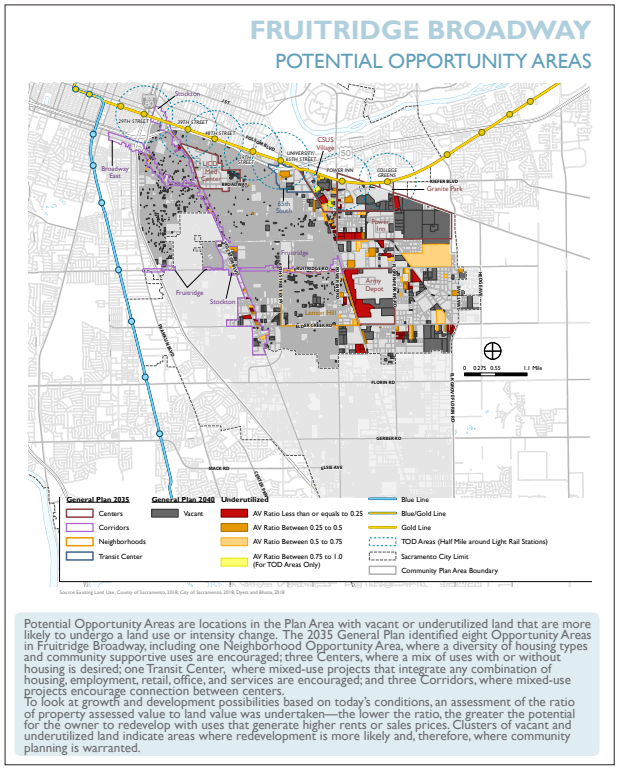
Sacramento General Plan Update, Climate Action Plan, and EIR

SACRAMENTO, CALIFORNIA
ONGOING

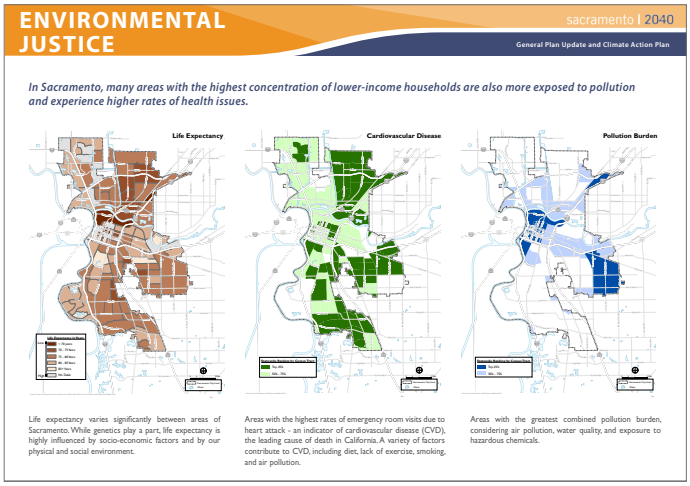
Sacramento, located at the confluence of the Sacramento and American rivers, is California's fastest growing big city, with a population of 500,000 and a projected increase of 180,000 over the next 20 years. Dyett & Bhatia is leading a team preparing a new General Plan and Climate Action Plan for the city. Extensive community outreach for the plan has revealed community and decision-maker priorities to be carbon neutral by 2045, foster affordable housing, and promote compact development in walkable transit-oriented settings, linked to the city's light rail system. Promoting equitable economic development, social justice, and public health are additional priorities.







Potential Opportunity Areas are locations in the Plan Area with vacant or underutilized land that are more likely to undergo a land use or intensity change. The 2035 General Plan identified eight Opportunity Areas in Fruitridge Broadway, including one Neighborhood Opportunity Area, where a diversity of housing types and community supportive uses are encouraged; three Centers, where a mix of uses with or without housing is desired; one Transit Center, where mixed-use projects that integrate any combination of housing, employment, retail, office, and services are encouraged; and three Corridors, where mixed-use projects encourage connection between centers.
To look at growth and development possibilities based on today's conditions, an assessment of the ratio of property assessed value to land value was undertaken—the lower the ratio, the greater the potential for the owner to redevelop with uses that generate higher rents or sales prices. Clusters of vacant and underutilized land indicate areas where redevelopment is more likely and, therefore, where community planning is warranted.







Year	Award (for Dyett & Bhatia)
2018	**APA California Chapter and California Northern Section Comprehensive Plan Award of Excellence: Small Jurisdiction** Belmont General Plan, Village Specific Plan, & EIR
	APA California Sacramento Valley Section Comprehensive Plan Award of Excellence: Small Jurisdiction Woodland General Plan
	APA California Northern Section Award of Merit for Comprehensive Planning Redwood City El Camino Real Corridor Plan
	APA California Inland Empire Section Comprehensive Plan Award of Excellence: Small Jurisdiction Redlands General Plan, CAP, and EIR
2017	**APA California Northern Section Award of Merit** Richmond Zoning and Subdivision Regulations
	APA San Diego Section Award of Merit for Comprehensive Planning Carlsbad General Plan and EIR
2016	**APA California Chapter and Northern California Section Awards of Excellence** Redwood City Community Benefits
	APA San Diego Section Award for Comprehensive Planning Southeastern & Encanto Community Plans

3.2 RECON ENVIRONMENTAL

RECON has nearly 50 years of experience in the preparation of complex large-scale EIRs, including numerous environmental documents for general and community plans, general plan elements, and other comprehensive planning documents for agencies in southern California. RECON's in-depth knowledge of the regulations, policies, and procedures of federal, state, and local agencies, as well as the laws governing environmental documentation, ensures the efficient and accurate preparation of environmental documents. In support of environmental document preparation, the firm has a team of 100 full-time employees, including technical professionals providing air quality/GHG analysis, biological resources, cultural/historic resources, planning and land use, habitat conservation planning, resource agency permitting, wetland delineation, and habitat restoration. Detailed project experience overviews and references are provided in Appendix A. Relevant recent experience includes:

- City of Oceanside General Plan Update/CAP
- City of Encinitas General Plan Housing Element Update (2013-2021) Program EIR
- City of San Diego Uptown, North Park, Golden Hill Community Plan Update EIRs

3.3 FEHR & PEERS

Fehr & Peers has specialized in providing transportation planning and engineering services to public and private sector clients since 1985. We develop creative, cost-effective, and results-oriented solutions to planning and design problems associated with all modes of transportation. We offer our clients the right combination of leading-edge technical skills and extensive knowledge of the communities in which we work to deliver comprehensive solutions and superior client service. We are nationally-recognized experts who routinely publish original research, serve on national committees, and teach courses to others in the industry. We do this while maintaining our commitment to translating those techniques into practical solutions. At Fehr & Peers, we take a creative, data-driven approach to each of our practice areas:

- Travel behavior & forecasting
- Multimodal operations & simulation
- Transit planning
- Bicycle & pedestrian planning
- Sustainable transportation
- Freight systems & airports
- Integrated land use & transportation plans
- Conceptual street & trail design
- Transportation engineering & ITS design

Clients hire Fehr & Peers because of our commitment to being the best at what we do. We have a robust, internally-funded research and development program that enables us to develop new analytical methods and advance the state of the practice. Detailed project experience overviews and references are provided in Appendix A. Relevant recent experience includes:

- City of Redlands General Plan Update and EIR
- City of Corona General Plan Update and EIR
- Riverside County Transportation Analysis Model Update | WRCOG



3.4 KEYSER MARSTON ASSOCIATES

Keyser Marston Associates, Inc. (KMA) is a full service real estate, financial, housing and economic consulting firm specializing in real estate advisory and evaluation services, and

financial analyses. KMA is known for its creative, pragmatic solutions to complex urban development challenges, including in fiscal and economic impacts, infrastructure finance, public benefits and entitlements, affordable and inclusionary housing. and economic development. The firm's public-sector clients include nearly every major municipality in California, including San Bernardino County and the cities of Moreno Valley, San Bernardino, Los Angeles, Anaheim, Brea, Fullerton, Costa Mesa, Glendale, Pasadena, Burbank and Santa Monica. In addition, the firm has conducted market and fiscal analyses for cities, counties, school districts, water districts and private entities throughout the Inland Empire, Orange County and Los Angeles County. KMA's unique expertise ensures that projects comply with state and local development policies and practices, and are based on a fundamental understanding of real estate markets, valuation and financing. Detailed project experience overviews and references are provided in Appendix A. Relevant recent experience includes:

- City of Brea General Plan Update: market study, pro forma analysis, fiscal revenue assessment.
- City of Anaheim, West Anaheim Specific Plan: market conditions analysis, and other economic and financial services.

3.5 VMA COMMUNICATIONS

Located in Claremont, California, VMA Communications is a full-service communications firm of 30 professionals focused on developing increased community awareness and media exposure for our clients by providing professional, high-quality, creative communications services that enhance the quality of life in communities we serve. Started in 1996, VMA specializes primarily in government relations, community outreach, and marketing, as well as public and media relations. VMA is uniquely qualified due to our deep understanding of local and statewide markets, our relationships with local governments across the region, as well as our depth of knowledge related to outreach best practices and project environmental clearance. We are trained in environmental justice requirements and have expertise reaching diverse and disadvantaged populations throughout Los Angeles, San Bernardino and Riverside counties. Detailed project experience overviews and references are provided in Appendix A. Relevant recent experience includes:

- California High-Speed Rail Authority
- City of El Monte
- Whittier Union High School District
- LA Metro
- Orange County Transportation Authority

3.6 TKE ENGINEERING

Established in 2000, TKE Engineering, Inc. (TKE) provides turnkey civil engineering services to numerous municipalities throughout Los Angeles, Riverside, San Bernardino, and Orange Counties. Located in Riverside, less than 15 minutes from the City of Moreno Valley, TKE is one of Southern California's premier full-service consulting engineering firms, providing services in construction management, water resources, municipal consulting, and environmental planning. TKE maintains state of the art engineering resources that ensure complete compatibility with our client's resources including computer software compatibility, filing protocol, communications protocol, and survey data. We have established a reputation for thoroughness, rapid turnaround, cost efficiency and overall quality of services. Detailed project experience overviews and references are provided in Appendix A. Relevant recent experience includes:

- City of Diamond Bar Diamond Bar General Plan Update, utilities analysis
- City of Coachella, 2035 General Plan Update Water Supply Assessment
- City of Coachella, 2013 Water Master Plan Update

3.7 URBAN FIELD STUDIO

Urban Field Studio is a small firm made of three partners, Jane Lin, Heidi Sokolowsky, and Frank Fuller, who have collaborated as a team for many years prior to forming Urban Field Studio in San Francisco in 2014. Urban Field Studio has extensive experience in Downtown Planning and urban design. Detailed project experience overviews and references are provided in Appendix A. Relevant recent experience includes:

- Victoria Gardens Master Plan, which has emerged as Rancho Cucamonga's downtown
- Anaheim Downtown Plan
- Diamond Bar Town Center Studies (with D&B, in progress)

TEAM ORGANIZATION 4

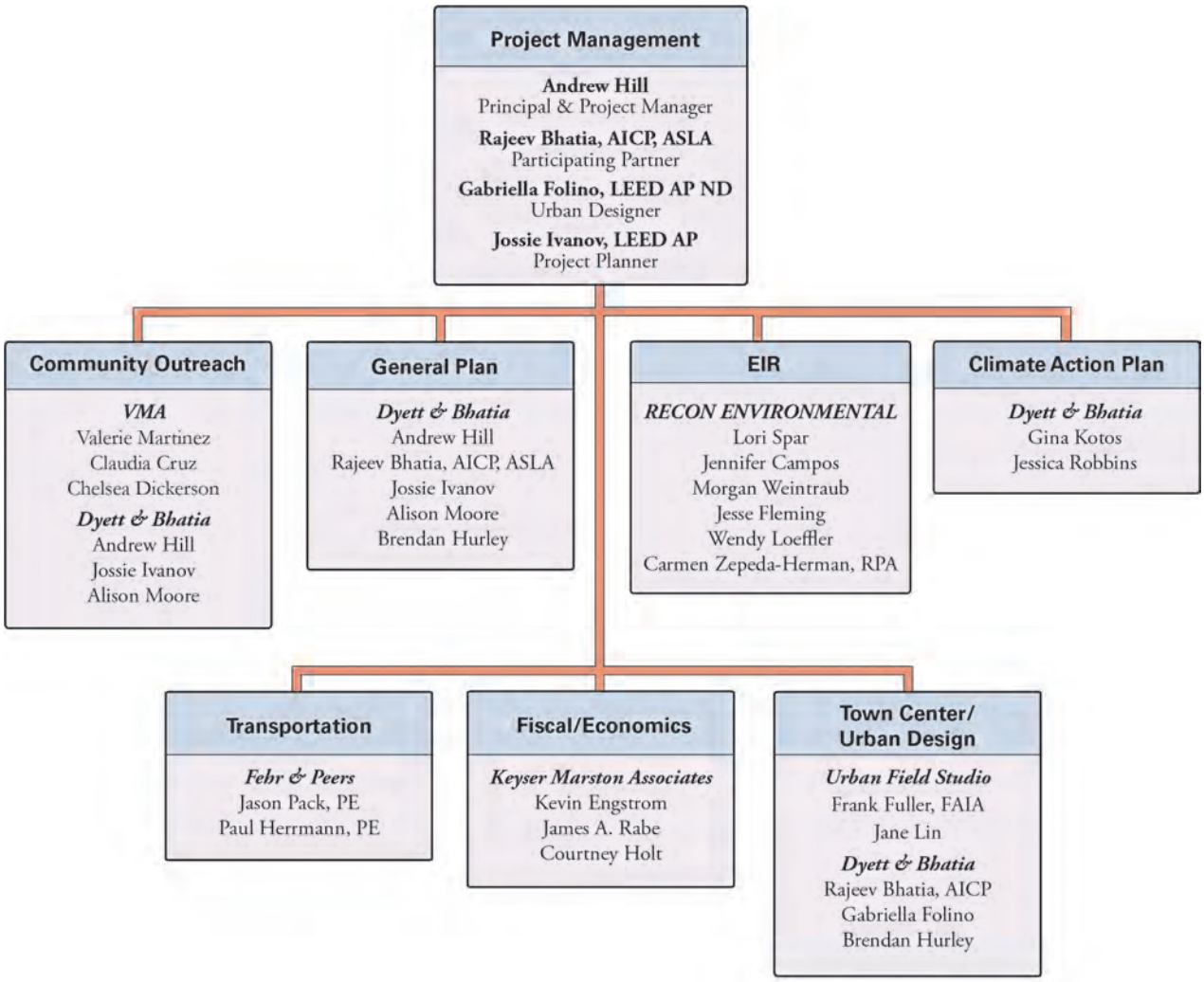
4.1 ORGANIZATIONAL CHART

Our team brings extensive collaborative experience on general plans, combined with local familiarity and presence. All of the sub-consultants will report to the project manager at Dyett & Bhatia. All reports and technical analysis by the sub-consultants will be submitted to Dyett & Bhatia, to be integrated into the project deliverables. Dyett & Bhatia will coordinate the format of final documents and will be responsible for the overall consistency of the products.

The team will work collaboratively at key milestones in the project, and will work closely with City staff, stakeholders, and decision makers as needed. We value interdisciplinary collaboration, which allows diverse perspectives and areas of expertise to be brought to bear on the toughest challenges. Team organization and staffing are illustrated below.

The project team and roles are:

- **Dyett & Bhatia (D&B), Planning, Urban Design, CAP, and Project Management.**
- **RECON, Environmental Consultants.**
- **Fehr & Peers, Transportation Planning.**
- **Keyser Marston Associates, Economic Strategy and Fiscal Modeling.**
- **VMA Communications, Public Outreach.**
- **TKE Engineering, Infrastructure capacity analysis.**
- **Urban Field Studio, Urban Design.**



4.2 KEY STAFF

Dyett & Bhatia

Andrew Hill, Principal and Project Manager

Andrew Hill is an award winning urban planner with expertise in land use, transit-oriented development, community engagement, and environmental review. Innovative and collaborative, his work is rooted in a strong commitment to sustainable placemaking and meaningful stakeholder involvement. He has led multi-disciplinary teams in preparing long range plans for communities throughout California, and he possesses over 15 years of project management and leadership experience in the fields of planning, construction management, and engineering. Andrew recently spearheaded preparation of the St. Helena General Plan Update and EIR, seeing the project through to adoption and certification within 15 months from start to finish. With an undergraduate degree in Literature and History and a Masters of Urban Planning from McGill University, Andrew is an accomplished writer with extensive experience authoring a full range of general plan elements, technical reports, press releases and promotional materials. Writing samples are provided in Appendix C.

Rajeev Bhatia, AICP ASLA, Project Manager

Rajeev Bhatia is one of the most experience general plan prepares in California, having led 35 General Plans and related EIRs for California cities, with more than 20 cities in the last 10 years alone. He has extensive Southern California experience, and recently completed the Redlands General Plan and the Climate Action Pan. Current Southern California assignments include general plans for Diamond Bar and Carson, and University Community Plan for the City of San Diego. Other current general plan work includes cities of Napa and Sacramento. He is also an experienced urban designer, having led numerous downtown and transit-oriented plans, including Downtown San Diego Plan, which is shaping one of California's most dynamic, mixed-use districts. His projects have won over 30 awards from the American Planning Association. Rajeev holds an undergraduate degree in Architecture and dual masters degrees in City Planning and Landscape Architecture from University of California, Berkeley. Writing samples are provided in Appendix C.

Jossie Ivanov, Associate

Jossie Ivanov is a planner and urban designer with experience working across the disciplines that impact the built environment, including architecture, landscape architecture, planning, historic preservation, urban design, and infrastructure planning. She has worked locally and internationally at a variety of scales, and brings her passion for environmentally-responsible inclusive urban spaces to her projects. Her research interests include landscape conservation, active transportation, urban habitat corridors, green infrastructure, environmental justice, and public water access. Jossie has worked on general plans for the Cities of Sacramento, Dixon, and St. Helena. She holds two undergraduate degrees in Architecture and Arts in Architecture from Rice University, a Master of City Planning in City Design and Development and Transportation from Massachusetts Institute of Technology (MIT), and a Master of Design Studies in Critical Conservation from Harvard University.

Alison Moore, Planner

Alison Moore specializes in healthy communities planning with emphasis on land use, environmental justice, and community outreach. Experienced in general plan development and environmental impact report writing, specific plan preparation, and community engagement, Alison is keenly aware of the relationship between place and health and brings this lens to all aspects of her work. She is working as a project planner for the Pacifica General, Local Coastal Land Use, and Specific Plans, the Sacramento General Plan, and City of Napa General Plan. Alison holds a Bachelor of Arts in Community Health and Sociology from Tufts University and a dual masters degree in City Planning and Public Health from UC Berkeley.

Gina Kotos, Planner

Gina Kotos specializes in air quality and climate action planning, as well as environmental planning with emphasis on environmental engineering and policy. She has worked on general plans and environmental impact reports for the Cities of Diamond Bar, St. Helena, Sacramento, and Dixon, and a Climate Action Plan for Diamond Bar. She holds a Bachelor of Science in Molecular Environmental Biology, and a Bachelor of Arts in Public Health from the University of California, Berkeley.

Recon Environmental

Jennifer Campos, Environmental Project Director

Jennifer Campos serves as a RECON Environmental Project Director for CEQA compliance. She leads a team of environmental planners, archaeologists, biologists, noise, and air quality specialists to ensure successful completion of environmental processing requirements for both public agencies and private clients. Jennifer's experience has emphasized the management of environmental review for policy planning documents (general plans, community plans, and specific plans) as well as a full range of large-scale projects including mixed-use, commercial, industrial, and residential developments, urban redevelopment, public facilities, and infrastructure. Relevant recent projects include EIRs for the City of Encinitas Housing Element Update; the City of Oceanside General Plan and Climate Action Plan; and the City of Moreno Valley Rules and Procedures Update project.

Fehr & Peers

Jason Pack, PE, Principal

With 30 years of experience at Fehr & Peers, Jason Pack provides services to clients throughout Southern California and Arizona, with projects from Bakersfield to San Diego, and Phoenix to Long Beach. He has worked on a wide variety of transportation projects, from general plans and specific plans to detailed corridor, interchange, and signal coordina-

tion studies. Additionally, he has applied or developed travel demand forecast models on over 50 projects in the State of California. Jason has had papers/presentations accepted to the TRB National Roundabout Conference, the ITE National Conference, and the California APA Conferences. He also teaches two classes for the ASCE national webinar series on Roundabout Feasibility Assessment and Process of Signal Coordination and holds degree in Civil Engineering from the University of California, Davis. His role in the project will be Principal-In-Charge.

Paul Herrmann, PE, Project Manager

Mr. Herrmann has ten years of experience in transportation engineering and transportation planning, including work on recent general plans for the Cities of Redland, Corona, and Diamond Bar. Prior to his work at Fehr & Peers, Paul worked at the City of Corona in the Traffic Engineering Department. He has assisted in and managed a wide variety of projects including general plan/circulation element updates, CEQA and SB 743 projects, traffic studies, traffic forecasting, parking and circulation studies, and long range development plans. Mr. Herrmann has experience working with AutoCAD, SimTraffic, Synchro, TransCAD and many other transportation software programs. Mr. Herrmann also has experience designing striping plans, traffic signal plans and traffic control plans.

Keyser Marston Associates

Kevin Engstrom, Senior Principal

Kevin Engstrom is a Senior Principal in the Los Angeles office of Keyser Marston. For more than 20 years he has provided public and private clients with real estate and financial expertise. Kevin has provided public and private clients with real estate and financial expertise, including: market and financial feasibility studies, fiscal impact analyses, economic revitalization consulting, financial modeling, developer selection and disposition consulting. Projects have included general plan updates, specific plans, master plans, corridor studies, economic development strategies,financial feasibility analyses, and highest and best use analyses. Kevin will lead the market reconnaissance for this project.

VMA Communications

Valerie Martinez

Valerie Martinez provides strategic public affairs and community outreach expertise, government affairs, and technical infrastructure outreach for a variety of public agencies and private corporations. For more than 20 years, she has provided the political guidance and facilitation to develop hundreds of public infrastructure projects that have strengthened the world of education, transportation, and water management throughout California. Most recently, Val is helping to change the face of transportation in America. She has worked since 2003 with the California High-Speed Rail Authority, providing strategic political guidance and implementation of a solid CEQA/NEPA-focused outreach program to support the design and engineering of the largest public infrastructure project in California in the last 50 years.

Claudia Cruz

Claudia Cruz is a bilingual (English and Spanish) public outreach and communications professional with more than 15 years of experience working exclusively in the public outreach and communications field. She is skilled in developing public outreach strategies and implementing programs that are designed to inform and educate diverse communities and stakeholders and provide a forum for open communication.

Urban Field Studio

Frank Fuller, FAIA, Partner

Frank Fuller is an architect and urban designer who has practiced in the United States for over three decades. In addition to architectural commissions, he has helped to transform downtowns, town and campus centers into active, pedestrian-oriented places. Much of his career has focused on designing frameworks and strategies that create vital downtowns through transit based development and sustainable community design. He understands the perspectives of public agencies and private developers in building and revitalizing communities. By using a consensus-oriented approach, he integrates multiple interests to create strong public and private realms. Among Frank's numerous notable achievements is the Victoria Gardens Master Plan, which has emerged as Rancho Cucamonga's downtown.

TKE Engineering

Michael P. Thornton, P.E., P.L.S. – Principal in Charge

Michael Thornton has over 33 years of experience as a civil engineer. He has worked in a variety of engineering roles including contract city engineer and project manager for public works projects including street and traffic improvements, park improvements, bike trail improvements, drainage improvements, water system improvements, wastewater system improvements, and reclaimed water system improvements projects. He has served as Contract City Engineer for the Cities of Upland, El Monte, Calimesa, and Hesperia over the past 10 years, presenting to City Councils and at other public meetings and managing major infrastructure development projects.

5 PROPOSED SCOPE OF SERVICES

This section outlines our proposed work program for the City of Moreno Valley Comprehensive General Plan Update (GPU), and EIR. The program is organized into nine tasks, including preparation of a Climate Action Plan. In addition, there is an Optional Task at the end of the scope to prepare a General Plan/Zoning Consistency Framework, in order to expedite the update and adoption of a Zoning Code consistent with the General Plan.

The task-by-task descriptions that follow present our approach to community outreach, data collection, alternatives analysis, policy formulation and preparation of documents. Each task description includes a purpose statement at the beginning in italics followed by a detailed description of deliverable formats and content.

Initials in parentheses identify the lead firm for each sub-task:

- D&B: Dyett & Bhatia, Urban and Regional Planners
- F&P: Fehr and Peers, Transportation Planners
- RECON: RECON Environmental, Environmental Consultants
- KMA: Keyser Marston Associates, Market Demand/Fiscal Analysis
- VMA: VMA Communications, Public Outreach and Facilitation
- UFS: Urban Field Studio, Architecture and Urban Design
- TKE: TKE Engineering

Phase I: Project Initiation, Visioning, and Issue Identification

TASK 1: PROJECT INITIATION. VISIONING, AND ISSUE IDENTIFICATION

Objective: The consultant team will engage with City staff and other appropriate representatives to understand key issues, organize background materials and data, and clarify the work plan.

1-A Conduct a Kick-Off Meeting with City Staff/Bus Tour (Team). Meet with key staff members t o discuss t heir ideas and aspirations for the project. At this meeting, data sources will be identified, roles and responsibilities (including those of the Project Manager and Creative Writer) will be clarified, and communication protocols will be established. Following the kickoff meeting, we will tour the planning area with staff.

1-B Review Background Information (Team). The consultants will review materials including the current General Plan, 2014-2021 Housing Element, Specific Plans, and any other relevant plans/documents, such as regional planning documents, major development projects, and public facility plans. The consultants will also become familiar with existing conditions and community character, and the history of com- munity input processes to date.

1-C Prepare GIS Database (D&B). We will use pertinent documents and GIS data provided by City staff to prepare base maps showing existing roads and rights-of-way and surrounding land uses. Additional maps will be produced as part of the existing conditions analysis (Task B).

1-D Detailed Public Participation Program and GPAC Formation (D&B, VM). A public participation program will be developed in coordination with City staff, using the components identified in the following tasks. The program will outline topics and estimated dates for all public meetings, public work- shops, decision maker meetings, and other outreach tools, as well as strategies for noticing and communication. 10 hard copies and 1 electronic copy of both the Draft and Final Public Participation Program will be provided. During this task, we will also assist the City with formation of the GPAC as needed.

1-E Project Logo (D&B). To set the foundation for the community engagement effort and project-related materials (print and digital), D&B will design a logo to uniquely identify the Moreno Valley GPU. The logo will be used on all project documents and out- reach materials. We will develop a few logos for the City to choose between.

1-F Project Website Materials (D&B). D&B will prepare a webpage that the City will maintain on its website. The site will meet four primary purposes: 1. Provide general information about the project, such as purpose, schedule, "General Plan 101", and FAQs; 2. Serve as a regularly updated library of project documents, presentations, and meeting materials as they are completed; 3. Alert the public to upcoming meetings and other means of participation; and 4. Provide opportunities to engage and provide input in creative and convenient ways at various points in the process. Social media and online engagement platforms (e.g. **online survey) will link to and be accessed from this site.**

1-G Monthly Progress Reports (D&B). Throughout the process, monthly progress reports will be prepared to provide updates on project status and identify any potential risks to the scope or budget.

Meetings	*Products*
• Kickoff Meeting and tour with staff	• Public Participation Program • Draft and Final Logo • Project Website Materials • Monthly Progress Reports

TASK 2: VISION AND ISSUE IDENTIFICATION

Objective: The objective of this task is to engage the com- munity in strategic visioning and priority setting. The team will work to identify and understand community concerns to establish a coordinated and realistic direction for the future. Leveraging our extensive experience in community visioning efforts, we will lead a community outreach program that reaches and engages a broad range of citizens, generates a constructive dialogue, and addresses the core attributes that a general plan can shape: land use, transportation, fiscal and economic health, physical character, and community identity. We will engage the community on specific aspects of the GPU, including their preferred direction for major land use changes, circulation facilities, and others.

2-A GPAC Meeting #1 (D&B). At this first meeting, GPAC members will be introduced to the GPU. GPAC's role for the GPU, and overall meeting schedule with topics for each meeting will be reviewed. City staff and Consultant will describe the effort, timeline and milestones, and get feedback from decision-makers on (1) What they see as key priorities and issues, and (2) Ideas on outreach to stakeholders, community workshop, and any questions they want to see included as part of the community survey.

2-B Kickoff Workshop with Planning Commission/City Council (D&B). In a joint session of the Planning Commission and City Council, we will kick off the project with decision makers and seek their input on vision, goals, and priorities for the GPU overall and any identified key issues in particular.

2-C Stakeholder Identification and Interviews (D&B). Representatives of public agencies, major property owners, cultural groups, Planning Commission and City Council members, etc. will be interviewed. Our budget provides for up to 16 small group meetings of 3-4 interviewees each over a three-day period. This will also provide an opportunity to speak directly with landowners and/or businesses in areas where land use changes are being considered. Comments and input from the stakeholder meetings will be summarized in a memorandum. City staff will help identify stakeholders for this task.

2-D Tribal Outreach (D&B). Pursuant to SB 18 and AB 52, we will provide support for the City's notification of the Native American Heritage Commission of the planning process and assist the City in contacting tribes with interests in the planning area.

2-E Media Relations/E-Updates (VMA). VMA will ensure that the City utilizes available and popular media forums. Additional research will be completed to identify which sources Moreno Valley residents use, particularly via social media or online, with attention paid to Spanish media outlets. VMA will prepare press/e-news releases approximately six or seven times over the duration of the project to be distributed to local media and posted on the project website and other appropriate outlets. VMA will also design (print and mail will be provided by D&B if necessary) meeting notices, display ads, and pro- vide social media content for the City to post on its Nextdoor and Facebook pages to announce key mile- stones and community workshops. VMA will design a template in MailChimp to send out e-updates.

2-F E-Newsletter #1 (D&B). The kickoff newsletter will introduce the process, and invite community members to participate in the workshop and take the sur- vey. We will provide an email-ready file to the City. If the City has a mailing list and can provide this in an appropriate format, D&B will send out the newsletter electronically using software such as Mailchimp.

2-G Community Workshop #1: Vision, Issues, and Priorities (VMA, D&B). The first workshop will be held at the inception of the GPU process to introduce the planning effort and encourage participants to articulate the issues challenging the community, express values about what is important, and think in visionary terms about opportunities for the future. The project team will conduct the workshop using visual and interactive tools to engage the community in a discussion about existing conditions and the future of the city. We strongly believe that depicting information graphically with maps and images makes the work more easily understood, more engaging for participants, and more concise. Our highly-skilled in-house graphics staff has extensive experience with GIS, graphic design, and 3D modeling and will prepare high-quality visual material for use in the process. Results of the workshop, and the online engagement component, will be summarized in a memo and will be the foundation for a Vision Statement. D&B will provide content (maps, photos and text) for the workshop posters. VMA will print the maps, and design and print flyers and posters used at the workshop. The same materials can be used at the pop-up events.

2-H Online Survey #1 (D&B). D&B will design and con- duct an online visioning survey using Maptionnaire (which enables people to draw or add notes on maps with a Google maps background), Survey Monkey, or a similar platform. The survey will be announced at the workshop, through online and social media outlets, and the City's email databases. The survey will be designed to help people identify and rank their top issues and priorities for the city's future. The survey will use visuals and maps to help community members participate in the survey in a fun, engaging manner.

2-I Additional Outreach Meetings (11) (VMA). VMA will work with the consultant team and City staff to plan and design outreach campaigns for up to 11 additional neighborhood meetings or pop-up events. Leaving these meetings flexible will allow us to strategically adapt to any changes and opportunities throughout the process. For example, there may be a special event in the City that occurs at the time of a major milestone in the GPU process where a GPU booth at the event may help attract

more participants to the planning process. Or there may be particular neighborhood groups, businesses, practitioners, strategic advisors, or other stakeholders that we may want to engage at strategic times. GPU booths can also "piggyback" on standing events or meetings, such as farmers markets, back-to-school nights, parent meetings, sport league opening days, or ethnic celebrations. Spanish translation will be provided, as needed. VMA will conduct up to 10 additional neighborhood or pop-up meetings at strategic times to educate, rally and encourage local participation in the GPU effort.

2-J Community Vision and Guiding Principles (D&B). Results from the initial outreach activities will be synthesized in the form of a graphics-rich, visually-engaging Community Vision and Guiding Principles document with images, maps, and photos to illustrate the vision. The vision will be aspirational, and the Guiding Principles will confirm existing goals in the current General Plan or outline how these will be modified and tailored to reflect the specific issues of this update. This standalone document will also be incorporated into the General Plan Update.

2-K GPAC Meeting #2 (D&B). At this second meeting of GPAC, D&B will present the results of the survey and community workshops, present a working draft of Vision and Guiding Principles, and get feedback for finalizing these.

2-L Joint Meeting of City Council and Planning Com- mission #2. At this joint meeting of decision-making bodies, Consultant will present results of the outreach, as well as the findings of existing conditions analysis (from Task 3). The emerging Vision and Guiding Principles will be presented and feed- back used for finalizing this. Ideas will be sought for alternatives.

Meetings	*Products*
• GPAC Meetings #1 and #2 • Planning Commission and City Council Joint Study Sessions (2) • Stakeholder Interviews (up to 16 individual or small group meetings over three days) • Community Workshop #1	• Stakeholder Interview Memorandum • E-Newsletter #1 • Community Workshop Memorandum • Online Survey, and Results Memorandum • Community Vision & Guiding Principles (Drafts for GPAC and for Decision Maker Review, and Final)

TASK 3: EXISTING CONDITIONS

Objective: The objective of this task will be to comprehensively assess the city's existing land use characteristics, economic position, circulation network, environmental resources and constraints, and assess likely future growth and development capacity. This assessment will inform the identification of key issues and opportunities that the GPU should address. Data collected will be used to prepare the EIR environmental set- tings. We will prepare findings in a concise and user-friendly reports, emphasizing maps and graphics that present physical data clearly.

Information compiled will be outlined in formats as follows:

- **Technical Background Reports.** Separate technical reports will be prepared for each of the topics, described in more detail in Task 3-A.
- **Environmental Conditions Report.** For environmental topics not covered in technical reports, an Environmental Conditions Report will be prepared, emphasizing maps so as to be useful for planning purposes. Details of this are in Task 3-B
- **Land Use and Built Form Report.** This report will cover land use, urban design, disadvantaged communities, and environmental justice, as outlined in Task 3-C
- **Economic Analysis Report.** Described in Task 3-D.

3-A Technical Reports. (RECON, F&P). To inform preparation of the Existing Conditions, Opportunities, and Challenges Report (Task 3-C) and the EIR (Task 8), technical reports on the following topics will be prepared. 10 hard copies and 1 electronic copy of each report will be provided. These reports may be prepared at the existing conditions stage, or following preferred plan preparation, to enable more informed work which can then be reflected in the GPU and the EIR.

- *Air Quality (RECON).* RECON will prepare a technical study detailing existing air quality conditions and regulatory controls, including those from the CARB and the SCAQMD. The report will present a program-level assessment to determine potential impacts to air quality from implementing projects that could occur as a result of adoption of the General Plan update. The study will identify significance thresholds; evaluate construction emissions based on typical construction scenarios; provide a quantitative operational emissions analysis based on proposed land uses and trip generation data; evaluate the potential for localized CO "hot spots" based on intersection volumes; provide a qualitative analysis of toxic air contaminants (TACs) and odors; a cumulative impact analysis; and evaluate consistency with regional air quality plans. While it is understood that environmental review may occur as future project-specific development proposals are initiated, the study will provide a mitigation framework that can be used to inform and guide future project specific analysis.

The existing condition portion of this effort would be provided concurrent with items included in Task 3B, with modeling and analysis occurring after the proposed land use plan is selected and the transportation analysis results are available.

- *Biological Resources (RECON).* RECON biologists will compile data to document the biological resources present within the City. This will be based on a review of recent aerial photography to identify any areas within the city that may support biological resources that are regulated by state and federal statutes or should otherwise be addressed as part of CEQA compliance. RECON proposes to investigate and assess the character of these areas through a review of available information including GIS data available from the County of Riverside and data from the California Natural Diversity Data Base which contains records of the occurrences of special status habitats and plant and animal species in the vicinity of the city. RECON will conduct a visual field reconnaissance in select areas to verify the potential for sensitive resources potentially subject to state and federal regulations and CEQA review. Once a land use map is selected the analysis phase of this report will be completed. This will allow for an analysis focus within areas where planned land uses may impact sensitive resources, MSHCP Conservation Area Cores, criteria cells, and/or wildlife corridors. The analysis will address potential impacts to important resource areas such as the nearby San Jacinto Wildlife Area, Mystic Lake, and the March Air Reserve Base property in the western portion of the City. All of this analysis will presented relative to the Multiple Species Habitat Conservation Plan (MSHCP) for western Riverside County. For example, the Moreno Valley is partially located within Subunits 1, 2, 3, and 4 of the MSHCP, Reche Canyon/Badlands Area Plan and the analysis will evaluate whether implementation of the proposed plan can meet the conservation targets for this area. Evaluation of subunit and cell group conservation objectives would be included. The analysis will identify potentially significant impacts and will develop a mitigation framework that could be applied to future development within the Plan area.
- *Circulation (F&P).* The analysis will be completed in two phases, with the first phase assessing existing traffic conditions using pre-existing traffic count data supplemented by strategic additional counts for up to 100 locations (15 intersections and 85 roadway segments). Results of the Pedestrian Study recently completed by the City will be summarized and focus areas will be highlighted and included in the General Plan Update. The analysis will also consider opportunities for innovative design and program solutions to improve the mobility, efficiency, connectivity, and safety of the transportation system, such as traffic calming devices, roundabouts, traffic circles, curb extensions, separated bicycle infrastructure, pedestrian scramble intersections, high visibility pedestrian treatments and infrastructure, and traffic signal coordination. Existing constraints with respect to the roadway network and connectivity in Moreno Valley will be identified and potential opportunities developed for incorporating the requirements of AB 1358 (Complete Streets) and SB 743 (vehicle miles traveled).

  F&P will develop study guidelines to meet SB 743 mandate for the use of vehicle miles traveled (VMT) as the method of measuring traffic impacts of the new land use. This will include conducting an educational workshop on SB 743 for City staff, summarizing the recommendations from WRCOG's SB 743 Implementation Pathway project, and what the City's options for level of service are moving forward. F&P will then provide recommendations on thresholds of significance and draft new traffic impact study guidelines for CEQA projects that use VMT as the metric for transportation impacts, and will assist the City in adopting the guidelines and thresholds of significance by the City Council by either resolution or ordinance. This task assumes F&P attendance at decision-maker meetings for adoption of the thresholds.

  The second phase of the analysis will be conducted after selection of the General Plan land use map. F&P will summarize the previously developed Existing Conditions analysis and any updated future conditions analysis in a technical Traffic Study. Sub- tasks within this effort will include:

  - Intersection and roadway Level of Service (LOS) analysis
  - Pedestrian analysis
  - VMT analysis
  - Review of existing designated truck routes to include select classification counts to determine truck percentages and recommendations for new / modified truck routes
  - Consistency with Riverside County's Congestion Management Program (CMP)
  - Determination of adequate emergency vehicle access
  - Identification of any conflicts with adopted plans or policies regarding alternative travel modes

  If impacts are identified, F&P will identify potential mitigations. As with most General Plans, it is assumed that the roadway system will be designed so that the General Plan is self-mitigating in that there is sufficient capacity in the roadway network to accommodate any projected growth (or that policies reflect the anticipated service levels that will occur). If this self-mitigation is not the case, additional mitigation measures (where feasible) will be identified for any deficient analysis locations. If necessary, the General Plan will be updated to reflect these additional mitigation measures should any be identified.
- *Neighborhood Character (D&B, UFS).* D&B and UFS will prepare a technical report on urban

design and neighborhood character, including an analysis of the existing street grid and architecture in different neighborhoods.

- *Noise (RECON).* RECON will prepare a noise technical study. To create a baseline, measurements of ambient noise at up to 15 locations throughout the City will be taken. Existing noise sources will be identified along with areas considered to be sensitive to excessive noise. Existing City, State and federal regulations governing noise will be summarized. The analysis will consider the effect of stationary and mobile source noise resulting from build-out of the GPU. Data required to complete noise modeling will be taken from the transportation analysis and will include existing and future volumes on local roadways and freeways. Potential impacts to noise sensitive receptors will be evaluated in addition to potential impacts associated with construction noise. Noise sources are anticipated to include freeway noise, road noise along heavily traveled roadways in addition to noise associated with MARB operations. Warehousing noise can also pose an issue where they are located in proximity to sensitive receptors and the analysis will consider whether the proposed GPU includes adequate policy framework to address potential noise impacts associated with warehouse development.
- *Traffic and Circulation (F&P).* Please see the description of the existing conditions analysis of traffic and circulation in Task 3C below.

3-B Environmental Conditions Report (RECON; D&B). For some specific environmental topics not covered by technical reports, an Environmental Conditions Report will be prepared, emphasizing mapped information. These will be as follows:

- *Public Safety (D&B).* D&B will prepare a study based on information from the City, Police and Fire Departments, and existing plans and report on public safety service standards, staffing, budget, opportunities, and constraints.
- *Parks, Schools, and Public Facilities (D&B).* D&B will research parkland and recreational open space availability and accessibility; areas with deficits; and potential opportunities for expansion. Additional public facilities, including schools, libraries, and cultural and civic facilities will also be assessed. GIS-based analysis of accessibility to parks and public facilities will be conducted.
- *Infrastructure and Utilities (TKE).* Summarize wet utilities (water, wastewater, recycled water, storm drainage) capacities given existing and already planned growth, and issues in the city. Summarize status of existing plans for these efforts.

3-C Existing Conditions, Opportunities, and Constraints Report (D&B, Team). A report will be prepared providing a detailed analysis of baseline conditions, and identifying prevailing opportunities and constraints for the GPU. This will set the stage for alternatives analysis and policy formulations. 10 hard copies and 1 electronic copy will be provided. The report will contain extensive graphics, using maps and charts, along with supporting text, and will address the following topic areas:

- *Executive Summary (Team).* The executive summary will highlight the report's key findings in a summary matrix that will include planning implications, opportunities, challenges, and constraints.
- *Community Overview (D&B, KMA).* This section will feature a community snapshot that includes housing, population, social, and other relevant demographics, as well as neighborhood crime statistics.
- *Land Use (D&B).* The land use and urban design analysis will catalogue existing land uses and building typologies in and around the planning area based on available GIS information from the City, County Assessor's records (to be provided by City) and focused windshield surveys; highlight historical growth patterns; contain an inventory of planned development by land use based on available data; and review existing zoning, General Plan, and other regulations. Opportunity sites will be identified at the parcel level based on fieldwork and land value analysis to determine realistic opportunities for new development.
- *Disadvantaged Communities/Risks (D&B).* Per requirements of SB 1000, the analysis will also include identification of disadvantaged communities, and analysis of health risks and other topics in those communities. Disadvantaged Unincorporated Communities will also be identified, and public services to these communities will be assessed, per SB 244.
- *Fire Protection (RECON).* Existing regulations applicable to fire protection will be summarized. Various fire hazard zones within the City as identified by the California Department of Forestry and Fire Protection (CalFire) with its Fire Resource and Assessment Program (FRAP) mapping will be identified. Existing City fire stations and resources will be identified, as well as areas of existing and future concern for fire protection and fuel modification.
- *Geology and Seismicity (RECON).* The City is located in a seismically active area and will need to consider adequate protection from natural disaster (e.g., earthquakes, liquefaction, ground acceleration, and ground rupture). RECON will complete literature reviews to identify potential geologic and seismic issues such as strong ground shaking associated with nearby active faults (i.e., San Jacinto Fault splays in the eastern portion of the City), and the secondary seismic hazards of liquefaction, and slope stability. Other local geologic issues include expansive soils (i.e., soils with high shrink-swell potential). RECON will prepare a description of existing soil and geologic conditions in the City based available data. Existing regulations and plans applicable to geology and seismicity such as the City's Municipal Code and Local Hazard Mitigation Plan will be summarized. No geological fieldwork is proposed.

- *Hazardous Materials (RECON).* RECON will conduct a search of available databases (e.g. Regional Water Quality Control Board and the Department of Toxic Substances Control Envirostor database) to identify hazardous material sites in the City. RECON will further characterize the general types of hazmat sites and identify those that would have the most critical influence on land uses and planning in the City. Airport hazards and mapping will be identified from the March Air Reserve Base (MARB)/March Inland Port (MIP) Airport Land Use Compatibility Plan (ALUCP).
- *Hydrology, Flooding, and Watersheds (RECON).* RECON will provide a summary of existing conditions related to hydrology, flooding and watersheds in Moreno Valley. This will include a summary of existing regulations addressing flooding, hydrology and water quality. Important natural and man-made drainages in the City will be identified in addition to areas of potential flooding. The overall watershed characteristics of the region and City will be described. Information related to water quality concerns and impaired water bodies will be provided.
- *Infrastructure (RECON).* A summary of the City's water and sewer infrastructure that supports existing land uses will be identified. Major deficiencies that would need to be eliminated to serve future land uses would be identified. Existing service provider facility plans would be reviewed such as the Edgemont Water Master Plan. This information will be based on a review of secondary source information and technical information to be provided by TKE.

3-D Market Analysis (KMA). KMA will provide an overview of the market characteristics exhibited by the residential, office, industrial, hospitality and retail uses in the market area. Based on the assessment of current market conditions KMA will identify development opportunities and constraints for these land uses. To that end, KMA will:

- Review real estate market conditions including: sales prices, sales activity/absorption in the region, current rents, marketplace voids and recent/proposed developments.
- Collect population, household and employment growth projections for the market area and region.
- Review current retail sales in the City, Market area and County.
- Review existing employment and business patterns in the County and the market area to gain an understanding of the mix of jobs suited for new development and the demand they could generate.
- Summarize countywide employment patterns and identify key industries with strong pay levels.
- Prepare a surplus/leakage analysis for the market area to identify the type and scope of retail development that could be supported in new development.
- Review sales prices for new and existing for-sale residential in the market area.
- Summarize current apartment rents, vacancy and demand by type of unit in the market area.
- Contact brokers and developers active in the region, as their insights are invaluable for assessing the current and future market conditions.
- Prepare residential and commercial demand projections, which will assist the team in identifying potential development opportunities for the area.

3-E Prepare Economic Development Strategies/Policy Framework (KMA). KMA will assist in the identification of economic and financial strategies that can be used to promote the City's economic development goals. The strategies that will be considered (a number of which are likely already utilized by the City) include:

- Identify mechanisms to promote key "opportunity" industries.
- Assessment district formation for operation and maintenance of public improvements.
- Expedited development processing and revised development fees to accelerate desired projects.
- Property tax increment or site specific public revenues
- Tax-exempt bonds/Low Income Housing Tax Credits (low income housing projects).
- Enhanced Infrastructure Financing Districts
- Available grant programs from agencies such as: SCAG, Riverside Transit Agency (RTA), the local TUMF development impact fees, State Cap- and-Trade/California Air Resources Board funds and those available from the Strategic Growth Council, just to name a few, will be identified for providing infrastructure for improved road and highway systems, transit, bicycle and pedestrian infrastructure and other necessary public facilities.

3-F Present Background Reports and Analysis to GPAC/ Brainstorm Land Use/Transportation Ideas (GPAC Meetings #3). This is expected to be a three to four hour workshop, where results of the assessment and key emerging issues will be presented. The bulk of the time will be reserved for hands-on brainstorming for land use/ transportation ideas that encapsulate the community's long-range vision. The discussion will also be used to start fleshing out concepts and policies for key topics, as well as incorporation in General Plan policy.

3-G. Present Existing Conditions, Opportunities, and Challenges Report Findings to Decision-makers (D&B; Team). *This will be done as part of Task 2.L*

Meetings	*Products*

- GPAC Meeting #3
- Technical Reports
- Existing Conditions, Opportunities, and Challenges Report (Draft and Final)
- Economic Development Strategies/Policy Framework

Phase 2: Options and Strategies

TASK 4: ALTERNATIVES

Objective: In this task, we will formulate three plans illustrating alternative land use, circulation patterns, and community design for the city, focused on opportunity sites identified in the existing conditions research. Additionally, a comprehensive evaluation of the alternative plans will be conducted, so informed decisions can be made. This will include analysis of traffic impacts, infrastructure, fiscal impacts and population/employment growth.

4-A Preliminary Alternative Plans (D&B, UFS). D&B, with technical assistance from UFS, will prepare up to three alternatives for land use, circulation, and community design in "sketch plan" form. The alternatives will reflect findings from the issues, opportunities, and constraints determined in Task 3; incorporate feedback from community members and decision makers during the previous tasks; and offer real choices for future growth and development. Alternatives will focus on alternative land uses and mixes, building intensity, and locations for potential redevelopment and intensification, and explore issues related to the establishment of town centers, revitalization of key corridors, neighborhood conservation, and economic development. They will incorporate any relevant recommendations from the Nason Study and Healthy Community planning efforts.

Concepts related to connectivity and transportation will be also explored.

4-B Finalized Alternatives (D&B). Preliminary alternatives will be refined following the review of City Staff.

4-C Alternatives Evaluation (Team). We will quantify the draft alternatives' impacts. Relative merits and disadvantages of the alternatives will be assessed, and a short report prepared discussing the findings and implications. 10 hard copies and 1 electronic copy will be provided. Topics will include:

- *Land Use, Population, and Employment (D&B).* Comparative impacts in terms of population, jobs/housing balance, and other factors of concern will be prepared in narrative and tabular form.
- *Economic and Fiscal Implications (KMA).* A fiscal impact analysis will be prepared for up to three land use alternatives with an emphasis on development options within key target areas and along important corridors. The focus of the fiscal analysis will be on the General Fund revenues and costs, but may include other funds based on discussion with city finance and key service provider staff, such as the Gas Tax Road Fund, park and recreation funds and other services, as identified. KMA will estimate the gross annual recurring tax revenues and subvention revenues to be generated by the build out of the land use plan, which are allocated to the City's General Fund over 20 years (excludes non-General Fund Revenues). The major revenues anticipated to be quantified, include the following:
  - City's share of annual property tax revenues generated by the area;
  - City's subvention revenues (e.g., motor vehicle in-lieu fees);
  - City's share of sales tax revenues generated by the residential and commercial uses;
  - Other revenue sources, and;
  - Transient occupancy tax revenues, if any.

  The second focus of the analysis is the assessment of annual General Fund operating and maintenance costs related to providing services such as police protection, public works, parks and recreation, and general administration, etc. The major steps or tasks to identify costs are:
  - Review and analyze the City's budget, and other written materials to identify the cost experience and current annual operating expenses incurred by the City in serving its existing population. Identify applicable service standards in the General Plan.
  - Prepare a set of basic cost and revenue derived from the City's budget.
- *Transportation (F&P).* Future traffic forecasts for each of the three alternatives will be generated using a traffic model, which will incorporate the future regional socio-economic data and infrastructure assumptions from the 2016 SCAG Regional Transportation Plan (RTP). Additional detail and refinements will be added within the City of Moreno Valley. The choice of model (RIVTAM or SCAG) will be made jointly with City staff. A high level assessment of the three alternatives will be performed. Additional detailed analysis, including analysis of innovative traffic calming solutions to support the land use, circulation and design alternatives, will be performed.
- *Infrastructure and Utilities (TKE).* TKE will evaluate up to three alternatives and up to six potential town center sites, preparing high-level utility demand forecasts and identifying upgrades necessary to accommodate town center development for the purposes of evaluating benefits, trade-offs and priorities.

4-C Media Relations/Announcements (VMA). Press release/e-mails/social media text announcing draft alternatives and the upcoming alternatives workshop will be prepared.

4-D E-Newsletter #2 (D&B). The Community Vision and Guiding Principles, and the alternatives will be introduced, and community members invited to participate in upcoming workshop and survey.

4-E Citywide Workshop #2 on Alternatives (VMA, D&B). VMA and D&B will facilitate a second city-wide workshop as an opportunity to present draft land use alternatives and design concepts for realizing the community's vision. (D&B will present the technical material, while VMA will facilitate.) We anticipate that this exercise will provide an important opportunity for community members and stake-holders to confirm areas for growth and revitalization and areas for preservation. Community members will also be able to comment about how the city's major opportunity areas should change and revitalize to support the needs of the community and businesses, and ensure the continual provision of high quality services and infrastructure in the future. Interactive exercises, small group discussions, or stations will be organized to get feedback. D&B will provide content (maps, photos and text) for the workshop posters. VMA will print the maps, and design and print the flyer and poster used at the workshop.

4-F Online Survey #2 (D&B). D&B will design and conduct a second online survey using Maptionnaire, Survey Monkey, or a similar platform. The survey will be announced at the workshop, through online and social media outlets, and the City's email databases. The survey will be designed to help people identify preferences among the alternatives. The survey will use visuals and maps to help community members participate in the survey in a fun, engaging manner.

Meetings	*Products*
• GPAC Meeting #4 • Citywide Workshop #2 • Planning Commission Study Session	• Preliminary and Refined Alternatives • Draft and Final Alternatives Report • E-Newsletter #2 • Online Survey on Alternatives Results Memo

4-G GPAC Meeting #4. At this meeting the alternatives and community reaction will be reviewed with GPAC, and ideas sought for a Preferred Plan.

4-H Planning Commission Briefing on Alternatives (D&B). Planning Commissioners will be briefed on the alternatives, their impacts, and community and GPAC reaction to them, so that they can provide specific direction on formulating a Preferred Plan.

TASK 5: PREFERRED PLAN AND KEY GOALS

Objective: In this task, we will identify the preferred land use plan, and develop a framework for policy development, community enhancement, economic development, and circulation.

5-A Prepare Preliminary Preferred Plan (D&B, UFS). Following the public input and decision maker direction, a preliminary Preferred Plan will be prepared. This will be reviewed with staff and refined as needed. The Preferred Plan will encompass land use, community/urban design, open space, and transportation/connectivity components. 10 hard copies and 1 electronic copy will be provided.

5-B GPAC Meeting #5 on Preliminary Preferred Plan (D&B). The preliminary Preferred Plan will be reviewed and refined by the GPAC before commencement of public engagement.

5-C Prepare Recommended Preferred Plan and Key Policies (D&B). The preliminary Preferred Plan will be revised to produce a Recommended Preferred Plan in the form of a series of maps and key goals that sup- port the new plan and respond to any gaps or needed updates identified. 10 hard copies and 1 electronic copy will be provided.

5-D Present Preferred Plan to Planning Commission. The Preferred Plan will be presented to the Planning Commission at one meeting for preliminary approval and a recommendation for review by the City Council.

5-E Present Preferred Plan to the City Council. The Preferred Plan will be presented to the City Council at one meeting for preliminary approval. This decision-maker approved Preferred Plan will provide the basis for development of detailed GPU policies.

Meetings	*Products*
• GPAC Meeting #5 • Planning Commisson/ City Council Study Sessions	• Preliminary Prefferred Plan • Fiscal Impact Analysis Technical Memo • Draft and Final Preferred Plan

Phase III: Draft and Final Documents

TASK 6: DRAFT GENERAL PLAN

Objective: Prepare the Draft General Plan. Decision-maker approval of a Preferred Plan and key goals (Task 5) will establish a strong foundation to build detailed GPU policies. D&B will strive for brevity and clarity that enables all interested persons to easily see what commitments the City is making, what it

hopes to accomplish, and whether a proposed project is consistent with the Community Vision. We will include both "guiding policies" (or goals) and "implementing policies," the latter forming a concrete, realistic, and feasible basis for implementing ordinances or amendments to existing ordinances. Preparation of the Draft General Plan will be conducted in parallel with the Draft EIR, so that any necessary mitigation can be folded into Plan policies to ensure that the Plan is largely "self-mitigating", although the EIR may include some mitigations that may be applied at project level.

6-A Prepare Outline (D&B). A detailed outline for the General Plan (including a list of figures) will be pre- pared and reviewed with City staff. Topics that will be covered in each chapter will be identified, and a "mock-up" section will be prepared for staff approval.

6-B Review of Existing General Plan Goals, Objectives, and Policies (D&B, Team as needed). Per the RFP, City staff has already conducted a review of the existing General Plan goals and objectives, and concluded that "nearly all" have been implemented, no longer apply, or need attention. Rather than going through each policy and deciding which one to keep, our team will craft the new General Plan from whole cloth; where existing goals, objectives, or policies are incorporated or reworded, this will be noted in parentheses. If desired, we can then work "backward" to assemble a matrix of existing goals, objectives, and policies, and check boxes for whether these have been kept, modified, or not carried over.

6-C (1) Administrative Draft Housing Element (D&B, with VMA). An Administrative Draft Housing Element will be prepared for staff review. This will include all State requirements; specific focus areas for Woodland include:

- *Housing Needs Assessment.* With input from City staff, review the existing Housing Element and identify information that requires updating with readily available information. We will identify current demographic trends, housing characteristics, and the presence of special needs groups. This information will be used to identify and determine the extent of housing need.
- *Constraints and Resources.* We will update the detailed constraints analysis included in the City's existing Housing Element, as necessary, based on changes since 2014, identifying any constraints to housing development related to infrastructure availability and environmental conditions.
- *Sites Inventory.* Consistent with State law a sites inventory will be developed that identified that individual parcels, along with potential units at each parcel. This will require revisiting and reconfirming vacant and underutilized sites, buildout assumptions, and calculations. County Assessor data will be used as an initial screen, with aerial photographs and field work, to determine underutilized land, existing uses on potential sites, and possible constraints. It is anticipated that City staff will help with this task.
- *Housing Plan.* With input from City staff, evaluate the existing Housing Element to determine the need to modify existing programs, introduce new programs, and eliminate obsolete programs in view of the recent state law changes affecting redevelopment. We will describe the role of energy conservation in reducing long-term housing costs and relate to the proposed Climate Action Plan.

(2) Housing Forum (VMA). State housing law requires that communities specifically reach out to groups most affected by housing supply and cost, such as the disabled, elderly, large households, and homeless. We would participate in a housing forum of stakeholders, including affordable and market-rate developers and social service providers.

(3) Prepare and Present Preliminary Draft Housing Element, Planning Commission Meeting #4. After responding to City staff comments, the public review draft will be presented for review by the Planning Commission before it is modified (as needed) and sent to HCD.

(4) Send Housing Element to HCD. Respond to comments and incorporate changes based on decision-maker direction so the Draft Housing Element can be submitted to HCD for review. Coordinate with HCD to gain certification, recognizing that it may take two rounds of review to obtain certification.Revise the Housing Element to respond to HCD comments and prepare a final draft for adopted hearings.

6-D Prepare Administrative Draft General Plan (Team). Each element of the GPU will include background information, goals and implementing policies, and monitoring and evaluation requirements. The implementing policies constitute the General Plan Implementation Program; if desired, these policies could be consolidated into a standalone document/matrix for monitoring and evaluation purposes. For each element, meetings with key figures from each department will be arranged as needed. A preliminary General Plan list of elements is described as follows; if desired, the General Plan elements can be structured by "themes" – see for example, the draft Redlands General Plan.

- *Overview and Vision (D&B).* A proactive, aspirational vision, building on Vision and Guiding Principles, will be outlined. Overview of General Plan provided.
- *Land Use Element (D&B).* This element will provide direction on future land uses in the city, as well as conservation and sensitive infill in existing neighborhoods. The element will identify the location and intensity of uses, and provide policies that would result in developments that are appropriate to Moreno Valley's character and setting, integrated with economic development and revitalization strategies. Topics in the element may include:

- Land use classifications; density/intensity standards (including land use diagram)
- Population and job holding capacity and jobs/housing balance
- Key land use strategies and policies for residential, commercial, and industrial areas
- Policies on Sphere of Influence expansion; specific plan areas

- *Community Design Element (UFS).* This may be combined with Land Use or be a standalone element. It will focus on urban design, with goals to enhance community identity and livability, promote town centers, and achieve improved corridor and neighborhood design. Topics may include:
  - Design of town centers and new mixed-use areas
  - Urban design policies for neighborhood design, key corridors identity
  - Design of buildings and districts to promote walkability
  - Improving public realm and city identity
- *Circulation Element (F&P).* This element will be closely coordinated with the Community Development Element. The element will update both the Existing and Future Circulation Plan for major roadways within the City as well as identify active transportation opportunities and policies. The impact criteria will be updated to incorporate SB 743 (VMT) and the roadway cross-sections will consider alternative designations based on Complete Streets requirements. Included will be:
  - Existing and Future Circulation Plans
  - Updated Roadway classifications
  - Updated impact criteria incorporating VMT measures as well as/instead of Level of Service (LOS) criteria.
- *Parks, Recreation, and Open Space Element (D&B).* This Element will be closely coordinated with the Community Design and Circulation elements. Included will be:
  - Open space for conservation
  - Park standards (size and distribution)
  - Location of new parks and open spaces
  - Key policies and programs for new parkland development
- *Safety Element (D&B).* The Safety Element would address:
  - Seismic, geologic and soils hazards
  - Fire hazards
  - Hazardous materials
  - Flooding and drainage
  - Emergency management
  - Noise
- *Conservation Element (D&B; RECON Support).* This element will seek to enhance the City's natural resources. Topics to be addressed include:
  - Water quality, watershed management, wastewater, and water conservation;
  - Soils
  - Air quality
  - Greenhouse gases
  - Climate change per SB 379
- *Economic Development Element (D&B).* Based on the Economic Development Strategies/Policy Framework prepared in Task 3, D&B will prepare a new Economic Development Element to complement the City's Strategic Plan and Economic Development Action Plan. Goals and policies will aim to diversify employment opportunities, improve quality of life with public amenities and services, retain and attract businesses, improve efficiency of entitlement and permitting processes, ensure sound fiscal management.
- *Healthy Community Element (D&B).* D&B will review the Healthy Community Element being prepared by City staff, and make any necessary revisions to ensure consistency with the overall GPU document. Any needed supplemental figures (such as accessibility and walkability) will be prepared and added to the Draft General Plan
- *Environmental Justice Element (D&B).* This element will seek to ensure equitable planning processes and outcomes. Topics to be addressed include:
  - Environmental justice per SB 1000
  - Disadvantaged unincorporated communities, as appropriate, per SB 244
  - Community engagement
  - Public health, including pollution-related health concerns and walkability
- *Implementation and Monitoring (D&B).* The General Plan implementing policies will constitute the Implementation Program for the General Plan; if so desired, these can be assembled into an independent document/matrix, so implementation can be tracked or included programs easily prioritized. In addition, statutory requirements for annual GPU reports will be included. Major capital improvements resulting from the GPU—parks, streets, water/wastewater system improvements—can also be compiled into a list, so that the City can prioritize timing and improvements.

6-E Fiscal Analysis of General Plan (KMA). A fiscal analysis of the General Plan will be prepared over the 20-year period and at General Plan build-out and explained in a technical memo. Key fiscal indicators will be presented, including: surplus (deficit), revenue/cost ratio, and the distribution of revenue sources by various land uses. This analysis will be closely coordinated with the Economic Development Element being developed for the General Plan.

6-F Public Facility and Infrastructure Financing Strategy (TKE, KMA). This task will entail a review of the current 5-year Capital Improvement Program (CIP) in order to identify the existing needs and sources of capital funding. As part of the GPU process, it is assumed that

major capital infrastructure needs will be identified at an order-of-magnitude level for capital assessment purposes. In addition to ongoing funding sources, a preliminary evaluation of recent legislation will be made, such as an Enhanced Infrastructure Financing District (EIFD) and the applicability of recently passed State affordable housing legislation. Additionally, available grant programs from agencies such as: SCAG, Riverside Transit Agency (RTA), the local TUMF development impact fees, State Cap- and-Trade/California Air Resources Board funds and those available from the Strategic Growth Council, just to name a few, will be identified for providing infrastructure for improved road and highway systems, transit, bicycle and pedestrian infrastructure and other necessary public facilities.

6-G GPAC Meetings (D&B). Key GPU goals and policies will be reviewed with the GPAC in up to three meetings. It is expected that the GPAC will focus on the big picture, rather than wordsmithing.

6-H Public Review Draft General Plan (D&B, Team). Following review by City staff and the GPAC, D&B will incorporate feedback on the Administrative Draft and prepare a Public Review Draft General Plan.

6-I Media Relations/Announcements (VMA). Press release/ e-mails/social media text announcing the Public Review Draft General Plan and the upcoming open houses will be prepared.

6-J I. E-Newsletter #3 (D&B). The Draft General Plan will be introduced, and the community invited to visit one of the upcoming open houses.

6-K Workshops/Open Houses on Draft General Plan (VMA, D&B). For the project's final community events, we propose an "unveiling" of the General Plan at two open house style workshops. We envision that this event would be theme-based, where the consultant team will share the key concepts of each General Plan element. This event will provide the opportunity to describe to the public how their input and involvement helped shape the General Plan, and provide an opportunity for further refinement prior to the public hearings. Comments received would be summarized in a short memorandum. D&B will provide content (maps, photos and text) for the workshop posters. D&B will provide content (maps, photos and text) for the workshop posters. VMA will design and print the maps, flyer and poster used at the workshop.

Meetings	*Products*
• GPAC Meetings # 6 to # 9 • Open House Workshops (2)	• General Plan Outline • Administrative Draft General Plan • Public Review Draft General Plan • Fiscal Analysis of General Plan • Financing Strategy • Media Announcements • E-Newsletter #3 • Summary of Open House Comments



TASK 7: CLIMATE ACTION PLAN

The following describes the scope of work for a Climate Action Plan (CAP), which will update and build off of the existing Energy Efficiency and Climate Action Strategy. The CAP will be designed to meet the latest State requirements and guide- lines, and closely synchronized with General Plan.

7-A CAP Kickoff Meeting (D&B). D&B will meet/conduct kickoff phone meeting with City staff to discuss their ideas for the project, and key issues and opportunities. Roles and responsibilities will be clarified, and communication protocols will be established. Agreement will be pursued on the scope of emissions activities to include in the CAP, key assumptions to be used in forecasts and targets, and parties responsible for providing needed emissions data.

7-B Prepare Community GHG Inventory (D&B). D&B will review the 2010 GHG emissions inventory pre- pared by the City for the Energy Efficiency and Climate Action Strategy. D&B will develop the 2018 (or 2019) community inventory, consistent with the ICLEI – Local Governments for Sustainability (ICLEI) U.S. Community Protocol for Accounting and Reporting of Greenhouse Gas Emissions (2013). A unified set of socioeconomic data (population, jobs by industry, and households by type) is required to support inventory development. D&B will work with the City to make any needed adjustments to external datasets/information collected for the General Plan prior to beginning inventory work.

The community inventory will be compiled by emissions sector, using information from the City and other utility providers, South Coast Air Quality Management District and other regional agencies, and vehicle miles traveled (VMT) and other transportation data generated from the General Plan process.

7-C Establish GHG Reduction Targets (D&B). D&B will produce a memo presenting GHG emission reduction targets based on State requirements for staff review. The CAP would need to demonstrate compliance with the statewide GHG target for 2030 (40) percent below 1990 levels per Executive Order B-30- 15), as well as for the General Plan 2040 horizon year (derived from 80 percent below 1990 levels by 2050 per Executive Order S-3-05 and in consideration of EO B-55-18 To Achieve Carbon Neutrality, establishing a new statewide goal "to achieve carbon neutrality as soon as possible, and no later than 2045, and achieve and maintain net negative emissions thereafter."). It would reflect guide- lines established in the 2017 Cli-

mate Change Scoping Plan prepared by the California Air Resources Board (CARB). The Scoping Plan recommends that local governments target 6 metric tons carbon dioxide equivalent (MTCO2e) per capita per year in 2030 and 2 MTCO2e per capita per year in 2050 in their CAPs.

7-D Develop and Evaluate Candidate Strategies (D&B with KMA). D&B will compile and evaluate candidate GHG mitigation programs. Potential measures will be drawn from existing City policies, recent EIRs and CAPs from other cities, and best practices throughout California. The D&B team is already scoped to prepare a baseline General Plan GHG forecast for the General Plan EIR. This forecast will be reviewed, and will provide the basis for any further reduction strategies. The range of programs will address:

- Energy efficiency and conservation
- Increased use of alternative energies in transportation and buildings (such as building insulation and solar energy)
- Waste prevention, reduction, and diversion
- Education and motivation

As feasible, land use density and mix and strategies to enhance alternative transportation (pedestrian, bicycle, and transit) would have already been considered/included in the Draft General Plan, these will not be reviewed. In addition to programs that may result in GHG reduction from new development, strategies to reduce emissions from existing development will also be explored. The list of potential/candidate programs will be submitted to City staff for approval prior to further evaluation.

Using the screened list of potential programs provided by the City, the consulting team will work with City staff to evaluate each program against:

- Degree of local jurisdictional control;
- Ease of implementation and enforcement, roughly estimated (low, moderate, high);
- Private and City cost of implementation, roughly estimated (low, moderate, high); and
- Co-benefits of the measure, such as cost savings or air quality benefits.

D&B will provide estimates of the GHG reduction potential of each program, generating a 2030 and 2040 reduction estimate as measured in MTCO2e.

It is assumed that about 15 to 20 measures would be evaluated in detail. Additionally, KMA will identify funding sources and mechanisms that could be utilized to implement the GHG reduction measures identified and evaluated in the Plan. For a variety of federal, state, local, and other potential funding sources, the Funding Strategy will identify eligible projects and programs, funding amounts, and schedules for application and award of funds. Funding sources will be linked to specific GHG reduction programs and projects to be included in the Plan.

D&B will deliver a summary of methodology and a matrix with each potential program and its 2030 and 2040 reduction potential. D&B will confirm that the sum of these reductions can reach the target selected by the City in Task 7C. If the sum does not reach the target, then D&B will select additional mitigation measures from the original program mix or other sources to be evaluated by D&B for GHG reduction potential until the citywide target can be met.

7-E Outline Preferred Strategy (D&B). D&B and City staff will work together to select a suite of feasible mitigation measures and a related implementation program.

- Determine Program Mix. D&B will prepare a brief memo recommending a set of mitigation measures, based on the program evaluations and final emissions reduction target. City staff will review the evaluations and recommendations and determine which measures to recommend for adoption. The program mix selected will need to be able to feasibly achieve the selected target(s). This program mix selection will occur a single time without multiple iterations.
- Set Implementation Strategy. City staff and D&B will work together to determine an implementation strategy for the City's selected mitigation program mix. Factors to consider will include:
  - Required and optional measures;
  - City actions vs. private actions; and
  - Measures that may only be triggered by certain conditions (project size, type, etc.).

Selection of the preferred approach will be led by the City with D&B participating in up to two conference calls. The selected program mix will be combined with the preferred approach into a working Preferred Strategy document that will evolve into the Draft CAP.

7-F Planning Commission Meeting on Preferred CAP Strategy (D&B). Emission reductions targets and (any) needed strategies will be reviewed with the Planning Commission. If no additional strategies beyond those resulting from other General Plan measures are needed, a list of potential strategies for future and likely emission reduction ranges from them will be included.

7-G Administrative Draft Climate Action Plan (D&B). D&B will prepare an Administrative Draft CAP, using the materials and strategies developed in sub- tasks A-D above. The CAP will include:

- Purpose and goals described in public-friendly terms, with an emphasis on articulating expected community benefits of implementing the CAP;
- An overview of global climate change and GHGs, including State and federal policies and regulatory actions;
- A summary of the City's GHG emissions inventory and reduction target(s);
- A comprehensive, citywide strategy to manage and reduce future GHG emissions, including targets;

- The roster of GHG emission reduction measures, each including estimated reduction impact and other evaluative factors;
- An implementation and monitoring program, with clear thresholds and methods of compliance established; and
- Recommendations for administration, time-line/ phasing, and prioritization of next steps.

7-H Public Review Draft Climate Action Plan (D&B). Comments from the City on the Administrative Draft will be provided as one consolidated set. D&B will then produce a Public Review Draft.

7-I Public Meetings. It is anticipated that any public or additional decision maker meetings on the CAP would occur in conjunction with other General Plan tasks; therefore, no separate meetings for the CAP are included in the scope.

7-J Adopted CAP (D&B). Following City Council action, D&B will produce a final CAP.

Meetings	*Products*
• Kick-off Meeting • Planning Commission Meeting	• GHG Emissions Inventory • Memo on GHG target(s) • List of Potential Strategies • Program Evaluation Matrix/Preferred Strategy • Administrative Draft CAP • Public Review Draft CAP • Adopted CAP

TASK 8: DRAFT AND FINAL GENERAL PLAN EIR

Prepare the Draft Program Environmental Impact Report (EIR) for the General Plan, incorporating public review and feedback. Respond to comments received on the draft EIR to produce a Final EIR. The intention will be to prepare the Draft EIR and Draft General Plan simultaneously, so that to the greatest extent possible, significant impacts may be mitigated through Plan policies, creating a "self-mitigating" plan.

8-A Notice of Preparation for the EIR, and EIR Scoping Meetings (RECON). RECON is proposing to prepare a Program EIR that will cover all potential environmental issues consistent with the CEQA Guidelines. RECON will prepare a Notice of Preparation (NOP) for the EIR for City review, and RECON will finalize after appropriate revisions. Preparation of an initial study is included as an optional task as it is not required if the NOP acknowledges all CEQA issue areas will be addressed in the EIR. RECON will also prepare public notice for and conduct two EIR Scoping Meetings (east and west locations).

8-B EIR Outline and Thresholds/ Significance Criteria (RECON). RECON will draft an outline for the EIR and thresholds and significance criteria following CEQA Guidelines, and modify these as needed based on City staff review. These criteria will be based on CEQA Guidelines, Appendix G, standards used by the City, discussions with team members, and our team's experience in developing appropriate thresholds and guidelines for evaluating potential environmental impacts associated with implementation of planning documents.

8-C Administrative Draft EIR (RECON, D&B). An Administrative Draft EIR will be prepared in compliance with all relevant CEQA requirements. Existing conditions analysis and technical reports from Task 3 will be the basis for environmental settings and analysis discussions, as applicable. RECON will coordinate preparation of EIR sections with the General Plan policies to recognize policies that would assist in reducing environmental impacts. The Program EIR will evaluate overall build-out of the General Plan and will present a mitigation framework that can be implemented at the project level to maximize future project streamlining under CEQA. While future environmental reviews would be anticipated for project specific developments consistent with the General Plan, the City would have the option to utilize streamlining provisions such as CEQA Guidelines Section 15183.

EIR subjects to be evaluated and team member roles are summarized as follows:

- *Land Use, Population, and Housing (D&B).* Analysis will consider potential changes in land uses that could divide established communities, displace existing housing or population, or conflict with existing plans.
- *Transportation (RECON).* RECON will summarize the results of the F&P transportation analysis completed under Task 3 so that it is easily understood by the layperson. Existing condition information will be presented including existing roadway and intersection conditions. Intersection and roadway analysis, pedestrian analysis, VMT analysis, identification of truck routes will be covered. Consistency with transportation plans will be addressed including consistency with Riverside County's Congestion Management Program (CMP) and other plans addressing alternatives modes of travel. If significant impacts are identified, potential mitigations will be identified.
- *Visual Resources (D&B).* D&B will prepare an assessment of visual resource and aesthetic impacts of the proposed plan. The assessment will include: description of the regional visual character and area-specific landscape viewshed units (which comprise the baseline conditions for assessing aesthetic impacts); an overview of applicable policies and guidelines regarding visual resources; an impact analysis that will focus on changes in key public views, scenic corridors, and overall visual character resulting from potential changes to the urban form; and recommendations and mitigation measures to lessen potential visual impacts, if any. The visual resources assessment

will follow standards of professional practice for aesthetic analysis.

- *Biological Resources (RECON).* RECON will summarize the results of the Biological Resources Technical Study (see Task 3.B) to evaluate listed or otherwise sensitive plant and animal species within the City as well as natural drainages and wildlife movement corridors within and connected to the City. This analysis will address consistency with the County's MSHCP for western Riverside County, including evaluation of consistency with criteria cells. Appropriate thresholds of significance, analysis, and a mitigation framework will be included, as needed. It is assumed that future development projects would be required to provide site specific evaluations of consistency the MSCHP and provide appropriate mitigations.
- *Cultural Resources (RECON).* RECON will conduct a program-level cultural resource assessment of the plan area in order to identify and mitigate any potential impacts to historical, archaeological resources pursuant to CEQA. The scope of this assessment will include cultural resource record searches, a Sacred Lands File search, and a review of historic and geologic maps, historic photographs, and local historical archives. This background research will be used to develop a historical overview, identify known cultural resources, and assess the cultural sensitivity of the plan area. RECON will analyze the potential impacts of the GPU proposals against the CEQA significance thresholds for historical and archaeological resources. A mitigation framework will be provided that can be applied to future development projects to mitigate impacts to potential resources on a project-level. RECON is available to provide technical support and guidance to the City to ensure appropriate tribal consultation is completed. Any tribal concerns will be fully addressed in the environmental analysis.
- *Geology, Soils and Seismicity (RECON).* RECON will build upon the existing conditions information provided in Task 3.C to document the existing geology conditions in the City and consider adequate protection from natural disaster (e.g., earthquakes, liquefaction, ground acceleration, and ground rupture) in the GPU. Seismic issues include strong ground shaking associated with nearby active faults (i.e., San Jacinto Fault splays in the eastern portion of the City), and the secondary seismic hazards of liquefaction, and slope stability. Other local geologic issues include expansive soils (i.e., soils with high shrink-swell potential).

  A description of existing soil and geologic conditions in the City based available data will be provided. This EIR section will also address the potential for significant impacts to Paleontological resources as a result of build out of the General Plan. Paleontological data would be obtained from existing paleontological resource mapping as documented in the current General Plan EIR. The section will provide an analysis and identify a mitigation framework as appropriate to minimize significant impacts.
- *Hydrology and Water Quality (RECON).* RECON will evaluate the proposed GPU for compatibility with current regulatory requirements regarding water quality and storm water management. This section will build upon the existing condition data provided under Task 3.B. Major natural and man-made drainage channels and features in the City will be identified, as well as their connectivity to upstream and down- stream resources. Potential sources of non-point stormwater run-off will be identified and a mitigation framework will be provided to reduce potential impacts to receiving waters. Policies provided in the proposed Elements and standard City requirements will be evaluated as to their effect of mitigating or avoiding any potentially significant effects. The efforts in this section will be based on readily available information, and will not entail site-specific analysis of hydrologic and drainage conditions.
- *Public Services and Facilities (RECON).* The impact of the proposed GPU on existing schools, fire and police service, emergency medical services, library services, and solid waste disposal will be described and quantified. This section will build up on the existing conditions information provided in Task 3.C. RECON will identify increased service demand where service agencies can provide impact generation factors to be applied. To prepare this section, RECON will consult with affected service agencies. Policies provided in the proposed Land Use Element and standard City requirements will be evaluated as to their effect of mitigating or avoiding any potentially significant effects. A mitigation framework will be proposed if needed to reduce any significant effects.
- *Air Quality (RECON).* RECON will conduct a program- level assessment of air quality impacts based on the technical study identified in Task 3.B. The EIR section will determine the potential impacts to air quality from projects that could occur as a result of adoption of the GPU with the understanding that subsequent environmental review may occur as future project-specific development proposals are initiated. The EIR will include analysis of the current regulatory setting; existing air quality conditions; City goals policies and objectives related to air quality resources; significance thresholds; a qualitative construction emissions analysis; quantitative operational emissions analysis; localized CO hotspots analysis; qualitative analysis of toxic air contaminants (TACs) and odors; cumulative impact analysis; consistency with regional air quality plans; and provide a mitigation framework if necessary.
- *Energy (RECON).* This section will present information related to energy consumption in the City and will discuss applicable plans and policies in place that address energy conservation. An analysis of the project's potential inefficient or wasteful use of energy will be discussed. Policies provided

in the proposed Elements, regulatory framework, and standard City requirements will be evaluated as to their effect of mitigating or avoiding any potentially significant effects.

- *Greenhouse Gas Emissions (RECON).* RECON will present existing conditions related to greenhouse gas emissions (GHG) including presentation of the results of the GHG inventory completed as part of Task 7 and a discussion of existing Federal, State and Local regulations addressing GHG emissions. Policies of the adopted General Plan, the Energy Efficiency and Climate Action Plan (EECAP), and other significant plans, goals, objectives, and policies related to GHG emissions will be described. RECON will conduct a program-level assessment to determine the potential impacts from GHG emissions due to implementing land use development projects that could occur as a result of adoption of the GPU. RECON will model GHG emissions associated with build-out of the existing General Plan in addition to emissions anticipated with build-out of the proposed General Plan and will evaluate the GHG implications of the proposed General Plan in relation to consistency with existing State and local policy frameworks. RECON will assess the ability of proposed CAP policies to address the GHG emission reductions for future development. RECON will also evaluate potential GHG impacts from up to three alternatives as required by CEQA.
- *Hazards, Hazardous Materials (RECON).* RECON will build on the existing conditions information provided in Task 3.C to evaluate public health and safety impacts. This section will describe any known locations of hazardous conditions from database searches, activities known to have produced hazardous wastes or soil contamination or to have caused releases of hazardous materials in the study area. The potential conflicts with emergency plans will be evaluated. Hazards associated with fire will be addressed in a separate wildfire section. Policies provided in the proposed Elements, regulatory framework, and standard City requirements will be evaluated as to their effect of mitigating or avoiding any potentially significant effects. A mitigation framework will be proposed if necessary to reduce any significant effects.
- *Noise (RECON).* The noise section of the EIR will summarize the results of the Noise Technical Report provided under Task 3.C. The analysis will address existing noise conditions and will identify the projected noise conditions within the City with build-out of the GP. Noise contours along roadways, freeways and rail lines will be provided based on projected traffic volumes to identify areas where future noise levels may require additional evaluation. Noise generated by off-road equipment and on-road vehicles during demolition, construction, and operational activities associated with future GP development would be assessed. RECON will assess noise impacts with reference to the change in noise levels at noise-sensitive locations and with reference to noise/land use compatibility guidelines contained in the proposed Elements. Policies provided in the proposed GPU and standard City requirements will be evaluated as to their effect of mitigating or avoiding any potentially significant effects. Based on City noise standards and the analysis provided, a mitigation framework will be provided that can be applied to future development projects consistent with the General Plan.
- *Utilities and Service Systems (RECON).* RECON will evaluate potential impacts associated with utilities and service systems (water, sewer, electricity, natural gas, solid waste collection). Service demands resulting from the proposed Land Use Element will be quantified, and the impact of project development on existing utility systems will be described. RECON will consult with the City and service providers to determine whether the project will have a significant effect on potable water supplies and to determine infrastructure capacity. Policies provided in the proposed General Plan and standard City requirements will be evaluated as to their effect of mitigating or avoiding any potentially significant effects. A mitigation framework will be proposed if needed to reduce any significant effects.
- *Recreation (RECON).* RECON will evaluate if potential impacts of General Plan implementation on parks, open space, and recreation facilities in the EIR. Policies provided in the proposed Elements and standard City requirements will be evaluated as to their effect of mitigating or avoiding any potentially significant effects. A mitigation framework will be proposed if needed to reduce any significant effects.
- *Wildfire (RECON).* This section will build up on the existing conditions data compiled in Task 3.C. RECON will present the existing conditions in the City related to wildfire hazards and will provide a discussion of existing regulations that address fire protection. An analysis of the proposed GPU to increase fire result or result in land uses that could be exposed to wildfire risk will be evaluated. Policies provided in the proposed General Plan and standard City requirements will be evaluated as to their effect of mitigating or avoiding any potentially significant effects. A mitigation framework will be proposed if needed to reduce any significant effects.
- *Alternatives (Team).* Up to three alternatives, including the No Project Alternative will be analyzed in the EIR. These alternatives will be analyzed at a level of detail allowing comparison with the proposed GPU, but not at an equal level of detail to the proposed project. The EIR will identify an environmentally superior alternative.

8-D Draft Program EIR (RECON). Based on one round of comments on the Administrative Draft EIR from City staff RECON will prepare the Draft EIR for public review. RECON will submit a screencheck copy of the Draft EIR to the City for a final review prior to distribution and RECON will incorporate any final minor edits.

8-E Notice of Availability of Program EIR (RECON). RECON will prepare the Notice of Availability (NOA) of Program EIR for City review and comment. The NOA will be finalized incorporating any City comments and the City will distribute the NOA to appropriate parties. RECON will be responsible for submitting the Draft EIR and Notice of Completion (NOC) to the State Clearinghouse.

8-F Prepare Final Program EIR (RECON, D&B). Following the 45-day public review period, RECON, with assistance from D&B, and team members, as necessary, will review all public comments received, compile public comments and prepare written responses to each comment. Where appropriate, revisions to the Draft EIR will be incorporated in strikeout underline format to address changes needed to the EIR to appropriately address public comments. RECON will prepare an administrative draft Final EIR that includes bracketed public comment letters, responses to comments corresponding to bracketed letters, and any necessary edits to the EIR in strikeout underline format. Upon one round of City review of public comments and EIR revisions, RECON will incorporate edits and prepare the Final EIR. This task also includes preparation of CEQA Findings, a MMRP and a Statement of Overriding Considerations, if needed. One round of staff review of findings and MMRP is included in the scope of work.

Meetings	*Products*
• Scoping Meeting	• Initial Study and Notice of Preparation • Administrative Draft Master EIR • Notice of Completion • Draft Program EIR and Technical Appendices • Administrative Draft Final EIR • Program Final EIR

TASK 9: HEARINGS AND ADOPTION

The objective of this task is to conduct public review and successfully take the Draft General Plan and related environ- mental documentation through the public hearing process. Following public review by the City Council, documents will be revised to incorporate specific text and diagram changes made by the City Council for adoption.

9-A Hearing Draft General Plan (D&B, Team as necessary). Based on comments received on the Public Review Draft General Plan, a Hearing Draft General Plan will be prepared.

9-B Public Hearings (D&B). The Hearing Draft General Plan will be presented at hearings before the Planning Commission and City Council. It is assumed that two meetings are required at both the Planning Commission and the City Council. We will closely coordinate with City staff prior to the hearings to ensure that our presentations respond to specific questions and issues likely to be encountered during the hearings.

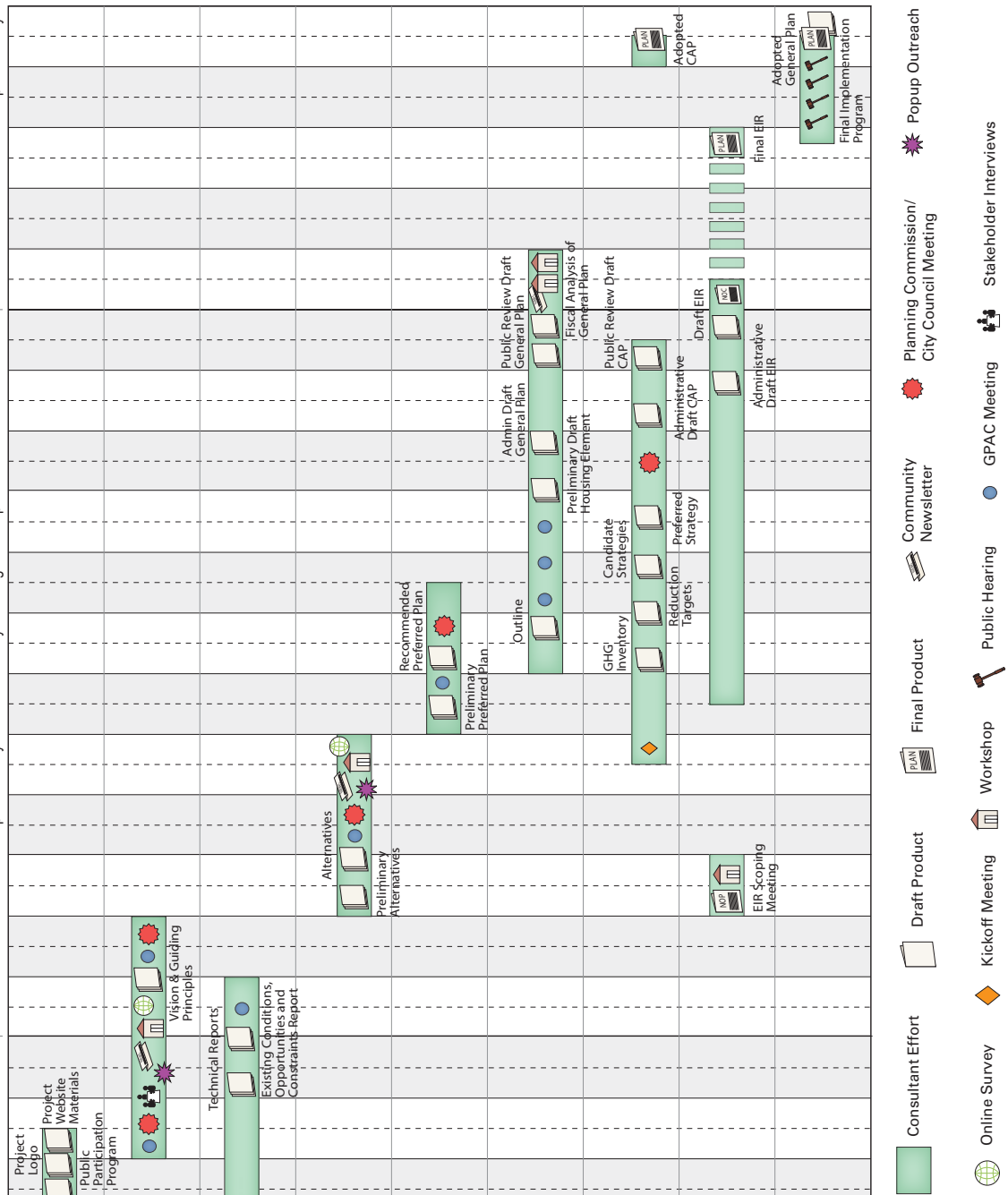
9-C Prepare City Council-Approved Plan Update (D&B). Following adoption, we will prepare the final versions of the General Plan, incorporating the final direction from the City Council. The City will be provided with 25 full-color, bound hard copies of the final documents and a PDF version on 75 CDs, as well as electronic versions suitable for posting on the City's website. In addition, D&B will provide the City with 25 hard copies, as well as PDF and JPEG versions of the Land Use Element Exhibit (at a 1" to 2,000' scale); editable GIS files for all maps and data files; and editable files for all graphic illustrations.

9-D Prepare Final General Plan Implementation Pro- gram (D&B). After adoption of the General Plan, the implementation program (consisting of the General Plan Implementing Policies) will be provided to City staff in a table format. The City will be provided with 10 hard copies and 1 electronic copy.

Meetings	*Products*
• Planning Commission Hearings (2) • City Council Hearings (2)	• Hearing Draft General Plan • Adopted General Plan Land Use Element Exhibit, and data files • Final Implementation Program

Proposed Schedule

City of Moreno Valley Comprehensive General Plan Update & EIR



DYETT & BHATIA
Urban and Regional Planners

6 COST PROPOSAL

The guaranteed maximum fee for our proposed scope of work identified in our proposal for the project is $1,498,500; this fee will not be exceeded provided there are no changes in the Scope of Services. Additionally, we recommend allocation of a contingency fee equivalent to 10 percent of the total budget.

The Tables on the following pages show detailed hours and budget by task and sub-task for all team members. Two tables are shown: one for hours and one for fees. Fees include all personnel costs, sub-contractors' costs, and direct costs, and delivery of products identified in the Scope of Services. Direct costs include travel and related costs (meals, lodging, etc.), data gathering (such as traffic counts and noise measurements), workshop materials printing, and printing of copies of documents specified in the RFP.

Our cost proposal is based on the following assumptions:

- Meeting Attendance. The budget assumes attendance at meetings as shown in the Chapter 5. Meetings with City Staff will occur as needed throughout the planning process, during Consultant's visit to Moreno Valley for other meetings, or over the phone. All meetings are assumed to be attended by D&B, except for specific EIR meetings that will be led by RECON. Other sub-consultant attendance as noted or as required. Costs of additional meeting attendance would be on a time and materials basis if requested; such costs are not included within the guaranteed maximum fee.
- Consolidated Comments and Direction. Unless otherwise noted in Chapter 5, City staff will provide a single set of consolidated, non-conflicting comments on the review drafts of all documents. Unless otherwise specified, each product will be finalized following one round of staff review; additional iterations and reviews will be considered additional service.
- Presentations, Agendas, Meetings Summaries. VMA or D&B will prepare agendas, handouts, presentations, and meeting summaries for all public meetings. VMA or D&B will also prepare agendas and presentations for all decision-maker meetings that we attend. As decision-maker meetings are structured around review of products, these products would be forwarded to City staff in advance of the meetings. We assume that City staff will be responsible for staff reports.
- Electronic files. Electronic files of all docunts will be provided in PDF and Word via email or file transfer service. PDFs will be provided in high-resolution print format and lower-resolution web-compatible format, as appropriate. D&B will also provide native electronic files of all documents created by the consultant team upon completion of the project – these may be in Word or for graphic-intensive documents, in Adobe InDesign. Maps will be provided in Illustrator or ArcGIS format, depending on native format.
- Printed Documents. The consultant team will sume responsibility for printed documents as specified below and/or in Chapter 5. Unless otherwise specified, only electronic copies of documents will be provided. Our budget includes costs for printing workshop/meeting materials (e.g. large format maps, handouts, etc.). We will also provide printed copies of draft and final products as specified in the RFP and described in Chapter 5. Additional printed copies of any other product can be provided for additional cost.
- Travel Expenses and Other Direct Costs. The budget includes direct costs related to the project, including travel expenses, in-house printing costs, and other similar reimbursable items. These will be billed at cost (i.e., without any mark-up).
- Reallocation by Task/Sub-consultant. Dyett & Bhatia reserves the right to reallocate budget by task or consultant team member, provided the overall project budget is not affected.
- Final EIR Effort. Because the effort to prepare the Final EIR (Response to Comments on the Draft EIR) is not predictable in advance, our budget assumes that 90 hours of consultant time. In our experience, this will be sufficient for a project of the scale of the Moreno Valley Comprehensive General Plan Update and Climate Action Plan.
- EIR Filing Fees. The City will be responsible for paying all EIR filing fees; these are not included in the budget.
- Increased Costs Due to Delay and Suspension. Should the project extend beyond May of 2021, for no fault of consultant, the budget for remaining work would be adjusted to account for change in costs/billing rates (based on change in the San Francisco CPI). Should the project be suspended for longer than three months for no fault of consultant, the City and consultant will confer if additional re-start costs are necessary.

7 ADDITIONS & EXCEPTIONS TO THE RFP

The Consultant Team has no requested additions or exceptions to the sample agreement for consulting services provided in the RFP.

Moreno Valley Comprehensive General Plan Update and EIR

HOURS BY TASK

September 17, 2019

	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 9	TOTAL
	Project Initiation and Ongoing Project Management	Vision and Issue Identification	Existing Conditions Analysis, Trends, and Opportunities Assessment	Alternatives Exploration	Preferred Plan and Key Goals	Draft General Plan Update	Climate Action Plan	Environmental Impact Report	Final General Plan and Hearings	
Dyett & Bhatia										
Andrew Hill, Principal	180	79	98	92	64	220	40	32	32	837
Rajeev Bhatia, Principal	48	30	24	18	18	48	8			194
Senior Associate	32	27	148	84	80	148	8		30	557
Associate	98	105	200	124	120	424	120	40	40	1271
Planner/Urban Designer	24	72	248	148	110	556	325	80	64	1627
GIS Specialist	64	40	72	92	48	148	48	32	16	560
Project Assistant/Graphic Designer	16	57	56	48	40	98	32	16	32	395
Sub-Total	**462**	**410**	**846**	**606**	**480**	**1642**	**581**	**200**	**214**	**5441**
Recon Environmental										
Principal	2			4				20		26
Environmental Project Director	4			16				311		331
Senior Environmental Planner	4			12				294		310
Associate Environmental Planner				5				145		150
Principal Biology				5				35		40
Associate Biology								86		86
Assistant Biology								30		30
Cultural Env. Project Director								41		41
Cultural Associate								76		76
Senior Air Quality/GHG Specialist								66		66
Associate Air Quality/GHG Specialist								88		88
Assistant Enviornmental Planner								216		216
Associate Noise Specialist								54		54
Senior Noise Specialist								56		56
GIS Specialist								128		128
Production Supervisor								86		86
Resource Monitor I								34		34
Sub-Total	**10**	**0**	**0**	**42**	**0**	**0**	**0**	**1766**	**0**	**1818**
Fehr & Peers										
Principal	12		24	24		60		8	12	140
Associate	12		39	27		80		50	12	220
Transportation Planner			99	99		104		60		362
GIS / Support	2		48	16		48		40	2	156
Sub-Total	**26**	**0**	**210**	**166**	**0**	**292**	**0**	**158**	**26**	**878**
Keyser Marston										
Senior Principal	8		26	68		16	12			130
Senior Associate	4		44	44		32	24			148
Senior Analyst	2		76	26						104
Sub-Total	**14**	**0**	**146**	**138**	**0**	**48**	**36**	**0**	**0**	**382**
VMA Communications										
Valerie Martinez, Principal	1	20		12		2				35
Senior Associate	4	61		21		36				122
Associate		134		36		56				226
Graphic Designer		55		15		30				100
Sub-Total	**5**	**270**	**0**	**84**	**0**	**124**	**0**	**0**	**0**	**483**
TKE Engineering										
Principal in Charge	12		4	4						20
Project Manager	24		36	24						84
Associate Engineer										0
Assistant Engineer	8		88	48						144
AutoCAD Technician			48	36						84
Clerical	8		16	8						32
Sub-Total	**52**	**0**	**192**	**120**	**0**	**0**	**0**	**0**	**0**	**364**
Urban Field Studio										
Frank Fuller, Principal			8	4	4	16				32
Jane Lin, Principal/Project Manager	8		16	32	24	80			8	168
Sub-Total	**8**	**0**	**24**	**36**	**28**	**96**	**0**	**0**	**8**	**200**
TOTAL HOURS	**577**	**680**	**1418**	**1192**	**508**	**2202**	**617**	**2124**	**248**	**9566**

Moreno Valley Comprehensive General Plan Update and EIR

BUDGET BY TASK

September 17, 2019

	Hourly Rate	Task 1 Project Initiation and Ongoing Project Management	Task 2 Vision and Issue Identification	Task 3 Existing Conditions Analysis, Trends, and Opportunities Assessment	Task 4 Alternatives Exploration	Task 5 Preferred Plan and Key Goals	Task 6 Draft General Plan Update	Task 7 Climate Action Plan	Task 8 Environmental Impact Report	Task 9 Final General Plan and Hearings	TOTAL
Dyett & Bhatia											
Andrew Hill, Principal	$220	$39,600.00	$17,380.00	$21,560.00	$20,240.00	$14,080.00	$48,400.00	$8,800.00	$7,040.00	$7,040.00	$184,140.00
Rajeev Bhatia, Principal	240	11,520.00	7,200.00	5,760.00	4,320.00	4,320.00	11,520.00	1,920.00	0.00	0.00	46,560.00
Senior Associate	160	7,680.00	4,800.00	3,840.00	2,880.00	2,880.00	7,680.00	1,280.00	0.00	0.00	31,040.00
Associate	140	13,720.00	14,700.00	28,000.00	17,360.00	16,800.00	59,360.00	16,800.00	5,600.00	5,600.00	177,940.00
Planner/Urban Designer	125	3,000.00	9,000.00	31,000.00	18,500.00	13,750.00	69,500.00	40,625.00	10,000.00	8,000.00	203,375.00
GIS Specialist	125	8,000.00	5,000.00	9,000.00	11,500.00	6,000.00	18,500.00	6,000.00	4,000.00	2,000.00	70,000.00
Project Assistant/Graphic Designer	95	1,520.00	5,415.00	5,320.00	4,560.00	3,800.00	9,310.00	3,040.00	1,520.00	3,040.00	37,525.00
Direct Cost (printing)		60.00	120.00	2,400.00	1,870.00	3,650.00	3,650.00			8,700.00	20,450.00
Other Direct Cost (travel, delivery, etc)		1,600.00	7,200.00	1,200.00	1,800.00	1,800.00	2,800.00	800.00		2,400.00	19,600.00
Sub-Total		**$86,700.00**	**$70,815.00**	**$108,080.00**	**$83,030.00**	**$67,080.00**	**$230,720.00**	**$79,265.00**	**$28,160.00**	**$36,780.00**	**$790,630.00**
Recon Environmental											
Principal	$218	$436.00	$0.00	$0.00	$872.00	$0.00	$0.00	$0.00	$4,360.00	$0.00	$5,668.00
Environmental Project Director	198	792.00	0.00	0.00	3,168.00	0.00	0.00	0.00	61,578.00	0.00	65,538.00
Senior Environmental Planner	177	708.00	0.00	0.00	2,124.00	0.00	0.00	0.00	52,038.00	0.00	54,870.00
Associate Environmental Planner	145	0.00	0.00	0.00	725.00	0.00	0.00	0.00	21,025.00	0.00	21,750.00
Principal Biology	218	0.00	0.00	0.00	1,090.00	0.00	0.00	0.00	7,630.00	0.00	8,720.00
Associate Biology	145	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12,470.00	0.00	12,470.00
Assistant Biology	110	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,300.00	0.00	3,300.00
Cultural Env. Project Director	198	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,118.00	0.00	8,118.00
Cultural Associate	218	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16,568.00	0.00	16,568.00
Senior Air Quality/GHG Specialist	177	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,682.00	0.00	11,682.00
Associate Air Quality/GHG Specialist	145	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12,760.00	0.00	12,760.00
Assistant Enviornmental Planner	110	0.00	0.00	0.00	0.00	0.00	0.00	0.00	23,760.00	0.00	23,760.00
Associate Noise Specialist	145	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,830.00	0.00	7,830.00
Senior Noise Specialist	177	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9,912.00	0.00	9,912.00
GIS Specialist	120	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15,360.00	0.00	15,360.00
Production Supervisor	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,600.00	0.00	8,600.00
Resource Monitor I	70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,380.00	0.00	2,380.00
Direct Cost (record search, printing, mailing, travel etc.)									11,000.00		11,000.00
Sub-Total		**$1,936.00**	**$0.00**	**$0.00**	**$7,979.00**	**$0.00**	**$0.00**	**$0.00**	**$290,371.00**	**$0.00**	**$300,286.00**
Fehr & Peers											
Principal	$285	$3,420.00	$0.00	$6,840.00	$6,840.00	$0.00	$17,100.00	$0.00	$2,280.00	$3,420.00	$39,900.00
Associate	185	2,220.00	0.00	7,215.00	4,995.00	0.00	14,800.00	0.00	9,250.00	2,220.00	40,700.00
Transportation Planner	135	0.00	0.00	13,365.00	13,365.00	0.00	14,040.00	0.00	8,100.00	0.00	48,870.00
GIS / Support	130	260.00	0.00	6,240.00	2,080.00	0.00	6,240.00	0.00	5,200.00	260.00	20,280.00
Direct Cost: Traffic Counts				15,000.00							15,000.00
Other Direct Costs		545.00		1,704.50	1,114.00		2,609.00		1,241.50	545.00	7,759.00
Sub-Total		**$6,445.00**	**$0.00**	**$50,364.50**	**$28,394.00**	**$0.00**	**$54,789.00**	**$0.00**	**$26,071.50**	**$6,445.00**	**$172,509.00**
Keyser Marston											
Senior Principal	$280	$2,240.00	$0.00	$7,280.00	$19,040.00	$0.00	$4,480.00	$3,360.00	$0.00	$0.00	$36,400.00
Senior Associate	188	750.00	0.00	8,250.00	8,250.00	0.00	6,000.00	4,500.00	0.00	0.00	27,750.00
Senior Analyst	150	300.00	0.00	11,400.00	3,900.00	0.00	0.00	0.00	0.00	0.00	15,600.00
Direct Cost											0.00
Sub-Total		**$3,290.00**	**$0.00**	**$26,930.00**	**$31,190.00**	**$0.00**	**$10,480.00**	**$7,860.00**	**$0.00**	**$0.00**	**$79,750.00**
VMA Communications											
Valerie Martinez, Principal	$200	$200.00	$4,000.00	$0.00	$2,400.00	$0.00	$400.00	$0.00	$0.00	$0.00	$7,000.00
Senior Associate	150	600.00	9,150.00	0.00	3,150.00	0.00	5,400.00	0.00	0.00	0.00	18,300.00
Associate	85	0.00	11,390.00	0.00	3,060.00	0.00	4,760.00	0.00	0.00	0.00	19,210.00
Graphic Designer	115	0.00	6,325.00	0.00	1,725.00	0.00	3,450.00	0.00	0.00	0.00	11,500.00
Direct Cost			6,699.00		3,548.00		4,048.00				14,295.00
Sub-Total		**$800.00**	**$37,564.00**	**$0.00**	**$13,883.00**	**$0.00**	**$18,058.00**	**$0.00**	**$0.00**	**$0.00**	**$70,305.00**
TKE Engineering											
Principal in Charge	$160	$1,920.00	$0.00	$640.00	$640.00	$0.00	$0.00	$0.00	$0.00	$0.00	$3,200.00
Project Manager	150	3,600.00	0.00	5,400.00	3,600.00	0.00	0.00	0.00	0.00	0.00	12,600.00
Associate Engineer	130	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Assistant Engineer	120	960.00	0.00	10,560.00	5,760.00	0.00	0.00	0.00	0.00	0.00	17,280.00
AutoCAD Technician	110	0.00	0.00	5,280.00	3,960.00	0.00	0.00	0.00	0.00	0.00	9,240.00
Clerical	75	600.00	0.00	1,200.00	600.00	0.00	0.00	0.00	0.00	0.00	2,400.00
Direct Cost											0.00
Sub-Total		**$7,080.00**	**$0.00**	**$23,080.00**	**$14,560.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$44,720.00**
Urban Field Studio											
Frank Fuller, Principal	235	$0.00	$0.00	$1,880.00	$940.00	$940.00	$3,760.00	$0.00	$0.00	$0.00	$7,520.00
Jane Lin, Principal/Project Manager	185	1,480.00	0.00	2,960.00	5,920.00	4,440.00	14,800.00	0.00	0.00	1,480.00	31,080.00
Direct Cost		300.00		400.00		600.00				400.00	1,700.00
Sub-Total		**$1,780.00**	**$0.00**	**$5,240.00**	**$6,860.00**	**$5,980.00**	**$18,560.00**	**$0.00**	**$0.00**	**$1,880.00**	**$40,300.00**
TOTAL FEE		**$108,031.00**	**$108,379.00**	**$213,694.50**	**$185,896.00**	**$73,060.00**	**$332,607.00**	**$87,125.00**	**$344,602.50**	**$45,105.00**	**$1,498,500.00**

APPENDIX A
PROJECT EXAMPLES AND REFERENCES

8.1 DYETT & BHATIA

References

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ggubman@diamondbarca.gov

Selected Project Examples

Selected Dyett & Bhatia project examples are included in the following order:

- Redlands General Plan, Climate Action Plan, and EIR
- Carson General Plan, Zoning Amendments, and EIR
- Diamond Bar General Plan Update, Climate Action Plan, and EIR
- Sacramento General Plan Update, Climate Action Plan, and EIR
- San Diego Community Plans (Mission Valley, University, Southeastern, Encanto, and Downtown)
- Carlsbad General Plan, Housing Element, Climate Action Plan, and EIR (Envirion Carlsbad)
- Fresno General Plan and Development Code
- Woodland General Plan Update, Housing Element, Climate Action Plan, and EIR
- Santana Row and Valley Fair Urban Village Master Plan
- City of Pasadena Zoning
- City of Belmont General Plan Update and EIR

Redlands General Plan, Climate Action Plan, and EIR

REDLANDS, CALIFORNIA

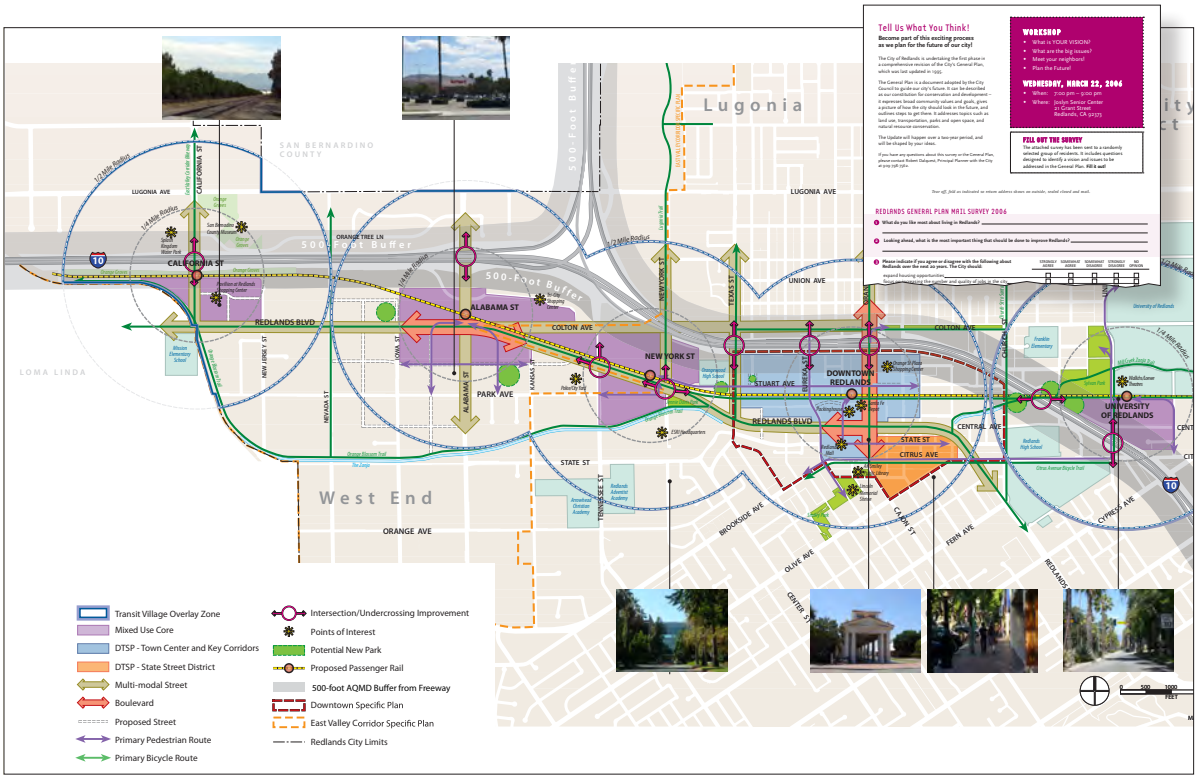
ADOPTED DECEMBER 2017

APA Inland Empire Chapter Award of Excellence, Comprehensive Planning, Small Jurisdiction (2018)

The City of Redlands is known for its unique and historic character, enviable quality of life, and beautiful natural setting. Over the years, successful planning efforts have resulted in the development and preservation of desirable neighborhoods.

The Redlands General Plan is organized around "themes" reflecting community values and principles, developed through extensive outreach that included community workshops, online surveys, and close collaboration with a General Plan Steering Committee and decision-makers. The Plan seeks to maintain compact growth patterns, preserve surrounding open space and the city's citrus heritage by promoting an "emerald necklace", and organizes new growth in five mixed-use transit villages centered around the proposed Redlands Passenger Rail (extension to Metrolink). Complete streets, connectivity, sustainability, livability, and community health are priorities.

The General Plan was completed over an intensive two-year effort and adopted by the City Council in December 2017. Dyett & Bhatia also prepared the Climate Action Plan, which shows that with integrated land use and transportation planning and an extensive set of policies promoting sustainability, the City can attain greenhouse gas reduction targets without any additional measures. Optional measures and their impacts are quantified should the City seek to pursue these in future.





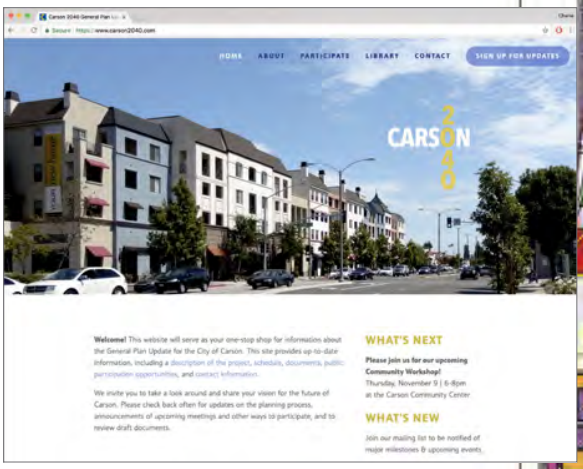
DYETT & BHATIA
Urban and Regional Planners

Carson General Plan, Zoning Amendments and EIR

CARSON, CALIFORNIA

ONGOING

Carson, with a population of 95,000, is located about 10 miles south of downtown Los Angeles and three miles north of the Los Angeles and Long Beach ports—the two busiest ports in the country—located side-by-side in San Pedro Bay. The Alameda Corridor, which is the busiest freight corridor in the country linking the ports to the transcontinental rail network, runs through Carson, and has strongly influenced Carson's evolution as a center of industry and logistics. Dyett & Bhatia is leading a General Plan update that will chart course for a new era of city buildings that fosters sustainability, community health, equity, and creation of walkable places and neighborhoods. Plan preparation is accompanied by neighborhood-scale bilingual outreach. Alternatives were released for public review in summer 2019, and preparation of a Preferred Plan is underway.





DYETT & BHATIA
Urban and Regional Planners

Diamond Bar General Plan Update, Climate Action Plan, and EIR

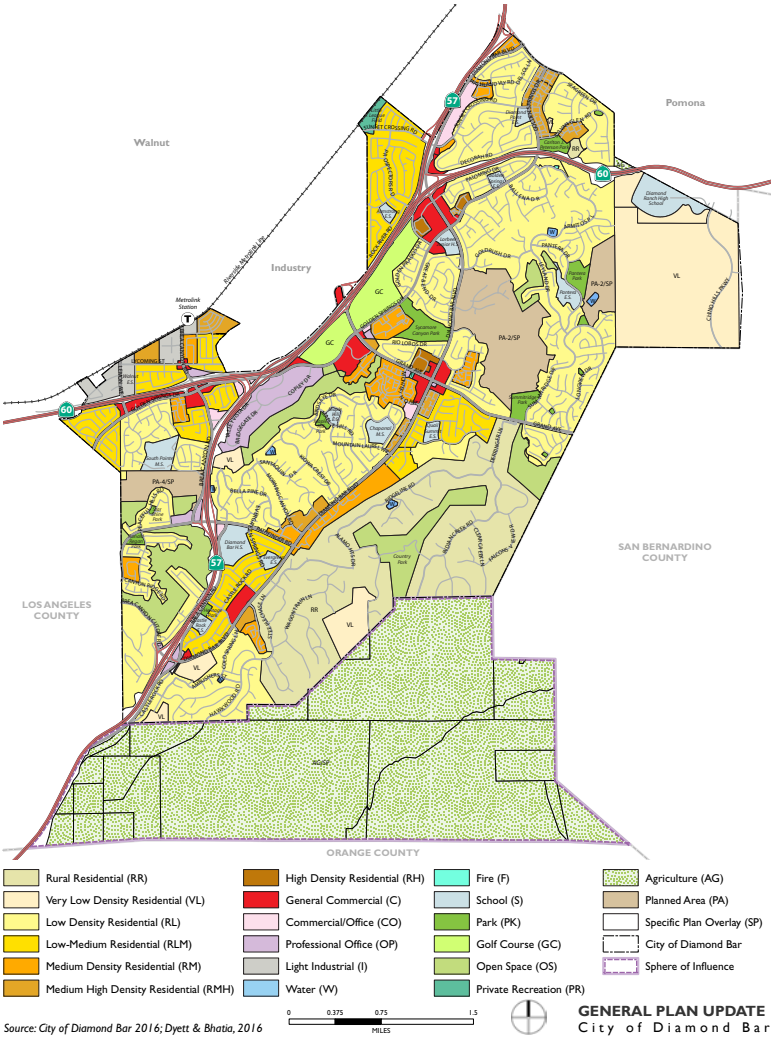
DIAMOND BAR, CALIFORNIA

ONGOING

Dyett & Bhatia is leading a multi-disciplinary team in a comprehensive update of the General Plan for the City of Diamond Bar, Public Review Draft of which is dated for release early fall 2019. This is the first update to the City's General Plan since it was originally adopted in 1995. This update will introduce two new elements to the General Plan. The Community Character and Placemaking element will focus on urban design and creation of vibrant new spaces, while the Health and Sustainability element will focus on promoting community wellness, meeting the needs of a changing population, and sustaining the city equitably, fiscally, and environmentally. Dyett & Bhatia is also preparing a Climate Action Plan and a full program EIR.



DIAMOND BAR
GENERAL PLAN UPDATE



Source: City of Diamond Bar 2016; Dyett & Bhatia, 2016

DYETT & BHATIA
Urban and Regional Planners

Sacramento General Plan Update, Climate Action Plan, and EIR

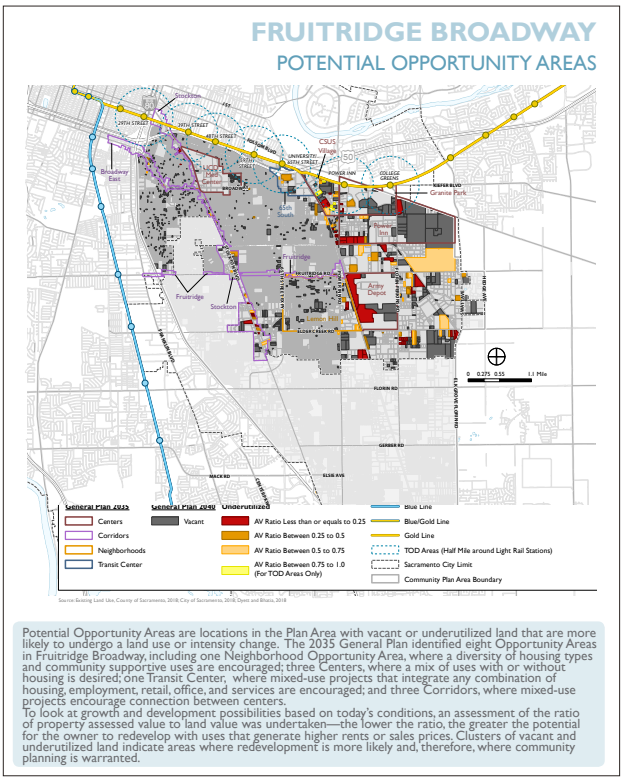
SACRAMENTO, CALIFORNIA

ONGOING

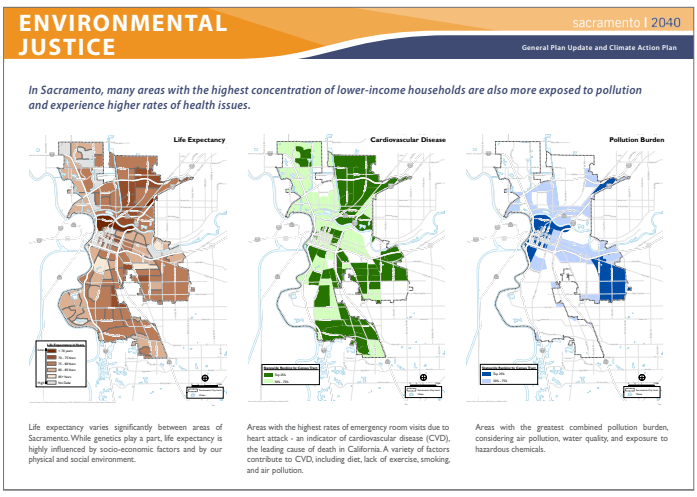
Sacramento, located at the confluence of the Sacramento and American rivers, is California's fastest growing big city, with a population of 500,000 and a projected increase of 180,000 over the next 20 years. Dyett & Bhatia is leading a team preparing a new General Plan and Climate Action Plan for the city. Extensive community outreach for the plan has revealed community and decision-maker priorities to be carbon neutral by 2045, foster affordable housing, and promote compact development in walkable transit-oriented settings, linked to the city's light rail system. Promoting equitable economic development, social justice, and public health are additional priorities.







Potential Opportunity Areas are locations in the Plan Area with vacant or underutilized land that are more likely to undergo a land use or intensity change. The 2035 General Plan identified eight Opportunity Areas in Fruitridge Broadway, including one Neighborhood Opportunity Area, where a diversity of housing types and community supportive uses are encouraged; three Centers, where a mix of uses with or without housing is desired; one Transit Center, where mixed-use projects that integrate any combination of housing, employment, retail, office, and services are encouraged; and three Corridors, where mixed-use projects encourage connection between centers.
To look at growth and development possibilities based on today's conditions, an assessment of the ratio of property assessed value to land value was undertaken—the lower the ratio, the greater the potential for the owner to redevelop with uses that generate higher rents or sales prices. Clusters of vacant and underutilized land indicate areas where redevelopment is more likely and, therefore, where community planning is warranted.







San Diego Community Plans (Mission Valley, University, Southeastern, Encanto, and Downtown)

SAN DIEGO, CALIFORNIA

APA NATIONAL PLANNING ACHIEVEMENT AWARD FOR PUBLIC OUTREACH (2015)

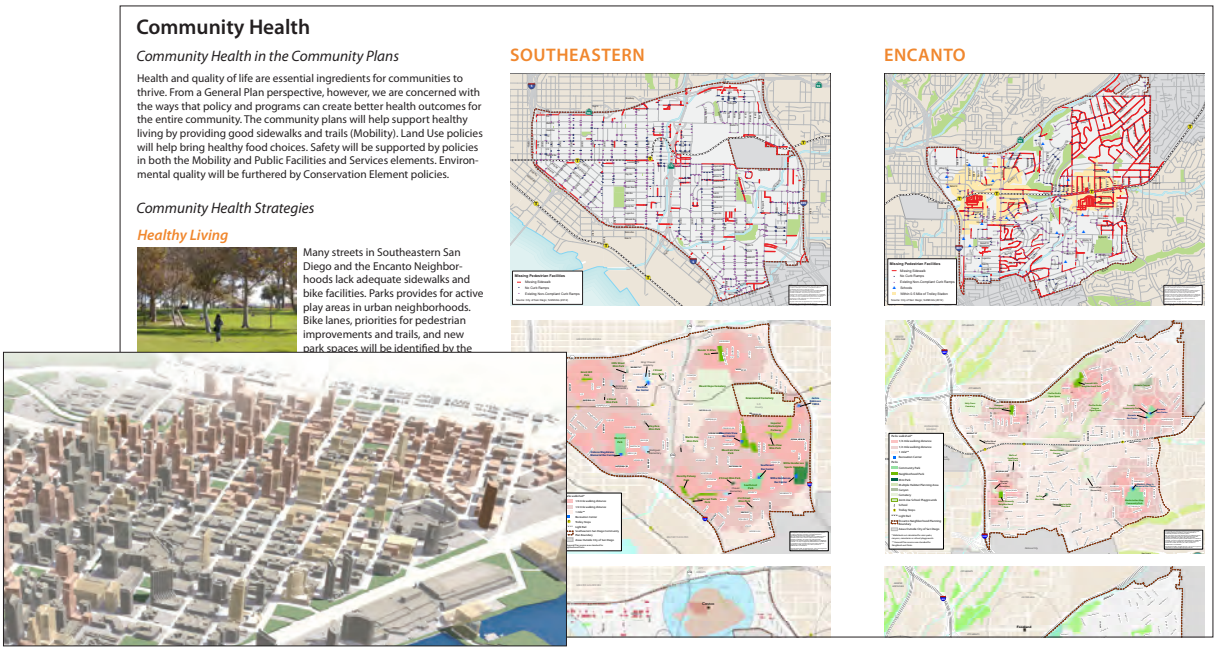
APA SAN DIEGO SECTION AWARD FOR COMPREHENSIVE PLANNING (2016)

Spread out over an area of more than 300 square miles, San Diego is America's eighth most populous city, and California's second largest. The city's national-award winning General Plan outlines a strategy of infill development tied to the regional transportation network, while preserving the surrounding open spaces.

While the General Plan lays out the broad framework, detailed integrated planning occurs at the community scale—with communities the size of some cities—with Community Plans, accompanied by full program EIRs, serving as the local general plans.

Since adoption of the citywide General Plan more than a decade ago, Dyett & Bhatia has led a series of community plans and their EIRs for some of the most distinctive communities. These include:

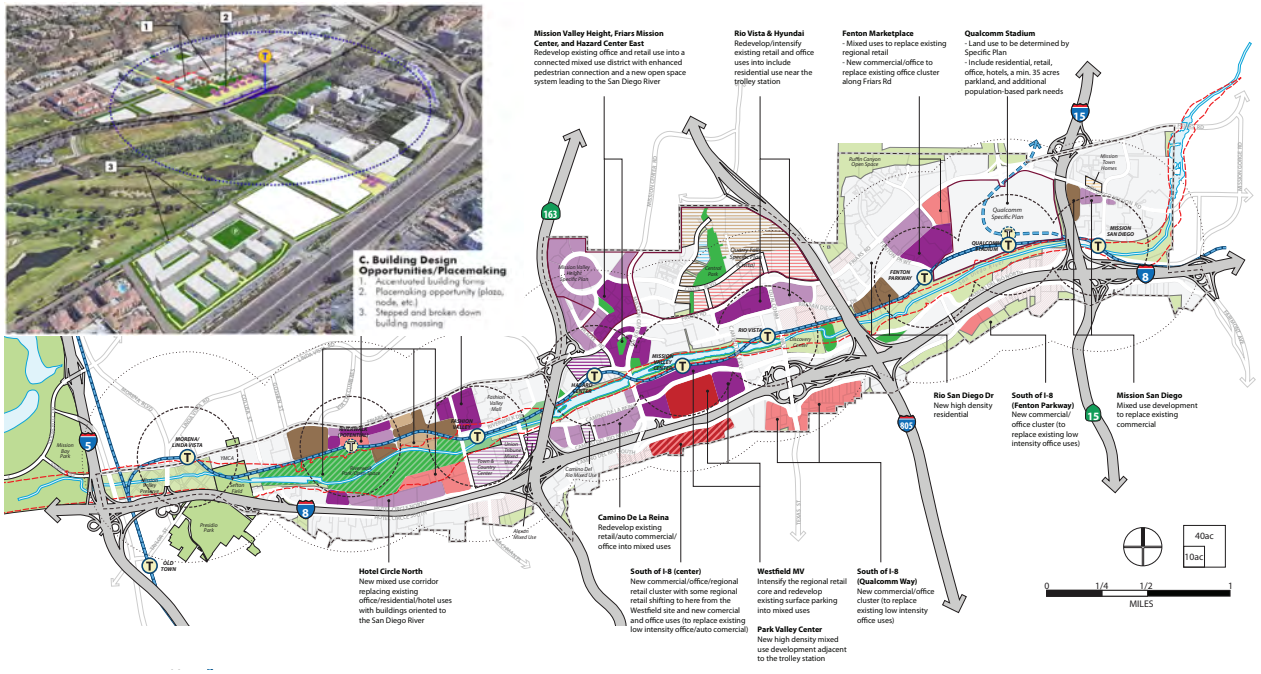
- **University Community, underway.** Home to UCSD, Scripps, and Salk Institute, and large number of established neighborhoods, with a new trolley line being extended. Project recently initiated.
- **Mission Valley, underway.** The city's earliest settlement area, defined by the San Diego River, and home to the largest malls, as well as offices, hotels, and Qualcomm Stadium, in a high-intensity but suburban-style setting, being re-planned with a focus on connectivity, walkability, mixed uses, and access to the river. Planning Commission approved, City Council adoption expected soon.
- **Southeastern and Encanto Neighborhoods, 2015.** Southeast of Downtown along a trolley line, these contain some of the city's oldest and ethnically-diverse neighborhoods. Adopted 2015. Winner National APA award for outreach, and section and state APA awards for planning.
- **Downtown.** Multiple-award winning plan and zoning that is leading to extensive infill development (with one out four units in San Diego in last 10 years built in downtown), with an eventual population of 90,000 in a dynamic, livable, mixed-use setting. Adopted 2007.
- **Citywide.** D&B is preparing mixed-use regulations (first ones outside of downtown) for the city.



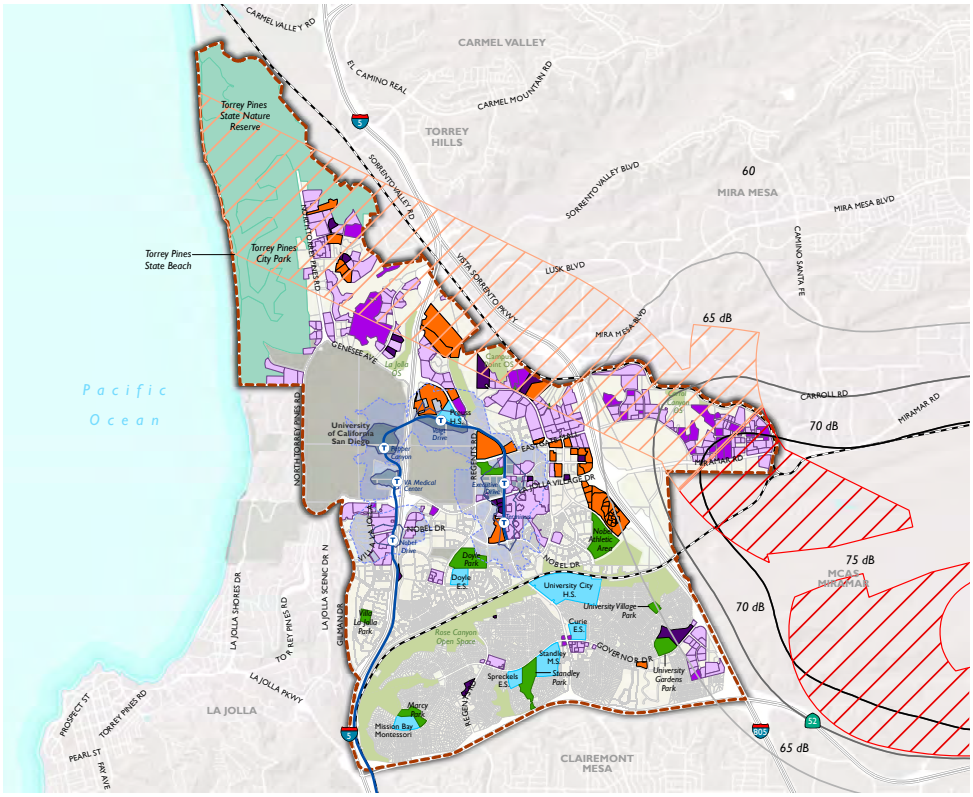
DOWNTOWN SAN DIEGO

DYETT & BHATIA
Urban and Regional Planners

MISSION VALLEY



UNIVERSITY COMMUNITY



UNIVERSITY COMMUNITY PLAN UPDATE

Potential Opportunity Sites

Planned Trolley
- Future Trolley Station
- Trolley - Future Blue Line Extension

Planned Trolley Walkshed
- 5 Minute Service Area
- 10 Minute Service Area

Potential Opportunity Sites
- Current Development Projects
- Vacant
- Underutilized - High
- Underutilized - Medium/Low

Airport Safety Zones
- Accident Potential Zone 1 (APZ 1)
- Accident Potential Zone 2 (APZ 2)

Airport Noise Contours
- 75 dB
- 70 dB
- 65 dB

- Freeway
- Railroad
- Schools
- City Park
- Open Space
- Torry Pines State Park
- Community Plan Boundary

0 0.5 1 2
Miles

Source: City of San Diego, 2018; SANDAG, 2018; Dyett & Bhatia, 2018.

DYETT & BHATIA
Urban and Regional Planners

Carlsbad General Plan, Housing Element, Climate Action Plan, and EIR (Envision Carlsbad)

CARLSBAD, CALIFORNIA

ADOPTED 2015

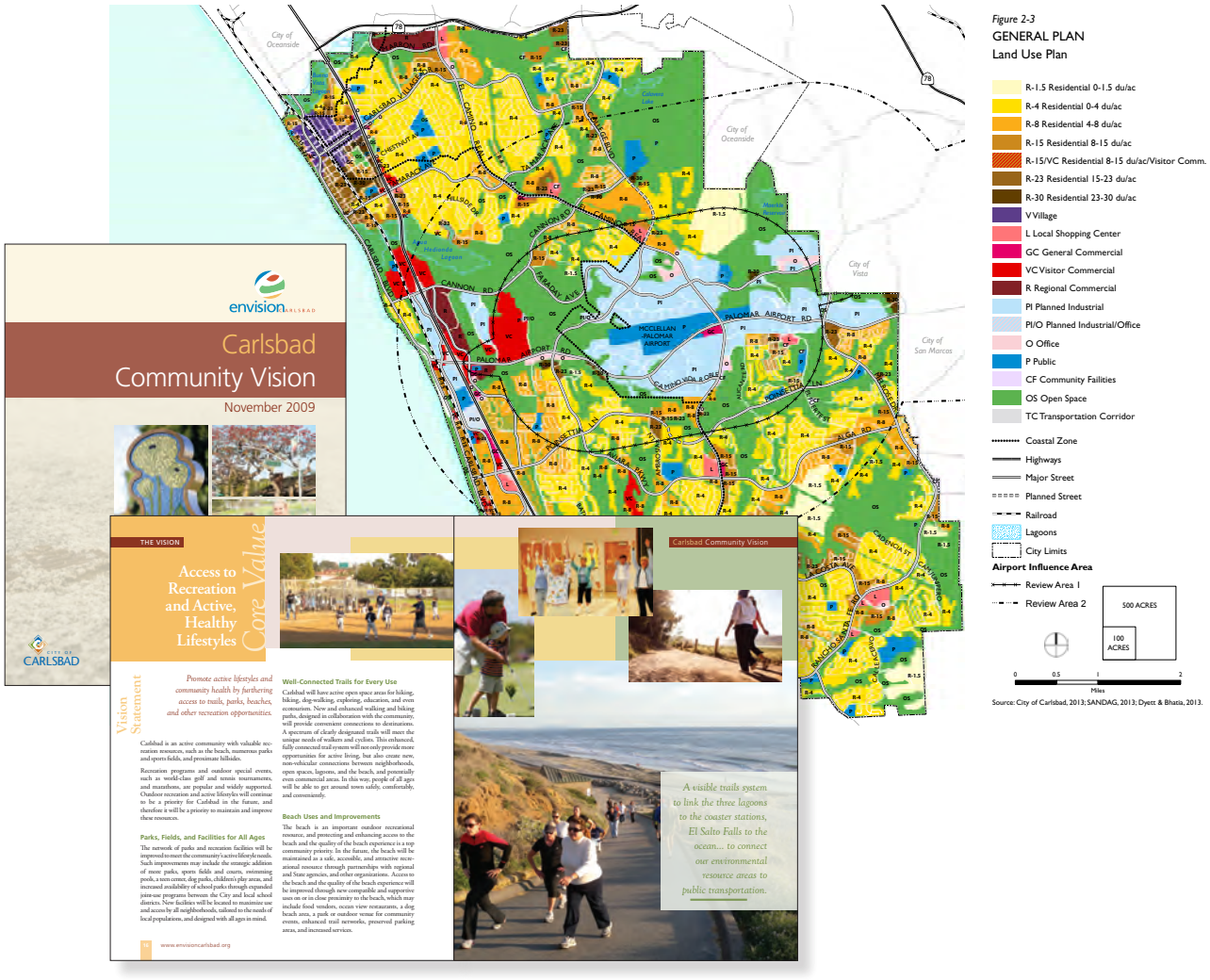
APA SAN DIEGO SECTION HONORABLE MENTION FOR COMPREHENSIVE PLAN, LARGE JURISDICTION (2017)

Carlsbad, with a population of 104,000, occupies 42 square miles of beaches, bluffs, and rolling landscape on the northern coast of San Diego County. The city is a major employment hub and visitor destination, with a general aviation airport, three lagoons, beaches, Legoland, and numerous resorts.

The General Plan seeks to maintain the community's small-town charm and visual quality, while introducing mixed-use neighborhood centers, emphasizing walking and biking, and revitalizating downtown. The plan also seeks to enhance access to the seven-mile long waterfront, and activate it with strategically-placed nodes.

Additionally, as part of the project, Dyett & Bhatia prepared the Housing Element (certified by HCD), and the Climate Action Plan, which was adopted concurrently with the General Plan. D&B also prepared an EIR for the project.

The Envision Carlsbad planning process included extensive outreach led by D&B, with hundreds of community members participating in workshops, and more than 7,000 responses to a citywide mail-in survey.



DYETT & BHATIA
Urban and Regional Planners

Fresno General Plan and Development Code

FRESNO, CALIFORNIA

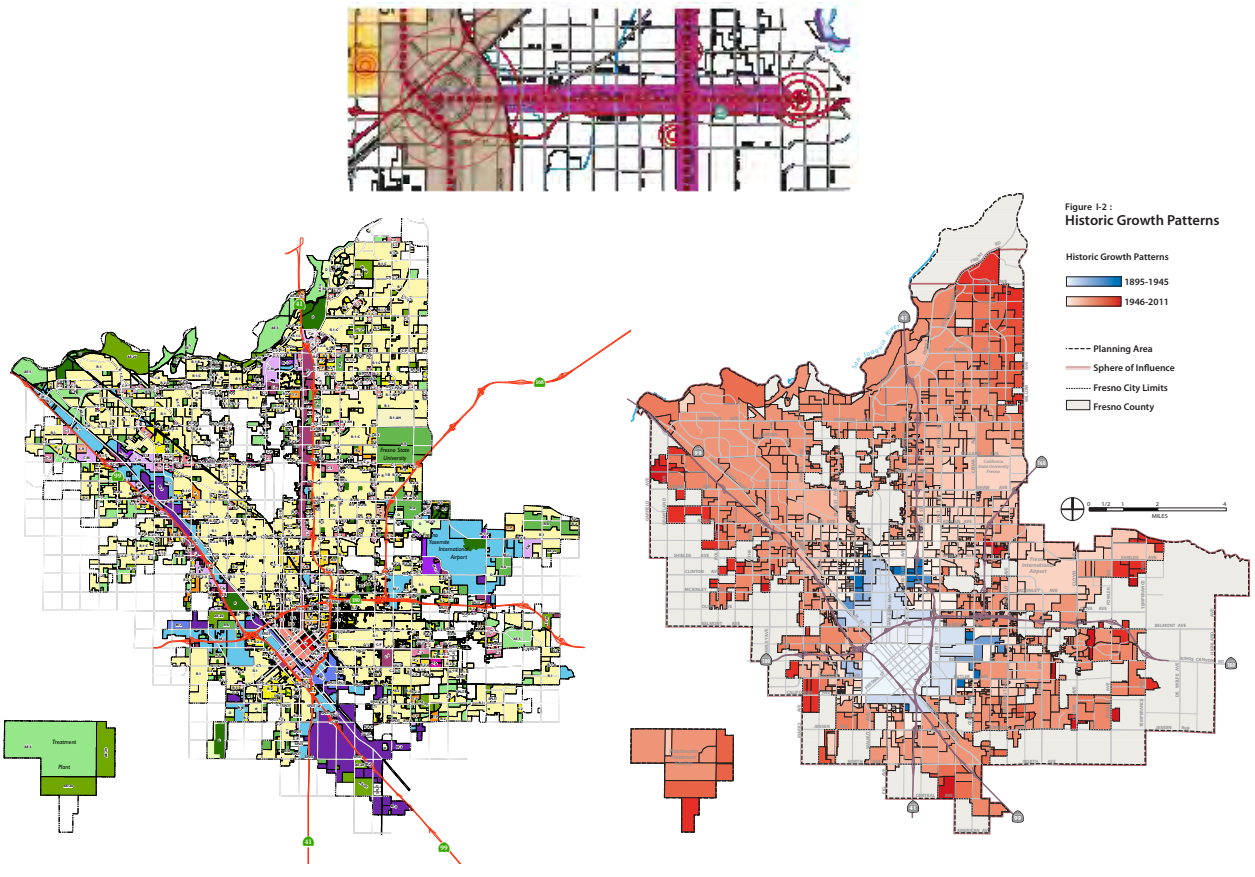
ADOPTED 2014

Originally three square miles and home to 4,000 residents at the time of incorporation in 1885, Fresno has grown to be California's fifth largest city, with a population of 520,000. A multicultural community, Fresno sits at the heart of a vibrant agricultural region, and is one of the initial stations planned for California's High-Speed Rail system.

Working in partnership with City staff, Dyett & Bhatia prepared a new General Plan for the city, that was adopted December 2014. The plan links quality of life and economic stability to land-use decisions. It focuses on revitalizing Downtown Fresno as the city's center, and creating smaller mixed-use "activity centers", connected by bus rapid transit. The plan envisions these centers as Complete Neighborhoods, with ample services available within walking distance of residents, closing gaps in access to food, services, and amenities. The plan facilitates housing growth while protecting agricultural lands from encroachment; strategizes compact, sustainable development; and fosters the expansion of export-oriented sectors—particularly those that leverage the region's strength in agriculture and food—via appropriate zoning and streamlined permit approval.

The plan maintains Fresno's current boundaries, planning for almost an equal balance of infill and edge growth. Intensive land use and mixed-use development is intended to support greater use of the planned bus-rapid transit system, and justify the necessary infrastructure and utility expansion to support more industry.

Following the General Plan, Dyett & Bhatia also prepared a comprehensive update of the city's Zoning Ordinance, which combines form-based provisions for the downtown neighborhoods, with Euclidean and performance zoning concepts.



LAND USE DIAGRAM

HISTORIC GROWTH PATTERN

DYETT & BHATIA
Urban and Regional Planners

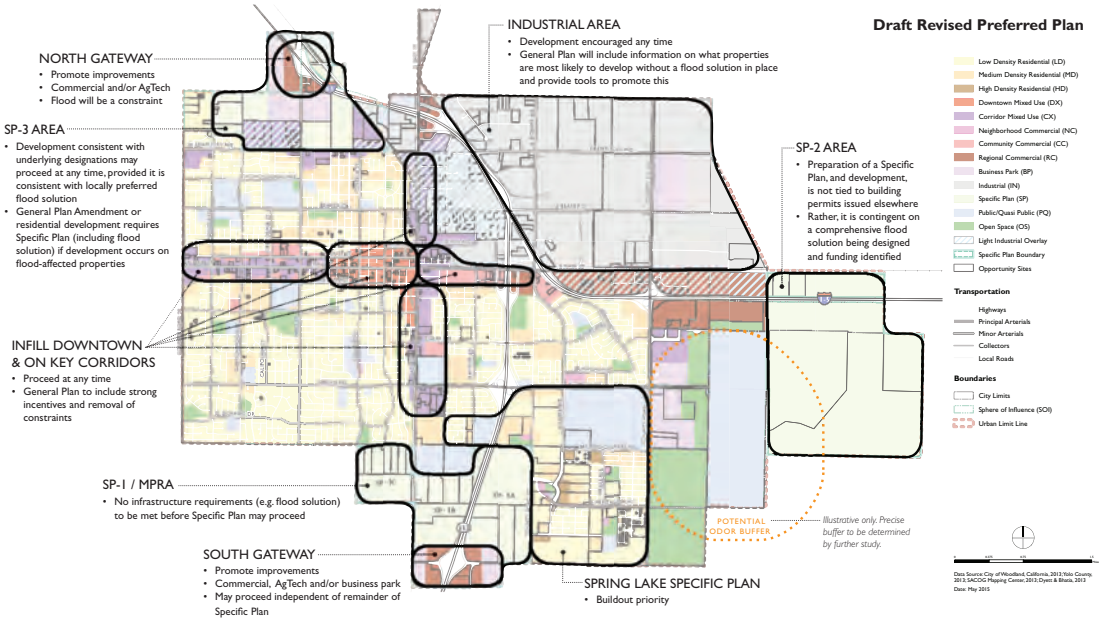
Woodland General Plan Update, Housing Element, Climate Action Plan, and EIR

WOODLAND, CALIFORNIA

ADOPTED 2017

APA Northern California Chapter Award of Excellence, Comprehensive Planning, Small Jurisdiction (2018)

The General Plan Update is the first opportunity in nearly 20 years for Woodland residents to establish a community-wide vision for the city and priorities for its future growth and development. The General Plan was adopted in May 2017 and includes a new focus on urban design, economic development, and community health, with several new elements and a modern and user-friendly design. A robust public engagement process, consisting of interviews of key stakeholders, multiple visioning workshops, and a bilingual newsletter and mail-in survey sent to every household in the city, ensured substantial community input into the new plan. The Dyett & Bhatia team also prepared the City's first Climate Action Plan, which serves as a qualified greenhouse gas reduction strategy.





DYETT & BHATIA
Urban and Regional Planners

Santana Row and Valley Fair Urban Village Master Plan

SAN JOSE, CALIFORNIA
ADOPTED 2017

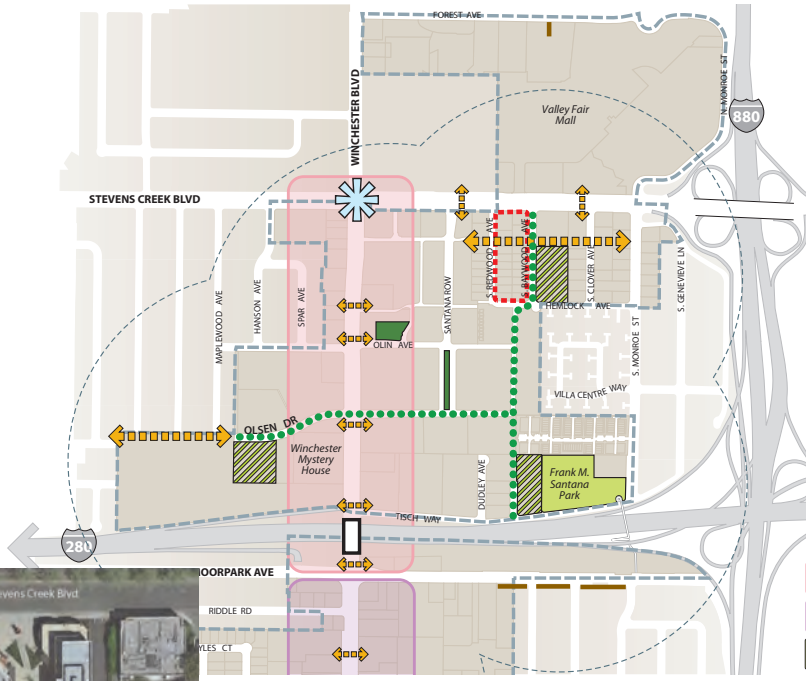
Santana Row represents perhaps the Bay Area's largest successful example of a built-from-scratch high-intensity pedestrian-oriented mixed-use district. It has emerged as San José's "second downtown", a hugely popular retail and dining destination, and a residential district. Valley Fair is the largest mall in Silicon Valley.

The Santana Row/Valley Fair Urban Village Plan, led by Dyett & Bhatia for the City of San José, provided the framework for the next era of development of this pivotal district. The Urban Village Plan builds on the energy of Santana Row to revitalize and enhance connections to surrounding areas, outlines the framework for mid- and high-intensity new development, with building heights reaching 15 to 20 stories, and fosters a dynamic urban environment that embraces the creative workforce and urban living. Development will be supported by a future Bus Rapid Transit line, as well as new mid-block paseos and urban plazas.

The planning process was supported by community outreach that included two large community workshops and an online interactive, map-based community survey.











Case Study Site

DYETT & BHATIA
Urban and Regional Planners

City of Pasadena Zoning

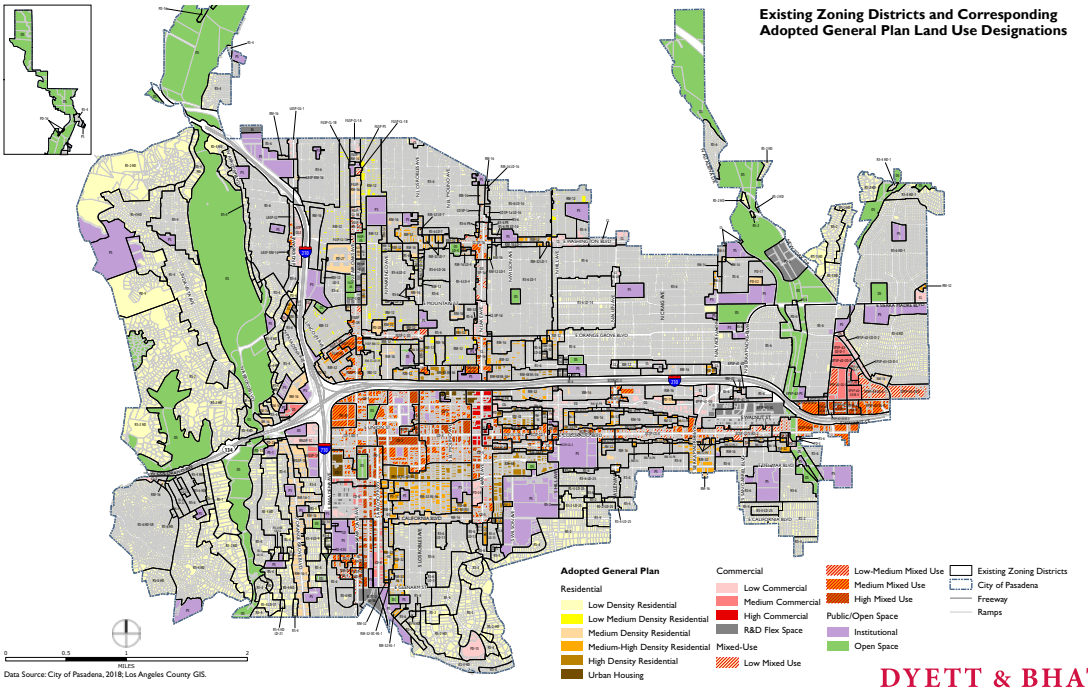
PASADENA, CALIFORNIA

ONGOING

The City of Pasadena has engaged Dyett & Bhatia to undertake a focused update of its complex Zoning Code to implement the 2015 General Plan and eight Specific Plans that are being simultaneous revised to also conform to the plan. D&B is working in close coordination with the two consulting firms the City hired to prepare the Specific Plans to ensure that the updated code establishes consistent terminology, definitions, and use classifications that can be incorporated in the specific plans. To the extent possible, D&B will also work with the other firms and City staff to formulate standards and requirements that can applied citywide and customized through supplemental provisions for different Specific Plan areas.

The project began with the preparation of a policy matrix summarizing General Plan policies and programs related to zoning, land use, urban design and related issues and a detailed technical review of the current zoning provisions. D&B has also prepared correspondence tables that list General Plan land use designations and existing base and overlay districts as a tool for identifying potential revisions to the current districting scheme. Together with the other project consultants and City staff, D&B has participated in a series of outreach meetings and public workshops designed to familiarize residents and business owners with new General Plan, help them understand the relationship between the Specific Plans and Zoning Code, and obtain community input on Specific Plan policies and zoning regulations.

As part of the zoning update process, D&B is preparing a new set of rules for performing measurements necessary to implement Pasadena's zoning regulations that consolidates provisions now embedded in standards and definitions and other parts of the Code. D&B will also be exploring approaches to incorporating a community benefits strategy in the new code. An important focus of the work is to ensure that Specific Plan policies are implemented in quantified zoning standards expressed in clear and unequivocal language to comply with recently enacted mandates in the State Government Code. In order to meet the City Council's aggressive three-year schedule for completing both the Specific Plan and Zoning Code revisions, Staff anticipates bringing proposed code amendments to the Planning Commission and City Council in two phases beginning with provisions that will apply citywide followed by code amendments to implement the Specific Plans.



DYETT & BHATIA
Urban and Regional Planners

Belmont General Plan Update and EIR

BELMONT, CALIFORNIA

ADOPTED NOVEMBER 2017

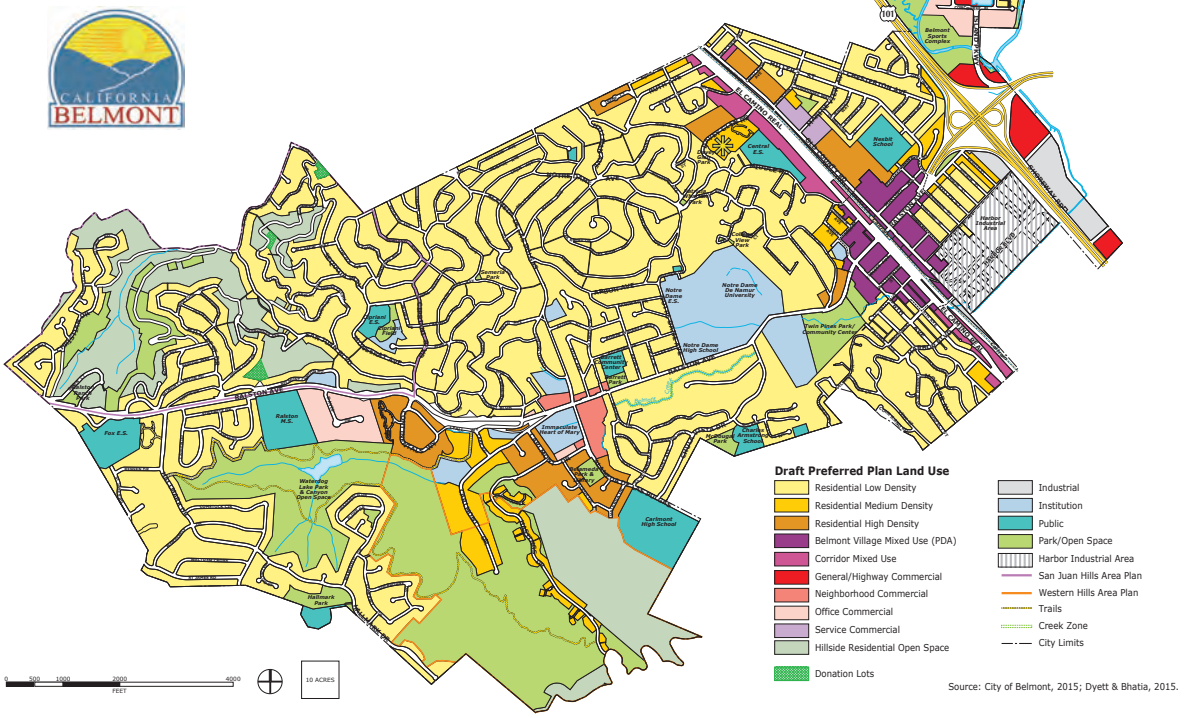
APA Northern California Chapter Award of Excellence, Comprehensive Planning, Small Jurisdiction (2018)

The City of Belmont selected Dyett & Bhatia to prepare an update of its General Plan, building on the firm's prior work on the City's Housing Element and downtown. The project focused on the Land Use and Circulation & Mobility elements, while also updating additional elements to ensure comprehensiveness and consistency of the whole document. In addition, the updated General Plan integrates with the new Belmont Village Specific Plan, also prepared by Dyett & Bhatia, which draws together the City's recent efforts on downtown revitalization and provides specific guidance on design guidelines, livability, and community benefits. Dyett & Bhatia prepared a full program EIR to accompany the new General Plan and Specific Plan, ensuring that future development projects can streamline environmental review to the greatest extent possible.









DYETT & BHATIA
Urban and Regional Planners

8.2 RECON

References

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Michael Strong, Project Manager

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Alyssa Muto, Deputy Director

City of San Diego, Planning Department

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Selected Project Examples

City of Oceanside Phase I General Plan Update/Climate Action Plan

For the City of Oceanside, RECON prepared a Final EIR to address two new General Plan Elements (an Economic Development Element and Energy and Climate Action Element) in addition to a Climate Action Plan (CAP). This EIR is part of a first phase of the City's General Plan update. The CAP and CEQA documentation were developed with intent to facilitate and streamline the review of future development proposals and included development of a CAP checklist to facilitate future discretionary project reviews.

At Home in Encinitas (General Plan Housing Element Update (2013-2021) Program EIR

RECON prepared the Program EIR for the At Home in Encinitas General Plan Housing Element Update. Key topics included traffic, public services, and community character. The EIR analyzed three buildout land use scenarios, each balancing community input with the goal of accommodating the City's Regional Housing Needs Assessment (RHNA) deficit. The EIR included a detailed mitigation framework to facilitate the streamlining of future projects. The EIR for this controversial project was completed on an aggressive schedule of 18 months for approval. RECON received an achievement award for this EIR by the Association of Environmental Professionals in 2016.

Uptown, North Park, Golden Hill Community Plan Updates EIRs

RECON assisted the Uptown Community Plan Update team with a Program EIR to cover several urban community plan areas in center city San Diego. RECON prepared a biological analysis, which included an evaluation of the biological resources, including urban canyons and Multi-Habitat Planning Area (MHPA) within the Uptown, Greater North Park, and Greater Golden Hill communities. Proposed revisions to the open space boundaries in each planning area based on updated open space mapping were also evaluated. RECON also prepared the air quality and noise reports addressing land use changes and proposed policies for the respective community plan updates.

8.3 FEHR & PEERS

References

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Troy Clark, Formerly General Plan Manager
City of Redlands
Currently Community Development Director
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Selected Project Examples

Riverside County Transportation Analysis Model Update | WRCOG

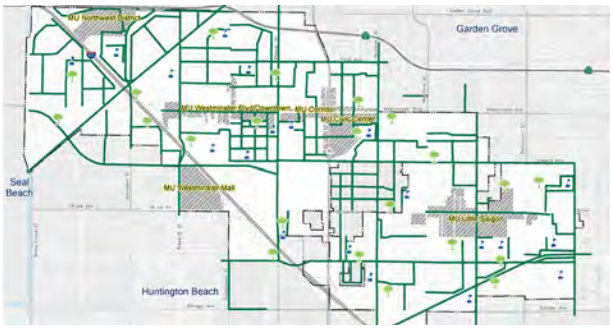
Fehr & Peers is assisting with the update to the Riverside County Transportation Analysis Model (RIVTAM) which, once completed, will be referred to as RIVCOM. The model is being updated to be consistent with the 2016 Southern California Association of Governments (SCAG) Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS) model at the model boundaries while adding local sensitivity to better forecast on local facilities. The model will be statically validated to average weekday and peak hour traffic volumes and regional vehicle miles traveled (VMT). The model will also be put through a dynamic validation exercise, to ensure that the model is appropriately sensitive to both land use and network changes. An extensive coordination and outreach effort is being undertaken with Riverside County jurisdictions to engage these communities and review trip generation, distribution, existing and future networks, and existing and future land use. Fehr & Peers' approach includes model specification, documentation and user training. The model will be a trip-based model and will include all required steps (auto availability, trip generation, trip distribution, mode choice, and highway assignment), with appropriately parsimonious segmentation into trip purposes (4-5 purposes), time periods, and household markets (3-5 segments).

Corona General Plan Update and EIR | City of Corona

Fehr & Peers conducted the Transportation Impact Analysis and provided input into the Circulation Element for the Corona General Plan Update. This included updates to the citywide model and intersection analysis at signalized intersections throughout the City. Fehr & Peers advised the team on best practices related to SB743 and contributed to policy development. We are completed the traffic study for the EIR and helped update traffic study guidelines for the City, including assisting the City in adopting VMT related thresholds of significance.

Westminster General Plan Update & EIR | City of Westminster

Fehr & Peers, as part of a team, assisted with the General Plan Update and the EIR for the City of Westminster. Fehr & Peers prepared an updated Mobility Element that seeks to reflect the multimodal goals and visions of the City of Westminster. Fehr & Peers is ensuring that the project team and city staff are made aware of the latest developments in transportation planning, recent legislative bills, and other transportation best practices. Fehr & Peers, in conjunction with the team and city staff, was responsible for developing a set of transportation policies for the Mobility Element that were refined throughout the process, including a differential level of service policy on City corridors. Finally, Fehr & Peers assisted with preparing the transportation section of the environmental document, which includes an assessment of the transportation impacts associated with the proposed General Plan update.



SB743 Implementation Pathway | WRCOG

Fehr & Peers created a strategy and tools for WRCOGand local jurisdictions to implement SB 743 in Western Riverside County. We evaluated existing travel demand models, developed baseline VMT data, developed a series of VMT estimation methodologies and thresholds, and identified priority mitigation measures. We developed a tool to determine the options for VMT analysis and requirements depending on the project characteristics. We developed a series of case studies that applied the developed tool, methodologies, and thresholds.

Redlands General Plan Update and EIR | City of Redlands

As part of a team, Fehr & Peers assisted with the Redlands General Plan and contributed directly to the Circulation Element. Fehr & Peers provided recommendations for Policies and Actions for the City to incorporate Complete Streets into their circulation network. A layered network approach was used to prioritize specific modes of travel on different roadways so each mode has a complete route network to easily traverse the City. We also led the effort to conduct the Transportation Impact Analysis in support of the Redlands General Plan EIR, including VMT estimates.

Systemic Safety Analysis Report Program | Moreno Valley

Fehr & Peers is working with the City of Moreno Valley to perform a citywide systemic pedestrian safety analysis. The analysis focuses on increasing the safety of uncontrolled marked crosswalks and improving pedestrian access to bus stops. A key deliverable of this project is a prioritized list of safety projects that position the City for success in terms of funding and building-out its bikeway network. Fehr & Peers is also developing an action plan that includes performance metrics, benchmarks, and implementation strategies. The plan will provide decisionmakers a better understanding of how the pedestrian safety investments will benefit the City of Moreno Valley, Metrolink, and Riverside County. To better understand pedestrian safety issues, including near misses and unreported collisions, that may not be apparent through traditional collision analysis methodologies, Fehr & Peers has developed a bilingual webmap survey. We are also helping the City to convene a multidisciplinary group of stakeholders, including representatives from senior groups, multicultural community organizations, and public health advocates, to guide the development of the plan.

8.4 KMA ASSOCIATES

References

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David Crabtree
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Selected Project Examples

City of Anaheim – Entertainment, Housing and Commercial Projects

KMA has represented the City and Agency as an economic consultant for a wide variety of projects including hotel and retail development as well as affordable housing projects and strategies since the late 1970s. KMA provides ongoing assistance to the City on a variety of real estate projects ranging from theme parks and one-of-a-kind entertainment venues to industrial, commercial, hotel and residential projects. KMA provides a multitude of real estate services to the City, including market evaluation and financial feasibility analyses for a variety of land uses. A small sample of projects in which KMA assisted the City include the preparation of a community based specific plan for the West Anaheim area, market and feasibility opportunities for the Beach Boulevard Corridor, market and feasibility opportunities for the Anaheim Boulevard Corridor, the Gardenwalk Entertainment and Hotel Project, the Anaheim Doubletree Hotel, the Packing House Redevelopment and Residential Project, Downtown Anaheim and the proposed ARCTIC station. For these projects, KMA evaluated market conditions, projected demand, estimated projected development costs, operating costs, evaluated operating parameters, assisted the City throughout the negotiation process for the subject properties and projected the fiscal impact of development.

City of Glendale – Entertainment, Housing and Commercial Projects

KMA has been the City and Agency's economic consultant since 1976. During this period, KMA has assisted with a wide range for projects including major retail centers, large-scale mixed use projects, affordable and market rate residential projects, office projects, entertainment projects, hotels and

a myriad of other analyses. For the City and Agency KMA has assisted with negation support, prepared market studies, conducted pro forma analyses, projected fiscal revenues, identified funding sources and performed other economic and financial services. Recent projects include a New Markets Tax Credit residential project, a Marriott Courtyard hotel development, a density analysis for alternative development scenarios in the downtown, an entertainment project anchored by an art house theater, tax increment projection updates and a merger feasibility analysis.

City of Brea – Entertainment, Housing and Commercial Projects

KMA has been the City and Agency's economic consultant for over a decade. During this period, KMA has assisted with a wide range for projects including major retail centers, large-scale mixed use projects, affordable and market rate residential projects, office projects, entertainment projects and a myriad of other analyses. For the City and Agency KMA has assisted with negotiation support, prepared market studies, conducted pro forma analyses, projected fiscal revenues, identified funding sources and performed other economic and financial services. Projects include the market and fiscal analysis for proposed projects, Brea General Plan Update, Downtown Brea development, the Brea Golf Course, the Brea Mall, the Brea Marketplace and a number of affordable and mixed use residential projects.

8.5 VMA COMMUNICATIONS

References

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California High-Speed Rail Authority

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Alex Ubaldo, PE, Project Engineer

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Beach Cities Health District

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Sandra Thorstenson, Former Superintendent

Whittier Union High School District

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Selected Project Examples

Currently, VMA has a staff of more than 30 communication professionals and serves more than 25 transit agencies, school districts and infrastructure clients throughout Southern California.

They have compiled a team with vast experience that has successfully undertaken a number of infrastructure development projects for public agencies including:

- City of El Monte
- California High-Speed Rail Authority
- LA Metro
- Orange County Transportation Authority
- Lynwood Unified School District
- Whittier Union High School District
- Outreach to Support CEQA/NEPA for Burbank to Los Angeles/Los Angeles to Anaheim, Bakersfield to Palmdale and Los Angeles to San Diego
- Pedestrian and Bicycle Improvements on Cabrillo Blvd. between Los Patos Way and the US 101 Southbound Ramps, including Replacement of the UP Bridge
- Development of Healthy Living Community
- Community Outreach, Whittier Union High School District

8.6 TKE ENGINEERING

References

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Mr. Chuck Hays
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chays@fontana.org

Selected Project Examples

Diamond Bar General Plan Update

TKE teamed up with Dyett & Bhatia to prepare the City of Diamond Bar's General Plan Update. TKE prepared an analysis of existing utility systems (water, wastewater, and storm-drain) identifying existing system characteristics and condition, and recommended repairs identified in the City's CIP and/or master plans. Additionally, TKE prepared an alternatives evaluation including a qualitative assessment of the utility infrastructure serving the City and how it meets future demands related to growth projection and proposed land use changes for the alternatives. Lastly, TKE prepared the Environmental Impact Report (EIR) sections for Hydrology, Water Quality, and Utilities. Each EIR section included a review existing information, description of relevant federal, state, and local regulations and agencies, an evaluation and description of potential impacts of the General Plan (e.g. new development and growth in the City).

Services: Services included records research, existing system analysis, report preparation, alternatives analysis, and community meetings.

City of Coachella - 2013 Water Master Plan Update

The City of Coachella retained TKE to prepare an update to the City's previous 2007 Water Master Plan (WMP). The WMP evaluated the City's existing water system and planned the facilities to meet increase future water demands. The evaluation included future planned development projects and the City's most current General Plan Update report. The update report provided land use and population projections. The WMP forecasted out to the year 2035 and a capital improvement plan (CIP) was developed out of the findings and recommendations in the WMP. The project included significant coordination with the City and the future La Entrada Development team.

Services: Services include research, coordination with agencies, hydraulic calculations, model preparation, preliminary engineering, cost estimating, exhibit preparation, CIP development and presentation to City Management Staff.

Completion Date: 2018

City of Norco - Canyon Creek Resort Water Supply Assessment

The proposed Canyon Creek Resort development includes 551 dwelling units of low and medium density residential, hotel lodging, and 213 acres of open space within the eastern portion of the City of Norco. The development has an estimated water demand of 448 acre-feet per year. In accordance with SB 610, TKE provided an assessment of water supplies available to serve the development over a 20-year period, including nor-

mal, single dry, and multiple dry water years.

Services: Services included records research, Project specific water demand analysis, District wide water supply and demand analysis, report preparation, and community meetings.

City of Coachella - 2035 General Plan Update Water Supply Assessment

The 2035 General Plan Update is the community's statement of the community's values and its vision for its future. As part of that vision, a CEQA environmental review is prepared to evaluate impacts related to future growth outlined in the General Plan. TKE prepared a water supply assessment for inclusion as part of the General Plan Update. In accordance with SB 610, TKE provided an assessment of water supplies available to serve all development up to 2035, including normal, single dry, and multiple dry water years. TKE analyzed all available water sources (i.e. surface water, groundwater, and imported water), the long term availability of each supply source, water demands under different growth scenarios presented in the General Plan Update, and other water supply opportunities.

Services: Services included records research, water supply and demand analysis, report preparation, and community meetings.

Completion Date: October 2013

City of Calimesa - Development Impact Fee Study

Development impact fees are essential to Cities in assisting with providing public improvements to mitigate impacts created by new developments. The City's impact fees include general government transportation facilities, utility infrastructure, libraries, police and fire, parks facilities, etc. In particular, TKE reviewed the City's General Plan Circulation Element, and drainage master plan to develop a comprehensive list of projects to mitigate development impacts at City buildout. In addition, TKE updated transportation and drainage infrastructure estimates.

Services: Services included records research, transportation and drainage systems analysis, and preparation of estimates and exhibits.

Completion Date: March 2015

City of Ceres - Public Infrastructure Analysis

Adequate public infrastructure is an essential element of successful economic development. Further, without adequate public infrastructure there is no economic development. Backbone infrastructure projects include major street reconstructions, drainage, water and wastewater improvements, underground utility projects, and other public facilities that are essential to the highest and best use of parcels that have business-oriented land uses. After reviewing the City's general plan, water, sewer, and drainage master plans, TKE provided an overview of the capability of the public infrastructure that is located within or is of benefit to the City's economic development target areas (EDTA) and serve parcels that have business-oriented land-uses. In addition, TKE highlighted all backbone infrastructure deficiencies within the EDTA's that could be eliminated as a part of the City's Economic Development Strategy. Further, TKE prepared updated cost estimates for the backbone infrastructure needed in each EDTA.

Services: Services included records research, water, sewer, drainage, dry utility, and transportation systems analysis, report preparation, and stakeholder meetings and presentations.

Completion Date: May 2013

City of Barstow - Infrastructure Analysis for Redevelopment Plan

Adequate public infrastructure is an essential element of successful economic development programs. More directly, without adequate public infrastructure there is no economic development. Consequently, it is typical for economic development programs to include backbone infrastructure that would otherwise be considered an impediment to development. Backbone infrastructure projects include major street reconstructions, drainage, water and wastewater improvements, underground utility projects, and other public facilities that are essential to the highest and best use of parcels that have business-oriented land uses. TKE provide an overview of the capability of the public infrastructure that is located within or is of benefit to the City's economic development target areas (EDTA) and serve parcels that have business-oriented land-uses. In addition, TKE highlighted all backbone infrastructure deficiencies within the EDTA's that could be eliminated as a part of the City's Economic Development Strategy. Further, TKE prepared updated cost estimates for the backbone infrastructure needed in each EDTA.

Services: Services included records research, water, sewer, drainage, and transportation systems analysis, report preparation, and community meetings.

Completion Date: November 2010

City of Fontana - Southwest Sewer Analysis

This study includes approximately 6,700 acres in an area bounded by Foothill Boulevard to the north, Citrus Avenue to the east, Jurupa Avenue to the south and Etiwanda Avenue to the west. TKE prepared a detailed analysis providing sewer service to 6,700 acres of industrial and residential developments, including redevelopment areas. Peak wastewater flow rates for the area topped 3 million gallons per day. In addition, TKE prepared a pipe sizing analysis and cost estimates for over 13 miles of sanitary sewer pipelines, with diameters ranging from 8-inch to 24-inch.

Services: Services include Meetings, Records Research, Coordination with Stakeholders and Agencies, Area Map Exhibit Preparation, Flow Generation Calculations, Model Preparation, Flow Monitoring, Cost Estimating and Report Preparation.

Completion Date: February 2010

APPENDIX B
RESUMES



Andrew Hill

Principal

Andrew is an award winning urban planner with expertise in land use, transit-oriented development, community engagement, and environmental review. Innovative and collaborative, his work is rooted in a strong commitment to sustainable placemaking and meaningful stakeholder involvement. He has led multi-disciplinary teams in preparing long range plans for communities throughout California, and he possesses over 15 years of project management and leadership experience in the fields of planning, construction management, and engineering. A particular focus of Andrew's recent work has been on incorporating technology into the community outreach process, and he has developed videos, interactive online surveys, "virtual meetings" and a mobile smartphone app for use on planning projects.

Education

Master of Urban Planning (MUP)
McGill University

Honors Bachelor of Arts (BA Hons)
University of Western Ontario

Awards

2018 APA Award of Excellence. Vallejo General Plan Update and EIR

2018 APA Award of Merit. Palo Alto Comprehensive Plan Update

2016 AEP Outstanding Public Involvement Award. Palo Alto Comprehensive Plan

2008 Clear Vistas Design Competition. Regina, SK

Speaking Engagements

2017 Presenter, San Ramon Citizens Planning Academy – *CEQA Basics*

2015 Guest Lecturer, McGill University – *Tailoring the General Plan to Community Needs*

2014 Guest Lecturer, Sonoma State University – *Public Involvement and Planning*

Recent Assignments

Sacramento General Plan Update, Climate Action Plan, and Master EIR. Sacramento is California's sixth largest city, with a diverse and growing population. Since 2000, the city has added over 90,000 residents, making it the fastest growing big city in the state, and the city is projected see robust growth in the coming years. In this context, the City is undertaking a strategic update to its General Plan, and Climate Action Plan (CAP). In line with community and decision-maker priorities, an ambitious CAP will be prepared with the goal of achieving carbon neutrality by 2040. Equitable economic development and environmental justice will be central issues addressed in optional elements of the General Plan. Andrew is leading a team of experts to help guide the City during the next era of its growth and evolution.

St. Helena General Plan Update and EIR. Located in the heart of Napa Valley, St. Helena is one of the Bay Area's most picturesque small towns. Dyett & Bhatia assisted the City with a targeted update to its General Plan, focused on incorporating policies to address new State requirements and extending the horizon year of the plan. Issues central to the effort include economic development, growth management preservation of agricultural and historic resources. Andrew led Dyett & Bhatia's effort, which also included preparation of an EIR, and analysis of sensitive environmental resources and capacity constraints in areas outside the City limit where municipal services are provided.

Vallejo General Plan Update and EIR. Andrew led a team of experts in preparing a comprehensive update of the City of Vallejo's General Plan and EIR. This award-winning project was built on a broad, inclusive process to help the City and the community foster location and resource-efficient development as well as economic health and stability in the future. Andrew worked closely with City staff to design and implement an extensive public outreach program with strategies targeted toward disadvantaged segments of the community and to carefully integrate past and ongoing planning initiatives. An important focus of the plan is fostering urban village nodes throughout the city to serve as neighborhood focal points. Other key issues addressed in the plan include economic development, social equity, community health and historic resource preservation.

Palo Alto Comprehensive Plan Update and EIR. Located at the heart of Silicon Valley, Palo Alto has a global reputation for innovation, an enviably high quality of life, and a strong commitment to sustainability. As Project Manager, Andrew led a multi-disciplinary team assisting the City in a broad-based initiative to update the Palo Alto Comprehensive Plan, the blueprint for the future of land use and development in the city. Andrew worked closely with City staff to design and implement a process that "open sourced" the Comp Plan Update. This included using new technology and innovative outreach strategies to achieve unprecedented levels of public participation. A notable success of the project was a citywide Summit that drew over 450 participants. Live polling technology to collect participant input via text message and display results in real-time at the event, and informational videos on critical issues queued up breakout discussions at the event. The videos were also posted online to create a "virtual summit" that attracted over 500 users.

Dixon General Plan Update and EIR. Andrew is leading the Dyett & Bhatia team in preparing a comprehensive update to the City of Dixon's General Plan, which will focus on incentivizing infill development in the downtown area and encouraging walkable, transit-oriented development. A key issue for the City involves balancing the economic development advantages of growth with the community's strong desire to retain its small-town character. The plan will also address issues of multimodal connectivity, infrastructure financing, historic preservation and Sphere of Influence expansion.

San Ramon General Plan Economic Development Element Update. Retail is a key quality of life amenity for both residents and employees in San Ramon, and as such, it is a critical factor for successful economic development. The retail sector, however, has changed significantly over the past few years and the City now faces competitive pressures to retain and attract retailers. In this context, the City of San Ramon developed a retail strategy that identifies what kinds of retail can be attracted to the community and where retail uses should best be located. Andrew led a stakeholder involvement process to explore a range of actions that could be taken to achieve the project objectives and build consensus around a preferred retail strategy. The strategy resulted in updates to the City's General Plan and Economic Development Strategic Plan.



Rajeev Bhatia, AICP

Partner

Rajeev Bhatia is one of the most experience general plan prepares in California, having led 35 General Plans and related EIRs for California cities, with more than 20 cities in the last 10 years alone. He has extensive Southern California experience, and recently completed the Redlands General Plan and the Climate Action Pan. Current Southern California assignments include general plans for Diamond Bar and Carson, and University Community Plan for the City of San Diego. Other current general plan work includes cities of Napa and Sacramento. He is also an experienced urban designer, having led numerous downtown and transit-oriented plans, including Downtown San Diego Plan, which is shaping one of California's most dynamic, mixed-use districts. His projects have won over 30 awards from the American Planning Associaiton.

Education

Master of City Planning
Master of Landscape Architecture
University of California, Berkeley

Regents Fellow
Thomas Church Award for Design (first prize)
Outstanding Graduate Student Instructor Award

Bachelor of Architecture
(First Class)
School of Planning and Architecture in New Delhi, India

Awards

Mr. Bhatia's projects have won 29 awards from the American Planning Association, as well as awards from the Urban Land Institute and the Congress for New Urbanism, and the Ahwahnee Award. He has been Fellow of the German Academic Exchange Service (DAAD) and the Asian Cultural Council (Rockefeller Foundation, New York).

Relevant Experience

General Plans and Related EIRs

Napa (underway)
Sacramento (underway)
Diamond Bar (underway)
Pacifica (underway)
Carson (underway)
University Community Plan (San Diego; underway)
Ceres
Redlands (twice)
Mission Valley Community Plan (San Diego)
Woodland
Half Moon Bay
Carlsbad
Southeastern San Diego Community Plan
Encanto Community Plan (San Diego)
Daly City (EIR only)
Santa Clara
Lodi
Santa Monica
San Benito County General Plan (visioning only)
Emeryville
Petaluma
San Bruno
Rohnert Park
South San Francisco
Yuba City
Pittsburg
Sunnyvale
Santa Fe (New Mexico)
Chico
Milpitas
Turlock (twice)
Alameda (twice)

Urban Design and Specific Plans

Mr. Bhatia's project has led numerous downtown, transit-oriented development, and community design projects. These include major assignments such as BART Station Area Plans around new stations (such as Milpitas, which is leading the largest amount of new residential development around a BART station in the Bay Area— 7,200 new housing units); San Diego Downtown Plan, fostering the highest-intensity, mixed-use and livable downtown in California (with a population of 90,000); planning for station areas around Honolulu's new rail system; and the Capitol Area Plan in Sacramento for the State of California, which has shaped the largest office development undertaken by the State in its history, in a mixed-use setting. He also prepared the Master Plan for Genentech, which is one of the largest corporate campuses in the Bay Area, with 15,000 employees.

Honolulu Public Views/Skyline Study (underway)

Bayhill Specific Plan (San Bruno; includes YouTube headquarters expansion; Underway)

Alvarado Creek/Grantville Revitalization Study (San Diego)

Livermore BART Station Area Specific Plan

Santana Row and Valley Fair Urban Village Master Plan (San Jose)

Winchester Boulevard Master Plan (San Jose)

San Pablo Avenue Specific Plan

San Jose Diridon Station Area Plan

Honolulu Station Area Planning (six stations)

Windsor Station Area/Downtown Specific Plan

Milpitas Station Area Plan

Santa Clara Station Area Plan

Emeryville Citywide Design Guidelines

San Diego Downtown Plan and Zoning

Genentech Campus Master Plan

Capitol Area Plan (Sacramento)

Program EIRs

Mr. Bhatia has led preparation of more than 35 Program EIRs, including on more than 25 comprehensive general plan updates, as well as regional transportation plans (including the Bay Area Regional Transportation Plan and Contra Costa Countywide Transportation Plan), and specific and area plans.

Climate Action Plans

Mr. Bhatia has led CAPs in conjunction with general plans for the cities of Carlsbad, Redlands, and Diamond Bar.

Zoning and Design Standards

Mr. Bhatia has prepared zoning regulations and design and development standards to implement downtown and community plans, and transit-supportive and mixed-use development regulations. He has also developed Transportation Demand Management programs.



Vivian Kahn, FAICP

Associate Principal

Vivian Kahn is one of the foremost experts in preparation and administration of land use and development regulations, and has more than 45 years of professional planning experience in the public and private sectors. Before joining Dyett & Bhatia in 2001, she was Acting Deputy Director for the City of Berkeley's Department of Planning and Development and served from 1987 to 1995 as Berkeley's Current Planning Manager and Zoning Officer.

Education

Bachelor of Arts
cum laude
City College of New York

Additional course work at Department of City and Regional Planning at Pratt Institute and Graduate School of Journalism at Columbia University.

Selected Honors and Affiliations

APA National Board of Directors, Legislative and Policy Committee 1994-2002

APA Amicus Curiae Committee, 1995-2008

Chair, APA California Chapter Amicus Committee, 2006 to present

AICP College of Fellows, 2000

California Planning Roundtable, 1986 to present

Co-Chair, APA National Conference, 2005

APA California Planners Emeritus Network, Honor Award, 2007

APA California Northern Section Special Recognition Award of Excellence, 2017

Phi Beta Kappa
1969-1971

Recent Assignments

Preparation of Zoning and Subdivision Ordinances

Ms. Kahn has had a major role in projects including preparation of zoning and subdivision regulations for Long Beach, Santa Monica, South San Francisco, Los Angeles County, Oakland, Concord, Menlo Park, and El Cerrito in California; Mesa, Maricopa, and Gilbert, AZ; Chicago, IL; and Abu Dhabi, United Arab Emirates. She also evaluated the City of Portland's administrative procedures as part of Dyett & Bhatia's work on the City's Regulatory Rethink Project and prepared an assessment of Washoe County's administrative requirements and policy implementation. She recently completed comprehensive revision of the sign regulations for the cities of Riverside and San Luis Obispo. She led the firm's work on a community benefits program for Redwood City, which received the APA Northern Section's Award of Excellence for Best Practices. Ms. Kahn is currently managing updates of zoning ordinances for the cities of Pasadena and Long Beach.

Zoning and Subdivision Administration

As Berkeley's Current Planning Manager and Zoning Officer, Ms. Kahn supervised administration and enforcement of zoning, design review, environmental review, condominium conversion, and landmarks preservation, acted on a wide range of permits not requiring action by the Zoning Adjustments Board, and advised the Board and the City Council on all matters regarding implementation and interpretation of the City's Zoning Code. After the 1991 Berkeley-Oakland Hills Fire, she supervised the operations of the One-Stop Center for Fire Area Reconstruction. She drafted the City's first telecommunications ordinance, assisted the Berkeley City Attorney in drafting the City's nuisance abatement procedures, prepared comprehensive revisions to the Berkeley Sign Ordinance and new regulations for the Panoramic Hill area, and managed the development review and approval process for numerous complex development projects.

Legal Requirements

Ms. Kahn serves as an expert witness and litigation consultant on planning and zoning issues. She co-authored the zoning chapters in the California Continuing Education of the Bar's *California Land Use Practice* and is a contributor to *The RLUIPA Reader*, published by the American Planning Association and the American Bar Association. She chairs the California APA Chapter's Amicus Committee.



Education

Master of Design Studies in Critical Conservation *with distinction*
Harvard University

Master of City Planning in City Design and Development and Transportation
Massachusetts Institute of Technology (MIT)

Bachelor of Architecture
Rice University

Bachelor of Arts in Architecture
Rice University

Jossie Ivanov, LEED AP

Associate

Ms. Ivanov is an urban designer and planner with experience working across the disciplines that impact the built environment, including architecture, landscape architecture, planning, historic preservation, urban design, and infrastructure planning. She has worked locally and internationally at a variety of scales, and brings her passion for environmentally-responsible inclusive urban spaces to her projects. Her research interests include landscape conservation, active transportation, habitat corridors, green infrastructure, and public water access.

Recent Assignments

City of Sacramento Genderal Plan, Climate Action Plan, and Master EIR. Ms. Ivanov is a project planner for the ten-year overhaul of the Citywide General Plan, which includes adding significant new policy sections relating to environmental justice and climate change resilience, as well as increasing residential density allowances along higher frequency transit corridors. Her responsibilities include evaluating and revising existing policies and guiding principles, analyzing existing and projected land uses, conducting stakeholder interviews, developing staff and community outreach materials, and project coordination.

City of St. Helena General Plan and EIR. Ms. Ivanov is a project planner for the EIR, including writing the chapters on harzards and hazardous materials, hudrology and water quality, and utilities and service systems.

Placer County Development Standards and Design Guidelines for Multifamily Housing. Ms. Ivanov is a project planner and urban designer contributing to the development of design standards and guidelines for new multifamily housing in Placer County. The work uses existing housing typologies in Placer County as models.

Other Work Experience

Planner, City of San Francisco Public Utilities Commission (SFPUC). As a Planner for the SFPUC's Power Enterprise, Ms. Ivanov led outreach to developers and other City departments for collaboration on San Francisco's clean energy offerings. She worked on the Mayor's Subcommittee on Electric Vehicle Infrastructure, the City-wide Regenerative Cities Advisory Group, and outreach materials for websites, city buses, and the city's Board of Supervisors.

Designer, SWA Group. Ms. Ivanov worked on a variety of domestic and international landscape architecture, urban design, and planning projects as a designer with SWA Group, including the Solano Fairgrounds Specific Plan for a mixed-use infill project in Vallejo, California; design of a health-focused retirement city in Tongxiang, China; and design and project management of a new 20-acre park in San Ramon, California. She also received an internal fellowship to study how urban designers can promote public health and active lifestyles through the built environment.

Preceptor, Venturi, Scott Brown and Associates. Ms. Ivanov worked on campus master planning for Bryn Mawr and Haverford Colleges, including leading mapping and diagramming efforts, and on the ADA retrofit of Carpenter's Hall, an Historic National Landmark in Philadelphia.



Gabriella Folino, LEED AP ND, RELi AP

Urban Designer, Senior Associate

Gabriella Folino is an urban designer with ten years of experience in urban design, architecture, and graphic design. She has worked on a variety of planning projects for campuses and cities as well as waterfront development and mixed-use communities. Ms. Folino has a fine balance of international and local experience. Ms. Folino astutely approaches each project with a strong foundation of urban design principles with a focus on creating sustainable communities.

Education

Master of Science in Architecture and Urban Design
Columbia University

Bachelor of Architecture
Philadelphia University

Recent Assignments

San Diego - University Community Plan. Ms. Folino is an urban designer contributing to the development of the San Diego Community Plan. The Community Plan aims to provide a greater mix of uses, a vibrant pedestrian environment, increase housing density, locate housing in closer proximity to employers, foster transit-oriented development, and limit greenhouse gas emissions.

Union City BART Specific Plan. Ms. Folino is contributing to the research, analysis, community visioning efforts, stakeholder engagement and design for the specific plan surrounding Union City BART.

Other Work Experience

Urban Designer, Perkins+Will. As an urban designer for Perkins + Will Ms. Folino worked on a range of projects throughout the Bay Area. Ms. Folino was also an active member in the research labs including the Resilience Lab and the Housing Affordability Taskforce. Significant Projects Included:

- Mission Point, Santa Clara
- UCSF Parnassus Renewal Plan, San Francisco
- UCSF Parnassus Resilience Study in partnership with 100 Resilient Cities

Researcher, The Earth Institute Urban Design Lab - Columbia University. Ms. Folino worked on a range of Research and Urban Design projects for the Earth Institute. Projects include literature reviews, GIS mapping, and storytelling techniques. Significant Projects Included:

- Curbing Childhood Obesity: Searching for Comprehensive Solutions in collaboration with MIT and the United Health Foundation
- Northern Manhattan and the Congestion Pricing Plan in collaboration with WE ACT for Environmental Justice

Urban Designer, Gensler. Ms. Folino worked on a variety of local and international urban design projects. The scope of the projects included various massing options, design guidelines and a range of community engagement strategies. Significant Projects Included:

- California College of the Arts Long Range Development Strategy, San Francisco
- Mixed Use Developments (Confidential), Asia



Alison Moore

Planner

Ms. Moore specializes in healthy communities planning with emphasis on land use, environmental justice, and community outreach. Experienced in general plan development and environmental impact report writing, specific plan preparation, and community engagement, Ms. Moore is keenly aware of the relationship between place and health and brings this lens to all aspects of her work. Her research interests include Health in All Policies; health and planning partnerships; sustainability and just growth; and addressing equity issues through planning processes.

Education

Master of Urban Planning
University of California, Berkeley

Master of Public Health
University of California, Berkeley

Bachelor of Arts in Community Health and Sociology
Tufts University

Recent Assignments

Pacifica General Plan, Local Coastal Land Use Plan, and Specific Plan. Ms. Moore is a project planner contributing to a three-pronged planning process designed to update the City's nearly 40-year-old General Plan and Local Coastal Program, and to develop a specific plan to create a vibrant town center. Key issues of consideration include climate adaptation and responding to sea level rise.

Sacramento General Plan Update. Ms. Moore is a project planner contributing to City of Sacramento General Plan update. Ms. Moore is supporting development of the environmental justice element to ensure that all of Sacramento's residents have the opportunity to thrive in a clean, safe, and healthy environment, including development of maps and tools for the Environmental Justice Working Group, coordination of outreach events, and assessment of Vision and Guiding Principles with an environmental justice focus. The Sacramento General Plan update also includes an extensive community outreach strategy, a climate action plan, and development of community profiles.

City of Napa General Plan Update. Ms. Moore is a project planner contributing to the research, analysis, and community visioning efforts supporting the City of Napa's General Plan update. Her work has included the assessment of demographics, public services, economics, public health, and environmental justice, using specific environmental and socioeconomic indicators to determine which census tracts have the highest vulnerability and burden within the city.

Santa Rosa Downtown Specific Plan Update. Ms. Moore is a project planner contributing to Santa Rosa's Downtown Specific Plan update, which aims to intensify land uses in downtown and address the urgent need for housing after the 2017 fires. Her work includes creating and implementing a robust community engagement strategy to meaningfully involve under-represented groups and individuals and developing alternative concepts that capture key issues and opportunities identified by the community.

Research Associate, Build Healthy Places Network (2016-2018). During her time at BHPN, Ms. Moore engaged a diverse group of stakeholders to develop a tool to support community development-healthcare system partnerships. PA. Ms. Moore's research on social determinants of health indicators and the healthy communities movement has been published in Social Science and Medicine- Population Health and the San Francisco Federal Reserve's Community Development Investment Review, respectively.



Brendan Hurley, AICP Candidate

Urban Designer/Planner

Brendan specializes in physical planning and urban design, with an emphasis on designing equitable, pedestrian-friendly town centers. From general and specific plans to streetscape design, Brendan integrates a variety of graphic tools into his work, including 3D modeling, photo simulations, and CAD drafting. He has worked on a variety of general and specific plans, both at Dyett and Bhatia and prior experiences. Brendan's multi-disciplinary experience in architecture and planning has included architectural design of residential projects and physical planning for net-zero neighborhoods.

Education

Master of City Planning
University of California, Berkeley

Bachelor of Environmental Design
University of Colorado, Boulder

Recent Assignments

City of Pacifica General Plan and Sharp Park Specific Plan. The City of Pacifica is looking to develop and design a new town center and Dyett & Bhatia is the team leading this effort. As part of the outreach process, Brendan has facilitated multiple public workshops in order to help guide community members to developing a vision for Pacifica's future.

Santa Rosa Downtown Specific Plan Update. Brendan is contributing to Santa Rosa's Downtown Specific Plan update, which aims to intensify land uses in downtown and address the urgent need for housing after the 2017 fires. This project seeks to re-envision downtown to spur investment into the city. His work includes developing the urban design chapter of the existing conditions report and created visual simulations of various development alternatives.

City of Vallejo Zoning Code. Brendan is developing rules of measurement for urban design principles which are to be included in the City of Vallejo's zoning code update.

Previous Assignments

Los Angeles County Voting Center Analysis. As part of the Voter's Choice Act of 2016, LA County looked at ways to improve the voter experience, provide greater flexibility, and increasing voting, especially for marginalized or underrepresented populations. Brendan assisted with the GIS analysis of over 5,000 potential voting center locations and reached out to a number of these throughout LA County.



Jessica Robbins

Planner

Ms. Robbins specializes in environmental planning and policy. She has worked on environmental impact reports and public information materials. Research interests include climate change vulnerability and adaptation, green infrastructure, social and behavioral sciences, climate and sociological data analysis, community resource development, and participatory planning.

Education

Master in Environment and Sustainability
University of Michigan

Bachelor of Arts in Molecular and Cell Biology
University of California Berkeley

Recent Assignments

Diamond Bar General Plan and EIR. Ms. Robbins is a planner for this general plan update and is involved in drafting the EIR for this project.

Sacramento General Plan Update, Climate Action Plan, and MEIR. Ms. Robbins is an environmental planner contributing to a Climate Change Vulnerability Assessment that will identify strategies for the Climate Action Plan, Safety Element, and other elements of the Sacramento General Plan.

Work Experience

University of Michigan, Graduate Student Research Assistant, 2018-2019. Responsibilities included reviewing on climate change adaptation evaluation strategies currently being implemented in the agricultural and public health sectors, writing webpages designed to guide climate change professionals through the project evaluation process, and conducting research and writing an academic paper describing techniques for incorporating concerns for cultural competency and social justice and equity into climate change adaptation evaluation paradigms.

City of Ann Arbor, Sustainability and Innovations Intern, 2018-2019. Responsibilities included conducting research and outreach and compiling an initial draft of the City's electric vehicle infrastructure expansion plan, creating a municipal green purchasing policy, and public outreach. In partnership with the Great Lakes Integrated Sciences + Assessment Center, helped develop a data-driven stormwater vulnerability assessment toolkit to be used by twelve municipal climate leaders across the Great Lakes region.

ADM Associates, Analyst, 2015-2017. Responsibilities included program evaluation of commercial and residential energy efficiency programs, including data analysis, survey design and analysis, and participating in interviews with program participants and vendors.

Root Solutions, Research Associate, 2014-2015. Responsibilities included providing on-site consulting with home energy efficiency retrofit organizations, reviewing literature and writing reports pertaining to topics in social and behavioral sciences and sustainability.



Gina Kotos

Assistant Planner

Ms. Kotos specializes in environmental planning with an emphasis on environmental policy, climate change, and resource conservation. She has worked on environmental impact reports, climate action plans, and existing conditions reports. Research interests include climate change, biological resource conservation, green infrastructure, and environmental justice.

Education

Bachelor of Science in Molecular Environmental Biology,
Bachelor of Arts in Public Health
University of California, Berkeley

Recent Assignments

Diamond Bar General Plan, Climate Action Plan, and EIR. Ms. Kotos is a planner contributing to the Diamond Bar General Plan. She is the primary contributor for the Climate Action Plan, developing a greenhouse gas emissions inventory and drafting policies and programs for future emissions reduction. She has led a multi-disciplinary team of experts in drafting the associated EIR.

Sacramento General Plan and Vulnerability Assessment. Ms. Kotos is contributing to the Climate Change Vulnerability Assessment that will identify strategies for the Climate Action Plan, Safety Element, and other elements of the Sacramento General Plan. She has also contributed analysis of public facilities to the Existing Conditions Report.

Dixon General Plan and EIR. Ms. Kotos is contributing to the Dixon General Plan Update and EIR, which aims to engage the community around potential intensification of the downtown. She is providing buildout projections and analysis for the proposed General Plan update and alternatives. She is also drafting the EIR for the General Plan update, including assessment of biological resources, greenhouse gas, and air quality emissions.

St. Helena General Plan and EIR. Ms. Kotos contributed analysis to the EIR for the St. Helena General Plan Update and EIR, which aims to encourages sustainable and compact development to preserve agricultural land, natural resources, and the city's small town character.

Mission Valley Community Plan Update and EIR. Ms. Kotos contributed analysis to the EIR for the Community Plan update, which aims to retrofit the community into a thriving urban center and provide new housing opportunities.

Pleasanton Downtown Specific Plan and EIR. Ms. Kotos contributed to the Downtown Specific Plan Update, which aims to preserve the downtown's existing character while promoting growth in housing and economic development. She contributed analysis to the EIR for the Downtown Specific Plan update, including assessment of biological resources, greenhouse gas, and air quality emissions and analysis of alternatives.

Work Experience

Policy Fellow, Brightline Defense. As a policy fellow for Brightline Defense, Ms. Kotos worked on a range of environmental justice, climate change, and clean energy research projects throughout the Bay Area. Notable projects included advocacy for zero-emissions electric bus routes in overburdened communities and comparative analysis of environmental justice tools such as CalEnviroScreen.



Isha Bhattarai

Senior GIS Specialist

Miss Bhattarai brings more than 10 years of experience working with GIS in the field of Urban Planning. She is our in-house expert on ESRI's ArcGIS, Spatial Analyst, 3D Analyst, Network Analyst, 3D Visualization and Modeling, ArcGIS Online, Google, Sketchup, AutoCAD and Adobe Illustrator.

At Dyett & Bhatia, Ms. Bhattarai has worked on an array of projects ranging from General Plan, Station Area Plans, Downtown and Corridor Plans, Environmental Impact Reports, Redevelopment Plans, and Zoning Ordinances. Ms. Bhattarai is involved extensively in all phases of planning including Demographic Analysis, Existing Condition Reports, Alternatives Analysis, Preferred Plan, Buildout Scenarios, and Environmental Impact Reports. Ms. Bhattarai has experience working with multiple data sources, conducting research, collecting, refining and analyzing data, digitizing and editing spatial data, editing attributes, merging and joining data from different sources, presenting data in geographic and tabular forms and designing and producing advanced cartographic products. Ms. Bhattarai has prepared graphic displays and maps for many of the award winning projects led by Dyett & Bhatia. Her ability to create clear, detailed and beautiful maps using ArcGIS has been appreciated by our clients.

Education

Masters of Community and Regional Planning
Graduate Certificate in Geographic Information Systems (GIS)
Iowa State University, Ames

Bachelor of Architectural Engineering
Institute of Engineering, Tribhuwan University, Nepal

Recent Assignments

Regional Plans/EIRs. Plan Bay Area EIR, Contra Costa Transportation Authority - 2014 Countywide Transportation Plan Update.

General Plans and Related EIRs. Ceres, Belmont, Half Moon Bay, Carlsbad, Woodland, Turlock, Pacifica, Visalia, San Pablo, Fresno, Princeton, American Canyon, Daly City, Emeryville.

Station Area/Specific Plans. Windsor Station Area/Downtown Specific Plan, Honolulu Station Area Plan, Southeastern San Diego Community Plan Update, San Diego Commerical Imperial Corridor Master Plan, Lake Merritt BART Station Area Plan, Livermore Isabel BART Station Area Plan, Mission Valley Community Plan Update.

Zoning and Form-Based Codes. Richmond Zoning Ordinance Update, Santa Cruz Corridor Planning and Zoning Code Update, San Carlos Zoning Ordinance Update, Emeryville Zoning Update, Tahoe Regional Planning Agency Code Update.



Mark Chambers

Senior Cartographer

Mr. Chambers is one of the most experienced computer-based cartographers in California and has prepared computer-based mapping and analysis for all of Dyett & Bhatia's recent general plans, community and design plans, zoning ordinances, and EIRs. He has over 30 years of cartographic experience and is skilled in using computer graphics software, including MAPublisher, Adobe Illustrator, and Photoshop to translate GIS data and planning concepts into effective graphics that support projects from initial vision through adoption.

Education

Master of Fine Arts in Photography
San Francisco Art Institute

Recent Assignments

General Plans. Rolling Hills Estates, Diamond Bar, Redlands, Woodland, Carson, Half Moon Bay, San Ramon, Carlsbad, Ceres, Fresno, Visalia, Pacifica, San Pablo, Santa Clara, Brisbane Baylands, Porterville, Lodi, Emeryville, Concord, Lemoore, Lodi, Phoenix, San Diego , Belmont, Avondale, Turlock, San Bruno, Castro Valley, and Los Banos.

Specific Plans. Bayhill (an area encompassing the Youtube campus in the City of San Bruno), Isabel Neighborhood in the City of Livermore, Grantville Station/ Alvarado Creek Revitalization Study (San Diego), Mission Valley (San Diego), Encanto/Southeast San Diego, Colma, Genentech, Menlo Park, Palmdale, Princeton, San Pablo Ave, Winchester Blvd/Santana Row (San Jose), and Solano County Priority Development Areas.

Station Area Plans. San José Diridon, El Camino/Chestnut BART, Pleasanton, Windsor, Oakland Lake Merritt, Antioch, Milpitas, Fairfield, and Santa Clara.

Zoning. Richmond, South Lake Tahoe, Santa Cruz, Concord, Morro Bay, Goleta, Honolulu, Mammoth, Mesa, Palm Beach, Yuba City, Avondale, Palm Beach County, Carmel, Cincinnati, Milwaukee, Concord, Porterville, Los Angeles County, South San Francisco, Manteca, and El Cerrito codes, and Abu Dhabi Development Management Program (UAE).

Jennifer Campos
Environmental Project Director



Experience Highlights

- ✓ CEQA expertise
- ✓ EIRs for general plans, community plan updates, and specific plans
- ✓ Successful public agency processing
- ✓ Project management, budget and schedule control

Experience

16 years

Education/Registrations

B.A. Geography, University of California, Berkeley

M.S. International Agricultural Development, University of California, Davis

Certifications/Permits

County of San Diego Approved CEQA Consultants List; Agricultural Resources and EIR Preparer

Affiliations

Association of Environmental Professionals

American Planning Association

Ms. Campos serves as a RECON Environmental Project Director for CEQA compliance. She leads a team of environmental planners, archaeologists, biologists, noise, and air quality specialists to ensure successful completion of environmental processing requirements for both public agencies and private clients. Ms. Campos' experience has emphasized the management of environmental review for policy planning documents (general plans, community plans, and specific plans) as well as a full range of large-scale projects including mixed-use, commercial, industrial, and residential developments, urban redevelopment, public facilities, and infrastructure.

City of Moreno Valley Rules and Procedures Update, Moreno Valley, CA

Ms. Jennifer Campos is currently working with the City of Moreno Valley to prepare customized rules and procedures to implement CEQA, including procedures for preparation of Exemptions, ND/MNDs, and EIRs. The documents provide guidance to City staff, consultants, and the public regarding the City's procedures for implementing CEQA, including initial study guidance and report format requirements for EIRs. These documents will be used as a resource for staff to provide a consistent and defensible approach to project environmental reviews and to provide applicants and consultants with clear guidance to meet City expectations for CEQA processing.

At Home in Encinitas (General Plan Housing Element Update (2013-2021) Program EIR, Encinitas, CA

Ms. Campos assisted with the EIR for City of Encinitas Housing Element Update (2013-2021) project. The project included an update to the 1992 Housing Element, including revised goals and policies, along with new and continuing implementation programs to ensure consistency with current state housing law. The update also integrated updated socioeconomic data, as well as other population and household characteristics.

City of Oceanside Phase I General Plan Update/Climate Action Plan, Oceanside CA

Ms. Campos is the project manager for the preparation of CEQA documentation for Phase I of the City of Oceanside's General Plan Update. The project includes the preparation of new Economic Development Element and an Energy and

Climate Action Element, along with preparation of a Climate Action Plan (CAP). Ms. Campos participated in public workshops regarding the project and ensured all required CEQA noticing was completed.

Property Specific Requests General Plan Amendment EIR Addendum, County of San Diego, CA

Ms. Campos oversaw preparation of an addendum to the County of San Diego General Plan EIR, to change the land use designations for several property specific requests for higher density than assigned in the General Plan. The project relied on the General Plan Update EIR, in addition to the analysis contained two prior Mitigated Negative Declarations for specific properties.

408 Hollister Avenue, San Diego, CA

The project includes development of 180 residential market rate units and 180 affordable units on a 14.13-acre parcel in the Otay Mesa-Nestor Community Plan area. The project requires a General Plan Amendment and Rezone.
Ms. Campos is assisting the design team with identifying environmental constraints and is preparing environmental documentation for this project.

Cameron Commercial Center IS/ND, Santee, CA

Ms. Campos was the project manager for the Cameron Commercial Center project which included a General Plan Amendment, Rezone, and a Conditional Use Permit to allow construction of four commercial buildings including 7,330 square feet of restaurant space and 9,612 square feet of retail and office space on a 2.2-acre site. She prepared the Initial Study/Negative Declaration for the project in coordination with City staff.

Merriam Mountain EIR, County of San Diego, CA

Ms. Campos oversaw preparation of the Merriam Mountain EIR as a Planning Manager for the County of San Diego. The project was a General Plan Amendment and Tentative Map to develop a 2,700-unit subdivision with single- and multi-family development, parks, trails, open space and commercial uses. Infrastructure and facility improvements, including road, water and sewer facility upgrades, and a fire station were identified through close coordination with affected agencies including Caltrans, City of San Marcos, Deer Springs Fire Protection District, and the Padre Dam Municipal Water District.

Morgan Weintraub
Environmental Analyst



Experience Highlights

- ✓ Experience writing CEQA and NEPA documents
- ✓ Land use planning and general plan conformance analysis
- ✓ Adjunct staff to local municipalities

Experience
5 years

Education/Registrations
B.A. Environmental Studies, University of California, Santa Cruz

Affiliations
Association of Environmental Professionals

Mentorship Committee Member, American Planning Association

Toastmasters, past Secretary

Ms. Weintraub's responsibilities include preparation of environmental documents, coordination with agency staff, and project management. She has prepared EIRs, MNDs, initial studies, and environmental assessments.
Ms. Weintraub brings agency expertise through her experience serving as adjunct staff for the City of Wildomar and City of Eastvale.

Multiple Family Affordable Housing Program EIR, San Diego, CA

Ms. Weintraub is serving as environmental analyst for the preparation of a program EIR to address the potential impacts associated with adoption of the City of San Diego's Multi-Family Affordable Housing Program. The City is pursuing ordinance amendments to further implement its Climate Action Plan and General Plan City of Villages Strategy by allowing for streamlined affordable housing developments within Transit Priority Areas. The EIR covers a full range of environmental issues as well as an economic analysis, stakeholder engagement program, and urban design schematics.

General Plan Update EIR, Palm Desert, CA

Ms. Weintraub was an author of the EIR. The General Plan update focuses on key areas of the city, including the Highway 111 corridor/City Center and the areas around the California State University campus. The update also includes goals and policies that provide the City with the tools to seek pedestrian-oriented development patterns to diversify the city's existing primarily automobile-oriented development patterns and realize both a true City Center and a vibrant university campus area.

2013-2021 Housing Element Update EIR, County of Riverside, CA

Ms. Weintraub was an author of the EIR evaluating the countywide projections of growth, including population and employment projections. The projections developed for the current General Plan (also referred to as GPA 960) form the baseline projections for the impact analysis in the EIR.

Nova Homes Residential MND, Wildomar, CA

Ms. Weintraub was an author of the MND evaluating a Tentative Tract Map to subdivide a total of 11.25 acres, a

Plot Plan to develop 77 detached single-family residential units, and a General Plan Amendment and Change of Zone.

PLAN Hermosa (General Plan EIR), Hermosa Beach, CA

Ms. Weintraub was an author of an EIR that considered the environmental impacts likely to occur with adoption of Hermosa Beach's General Plan and Local Coastal Program. PLAN Hermosa serves as the City's blueprint and vision for future growth and development.

General Plan Safety Element Initial Study, Maricopa, CA

Ms. Weintraub was an author of the Initial Study and Negative Declaration for the City of Maricopa Safety Element update. The purpose of the Safety Element was to identify natural or human activity-related hazards that exist in Maricopa and to define policy objectives and implementation actions to address them. This update coincided with an update to the Kern County Multi-Jurisdictional Hazard Mitigation Plan (MJHMP). Revisions to the Safety Element integrated updates associated with recent changes to state law and new legislation pertaining to general plan safety elements.

Housing Element Initial Study, Wasco, CA

Ms. Weintraub was the primary author of the Initial Study for the City's 2015-2023 Housing Element which was designed to address the projected housing needs of current and future city residents.

City of Eastvale, Contract Staffing, Eastvale, CA

Ms. Weintraub served as adjunct staff to the City of Eastvale. Her responsibilities included plan checks and counter coverage for the City. Ms. Weintraub prepared environmental documents, and prepared and presented staff reports and recommendations at Planning Director and Planning Commission hearings. She responded to public inquiries, represented the City's Planning Department at public meetings, and advised the public as to the preparation and filing of discretionary permit applications.

Lori Spar

Senior Environmental Analyst



Experience Highlights

- ✓ Preparation of state and federal environmental documents
- ✓ Experience drafting CEQA and NEPA documents
- ✓ Project management, planning, and analysis background

Experience

18 years

Education/Registrations

B.A. Political Science, State University of New York, Binghamton

J.D., Benjamin Cardozo School of Law

L.L.M. Environmental Law, University of San Diego

Ms. Spar is a senior environmental analyst with experience in environmental planning, project management and analysis, and environmental litigation. Her work in the legal community allowed her to become familiar with land use requirements and procedures. Ms. Spar has also worked for the County of San Diego as an environmental planner and EIR coordinator. She has performed varying tasks, from processing and planning of complex projects and CEQA/NEPA document preparation and review.

Otay Ranch Supplemental EIR, Chula Vista, CA

Ms. Spar was project manager for the Supplemental EIR for the Amendments to the City of Chula Vista General Plan and Otay Ranch General Development Plan. The amendments would increase the intensity and alter development allowed by the General Development Plan and provide for an improved interface with regional infrastructure within two Villages and the University site of Otay Ranch. The amendments include a mix of land uses, primarily including a maximum of 6,050 residential units at varying densities; designations of Town Centers and creation of an 85-acre Regional Technology Park within a 1,200-acre site in the western portion of Otay Ranch.

At Home in Encinitas (General Plan Housing Element Update (2013-2021) Program EIR, Encinitas, CA

Ms. Spar served as environmental analyst on the City of Encinitas Housing Element Update (2013-2021) Program EIR. The project included an update to the 1992 Housing Element, including revised goals and policies, along with new and continuing implementation programs to ensure consistency with current state housing law. The update also integrated updated socioeconomic data, as well as other population and household characteristics.

Lilac Hills Ranch Specific Plan, San Diego County, CA

Ms. Spar continues to serve as project manager and primary author and point of contact for the EIR for the Lilac Hills Ranch project. Lilac Hills Ranch is a proposed mixed-use development project located in the Valley Center and Bonsall communities in the County of San Diego. This project includes 1,746 residential units, including senior living units, three neighborhood centers, parks, school, senior housing and on-site recycling and wastewater facilities. The project includes a general plan amendment,

specific plan, rezone, and multiple site plans. Complex issues associated with this project include navigating greenhouse gas regulations including recent litigation filed to stay the County's Climate Action Plan and allowance for emission offsets. Additional responsibilities include coordinating closely with the project team and County staff, managing subconsultants, maintaining timing and budget, and preparing and editing the CEQA documents.

408 Hollister Avenue, San Diego, CA

Ms. Spar is project manager for the Bella Mar project, which includes development of 180 residential market rate units and 180 affordable units on a 14.13-acre parcel in the Otay Mesa-Nestor Community Plan area. The project requires a General Plan Amendment and Rezone, along with complex Multi-Habitat Planning Area issues.

Meadowood Specific Plan, San Diego, CA

Ms. Spar assisted in the preparation of this EIR for the Meadowood project in the Fallbrook community of San Diego County. The project included a general plan amendment, specific plan, rezone, vesting tentative map, and site plans for the development of 867 single- and multi-family units, an elementary school, a neighborhood park, pocket parks, multi-use trails, and water and wastewater facilities on the 390-acre site. Key issues addressed in the EIR included visual, biological, agricultural and cultural resources, along with land use, noise and utilities. The EIR was certified and the project approved by the Board of Supervisors.

County of San Diego, Department of Planning and Land Use, San Diego, CA

As a Planner II/Environmental Coordinator, Ms. Spar held a specialized role within the County Department of Planning and Land Use as a CEQA Specialist. In this role, Ms. Spar managed the processing of complex planning projects including general plan amendments, specific plans and specific plan amendments, rezones, and tentative maps. Ms. Spar was responsible for assuring that a project followed County procedures, and complied with federal, state, and local land use and environmental regulations. She also appeared at public hearings throughout the approval process and occasionally was required to make presentations to agencies, public groups, and government officials.

Jesse Fleming
Air Quality and Noise Specialist



Experience Highlights

- ✓ Specialized in noise, air quality, and greenhouse gas impact analysis
- ✓ Knowledge of applicable local, state, and federal regulations
- ✓ Experienced user of latest modeling software including SoundPLAN, TNM, CALINE, CalEEMod, EMFAC, CalRoads, and CREATE
- ✓ Preparation of CEQA documents

Experience
13 years

Education/Registrations
B.S. Mathematics, University of California, Santa Barbara

Certifications/Permits
County of San Diego Approved CEQA Consultants List; Noise

OSHA 10-Hour Training Course in Construction Safety and Health

Training
CalEEMod

Ms. Fleming is an environmental analyst and noise, air quality, and greenhouse gas specialist whose responsibilities include conducting acoustical, air quality, and greenhouse gas technical studies that require ambient conditions identification, dispersion and emission models, and preparation and processing of reports. Ms. Fleming is proficient with various air quality models (e.g. AERMOD, CalEEMod, EMFAC, CalRoads, and AP42) and noise prediction models (e.g., SoundPLAN, FHWA TNM, FHWA RCNM, and CREATE railroad noise model).She has extensive knowledge of environmental regulations related to noise, air quality, and greenhouse gases.

Ms. Fleming also has experience in preparing CEQA compliance documents. She has managed and prepared EIRs, Mitigated Negative Declarations, Initial Studies, Environmental Assessments, Findings, and Mitigation Monitoring and Reporting Programs.

County of Riverside Air Quality Review and Analysis Services, Riverside County, CA

Ms. Fleming is responsible for providing on-call advisory and third-party reviews of air quality and GHG reports submitted to the County of Riverside and has prepared environmental documents for both planning and public infrastructure projects.

At Home in Encinitas (General Plan Housing Element Update (2013-2021) Program EIR, Encinitas, CA

Ms. Fleming prepared the noise, air quality, and greenhouse gas analyses for the Program EIR for the At Home in Encinitas project. The project included an update to the City's Housing Element, along with a comprehensive implementation program, including general plan amendments to the Land Use and Noise Elements; a rezone program; design guidelines and other associated discretionary actions. The reports fully analyzed 33 housing opportunity sites and four housing strategies developed through community input and included a detailed mitigation framework to streamline the CEQA review of future projects.

City of Solana Beach General Plan Update, Solana Beach, CA

Ms. Fleming served as an author of the City of Solana

Affiliations
Association of Environmental Professionals

Beach General Plan Update Program EIR, and prepared the noise and air quality technical analyses. The General Plan Update includes the City's Housing, Land Use and Circulation Elements and focuses on the incorporation of policies related to sustainability, healthy communities, and climate change.

San Diego River Park, Soccer City, and Qualcomm Stadium Redevelopment Specific Plan, San Diego, CA

Ms. Fleming prepared the noise, air quality, and greenhouse gas technical reports for the proposed redevelopment of the Qualcomm site as envisioned in the San Diego River Park and Soccer City Initiative. The technical analyses focused on the Specific Plan's consistency with the City's General Plan City of Villages Strategy as well as the City's Climate Action Plan, which encourage transit-supportive mixed-use development in Transit Priority Areas. In addition, the greenhouse gas technical report included a detailed analysis of Climate Action Plan consistency using the three steps City's Consistency Checklist.

Rockport Ranch Project, Menifee, CA

The Rockport Ranch project consists of the development of approximately 305 single-family residences. Ms. Fleming prepared air quality, noise, and GHG technical studies. She prepared air quality and noise technical analysis consistent with Riverside County guidance. She developed GHG emissions estimates and assessed project emissions against service population thresholds recommended by the South Coast Air Quality Management District.

Los Osos Community Plan Update, San Luis Obispo County, CA

Ms. Fleming prepared the noise, air quality, and greenhouse gas technical reports for the project. The planning area is a part of the Estero Area Plan. The project included the preparation of the Los Osos Community Plan specific to the Los Osos area. The reports analyzed future noise impacts and criteria pollutant and greenhouse gas emissions associated with implementation of the Los Osos Community Plan. The analyses identified detailed mitigation framework for implementation of future projects implemented under the Los Osos Community Plan.

Wendy Loeffler
Biology Project Director



Experience Highlights

- ✓ Knowledge of local biological resources
- ✓ Threatened and endangered species surveys and monitoring
- ✓ Demonstrated experience managing projects that meet the requirements of local, state, and federal regulations
- ✓ Federal client experience

Experience
21 years

Education/Registrations
M.A. Biology, California State University, Fullerton

B.A. Biology, California State University, Fullerton

Certifications/Permits
CDFW Scientific Collecting Permit for insects, rodents/small mammals, reptiles/amphibians

CDFW California Endangered Species Act Plant Voucher Collecting Permit

CDFW Flat-Tailed Horned Lizard Training and Certification

Ms. Loeffler identifies sensitive biological resources, evaluates project impacts on sensitive biological resources in accordance with CEQA and NEPA, and develops conservation strategies for endangered species. She manages and conducts general biological assessments, biological constraints analyses, vegetation mapping, and restoration/mitigation implementation and monitoring in a variety of habitats in southern California. She conducts focused surveys for the presence of sensitive floral and faunal species and is authorized by USFWS to conduct focused surveys for Quino checkerspot butterfly, coastal California gnatcatcher, and vernal pool branchiopods. Ms. Loeffler uses GPS technology for field mapping and accurate data collection. She uses GIS for data evaluation, impact analysis, and creating maps of project resources.

USACE Prado Basin Master Plan and EA, Riverside County, CA

Ms. Loeffler is the project manager and primary author for the Master Plan Update and Environmental Resources Inventory for the Prado Dam Reservoir. The Prado Dam is an earth-filled dam on the Santa Ana River in Corona, Riverside County, California and the study area is roughly 7,000 acres. The initial Master Plan for the basin was prepared in 1976 and has never been updated. The document no longer reflects current Corps' policies and goals and this contract is intended to remedy that by providing a comprehensive update to the Master Plan.

Serrano Commerce Center Fairy Shrimp Surveys, Riverside, CA

Ms. Loeffler was project manager and primary surveyor for fairy shrimp surveys conducted on the proposed Serrano Commerce project site in Riverside County.

El Potrero Prescribed Burn Fuels Management Project, BLM Palm Springs-South Coast Field Office, CA

Ms. Loeffler provided biological and environmental services in support of the El Potrero fuels modification project to reduce the unwanted effects of wildfires on targeted areas and resources within the BLM Palm Springs-South Coast field Office area. The El Potrero project area was approximately 526 acres including approximately 68 aces of BLM-managed lands. Portions of the project site were

County of San Diego Approved CEQA Consultants List; Biological Resources

OSHA 10-Hour Training Course in Construction Safety and Health

USFWS Permit TE-797665 to conduct focused surveys for vernal pool branchiopods, coastal California gnatcatcher survey and nest monitoring; Quino checkerspot butterfly survey; collect endangered vernal pool and upland plants

Training

Airport Wildlife Hazard Training

USFWS-Approved Arroyo Toad Handler

Southwestern Willow Flycatcher Workshop, Kern River, Southern Sierra Research Center

Biological Assessment Workshop, Southwest Strategy

Biological Consultant Training, County of San Diego

BIOS, Rarefinds 4 Plus and CNDDB Training, City of Los Angeles

Affiliations

The Wildlife Society, Southern California Chapter President

Society of American Military Engineers

located within the Portrero Area of Critical Environment Concern (ACEC) and included or were adjacent to Stephens' kangaroo rat (SKR) reserve lands managed by the California Department of Fish and Wildlife. A primary goal of this fire management action was to enhance SKR habitat.

Bremer Property Biological Services, Corona, CA

RECON conducted nesting season surveys for the burrowing owl within the USA Waste of California property located in the Temescal Canyon area, south of the city of Corona, in western Riverside County. Ms. Loeffler, along with other RECON biologists, conducted burrowing owl protocol nesting season surveys in suitable habitat within the proposed project footprint and a 500-foot buffer surrounding the project. Phases I, II, and III were conducted to determine the presence or absence of the species on-site.

Phase V Military Family Housing Construction Monitoring, MCB Camp Pendleton, CA

RECON conducted biological and archaeological monitoring for the construction for the PPV Military Family Housing Phase V project on the Base as a subcontractor to the Hunt Building Company. This Phase consisted primarily of the construction of the San Luis Rey housing area. Ms. Loeffler was the project manager and one of the biological surveyors/monitors. Biological work consisted of pre-construction surveys for bird presence and nesting status, construction monitoring, and monitoring surveys for the least Bell's vireo during the breeding season. In addition, RECON staff provided some biological monitoring prior to the construction of the housing at San Mateo Point.

JP Ranch and Tres Cerritos Vernal Pool Preserves, Hemet, CA

Ms. Loeffler conducted wet season fairy shrimp sampling in support of the restoration of approximately three acres of vernal pool and associated Riversidean sage scrub habitat within the JP Ranch and Tres Cerritos projects located in the City of Hemet. This monitoring effort included surveying existing pools for hydrology, sensitive species, indicator species, and potential for vernal pool enhancement, negotiating with wildlife agencies, and locating potential off-site vernal pool mitigation areas.

Carmen Zepeda-Herman, RPA
Archaeology Project Director



Experience Highlights

- ✓ Extensive experience on infrastructure construction and maintenance projects
- ✓ Register of Professional Archaeologists
- ✓ Meets the Secretary of Interior Standards for Archaeology

Experience

18 years

Education/Registrations

M.A. Anthropology, San Diego State University

B.A. Anthropology, University of California, Berkeley

Registered Professional Archaeologist, 15119

Certifications/Permits

California BLM Cultural Resource Use Permit CA-19-02

County of Riverside Cultural Resources Consultants List

California Department of Transportation, PQS Equivalent, Principal Investigator in Prehistoric Archaeology

Ms. Zepeda-Herman is certified by the Register of Professional Archaeologists (RPA) and is responsible for leading and conducting field surveys, test excavations, data recovery excavations, and construction monitoring for cultural resource studies. She conducts background research, site records maintenance, and assembles crews for completion of projects. Ms. Zepeda-Herman regularly works with a range of regulatory and assessment frameworks including National Historic Preservation Act, National Register of Historic Places, California Register of Historic Resources, and CEQA.

Crystal View Terrace/Green Orchard Place/Overlook Parkway, Riverside, CA

The Crystal View Terrace/Green Orchard Place/Overlook Parkway project involves the local roadway system in the eastern portion of the city of Riverside southeast of Interstate 91. RECON worked with the Planning Department to evaluate a series of traffic alternatives related to the connection of Overlook Parkway. Ms. Zepeda-Herman participated in a cultural resources survey of the project areas and recorded two bedrock milling features, a house foundation, and historic standpipes with a hand-held GPS unit. In addition, she assisted with response to comments after public review of the EIR.

Collett Avenue Extension Cultural Resources Survey, Riverside, CA

Ms. Zepeda-Herman served as the principal investigator for the Collett Avenue Extension project. Two new archaeological sites were identified during the cultural resources survey. One was a prehistoric bedrock milling site and the other was a historic water tank with associated cement irrigation pipes circa 1900s. Three of the irrigation pipes were within the project's area of potential effect. This cultural resource was recommended eligible for the California Register of Historic Places under criteria 1 and 3 and as a City of Riverside Landmark under Title 20. Mitigation measures included scaled photographs and sketches of the three irrigation pipes within the project and avoidance during construction for the other 13 irrigation pipes outside the project.

Orange County Certified Archaeologists Consultants List

City of San Diego Qualified Archaeological Principal Investigator

County of San Diego Approved CEQA Consultants List; Archaeology

Training

Riverside County Cultural Sensitivity Training Course

BBK Webinar for Assembly Bill 52

Affiliations

Society for California Archaeology

San Diego County Archaeological Society

Expanded Gage Canal Exchange IS/MND, Riverside, CA

The Expanded Gage Exchange Project included a pump station and a transmission pipeline for non-potable water in an urbanized area of the City of Riverside. This project would increase potable water supply in the City by exchanging agricultural water for potable water with the Gage Canal Company. Ms. Zepeda-Herman conducted a site reconnaissance and prepared a letter report with survey results.

Meadowood Specific Plan Project Additional Studies, San Diego, CA

Ms. Zepeda-Herman served as the principal investigator for the updated cultural resources survey for the Meadowood project, a proposed development of 389.5 acres. The project is subject to Section 106 of the National Historic Preservation Act. She authored the report and attended Section 106 Tribal Consultation meetings with the U.S. Army Corps of Engineers.

Beyer Park Development Project, San Diego, CA

As principal investigator, Ms. Zepeda-Herman surveyed the project area accompanied by a Native American monitor. Two previously recorded cultural resources, two new prehistoric sites, and four new prehistoric isolated artifacts were located during the field survey.

Kaiser Sea Breeze Carmel View Project, San Diego, CA

Ms. Zepeda-Herman was co-principal investigator for an archaeological monitoring program for the Kaiser Sea Breeze Carmel View project, which uncovered two small historic-period trash deposits. Both features were determined not to be significant historical resources under any of the CEQA criteria or City of San Diego criteria a-f.

Kenwood Drive Improvements Archaeological Monitoring and Data Recovery Program, San Diego, CA

Ms. Zepeda-Herman was the lead archaeologist for this County of San Diego project. She was responsible for implementing the archaeological monitoring program, including coordinating with Native American monitors. She served as project supervisor during the data recovery excavation and assisted in the consultation with the local Native American tribe in regards to the discovery of human remains and their associated goods.



Jason Pack, PE

Principal
20 years

Role

Mr. Pack began working for Fehr & Peers after receiving his degree in Civil Engineering from the University of California, Davis in 1999. He worked in the Bay Area market for over four years and worked in the Sacramento market for another five years before moving to Southern California in 2008. He has worked on a wide variety of transportation projects, from general plans and specific plans to detailed corridor, interchange, and signal coordination studies. Additionally, he has applied or developed travel demand forecast models on over 50 projects in the State of California. Jason services our clients throughout Southern California and Arizona, with projects from Bakersfield to San Diego, and Phoenix to Long Beach. Jason has had papers/presentations accepted to the TRB National Roundabout Conference, the ITE National Conference, and the California APA Conferences. Jason also teaches two classes for the ASCE national webinar series on Roundabout Feasibility Assessment and Process of Signal Coordination. His role in the project will be Principal-In-Charge.

Education

Bachelor of Science in Civil Engineering, University of California, Davis, 1999

Affiliations

Institute of Transportation Engineers – Northern California Section Treasurer and Secretary
Urban Land Institute – Member of the OC/IE Sustainable Communities Initiatives Council (SCIC)
American Planning Association
American Public Works Association

Professional Registration

Licensed Traffic Engineer, State of California (TR 2402)

Presentations

Roundabout Analysis Framework – Transportation Research Board Annual Roundabout Conference, 2008
Roundabout Analysis Framework – Institute of Transportation Engineers (ITE) National Conference, 2008
Circulation Elements – Who Shifted my Transportation Planning Paradigm – California APA Annual Conference, 2008
Sustainability for the OC/IE – California APA Annual Conference, 2011
Multi-Modal Levels of Service – ULI SCIC
Innovative Interchange Designs – District 8 Professional Liaison Committee Meeting, 2011
Parking Strategies and GIS Based Parking Analysis – SCAG Toolbox Tuesday, 2011
Roundabout Operations and Feasibility – ASCE national webinar series, 2011 and 2012
Process to Signal Coordination – ASCE national webinar series, 2011 and 2012

Project Experience

Carlsbad General Plan Update
As part of a team, Fehr & Peers updated the City of Carlsbad's General Plan. After reviewing existing planning documents, an assessment of the existing infrastructure and related operations associated with the various modes of transportations serving the City was undertaken. Fehr & Peers incorporated findings from the City's Pedestrian Master Plan and Bicycle Master Plan to assemble information on current conditions in terms of unmet needs, safety, connectivity, and convenience. Fehr & Peers also reviewed linkages between transit services and land uses to identify

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level of interaction, deficiencies, and opportunities. Daily roadway level of service and capacity analyses was conducted for all classified circulation roadway segments identified in the current general plan. Then, Fehr & Peers developed a set of multi-modal mobility performance measures encompassing the various modes of travel, including pedestrian, bicycle, transit, and automobile. We refined SANDAG's subarea travel demand forecasting (TDF) model to develop a focused TDF model for the City of Carlsbad and working closely with SANDAG and the project team in testing up to three land use alternatives. Fehr & Peers assisted in the development of a policy structure to ensure achievement of mobility-related goals and objectives and preparing a transportation impact analysis to evaluate impacts of the final Preferred Plan on the surrounding transportation system. Jason was PM.

City of Beaumont General Plan
Fehr & Peers assisted the City of Beaumont as part of the General Plan Update. Specifically, Fehr & Peers completed the Mobility Element of the General Plan and completed the transportation section of the EIR for General Plan approval. Jason is PM and PIC.

Upland General Plan and Environmental Impact Report
Fehr & Peers worked with a multi-disciplinary consultant team on the development of a General Plan and General Plan Environmental Impact Report (EIR) for the City of Upland. We have performed the following activities:

- Evaluated existing conditions including traffic counts, bicycle/pedestrian facilities, transit routes, and regional transportation policies
- Reviewed available documents related to previous traffic studies, local and regional traffic fee programs, future transit plans, and documents related to bicycle/pedestrian issues
- Developing a Citywide Travel Demand Model. Fehr & Peers has completed development of the Citywide Travel Demand Model including the Base Year Model with existing land use and traffic counts
- Identify future infrastructure needs within the City
- Preparing a Circulation Element
- Developing a traffic study, suitable for use in an Environmental Impact Report (EIR)

Cathedral City GPU-Sustainability Plan
Fehr & Peers provided support on the Sustainability Plan related to transportation policies and metrics related to sustainability. The City will utilize this plan to "connect the dots" related to sustainability practices within the City's General Plan and Climate Action Plan and identify metrics related to measuring progress toward sustainability.

General Plans
Jason has worked on a wide variety of General Plans throughout the state of California, as noted below:

- City of Calimesa
- City of San Marcos
- Town of Yucca Valley
- City of Los Alamitos
- City of Chico
- City of Saratoga
- City of Rancho Cordova
- Metro-Bakersfield
- Butte County
- City of Jackson
- City of Taft

Most of these projects included Complete Street elements, extensive travel demand forecasting, and some level of multi-modal transportation assessment.

Specific Plans/Master Plans/Corridor Plans
Jason has completed assessment for more than 20 specific plans, master plans, and corridor plans.

CEQA/NEPA Assessment
Jason has completed transportation assessments for over 100 projects dictated by either CEQA or NEPA. These included impact assessment to support negative declarations, transportation sections for EIRs, and transportation sections for EISs or joint EIR/EISs. In addition, Jason assisted in developing transportation impact analysis guidelines and a travel demand management manual for the California State University Statewide System, which is defining the state of the practice and recommended procedures for assessment of CSU projects.

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Paul Herrmann, PE

Associate

Bio

Mr. Herrmann has ten years of experience in transportation engineering and transportation planning. Prior to his work at Fehr & Peers, Paul worked at the City of Corona in the Traffic Engineering Department. He has assisted in and managed a wide variety of projects including general plan/circulation element updates, CEQA and SB 743 projects, traffic studies, traffic forecasting, parking and circulation studies, and long range development plans. Mr. Herrmann has experience working with AutoCAD, SimTraffic, Synchro, TransCAD and many other transportation software programs. Mr. Herrmann also has experience designing striping plans, traffic signal plans and traffic control plans.

Education

Bachelor of Science in Civil Engineering, California Polytechnic State University, Pomona, 2011

Registrations

Traffic Engineer, State of California (TR2797)

Professional Affiliations

Institute of Transportation Engineers (ITE)

Project Experience

Moreno Valley Community College Master Plan
Fehr & Peers is assisting in the update to the master plan for Moreno Valley College. The college plans to double enrollment on campus as part of a ten year plan. Fehr & Peers provided input on future parking needs, local infrastructure improvement needs and internal and external circulation recommendations. Fehr & Peers also provided recommendations on transit access, bicycle access and pedestrian access on and off campus. Mr. Herrmann is the project manager.

Redlands General Plan
Mr. Herrmann served as Project Manager on the development of the City of Redlands General Plan Circulation Element and EIR Traffic Study. This study consisted of existing traffic operations analysis along with future forecasts with traffic operations analysis for 25 intersections, 49 roadway segments and eight freeway segments. Fehr & Peers used the SBTAM travel demand model to input planned land use and roadway network modifications and develop future forecasts. Modeling included the implementation of the Redlands Rail Extension project. The final Circulation Element and Impact Analysis plan for the future development of Redlands identified future mitigation locations.

Corona General Plan
Mr. Herrmann is serving as Project Manager on the development of the City of Corona General Plan Circulation Element and EIR Traffic Study. Mr. Herrmann is leading the forecasting effort on the project. The Corona Model (a sub-regional model derived from the Riverside County Transportation Analysis Model (RivTAM)) is being utilized to develop future forecasts and will be consistent with the SCAG 2016 RTP. This study consists of existing traffic operations analysis along with future forecasts with traffic operations analysis for 41 intersections, 34 roadway segments and six freeway segments. A VMT analysis was also completed

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consistent with the new traffic study guidelines Fehr & Peers prepared for the City in response to SB743.

Riverside County Transportation Analysis Model Update
Fehr & Peers is assisting with the update to the Riverside County Transportation Analysis Model (RIVTAM) which, once completed, will be referred to as RIVCOM. The model is being updated to be consistent with the 2016 Southern California Association of Governments (SCAG) Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS) model at the model boundaries while adding local sensitivity to better forecast on local facilities. The model will be statically validated to average weekday and peak hour traffic volumes and regional vehicle miles traveled (VMT). The model will also be put through a dynamic validation exercise, to ensure that the model is appropriately sensitive to both land use and network changes. An extensive coordination and outreach effort is being undertaken with Riverside County jurisdictions to engage these communities and review trip generation, distribution, existing and future networks, and existing and future land use. Fehr & Peers' approach includes model specification, documentation and user training. The model will be a trip-based model and will include all required steps (auto availability, trip generation, trip distribution, mode choice, and highway assignment), with appropriately parsimonious segmentation into trip purposes (4-5 purposes), time periods, and household markets (3-5 segments).

Santa Ana SB 743 Implementation
Fehr & Peers guided the City of Santa Ana through the process of updating and adopting the City's traffic impact study guidelines consistent with requirements of SB 743. Fehr & Peers made VMT estimates for the entire Orange County region in support of the recommended thresholds of significance, including screening maps to facilitate City processing of projects. Fehr & Peers also provided a guidance document with sample projects to assist the City with implementation. Mr. Herrmann was Project Manager.

Diamond Bar General Plan
Mr. Herrmann is serving as Project Manager on the development of the City of Diamond Bar General Plan Circulation Element and EIR Traffic Study. Mr. Herrmann is leading the forecasting effort on the project. The SCAG model is being utilized to develop future forecasts and will be consistent with the SCAG 2016 RTP. This study consists of existing traffic operations analysis along with future forecasts with traffic operations analysis for 41 intersections, 34 roadway segments and six freeway segments. A VMT analysis was also completed consistent with SB743.

Fountain Valley General Plan Update and EIR
As part of a team, Fehr & Peers assisted with the Fountain Valley General Plan and contributed directly to the Circulation Element. Fehr & Peers provided recommendations for Policies and Actions for the City to incorporate Complete Streets into their circulation network. We also led the effort to conduct the Transportation Impact Analysis in support of the Redlands General Plan EIR including intersections and VMT analysis. Mr. Herrmann was Project Manager.

Los Alamitos General Plan
Mr. Herrmann served as Project Engineer on the development of the City of Los Alamitos General Plan Circulation Element. This study consisted of existing traffic operations analysis along with future forecasts with traffic volume-to-capacity analysis. Fehr & Peers used the Orange County Travel Analysis Model (OCTAM) to input planned land use and roadway network modifications and develop future forecasts. The final Circulation Element and Impact Analysis plan for the future development of Los Alamitos identified future mitigation locations.

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Kevin Engstrom | *Senior Principal, Los Angeles Office*



Kevin Engstrom is a Senior Principal in the Los Angeles office of Keyser Marston. For 20 years he has provided public and private clients with real estate and financial expertise.

Key Role

Mr. Engstrom has provided public and private clients with real estate and financial expertise, including: market and financial feasibility studies, fiscal impact analyses, economic revitalization consulting, financial modeling, developer selection and disposition consulting.

Specific Areas of Expertise

Market and Feasibility Studies

During his tenure at Keyser Marston, Mr. Engstrom has conducted a number of market and feasibility studies for cities throughout California. For these analyses Mr. Engstrom assessed current market conditions; projected future demand for residential, retail, office, industrial and hotel development; tested the financial feasibility of prototypical projects; prepared fiscal impact projections; and created implementation strategies. Projects have included general plan updates, specific plans, master plans, corridor studies, economic development strategies and highest and best use analyses. These studies have occurred throughout Orange, Los Angeles, Riverside, San Bernardino, Ventura and Fresno counties.

Disposition Consulting

During his tenure at Keyser Marston, Mr. Engstrom has conducted a number of market and feasibility studies for cities throughout California. For these analyses Mr. Engstrom assessed current market conditions; projected future demand for residential, retail, office, industrial and hotel development; tested the financial feasibility of prototypical projects; prepared fiscal impact projections; and created implementation strategies. Projects have included general plan updates, specific plans, master plans, corridor studies, economic development strategies and highest and best use analyses. These studies have occurred throughout Orange, Los Angeles, Riverside, San Bernardino, Ventura and Fresno counties.

Market and Financial Services for Hotel Projects

Mr. Engstrom has provided consulting services for over 75 hotel projects throughout California, including the Olympic North Hotels, Beverly Hills Montage, Huntington Beach Grand Hyatt, Anaheim Doubletree and the Glendale Embassy Suites. The analyses include, market assessments, financial feasibility analyses, public revenue projections, reviewing EB-5 financing strategies and developing financial assistance programs.

Professional Credentials

For over five years, Mr. Engstrom instructed the Basic Pro and Advanced Pro Forma Class at the CRA's Redevelopment Institute in Southern California. In addition, he has taught a Real Estate Finance and Development Pro Forma class at the American Planning Association – California Chapter Annual Conference. Mr. Engstrom has also served as an instructor at California State University Fullerton in the Geography department.

Mr. Engstrom earned his master of arts from the University of Arizona and his bachelor of arts from Villanova University.

James A. Rabe | *Senior Principal, Los Angeles Office*



Mr. Rabe is a Senior Principal in Keyser Marston's Los Angeles office. For more than 30 years he has provided public and private clients with real estate and financial expertise.

Key Role

Mr. Rabe assists clients in public/private real estate and economic development activities from Keyser Marston's Los Angeles office. He provides public and private sector clients with services in the following areas: public finance, specific plan feasibility, fiscal impact, financial modeling, developer selection, asset management, ground leasing and deal structuring and transaction negotiation.

Specific Areas of Expertise

Public/Private Development Specialist

Recognized as an expert in real estate advisory services, Mr. Rabe specializes in public/private transactions. Examples include the acquisition of Los Angeles Union Station, Harmony planned development, Gardenwalk, Grand Avenue project, Marina del Rey redevelopment, the revitalization of downtown Anaheim and numerous transit-oriented joint development projects. He has assisted public and private clients in the analysis and implementation of residential, commercial, industrial, office, hotel, and mixed-use projects, and master plan developments in California, Arizona and Nevada.

Additional Areas of Specialization

Mr. Rabe has consulted in all areas of the disposition process for redevelopment projects and surplus properties for public agencies, including project planning, Requests for Proposals and Qualifications, and developer selection. He has worked with planning consultants to develop feasible specific plans. He has also served as special tax consultant and developer's advisor for bond issues in California.

Professional Credentials

Mr. Rabe is a member of the Counselors of Real Estate (CRE). He is a past board member of the California Association for Local Economic Development (CALED), a member of the California Redevelopment Association, the Urban Land Institute (ULI) and the Downtown Los Angeles Breakfast Club. He served as President of the Verdugo Hills Boy Scout Council and as a Resource Professional and Professional Advisory Panel member for ULI, CRE, CALED and the California Redevelopment Association. Mr. Rabe is a lecturer at the University of Southern California, School of Planning and Policy Development. Mr. Rabe has also served as a guest lecturer at the University of California, Los Angeles School of Architecture and Urban Planning.

Mr. Rabe earned his master of arts in economics from the University of Southern California, and his bachelor of arts in economics from the University of California, San Diego

Courtney Holt | *Senior Associate, Los Angeles Office*



Courtney Holt is a Senior Associate in the Los Angeles office of Keyser Marston Associates, Inc. (KMA). She joined KMA in 2017 with a background in asset management, economic and market analysis, and land use planning. Prior to joining KMA, she worked as a consultant for public sector clients on a wide variety of projects including the creation of hybrid zoning codes and enhanced development standards to spur economic revitalization and affordable housing development.

Key Role

Ms. Holt's work at KMA focuses on affordable housing and nexus analyses, market and demographic studies, and inclusionary housing agreements for public sector clients.

Specific Areas of Expertise

Affordable Housing Strategies

Ms. Holt has assisted in the analysis of numerous affordable housing projects in both Los Angeles and Orange County. Past projects have included the physical and financial assessment of public housing developments in the City of Los Angeles, monitoring and compliance review, including review of financial pro formas, for affordable housing projects in the City of Westminster, and an analysis of rent-stabilized housing and recommendations for affordable housing preservation in the City of Santa Monica.

Market Studies

Ms. Holt has participated in preparing market demand analyses, economic studies, and demographic profiles for public sector clients around the Southern California region, including the cities of Long Beach, Los Angeles, and Los Angeles County.

Professional Credentials

Ms. Holt holds a Master of Planning degree and Real Estate Development certificate from the University of Southern California, and a Bachelor of Arts degree in International Studies from the University of Washington. While pursuing her Planning degree, Ms. Holt drafted a Community Resilience Plan along with policy proposals for the 7th Ward of the City of New Orleans, participated in the creation of an economic development plan and zoning recommendations to foster greater economic growth in South Los Angeles, and prepared market and pro forma analyses for mixed-use projects throughout the greater Los Angeles region.

She is currently a member of the American Planning Association (APA) and the Young Professionals Group at the Urban Land Institute (ULI), and previously served on ULI's Transit-Oriented Development Committee.

Claudia Cruz

Senior Outreach Associate



Professional Summary

Claudia Cruz joined VMA in 2014, bringing nearly 20 years of experience in community engagement as well as extensive knowledge of the California State Legislature and the functions of local government. Claudia implements comprehensive strategic public outreach activities, including identifying and coordinating outreach opportunities, scheduling and facilitating briefings with elected officials and key stakeholders for multiple sections of the California High-Speed Rail Project — Los Angeles to San Diego, Bakersfield to Palmdale and the Bakersfield F Street Station Alignment. She also assists with coordination of public information materials pertaining to the overall statewide project.

In addition, Claudia is one of VMA's bilingual (English/Spanish) team members and provides translation services. She is readily available to assist Spanish speaking community members during public meetings, not only for the statewide High-Speed Rail project, but for the firm's local government clients as well.

Education

Bachelor of Arts, Liberal Studies, California State Polytechnic University

Years with VMA Communications

5

Years of Experience

25

Areas of Expertise

- Bilingual Outreach
- Community Meetings and Special Events
- Local and State Government
- Research Demographics
- Translation Services
- Graphic Design, Marketing and Printing Support
- Reporting Requirements

Project Experience

California High-Speed Rail, Public Involvement Program, Los Angeles to San Diego, CA - Claudia implemented comprehensive strategic public outreach activities for the Los Angeles to San Diego Project Section including researching and planning outreach opportunities, scheduling and facilitating briefings with local, state and federal elected officials and interested stakeholders, and assisting with the coordination of public information materials pertaining to the overall statewide project. Claudia worked with the Authority to coordinate meetings of the Southern California Inland Corridor Group (SoCal ICG), helping to bring regional partner agencies including SANDAG, SDCRAA, SBCTA, RCTC and SCAG together for continued planning of HSR along the alignment. Claudia identified, organized and staffed opportunities to reach stakeholders in Los Angeles, San Bernardino, Riverside and San Diego counties at activity centers and special events. Claudia also served as the lead bilingual strategist for the project and provides translation services as needed.

Whittier City School District, By-Trustee Area Formation Process, Whittier, CA - Claudia worked with the Whittier City School District (WCSD) to engage and garner public input across the District regarding the composition and criteria for trustee areas as well as the draft of trustee area maps and proposed sequence of elections for the District's By-Trustee Area Elections System Formation. She worked closely with District Staff and the Board of Trustee Members to help implement a robust outreach program to ensure the community's understanding of the process and present different levels of participation. Claudia also assisted District staff with the development of project materials (including materials in Spanish) used to guide the process and the coordination of outreach efforts needed to promote project activities including community open houses, public meetings and hearings and opportunities for one-on-one meetings with the demographer and group presentations. Claudia also provided support to National Demographics Composition, the project's consulting and database management firm, with conducting interactive workshops during the open houses and recording information from the public hearings. She is bilingual and assisted Spanish speaking community members during the public meetings.

Olive Mill Road and San Ysidro Road Roundabout Projects, City of Santa Barbara and County of Santa Barbara, CA - Claudia managed the public outreach and implemented comprehensive strategic public outreach activities for the project. She worked with City and County Staff to promote public awareness of improvement projects for the intersections of Olive Mill Road and San Ysidro Road during this preliminary development phase of the projects. A Community Informational Meeting and Open House was developed to provide information including revised design options, maps, timeline for the projects and an opportunity for the community to provide comments. Claudia worked with City and County Staff and the technical team to develop project materials in English and Spanish. She identified, organized and staffed opportunities to reach stakeholders in the project areas at scheduled Pop-up events. Claudia helped engage key stakeholders identified by City and County Staff to inform them of the projects and schedule public meeting. She also coordinated the development of effective messaging to assist with public inquiries on the purpose and need of the projects.

Valerie Martinez

President/CEO



Education

Bachelor of Arts, Journalism; Bachelor of Arts, Political Science, University of Southern California

Years with VMA Communications

23

Years of Experience

27

Areas of Expertise

- Strategic Development
- Public Affairs
- Meeting Facilitation
- Crisis Communication
- Copywriting
- Community Meetings and Special Events
- Media Relations
- Spokesperson Training
- Reporting Requirements

Professional Summary

Valerie Martinez provides strategic public affairs and community outreach expertise, packaging media management, government affairs, and technical infrastructure outreach for a variety of public agencies and private corporations.

For more than 20 years, Valerie has provided the political guidance to develop hundreds of public infrastructure projects that have strengthened the world of education, transportation, and water management throughout California. Most recently, Valerie has been involved in changing the face of transportation in America. She has worked since 2003 with the California High-Speed Rail Authority, providing strategic political guidance and implementation of a solid CEQA/NEPA-focused outreach program to support the design and engineering of the California's largest public infrastructure project in the last 50 years — an 800-mile system, connecting urban centers throughout the State, revolutionizing mobility in California.

Through the years, Valerie has built and rebuilt more than 60 public schools and community colleges, providing guidance through the CEQA process to site, design and construct the projects; as well as helping to pass a number of general obligation bonds to finance the projects. She has also helped provide clean, safe, reliable drinking water to local communities by providing critical outreach and community relations support in developing and constructing water pipelines and purification projects throughout Southern California.

Project Experience

California High-Speed Rail Southern California Outreach, Bakersfield to San Diego, CA – As Director of Southern California outreach, Valerie oversees all aspects of the project's communications program from Bakersfield to San Diego. Working directly with Authority staff and the consultant team, Valerie provides strategic political guidance and implementation of a solid CEQA/NEPA-focused outreach program. Using traditional and social media, Valerie ensures stakeholders in the region are engaged in moving the project forward. Valerie develops effective public information materials that translate technical information into language that engages all stakeholders. Relying on strong relationships with elected officials, city staff and business, labor and environmental leaders, Valerie is able to facilitate positive dialogue that helps resolve technical issues. Valerie has also provided strategic input on key project milestones statewide, including the release of several Business Plans and the development of the agency's Small Business program.

Whittier Union High School District, Whittier, CA – Since 1998, VMA has coordinated strategic communications throughout the school district community, as well as with state and federal partners. Valerie has written press releases, placed stories, coordinated media and developed both printed and e-newsletters, as well as web content with news and information for parents and residents living within the school district. Valerie also developed an internal and external outreach campaign to ensure the community is aware of how General Obligation Bonds are being used, improving campuses and improving student retention within the high schools. Internally, Valerie has provided ongoing updates to students, teachers and staff to manage the impacts created by the construction process.

Project Development, Beach Cities Health District, Redondo Beach, CA – Valerie manages communication related to the redevelopment of an aging hospital building. Valerie manages stakeholder interactions and facilitates stakeholder working groups to gather early input into the project. She manages a team that conducts marketing and public relations activities for the project.

Construction of Crenshaw Light Rail Line, Los Angeles, CA -

As Principal in Charge Valerie provides communication oversight for the daily alerts during construction of Metro's Crenshaw Light Rail line. Working closely with Metro staff, Valerie oversees the play of the day and other communication tactics to alert stakeholders of closures.

Central Basin Municipal Water District- Raw Water Collection Pipeline, Pico Rivera and Whittier, CA -
Valerie conducted door-to-door community outreach, media relations, traffic management, collateral development and business outreach in Pico Rivera and parts of Whittier to construct a pipeline and water collection system to protect groundwater that was at risk of contamination by a water basin north of the Central Basin. The communications program was designed to provide clear, simple and efficient information to the community to stimulate support for the project and minimize inconveniences during the construction process.

Chelsea Dickerson

Outreach Director



Education

Bachelor of Science, Education and Social Policy, Northwestern University

Years with VMA Communications

8

Years of Experience

14

Areas of Expertise

- Public Outreach Programs
- Strategic Planning
- Media Relations
- Public Affairs
- Social Media Engagement

Professional Summary

As a Director at VMA Communications, Inc., Chelsea Dickerson specializes in developing and managing strategic communications programs for the firm's transportation, land use and education clients. Her counsel is enhanced through a strong understanding of the Southern California public affairs environment, a network of relationships with community stakeholders, and experience in strategic communications, public policy and political campaigns. Chelsea is responsible for developing complex project messages tailored to meet the demands of the community, designing information materials, implementing public meetings and working closely with community members to mobilize them to action. She also develops and implements media outreach plans to position clients and their projects on a larger scale.

Project Experience

California High-Speed Rail Authority, Public Involvement Program, Burbank to Los Angeles/Los Angeles to Anaheim, CA – As the Deputy Outreach Manager, Chelsea developed a strategic and comprehensive engagement program that educated local and regional stakeholders about the project and obtained feedback on local issues that can be incorporated into the environmental review process. Through hundreds of briefings, Chelsea has developed strong working relationships with stakeholders throughout the corridor, including local cities, Metro, elected officials and key community groups, ensuring the public is engaged throughout the environmental process.

OCTA, Public Involvement to Support the Central Harbor Corridor Transit Improvement Project, Anaheim to Fullerton, CA – Chelsea managed the public outreach activities to educate stakeholders during this early planning stage of the corridor project. Chelsea worked with OCTA staff to develop a strategic plan to provide early input into the process. Open houses were developed to provide information about the project, and a comprehensive bilingual survey was produced (advertised through Facebook) that allowed the team to receive feedback from 500+ stakeholders.

City of Covina, Grand Avenue Rehabilitation Project, Covina, CA – As the Outreach Manager, to notify residents of construction impacts along heavily-traveled Grand Avenue, Chelsea lead an outreach effort to notify residents of planned closures well in advance of work being completed. Chelsea developed key messages and materials with details on the project. These materials were distributed at a public open house and during community walks to homes and businesses along the corridor. Chelsea also managed the day-to-day questions from residents and manage all email alerts regarding construction progress.

Metro, Specialized Outreach Program to Support the Green Line to LAX Study DEIR/DEIS, Los Angeles, CA - Deputy Outreach Manager Chelsea managed a complex engagement program that met Metro's goal to reach out to specialized regional audiences on behalf of the Green Line to LAX study. Through this program, Chelsea met one-on-one with many opinion leaders throughout Southern California, providing them will valuable information about the project and seeking their feedback at key project milestones. Chelsea also organized a Technical Advisory Committee, bringing together agency representatives to help shape the development of a transit extension to LAX.

Public Information and Media Relations, City of El Monte, CA - Public Information Officer for more than three years, Chelsea developed strategic communication plans to enhance communication between the City of El Monte and its residents and stakeholders. This comprehensive plan includes internal and external communications, media relations, newsletters, brochures and other special publications designed to provide information about the City's programs, economic development and policy work. In recent years, Chelsea conducted media relations to support the environmental process for a Veterans Senior Housing Complex and coordinated groundbreaking, construction and ribbon-cutting events. In addition, Chelsea helped develop crisis communication responses, including messaging and media strategy and helped lead press conferences, as appropriate.

City of Anaheim, Public Involvement Program for Anaheim Rapid Connection (ARC) Transit Corridor Study DEIR/DEIS, Anaheim, CA - Deputy Outreach Manager Chelsea developed and implemented a high-level outreach strategy for the ARC Corridor Study and managed the day-to-day activities of the project. She also oversaw the development of public information materials that clearly convey technical information to the public and execute several public open houses to engage community members. Chelsea coordinated closely with the technical team and city staff as part of the DEIR/DEIS process, as well as developed effective messaging to position the project for federal funding.



Mr. Michael Thornton, P.E., P.L.S., M.S.

Project Role

Principal-in-Charge

Education

MS, Civil Engineering, California State University, Long Beach

BS, Civil Engineering, California State Polytechnic University, Pomona

Registration

Registered Civil Engineer, PE 44226 (CA),

Exp 6/20/21

Professional Land Surveyor, LS 6867 (CA), Exp 9/30/20

Affiliations

American Society of Civil Engineers

American Water Works Association

California Rural Water Association

American Public Works Association

American Council of Engineering Companies

Society of Military Engineers

Mr. Thornton, TKE's President, is in charge of all services provided by TKE. He has over 30 years of experience in engineering planning, design, land surveying and construction management for public works projects together with comprehensive experience with municipal land development processing projects. He has worked on a variety of public works engineering projects including water, wastewater, and drainage planning, design, and construction projects.

Related Experience

- *Diamond Bar General Plan Update, City of Diamond Bar, CA* – TKE teamed up with Dyett & Bhatia to prepare the City of Diamond Bar's General Plan Update. Mr. Thornton served as the Principle in Charge in the analysis of existing utility systems (water, wastewater, and stormdrain) identifying existing system characteristics and condition, and recommended repairs identified in the City's CIP and/or master plans. Additionally, he oversaw the preparation of an alternative's evaluation including a qualitative assessment of the utility infrastructure serving the City and how it meets future demands related to growth projection and proposed land use changes for the alternatives. Lastly, Mr. Thornton prepared the Environmental Impact Report (EIR) sections for Hydrology, Water Quality, and Utilities. Each EIR section included a review existing information, description of relevant federal, state, and local regulations and agencies, an evaluation and description of potential impacts of the General Plan (e.g. new development and growth in the City). Services included records research, existing system analysis, report preparation, alternatives analysis, and community meetings.
- *2013 Water Master Plan Update, City of Coachella, CA* - The City of Coachella retained TKE to prepare an update to the City's previous 2007 Water Master Plan (WMP). The WMP evaluated the City's existing water system and planned the facilities to meet increase future water demands. The evaluation included future planned development projects and the City's most current General Plan Update report. The update report provided land use and population projections. The WMP forecasted out to the year 2035 and a capital improvement plan (CIP) was developed out of the findings and recommendations in the WMP. The project included significant coordination with the City and the future La Entrada Development team.
- *Southwest Sewer Analysis, City of Fontana, CA* – Mr. Thornton is Principal in charge for this Sewer Analysis for the Southwest Fontana area. This study includes approximately 6,700 acres in an area bounded by Foothill Boulevard to the north, Citrus Avenue to the east, Jurupa Avenue to the

south and Etiwanda Avenue to the west. TKE prepared a detailed analysis providing sewer service to 6,700 acres of industrial and residential developments, including redevelopment areas. Peak wastewater flow rates for the area topped 3 million gallons per day. In addition, TKE prepared a pipe sizing analysis and cost estimates for over 13 miles of sanitary sewer pipelines, with diameters ranging from 8-inch to 24-inch. The project services included meetings, records research, coordination with stakeholders and agencies, area map exhibit preparation, flow generation calculations, model preparation, flow monitoring, cost estimating and report preparation.

- *City of Fontana Master Drainage Plan Revision, City of Fontana, CA* – Mr. Thornton prepared a master plan of drainage revision to reevaluate the City's existing and proposed drainage structures and develop new alternatives to more adequately utilize existing inadequate drainage structures by constructing strategically placed detention basins to reduce peak flow rates. In addition, the City desires to capture, retain and infiltrate existing storm and recycled water. Mr. Thornton served as Project Manager for drainage analysis to determine the required locations for basins and providing modeling of the existing and proposed drainage systems. TKE developed various alternatives for basin locations based on available property, and existing basins. In addition, Mr. Thornton prepared a drainage study report presenting project description, associated costs, and an implementation schedule.
- *City of Upland Master Plan of Drainage Revision, City of Upland, CA* – Mr. Thornton served the City of Upland in preparing a revision to their master plan of drainage to combine the three existing drainage plans that separated the City into individual areas, analyze their existing model and assess various alternatives to reroute drainage flows in a manner to reduce the cost of proposed drainage facilities. TKE reviewed the City's three existing drainage plans and provided hydraulic modeling and alternatives to successfully reroute existing flows and reduce the size of proposed drainage structures, saving the City an estimated $5 million dollars in proposed drain facility construction.
- *City of Calimesa City Engineering Services*-2012 – Present - Mr. Thornton provides on-call civil engineering services to the City, including City Engineer. He managed more than $10 million in public improvements. While providing these services to the City, Mr. Thornton has been responsible to review water, wastewater, and drainage improvement projects from planning through design and construction. Mr. Thornton also continues to provide public presentation at numerous meetings related to needed infrastructure improvements. In addition, Mr. Thornton manages major development projects that include water, wastewater, and drainage system planning.
- *City of Hesperia City Engineering Services-2016* – Present – Mr. Thornton provides on-call civil engineering services to the City, including City Engineer. He has managed more than $20 million in public improvements. While providing these services to the City, he has represented the City with other agencies at numerous meeting, represented engineering with the City's council and other public meetings, managed engineering budgets and

project schedules, retained other consultants to prepare improvement design projects, managed funding programs, and various related work. In addition, he has managed major infrastructure development projects.

- *City of El Monte City Engineering Services* - During 2009 and 2010, Mr. Thornton provided on-call City Engineering services to the City. While providing these services to the City, Mr. Thornton managed all planning, design, and construction of public works projects including water, wastewater, and drainage system improvements. He managed more than $20 million of public improvements.
- *City of Upland Staff and City Engineering Services*-between 2000 and 2007, Mr. Thornton provided on-call civil engineering services to the City, including one year as City Engineer. He managed more than $200 million in public improvements. While providing these services to the City, Mr. Thornton was responsible to manage all capital and land development projects. One land development project in particular included major flood control facilities with related conveyance and numerous offsite water and wastewater facilities.
- *Mission Springs Water District - Engineering Services between 2009 and 2015,* Mr. Thornton is currently serving Mission Springs Water District as its District Engineer. He is working with staff to manage more than $30 million in water and wastewater improvement projects. Services include project scoping budget development and management, management of other consultants and presentations to their board of directors.



Mr. Steven W. Ledbetter, P.E.

Project Role

Project Manager

Education

BS, Civil Engineering (Environmental), California State Polytechnic University, Pomona

Registration

Registered Civil Engineer, PE 84044 (CA), Exp. 9/30/20

Affiliations

American Society of Civil Engineers; Riverside-San Bernardino Counties Branch President (2015-16)

American Water Works Association

Society of Military Engineers

Mr. Ledbetter has over 17 years of professional experience in the civil engineering industry. He has handled various critical and challenging projects from planning through design and implementation; all while ensuring that projects are executed as per specification in the stipulated time with quality. He has a well-rounded background with experience in: preparation and analysis of street and utility improvement plans and specifications including potable and non-potable water, wastewater, and drainage; utility master planning including computer modeling, analysis, and report preparation; water supply planning including feasibility studies, urban water management plans, water supply assessments and verifications; storm water compliance reporting including water quality management plans and storm water pollution prevention plans; and grant writing for various State and Federal agencies.

Related Experience

- *Diamond Bar General Plan Update, City of Diamond Bar, CA* – TKE teamed up with Dyett & Bhatia to prepare the City of Diamond Bar's General Plan Update. Mr. Ledbetter served as the Project Manager in the analysis of existing utility systems (water, wastewater, and stormdrain) identifying existing system characteristics and condition, and recommended repairs identified in the City's CIP and/or master plans. Additionally, he oversaw the preparation of an alternative's evaluation including a qualitative assessment of the utility infrastructure serving the City and how it meets future demands related to growth projection and proposed land use changes for the alternatives. Lastly, Mr. Ledbetter prepared the Environmental Impact Report (EIR) sections for Hydrology, Water Quality, and Utilities. Each EIR section included a review existing information, description of relevant federal, state, and local regulations and agencies, an evaluation and description of potential impacts of the General Plan (e.g. new development and growth in the City). Services included records research, existing system analysis, report preparation, alternatives analysis, and community meetings.
- *Canyon Creek Resort Water Supply Assessment, City of Norco, CA* – The proposed Canyon Creek Resort development includes 551 dwelling units of low and medium density residential, hotel lodging, and 213 acres of open space within the eastern portion of the City of Norco. The development has an estimated water demand of 448 acre-feet per year. In accordance with SB 610, TKE provided an assessment of water supplies available to serve the development over a 20-year period, including normal, single dry, and multiple dry water years. Mr. Ledbetter served as the Project Manager providing the following services: records research, Project specific water demand analysis, District wide water supply and demand analysis, report

preparation, and community meetings.

- *Mission Springs Water District Engineering Services* - Mr. Ledbetter is currently serving Mission Springs Water District as its District Engineer. He is working with the General Manager and staff to manage more than $40 million in water and wastewater improvement projects. Services include project scoping budget development and management, water resource management, management of other consultants, presentations to their board of directors, and public outreach.

- *2035 General Plan Update Water Supply Assessment, City of Coachella, CA* – The proposed 2035 General Plan Update aids the City in establishing its new identity, an identity that will be realized during the next growth cycle. The 2035 General Plan Update is the community's statement of the community's values and its vision for its future. As part of that vision, a CEQA environmental review is prepared to evaluate impacts related to future growth outlined in the General Plan. Mr. Ledbetter was the project manager responsible for preparing a water supply assessment for inclusion as part of the General Plan Update CEQA. In accordance with SB 610, TKE provided an assessment of water supplies available to serve all development up to 2035, including normal, single dry, and multiple dry water years. TKE analyzed all available water sources (i.e. surface water, groundwater, and imported water), the long term availability of each supply source, water demands under different growth scenarios presented in the General Plan Update, and other water supply opportunities. Services included records research, water supply and demand analysis, report preparation, stakeholder outreach, and community meetings.

- *2013 Water Master Plan Update, City of Coachella, CA* – Mr. Ledbetter served as Project Manager for the City of Coachella's 2013 Water Master Plan (WMP) Update, an update to the City's previous 2007 WMP. The WMP evaluated the City's existing water system and planned the facilities to meet increase future water demands. The evaluation included future planned development projects and the City's most current General Plan Update report. The update report provided land use and population projections. The WMP forecasted out to the year 2035 and a capital improvement plan (CIP) was developed out of the findings and recommendations in the WMP. The project included significant coordination with the City and the future La Entrada Development team. Services include research, coordination with agencies, hydraulic calculations, model preparation, preliminary engineering, cost estimating, exhibit preparation, CIP development and presentation to City management staff.

- *Public Infrastructure Analysis, City of Ceres, CA* - Adequate public infrastructure is an essential element of successful economic development. Further, without adequate public infrastructure there is no economic development. Backbone infrastructure projects include major street reconstructions, drainage, water and wastewater improvements, underground utility projects, and other public facilities that are essential to the highest and best use of parcels that have business-oriented land uses. After reviewing the City's general plan, water, sewer, and drainage master plans, TKE provided an overview of the capability of the public infrastructure that is located within or is of benefit to the City's economic

development target areas (EDTA) and serve parcels that have business-oriented land-uses. In addition, TKE highlighted all backbone infrastructure deficiencies within the EDTA's that could be eliminated as a part of the City's Economic Development Strategy. Further, TKE prepared updated cost estimates for the backbone infrastructure needed in each EDTA. Services included records research, water, sewer, drainage, dry utility, and transportation systems analysis, cost estimation, report preparation, and stakeholder meetings and presentations.

- *Infrastructure Analysis for Redevelopment Plan, City of Barstow, CA* - Adequate public infrastructure is an essential element of successful economic development programs. More directly, without adequate public infrastructure there is no economic development. Consequently, it is typical for economic development programs to include backbone infrastructure that would otherwise be considered an impediment to development. Backbone infrastructure projects include major street reconstructions, drainage, water and wastewater improvements, underground utility projects, and other public facilities that are essential to the highest and best use of parcels that have business-oriented land uses. TKE provide an overview of the capability of the public infrastructure that is located within or is of benefit to the City's economic development target areas (EDTA) and serve parcels that have business-oriented land-uses. In addition, TKE highlighted all backbone infrastructure deficiencies within the EDTA's that could be eliminated as a part of the City's Economic Development Strategy. Further, TKE prepared updated cost estimates for the backbone infrastructure needed in each EDTA. Services included records research, water, sewer, drainage, and transportation systems analysis, cost estimation, report preparation, and community meetings.
- *Development Impact Fee Study, City of Calimesa, CA* - Development impact fees are essential to Cities in assisting with providing public improvements to mitigate impacts created by new developments. The City's impact fees include general government transportation facilities, utility infrastructure, libraries, police and fire, parks facilities, etc. In particular, TKE reviewed the City's General Plan Circulation Element, and drainage master plan to develop a comprehensive list of projects to mitigate development impacts at City build-out. In addition, TKE updated transportation and drainage infrastructure estimates. Services included records research, transportation and drainage systems analysis, and preparation of estimates and exhibits.



JANE LIN / Founding Partner, AIA
URBAN FIELD STUDIO

Jane is a licensed architect and urban designer with twenty years of experience working with municipalities and agencies in the San Francisco Bay Area and beyond. Her work includes urban design for streetscape improvements, transit area planning, and revitalizing mixed-use districts. Jane lectures at UC Berkeley and teaches architecture to school aged students (K-12). It is important to Jane that large groups of non-designers become empowered with creative communication skills because they are the key to making our communities better.

SELECT PROJECTS

CONCEPTUAL ARCHITECTURE
- Coliseum Development Study, City of Oakland CA
- Incubator Office Study, Prosperity Exchange, Oakland CA
- Pacifica Hotel and Library Studies, City of Pacifica CA

LAND USE STRATEGY
- Downtown Dublin Vision, City of Dublin
- Mission San Jose Commercial Strategy Study, City of Fremont
- Centerville Framework Plan, City of Fremont CA
- Anaheim Greater Downtown Plan, Anaheim CA
- Delta Communities Vision, Delta Planning Commission

FEASIBILITY STUDIES
- Fremont Civic Center Phase 2 Feasibility Study, City of Fremont
- Vermont/Santa Monica Station Feasibility Study, Metro (Los Angeles) Joint Development
- Belmont Specific Plan, City of Belmont CA

PUBLIC OUTREACH AND EDUCATION
- Historic Newark Community Meetings, City of Newark
- Santa Clara Downtown Community Vision, City of Santa Clara CA
- Santa Cruz Corridors Planning, City of Santa Cruz CA

DESIGN GUIDELINES
- North Hollywood Station Guide for Development, Metro Joint Development CA
- Irvington BART Station Area Plan, City of Fremont and BART
- Greater Downtown Guide for Development, City of Anaheim CA

EDUCATION

University of California, Berkeley
Master of City Planning with Concentration in Land Use, 2005

University of California, Berkeley
Master of Science in Architecture with Concentration in Building Science, 2005

University of California, Berkeley
Bachelor of Arts in Architecture, 1999

CERTIFICATIONS

Licensed Architect in California

LEED AP - ND Leadership in Energy and Environmental Design Accredited Professional with a Specialty in Neighborhood Design

ASSOCIATIONS

Lecturer, UC Berkeley
ED 201 Master of Urban Design Studio
CP140 Urban Design & Placemaking

National League of Cities and ULI, Rose Center for Public Leadership, Faculty Advisor to the City of Tucson

ULI Associate Member
AIA East Bay Member
SPUR Member

PROFESSIONAL AWARDS

Artist-In-Residence Educator with LEAP Arts in Education
Eisner Prize in City Planning, UC Berkeley
APA Award for the Belmont Village Specific Plan

COMMUNITY ACTIVITIES

ULI Urban Plan Juror, Facilitator, Curriculum Contributor, and Piedmont High School Champion
Piedmont Arts Fund Chair

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HEIDI SOKOLOWSKY / Founding Partner
URBAN FIELD STUDIO

Heidi Sokolowsky is a passionate urban designer who has been practicing for more than twenty years in the Bay Area and in Europe. Heidi focuses on context-based sustainable development with an emphasis on the public realm, quality of space, connectivity, and urban mixed-use. She has managed small and large projects, ranging from the implementation of public art to the preparation of site studies, design guidelines, and district plans. Heidi has also been a lecturer for urban design at San José State University and serves as a regular studio critic at the California College of the Arts, University of San Francisco, and UC Berkeley.

SELECT PROJECTS

CONCEPTUAL ARCHITECTURE
- Pacifica Hotel and Library Studies, City of Pacifica CA
- Housing Sites Study for General Plan Update, Menlo Park, CA

LAND USE STRATEGY
- Diridon Station Area Plan, City of San José CA
- PG&E Land Remediation Consultant, Bakersfield CA
- Livermore BART Station Area Plan, Livermore CA
- Bergamot Station Area Plan, City of Santa Monica CA
- Santa Clara Station Area Plan, City of Santa Clara CA
- West Triangle Waterfront Master Plan, West Sacramento, CA

FEASIBILITY STUDIES
- Anaheim Greater Downtown Plan, Anaheim CA
- Winchester/Santana Row Urban Villages, City of San Jose CA
- El Camino Real/ Chestnut Avenue Plan, City of South San Francisco CA

PUBLIC OUTREACH AND EDUCATION
- Public Charrettes in Woodbridge and Purcellville VA
- Santa Clara Downtown Community Vision, City of Santa Clara CA
- Waldport Open Space Charrettes, Waldport OR
- Gilroy High-Speed Train Station Visioning Project, City of Gilroy CA

DESIGN GUIDELINES
- Irvington BART Station Area Plan, Fremont, CA
- North San José Design Guidelines, City of San José CA
- North Hollywood Station Guide for Development, Metro (Los Angeles) Joint Development

PROFESSIONAL AWARDS

AIA Award in Urban Design for "Zipper" Neighborhood Plan, Oldham, UK
EUROPAN 8 European Urbanity Award, Dordrecht, Netherlands
AIA Award in Urban Design for Harvey Milk Memorial Plaza Design, SF

COMMUNITY ACTIVITIES

Board Member at City|Space, nonprofit cultural organization, San Francisco
CMSP Certified Motorcycle Instructor

EDUCATION

University of Technology Darmstadt, Germany
Dipl. Ing. Arch. (Masters of Science in Architecture), with concentration in Urban Design, 1996

University of Technology Darmstadt, Germany
Vordiplom Architektur, (Bachelor of Science in Architecture), 1990

CERTIFICATIONS

LEED AP - Leadership in Energy and Environmental Design Accredited Professional

ASSOCIATIONS

Lecturer, Bauhaus University Weimar, Germany

Lecturer, San Jose State University, Department of Urban and Regional Planning

SPUR Member
Regional Strategy Urban Design Working Group

ULI Associate Member

Associate AIA

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FRANK L. FULLER / Partner, FAIA
URBAN FIELD STUDIO

Frank Fuller is an architect and urban designer who has practiced in the United States for over forty years. In addition to architectural commissions, he has helped to transform downtowns, towns, and campus centers into active, pedestrian-oriented places. Frank understands the perspectives of public agencies and private developers in building and revitalizing communities. By using a consensus-oriented approach, he integrates multiple interests to create strong public and private realms.

SELECT PROJECTS

CONCEPTUAL ARCHITECTURE
- Coliseum Development Study, City of Oakland CA
- Downtown Revitalization Studies for the City of Morgan Hill
- Santa Clara Downtown Strategy, Santa Clara, CA

LAND USE STRATEGY
- Anaheim Civic Center Area Study, City of Anaheim CA
- Diridon Station Area Plan, City of San José, CA
- Flagstaff Downtown Development Strategy, Flagstaff, AZ
- Centerville Framework Plan, City of Fremont CA

FEASIBILITY STUDIES
- Anaheim Greater Downtown Plan, Anaheim CA
- Livermore BART Station Area Plan
- Arts District Development for the City of Long Beach

PUBLIC OUTREACH AND EDUCATION
- Waldport Charrettes, Waldport, OR
- Fairfax Mason Charrette, Fairfax, VA

DESIGN GUIDELINES
- Long Beach Design District Implementation Plan, City of Long Beach, CA
- North San José Design Guidelines, City of San José, CA

PROFESSIONAL AWARDS

APA NC Honor Award for Milpitas Transit Area Plan
APA NC Honor Award for Santa Clara Station Area Plan
APA California Merit Award for North San José Neighborhoods Plan
AIACC Presidential Citation

COMMUNITY ACTIVITIES

Rose Center Fellow, ULI and National League of Cities
Master of Urban Design Studio, UC Berkeley, College of Environmental Design
Architecture Design Studios, UC Berkeley, College of Environmental Design
AIA National Urban and Regional Design Awards Jury Chair
AIACC Urban Design Committee Chair
AIACC|CCASLA Urban Design Awards Chair
California Redevelopment Association Awards Jury

EDUCATION

University of California, Berkeley
Master of City & Regional Planning, 1976

University of California, Berkeley
Master of Architecture, 1973

Princeton University, NJ
Bachelor of Arts in Architecture, 1968

CERTIFICATIONS

Licensed Architect in California, Nevada, and Arizona
Accreditation by NCARB

ASSOCIATIONS

Fellow, American Institute of Architects

AIA East Bay Chapter President (2000)

AIACC, Urban Design Committee Chair (2009-14)

National League of Cities and ULI, Rose Center for Public Leadership, Faculty Advisor for the City of Anchorage

ULI Urban Revitalization Council, Member

ULI Technical Assistance Panel Committee Co-Chair (2018-ongoing)

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APPENDIX C
WRITING SAMPLES

Sample 1. Andrew Hill

City of Vallejo General Plan 2040:
Nature & Built Environment Element

Sample 2. Rajeev Bhatia

City of Redlands General Plan 2035:
Livable Community Element



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NATURE & BUILT ENVIRONMENT

Goal NBE-1: **Beautiful City:** Preserve and enhance the natural, historic, and scenic resources that make Vallejo special.

Goal NBE-2: **A Place Where People Want to Be:** Establish Vallejo as an attractive place to live, work, shop, and enjoy time off.

Goal NBE-3: **Pride in Identity:** Nurture distinct districts and neighborhoods that contribute to a sense of local pride.

Goal NBE-4: **Iconic Waterfront:** Make the waterfront a centerpiece of the community and the region.

Goal NBE-5: **Hazard Protection:** Protect life and property from natural and human-made hazards.

NATURE AND BUILT ENVIRONMENT

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Vallejo's local setting is a major asset for the community. The urbanized area of the city is ringed by important areas of natural open space, wetlands, and rolling grassland hills. Waterways, so integral to the character of the community, provide opportunities for scenic, recreational, and commercial enjoyment, and Vallejo's historic role as a State capital and a cradle of industry in northern California have left a legacy of valuable cultural heritage. Careful stewardship of all these resources is essential for a beautiful, thriving city. The focus of this chapter is on preserving and enhancing these assets and managing growth in a way that strengthens sense of place and builds local pride in identity. The chapter is organized around five key goals that represent the priorities of Vallejoans: Beautiful City, A Place Where People Want to Be, Pride in Identity, Iconic Waterfront, and Hazard Protection.

Aspects of resource stewardship and growth management are addressed in other chapters of the plan. Air quality, clean water, and access to green space are addressed in Chapter 3, Community & People. Restoration and revitalization of cultural and historic resources for tourism and economic development is addressed in Chapter 5, Economy, Education, and Training, along with City-led sustainability initiatives. Chapter 6, Mobility, Transportation, and Connectivity addresses growth management by promoting transit-oriented development and eco-mobility. Where policies and actions in other chapters in the plan have co-benefits that will help achieve the goals of this chapter, connections with those chapters are highlighted and cross-referenced.





GOALS, POLICIES, AND ACTIONS

GOAL NBE-1

> **Beautiful City:** Preserve and enhance the natural, historic, and scenic resources that make Vallejo special.

The natural and physical environment around us has a direct impact on mood and sense of well-being. Access to nature, whether outside the city or in urban green spaces, can have a calm, restorative impact, and well-designed buildings and public spaces can be inspiring. The following policies and actions are designed to enhance the natural and urban environment in Vallejo and the Planning Area.

NATURAL RESOURCES

Natural resources include not only the plants, trees, animals, fish, birds, and microorganisms present in the urban and natural environment around us, but also the water, soil, habitats, and ecosystems that make up the ecological community in which we live. The richer the diversity of life around us, the greater the opportunity for healthy living, economic development, and adaptive responses to new challenges such as climate change.

Several rare and sensitive groups of plants and animals, or "natural communities," exist in the open space lands in and around Vallejo. These include freshwater marsh, freshwater seeps and springs, riparian forest and woodland, saline emergent wetland, valley oak woodland, and native grasslands. The City collaborates with a variety of public agencies to manage and protect these and other natural resources in the Planning Area. Vallejo is participating in the ongoing effort to develop the Solano Multispecies Habitat Conservation Plan and Natural Community Conservation Plan (HCP/NCCP) for a 585,000-acre area of Solano and Yolo Counties that would address habitat conservation for a total of 36 species. The City also supports a number of ongoing and recently completed habitat restoration and conservation efforts in the vicinity of Vallejo, including the Napa Sonoma Marsh restoration Project, the Cullinan Ranch restoration project, and the Sears Point Wetland restoration project.



The Vallejo Sanitation & Flood Control District (VSFCD), the U.S. Environmental Protection Agency (USEPA), the Regional Water Quality Control Board (RWQCB), Solano Land Trust, Solano County, and neighboring jurisdictions are all partners with Vallejo in protecting and restoring riparian habitat and in promoting water quality.

POLICY NBE-1.1 Natural Resources. Protect and enhance hillsides, waterways, wetlands, occurrences of special-status species and sensitive natural communities, and aquatic and important wildlife habitat through land use decisions that avoid and mitigate potential environmental impacts on these resources to the extent feasible.

Action NBE-1.1A *Cooperate with federal, State, and local regulatory and stewardship agencies to promote the restoration and long-term sustainability of local natural resources, including wetlands and wildlife habitat at River Park.*

Action NBE-1.1B *Continue to participate in the implementation of regional habitat conservation and restoration programs, including the Solano Multispecies Habitat Conservation Plan and Natural Community Conservation Plan, and wetland restoration occurring in the Napa/Sonoma Marshes.*

Action NBE-1.1C *Pursue habitat enhancement at South White Slough and River Park through mitigation banking and/or similar mechanisms, whereby developers contribute to the preservation, enhancement, restoration, or creation of a wetland, stream, or habitat conservation areas, which could offset environmental impacts on other sites.*

Action NBE-1.1D *Evaluate, revise as needed, and implement the River Park Master Plan to restore, enhance, and preserve wetland and open space areas at River Park.*

Action NBE-1.1E *Protect the remaining woodlands and native tree resources, and require replacement plantings where native trees must be removed.*

Action NBE-1.1F *Require a biological assessment for new development proposed on sites that are determined to have some potential to contain sensitive biological and wetland resources. The assessment should be conducted by a qualified professional to determine the presence or absence of any sensitive resources, should evaluate potential adverse effects, and should define measures for protecting the resources in compliance with State and federal laws. Detailed surveys are not necessary in locations where past and existing development have eliminated natural habitat and the potential for presence of sensitive biological resources.*

Action NBE-1.1G *Avoid potential impacts on jurisdictional wetlands and other waters as part of new development to the maximum extent feasible. This should include streams and associated riparian habitat and coastal salt marsh habitat along the Vallejo shoreline. Where complete avoidance is not possible, require that appropriate authorizations be secured from State and federal jurisdictional agencies and that adequate replacement mitigation be provided to ensure there is no net loss in habitat acreage or values.*

POLICY NBE-1.2 Sensitive Resources. Ensure that adverse impacts on sensitive biological resources, including special-status species, sensitive natural communities, and wetlands are avoided and mitigated to the greatest extent feasible as development takes place.

Action NBE-1.2A *Provide up-to-date information on best practices for sustainable management practices.*

Action NBE-1.2B *Update the City's Standard Specifications as needed to require the use of Bay-friendly and drought-tolerant native plant species.*

Action NBE-1.2C *Protect the nests of raptors and other birds when in active use, as required by State and federal regulations. As part of new development, avoid disturbance to and loss of bird nests in active use by scheduling vegetation removal and new construction during the non-nesting season (September through February) or by conducting a preconstruction survey by a qualified biologist to confirm nests are absent or to define appropriate buffers until any young have successfully fledged the nest.*

Action NBE-1.2D *Continue to require environmental review of development applications pursuant to CEQA to assess the potential impacts on native species and habitat diversity. Require adequate mitigation measures for ensuring the protection of sensitive resources and achieving "no net loss" of sensitive habitat acreage, values, and functions and encourage early consultation with all trustee agencies and agencies with review authority pursuant to CEQA for projects in areas supporting special-status species, sensitive natural communities, or wetland that may be adversely affected by new development.*

Action NBE-1.2E *Collaborate with public agencies responsible for managing open space in and around Vallejo to control and reduce the spread of non-native, invasive plant and animal species on public open space lands.*

POLICY NBE-1.3 Interpretive Facilities. Encourage the development of facilities that provide education about local environmental resources and ecosystems.

Action NBE-1.3A *Partner with public agencies to offer programs that foster local environmental awareness and encourage the protection of natural resources.*

Action NBE-1.3B *Work with landowners to facilitate assembly and retention of parcels of sufficient size to preserve valuable tidal marshes, seasonal marshes, managed wetlands and contiguous grassland areas for the protection of aquatic and wildlife habitat.*

Action NBE-1.3C *Provide or encourage public access to natural resource areas where appropriate, to enhance environmental awareness as well as passive recreational opportunities.*

POLICY NBE-1.4 Waterway Restoration. Restore riparian corridors and waterways throughout the city.

Action NBE-1.4A *Collaborate with GVRD, Vallejo Sanitation & Flood Control District (VSFCD), and other partners to evaluate creek conditions and restoration opportunities, and to develop policies covering setbacks from creeks, damage prevention, stewardship, nuisance abatement, public access, and other community and environmental concerns.*

Action NBE-1.4B *Work with the U.S. Environmental Protection Agency (USEPA), Regional Water Quality Control Board (RWQCB), Solano County, and neighboring jurisdictions in efforts to reduce pollution in local waterbodies.*

Action NBE-1.4C *Work with VSFCD and GVRD, as appropriate, to maintain Lake Chabot, Lake Dalwigk, and other detention basins for stormwater management and for public recreational use.*

SCENIC RESOURCES

Scenic views contribute to the character of the community and can be both sources of local pride and tourist attractions. Vallejo offers many panoramic views from hilltops and elevated roadways, including views of San Pablo Bay, Mare Island Strait, the waterfront, Sulphur Springs Mountain, the Vaca Mountains, White Slough, the Napa River Wetlands, Sky Valley, and the city itself. Additionally, State Route (SR) 37 within Vallejo from Highway 29 west is eligible for designation as a State Scenic Highway.

The City has established residential view district zoning regulations to preserve scenic views from some residential neighborhoods located on hills in Vallejo. Additional measures to protect important views and encourage attractive development within view from the freeways will help strength Vallejo's sense of place.

POLICY NBE-1.5 Scenic Vistas. Protect and improve scenic vistas, including views from Interstate 80 and State Route 37 in Vallejo.

Action NBE-1.5A *Identify existing scenic vistas and update City regulations to specify requirements for protection of existing scenic vistas.*

Action NBE-1.5B *Update City regulations for development within view of freeways in Vallejo.*

Action NBE-1.5C *Continue to administer the residential view district regulations intended to preserve panoramic views of the surrounding natural and human-made environment from residential neighborhoods located on hills.*

OPEN SPACE

Natural open spaces provide an array of scenic, social, recreational, and environmental benefits. The area around Vallejo contains many large areas of protected open space, as shown on Map NBE-1. These green spaces and wetland areas help filter pollutants from the air and water, and wetlands offer natural flood protection with the capability to accommodate storm runoff.

Open space lands also contribute to local visual character and provide opportunities for physical exercise and environmental education.

Ensuring connections between natural habitat areas and enhancing movement corridors for wildlife helps sustains natural populations and allow for the continued



Source: City of Vallejo, 2014; Solano County, 2014; California Protected Areas Database, 2015; USGS, 2014; ESRI 2010; PlaceWorks, 2016.

MAP NBE-1
Regional Open Space and Waterways

California Department of Fish and Wildlife
1. Napa-Sonoma Marshes Wildlife Area

California Department of Parks and Recreation
2. Benicia State Recreational Area

City of American Canyon
3. Newell Open Space Preserve

City of Benicia
4. Braito Open Space
5. Lake Herman Open Space Area
6. Tourtelot Open Space

City of Vallejo
7. Mare Island Open Space/Wetlands Area
8. White Slough Specific Plan Wetlands Area

East Bay Regional Park District
9. Carquinez Strait Regional Shoreline
10. Crockett Hills Regional Park

Solano Land Trust
11. Eastern Swett Ranch
12. King Ranch
13. Lynch Canyon Open Space
14. Vallejo Swett Ranch

United States Fish and Wildlife Service
15. San Pablo Bay National Wildlife Refuge

Streams
Regional Open Space
Urban Parks/Other Open Space Lands
Vallejo City Limit
Sphere of Influence (SOI)
Railroad

dispersal of native plant and animal species. Local governments throughout the Bay Area are working together to protect the network of natural open spaces in the region and preserve them for future generations. Vallejo partners with Solano Land Trust, the City of Fairfield, and the City of Benicia through the Tri-City and County Cooperative Plan for Agriculture and Open Space Preservation to manage an area that includes Eastern Swett Ranch, Lynch Canyon Open Space, and Vallejo Swett Open Space, which has been recognized by local government agencies as a place with high ecological values and ecosystem functions and has been designated as a Priority Conservation Area (PCA) by the Association of Bay Area Governments (ABAG).

POLICY NBE-1.6 Open Space. Conserve and enhance natural open space areas in and adjacent to Vallejo and its waterfront.

Action NBE-1.6A *In collaboration with Solano Land Trust and North Bay partner jurisdictions, seek funding for implementation of conservation projects in the Tri-City and County Cooperative Planning Area.*

Action NBE-1.6B *Identify lands in Vallejo that provide connections for animals between open spaces and/or important habitat, and assist conservation agency efforts to acquire land and/or establish easements that facilitate wildlife movement.*

Action NBE-1.6C *In coastal wetland and marsh areas and along creeks, allow and provide amenities to support public recreational activities compatible with conservation of the natural environment, such as picnicking, hiking, and nature and wildlife educational opportunities.*

URBAN GREENING

The urban forest is the collection of trees and plants along city streets, in private yards, and in parks and public spaces. This living canopy filters pollutants from the air, buffers gusting winds, reduces noise, and helps create pleasant, walkable neighborhoods. The urban forest can also help moderate temperature on hot, cold, or windy days, and shade from trees can also reduce the amount of energy needed to cool homes in the summer. Vallejo's urban forest is maintained by the Public Works Department and by individual property owners and neighborhood groups. The City of Vallejo Standards Specifications outlines requirements for planting and landscaping in all new single-family, multi-family, and commercial developments.





Green infrastructure refers to the use of plants and soils to absorb stormwater and filter pollutants before runoff is directed into the storm drain system. As a result, green infrastructure reduces the capacity needed in pipes and reduces pollution levels in stormwater runoff, offering cost savings and environmental benefits.

POLICY NBE-1.7 Green Infrastructure. Encourage the installation of green infrastructure, including tools such as permeable pavement, rain gardens, constructed wetlands, grassy swales, rain barrels and cisterns, and green roofs, to treat stormwater, attenuate floods, increase groundwater recharge, and reduce urban heat islands.

Action NBE-1.7A *Continue to administer urban greening requirements to help extend the life of public improvements such as curbs, gutters, and sidewalks, and to help ensure that trees removed due to age, health, or potential to damage property are replaced in kind with new trees that are appropriate for their locations.*

POLICY NBE-1.8 Urban Forest. Encourage planting of street trees and landscaping to beautify the city, encourage walking and biking, and create a stronger sense of identity.

Action NBE-1.8A *Support community efforts that involve tree planting, tree care, and the stewardship of public space beyond what City resources can provide.*

Action NBE-1.8B *Update the Tree Ordinance, including requirements for preservation of trees of a minimum size.*

Action NBE-1.8C *Develop a Comprehensive Tree Management Program to ensure appropriate protection for urban forest resources.*

CULTURAL AND HISTORIC RESOURCES

Cultural resources are buildings, objects, features, structures, or locations with historic or cultural value. Cultural resources typically include: buildings or structures that are associated with an event or person that have contributed to the shaping or development of the city; objects, such as Native American artifacts discovered at a particular location or area of the city; or an archaeological, geological, or paleontological artifact, such as fossils.

Early indigenous inhabitants of the region around Vallejo, including the Patwin and Carquin peoples, settled in permanent villages where they lived year-round, with seasonal satellite camps close to the resources they needed at certain times of the year. Sites were often located near fresh water sources where plant and animal life was abundant. There are confirmed Native American sites located in the rock outcrops in the hills above Blue Rock Springs Park and at Glen Cove. There are no recorded fossil localities within the Planning Area.



As an early State capital and an important maritime port in the 19th Century, Vallejo also has a wealth of historic resources. Vallejo boasts three historic districts listed on the National Register of Historic Places–Mare Island Naval Shipyard, comprised of approximately 500+ contributing properties; Architectural Heritage District, comprised of 372 properties; and the Saint Vincent's Hill Historic District, comprising 543 contributing properties. In addition to historic districts listed on the National Register, Mare Island contains a National Historic Landmark District. The City also recognizes 75 City landmarks, 49 of them part of the Mare Island Naval Shipyard. Vallejo's historic sites and districts are shown on Map NBE-2.

Downtown Vallejo has seven buildings listed as local landmarks, including one building on the National Register and two on the State of California register. A preliminary Historic Resources Assessment conducted for the Downtown Specific Plan identified several buildings that have the potential either to be individually significant or to contribute to a historic district, which must be retained and celebrated as part of the Downtown/Waterfront.

The shoreline and waterways of the City of Vallejo are also part of the Sacramento-San Joaquin Delta, a region where natural, cultural, historical, and recreational resources combine to form a cohesive landscape. The Delta and its resources reflect the region's diverse heritage.

POLICY NBE-1.9 Cultural Resources. Protect and preserve archaeological, historic, and other cultural resources.

Action NBE-1.9A *Continue to require that land use activities comply with State requirements and follow best practices to ensure that cultural resources are not impacted and that appropriate agencies and technical experts are involved in the evaluation and protection of resources and sites.*

Action NBE-1.9B *Maintain a dialogue with local Native American groups regarding sensitive cultural resources in Vallejo.*

Action NBE-1.9C *Support protection and formal designation of the Sacramento-San Joaquin Delta region.*

POLICY NBE-1.10 Historic Resources. Encourage the protection, rehabilitation, and reuse of historic buildings and structures.

Action NBE-1.10A *Seek funding to update the City's historic resources inventory.*

Action NBE-1.10B *Require the identification and protection of all on-site historic resources in conjunction with any proposed development, in compliance with all applicable City provisions (including the Downtown Specific Plan Historical Resource Assessment) and State and federal guidelines for the treatment of historic properties.*



MAP NBE-2
Historic Resources

- National Register Historic Districts
  1. Mare Island
  2. Architectural Heritage District
  3. Saint Vincent's Hill
- Mare Island National Historic Landmark District
- Historic Resources Outside of Districts
- Railroad
- Sphere of Influence (SOI)
- Vallejo City Limit

Source: City of Vallejo, 2014; ESRI 2010; PlaceWorks, 2016.

Action NBE-1.10C *Participate in federal and State programs that offer funding and economic incentives for the restoration and preservation of qualified historic buildings, including:*

- *The federal historic preservation tax credit for qualified rehabilitation projects;*
- *Reduced development fees for projects that comply with the State Historical Building Code (SHBC) and the Secretary of the Interior's Standards;*
- *The Mills Act Property Tax Abatement Program;*
- *Income tax deductions for qualified donations of historic preservation easements; and*
- *Transfer of Development Rights*

POLICY NBE-1.11 Historic Districts. Preserve the integrity of the City's historic districts, including downtown, as physical changes occur within them.

Action NBE-1.11A *Update design guidelines to require development in historic districts to complement historic resources, including through appropriate mass, scale, and exterior features.*

Action NBE-1.11B *Support preservation, rehabilitation, and reuse of known and potentially historic buildings in Downtown, and consider periodic detailed assessments to update the list of existing historic resources.*

Action NBE-1.11C *Consider applying for a National Register Historic Commercial District designation for a portion of Downtown.*

POLICY NBE-1.12 Historic Preservation. Promote community awareness of the benefits of historic preservation.

Action NBE-1.12A *Work with community, real estate, and commerce organizations to promote the connection between historic resources and the economic and cultural well-being of the community.*

Action NBE-1.12B *In collaboration with local historic preservation organizations, continue the annual preservation awards program to recognize property owners for completing appropriate rehabilitation and/or restoration of historic properties.*

COMMUNITY STANDARDS

Well-maintained properties send a signal that someone cares about them, and they help to deter nuisance activities and crime. The City provides services to residents and business that help maintain community standards. The SeeClickFix service allows community members to report maintenance issues and code violations directly to City staff via a smartphone app. Through the Neighborhood Law Program, City staff from several departments work proactively with property owners to eliminate blight and nuisance conditions.



POLICY NBE-1.13 Community Preservation. Encourage high standards of property maintenance and rapid abatement of conditions contributing to blight.

Action NBE-1.13A *Update City regulations, adequately staff and fund, and increase enforcement as needed to require adequate structure and yard upkeep, increase penalties for illegal dumping and graffiti, and prohibit inappropriate outdoor storage (including non-operating vehicles).*

Action NBE-1.13B *Support efforts by homeowners associations, neighborhood groups, and civic organizations to abate nuisances and improve the appearance of the community.*

Action NBE-1.13C *Conduct regular inspections to ensure that multi-family properties comply with City building, sanitation, property maintenance, and safety codes.*

RESOURCE CONSERVATION

Repeated drought years in California have highlighted the need for emergency water conservation measures. Prohibitions on unnecessary water use and limitations designed to help minimize water waste comprise one means of protecting this precious resource, while creating the option of using reclaimed (or "recycled") water offers another. Simple "greywater" systems that reuse water from bathroom sinks, showers, bathtubs, and washing machines can provide irrigation water for some home garden needs. Additionally, in conjunction with the Solano County Water Agency, the City offers cash rebates to water customers who purchase and install water efficient home appliances and equipment.

Grants and incentives are also available to help property owners finance energy efficient, renewable energy, and water saving improvements, and the City provides information about these options to the community. The City also encourages solid waste reduction, partnering with non-profit groups to promote backyard composting, and regulates construction and demolition debris.

POLICY NBE-1.14 Water Conservation. Promote water conservation through a range of proactive City efforts.

Action NBE-1.14A *Continue the Community-wide Water Conservation Program, including free residential water use surveys and audits, and water-use efficiency education in local schools.*

Action NBE-1.14B *Continue to provide water customers with information on conservation techniques, services, devices, and rebates (including greywater use), including online and through in-person community outreach.*

Action NBE-1.14C *Update the Green Building Standards Code to require the use of low flow plumbing fixtures, low volume irrigation systems, and drought-tolerant plant palettes.*

POLICY NBE-1.15 Energy Efficiency. Support measures to reduce energy consumption and increase energy efficiency in residential, commercial, industrial, and public buildings.

Action NBE-1.15A *Connect businesses and residents with voluntary programs that provide free or low-cost energy efficiency audits, retrofit installations, rebates, financing and contractors.*

Action NBE-1.15B *Participate in regional energy efficiency financing programs such as low-interest revolving loan funds, the California Comprehensive Residential Building Retrofit Program, California First, and the Property Assessed Clean Energy (PACE) program that enable Vallejo property owners to obtain low-interest financing for energy improvements.*

Action NBE-1.15C *Consider creating a Residential Energy Conservation Ordinance (RECO) and Commercial Energy Conservation Ordinance (CECO) to require point-of-sale energy audits and retrofits for all buildings that do not meet minimum energy efficiency requirements.*

POLICY NBE-1.16 Solid Waste Reduction. Promote reduction of the production of solid waste throughout Vallejo.

Action NBE-1.16A *Continue to update the City's Construction/Demolition Waste Reuse and Recycling Ordinance as higher diversion rates become feasible, necessary, or required.*

Action NBE-1.16B *As funding allows, provide recycling receptacles in parks and public spaces, in addition to trash receptacles.*

Action NBE-1.16C *Continue to partner with CalRecycle and VALCORE Community Recycling to offer and promote backyard composting bins and free composting classes to Vallejo residents and to disseminate information about composting on the City's website.*

GOAL NBE-2

> **A Place Where People Want to Be:** Establish Vallejo as an attractive place to live, work, shop, and enjoy time off.

Local history and culture contribute as much to sense of place as the physical form. The activities and events that take place in Vallejo are as important to sense of place as the landscape and the buildings around us. Together, all these components provide an experience that people come to identify as essential to the unique, attractive identity of Vallejo.

SENSE OF PLACE

Sense of place is derived from Vallejo's natural and built features as much as from the spirit of the people who live, work, and play in the city. The following policies and actions are intended to enhance sense of place with a focus on urban design.

POLICY NBE-2.1 Strengthen Local Identity. Focus future growth to foster a vibrant Downtown/Waterfront District, strong job centers, comfortable neighborhoods, thriving neighborhood corridors and urban villages, and retail/entertainment clusters that draw visitors from the city and the region.

Action NBE-2.1A *Use the development review process, as appropriate, to facilitate attractive, creative development.*

Action NBE-2.1B *Use City regulations, such as a Form-Based Code, to complement and enhance the character of existing older, walkable neighborhoods in Vallejo, particularly those in and around downtown.*

POLICY NBE-2.2 Inviting Gateways. Establish gateways that proudly announce entry to Vallejo with high-quality, similarly themed design and/or landscaping.

Action NBE-2.2A *Update City regulations and establish design guidelines, as needed, to improve key City gateways.*

Action NBE-2.2B *Support mural projects on freeway overpasses, and install streetscape and landscape features and unifying signage to enhance gateways.*

POLICY NBE-2.3 Inviting, Compatible Design. Promote attractive development that is compatible with surrounding uses.

Action NBE-2.3A *Continue to utilize development approval conditions to achieve compatibility between nearby uses and scale and style of buildings, and to establish limitations on activities that could create potential adverse effects.*

Action NBE-2.3B *Update City regulations to specify standards for moderate density, higher density, and mixed-use development that address quality of development and adequate transition to adjacent lower-density residential uses.*

Action NBE-2.3C *Update City regulations to require high quality materials and coordinated, consistent design for signage, including business signs, street signs, public and institutional signs, and wayfinding signs along local streets and trails.*



REGIONAL DESTINATION

From Six Flags Discovery Kingdom to the Vallejo Naval & Historical Museum and the Mad Hatter Holiday Festival, Vallejo offers a wide range of attractions and activities for local residents and visitors from the wider region. A vibrant local arts scene and growing cultural offerings provide momentum for positive change downtown and throughout the community.

POLICY NBE-2.4 Play to Strengths. Capitalize on Vallejo's maritime tradition, higher education presence, and historic downtown to keep and attract land use activities that contribute positive energy to the community.

Action NBE-2.4A *Continue to use the Mare Island Specific Plan to guide development and conservation on Mare Island and support activities that contribute to the economic and social well-being of the community.*

Action NBE-2.4B *Continue to work with merchants, arts groups, historic preservation advocates, and local chambers of commerce to promote business and revitalization efforts in the Downtown/Waterfront District.*

Action NBE-2.4C *Encourage and facilitate the location of maritime, life sciences, high-tech, and other emerging land uses in locations that will foster synergy with Vallejo's higher educational institutions.*

POLICY NBE-2.5 Regional Retail and Entertainment. Support a thriving mix of regional retail and entertainment uses near Interstate 80.

Action NBE-2.5A *Work with property owners in the Northgate Area to retain and attract businesses that cater both to local residents and regional shoppers, including through circulation and wayfinding improvements.*

Action NBE-2.5B *Meet regularly with Six Flags management to identify opportunities for City involvement to help support visitor experiences at the park.*

POLICY NBE-2.6 Center for Arts and Creativity. Attract more artists and entrepreneurs to live and work in Vallejo.

Action NBE-2.6A *Coordinate with arts, merchant, and neighborhood groups to promote Vallejo as a great place to live and work as an artist.*

Action NBE-2.6B *Work with private interests to seek funding to assist development projects that would rehabilitate existing buildings for arts uses where economically feasible.*

Action NBE-2.6C *Update City regulations to allow and encourage art studios, galleries, community arts spaces, and performing arts and nightlife venues in appropriate locations.*

Action NBE-2.6D *Study the feasibility of offering incentives for development that provides affordable opportunities for housing and studio spaces for artists and creative workers in the Downtown/Waterfront District.*

GROWTH MANAGEMENT

Attracting more residents, businesses, and visitors to Vallejo requires strategic planning. Growth management refers to ways to ensure that adequate services and infrastructure will be available to serve increased demand, and that quality of life will be enhanced in the community. Locating jobs and housing near transit is one strategy for minimizing impacts on the roadway network. Balancing the number of jobs and housing units in the community can also ease the burden on the transportation system. As growth takes place, regularly monitoring the progress of the General Plan actions will help ensure that benefits are shared communitywide and that impacts can be mitigated.

POLICY NBE-2.7 Jobs-Housing Balance. Match the levels of employment and housing opportunities locally.

Action NBE-2.7A *Update City regulations to ensure housing opportunities in close proximity to employment centers and transit, including near the Ferry Terminal and Vallejo Transit Station.*

POLICY NBE-2.8 Infill Development. Promote infill development targets vacant and underutilized sites for community-desired and enhancing uses that is compatible with surrounding uses.

Action NBE-2.8A *Identify sites suitable for redevelopment; work with property owners to promote economically feasible and community-desired uses that enhance and are compatible with the existing urban fabric.*

POLICY NBE-2.9 Public Service Provision. Ensure that private development provides sufficient funding for infrastructure and public services to support the development.

Action NBE-2.9A *Require fiscal impact analyses, as appropriate, for development proposals in order to evaluate public facility needs and costs, and the revenue likely to be generated by that development.*

Action NBE-2.9B *Continue to facilitate establishment of assessment districts to finance and maintain public facility improvements.*

Action NBE-2.9C *Maintain and update a list of potential, proposed, and approved projects in the city, and report annually the number of housing units and the amount of non-residential development constructed or rehabilitated.*



Action NBE-2.9D *Periodically update nexus studies and adjust development impact fees as may be needed to ensure that there is sufficient funding for the infrastructure and public services needed to support growth.*

Action NBE-2.9E *Engage the Vallejo City Unified School District (VCUSD) in the review of major new residential development projects to ensure that adequate school facilities are or will be available to accommodate new students.*

GOAL NBE-3

> **Pride in Identity:** Nurture distinct districts and neighborhoods that contribute to a sense of local pride.

The land use planning framework for this plan, described in Chapter 2, promotes a mosaic of places and experiences throughout Vallejo. The neighborhoods, districts, employment centers, gateways, and corridors of the city each promote a sense of place and build pride in Vallejo's identity.

DOWNTOWN/WATERFRONT

The Downtown/Waterfront is the traditional heart of the community that grew across the strait from the Naval Shipyard. Today, its historic streets and buildings are attracting artists and entrepreneurs, while the Ferry Terminal and newly completed Transit Center connect the area to the wider region. The walkable network of linear streets and public spaces downtown is just a stone's throw from the iconic waterfront, adding to the charm of this part of town. While the downtown/waterfront is the subject of the Downtown Specific Plan and the Waterfront Planned Development Master Plan, the following additional policies and actions are intended to help build sense of place and strengthen Vallejo's image as a river and bay city.

POLICY NBE-3.1 Catalyst Projects. Accelerate investment in the Downtown/Waterfront that will generate prosperity throughout Vallejo.

Action NBE-3.1A *Develop criteria for evaluating proposed development, based on economic development objectives.*



Action NBE-3.1B *Continue the use of residential density bonuses to incentivize or fund the construction of public benefits, such as plazas, open space, and public art.*

Action NBE-3.1C *Continue to provide public improvements in the Downtown/Waterfront District so the built environment continues to attract investors, developers, shoppers, and new residents.*

Action NBE-3.1D *Study and enhance critical linkages connecting downtown and the waterfront, including Capitol Street, Georgia Street, and Santa Clara Street, focusing on the integration of public realm improvements, building character, and land uses.*

Action NBE-3.1E *Explore strategies to improve the market feasibility of the Central Waterfront, optimize its value, and enhance its urban design, transit, and pedestrian-oriented character.*

POLICY NBE-3.2 Downtown Identity. Ensure that buildings and public spaces contribute to the visual identity of the Downtown/Waterfront District and complement the walkable character of the area.

Action NBE-3.2A *Continue to apply the Downtown and Waterfront Design Guidelines and require compliance with the Secretary of the Interior's Standards for designated historic resources.*

Action NBE-3.2B *Continue to offer innovative programs to make interim use of vacant and underutilized spaces downtown, such as the Downtown Art Windows Project.*

Action NBE-3.2C *Allow pop-up retail and other creative uses of alleyways and underutilized properties to better connect downtown and the waterfront.*

POLICY NBE-3.3 Entertainment. Promote a variety of retail, restaurant, and entertainment uses that bring economic vitality downtown, enhance the Downtown Arts District, and activate the pedestrian environment.

Action NBE-3.3A *Continue to support the Central Core Restoration Corporation in administering the downtown Property and Business Improvement District.*

Action NBE-3.3B *Develop and implement a strategy to attract desired retailers to the Downtown/Waterfront District both in the near and long term.*



Action NBE-3.3C *Update City regulations to allow for outdoor dining, with appropriate consideration for public safety and potential conflicts with neighboring uses and activities.*

POLICY NBE-3.4 Local Art Scene. Promote arts and culture, and integrate public art and performances spaces into public and private development.

Action NBE-3.4A *Consider adopting a "percent for art" ordinance, requiring new development and redevelopment over an established threshold to incorporate public art or make an in lieu contribution to the Public Art Project Fund.*

Action NBE-3.4B *Sponsor mural projects for blank building walls in the Downtown/Waterfront District.*

Action NBE-3.4C *Continue to support the Downtown Arts & Entertainment District consistent with the Downtown Specific Plan.*



POLICY NBE-3.5 Variety of Housing. Attract and encourage higher-density residential development that offers a range of housing options throughout the downtown area, including market rate housing, flexible work-live units, as well as student and senior housing.

Action NBE-3.5A *Consult with downtown property owners to identify opportunities to facilitate redevelopment or rehabilitation of existing structures, including opportunities for consolidation of smaller lots.*

Action NBE-3.5B *Provide housing developers and home buyers with information on how to expand homeownership opportunities, including limited-equity components and Location-Efficient Mortgages.*

Action NBE-3.5C *Study the feasibility of measures to stimulate mixed-use development, such as credit assurance, equity investment, and soft second loans.*

Action NBE-3.5D *Explore opportunities for transit-oriented development with major landowners, developers, and public agencies, including Water Emergency Transportation Authority (WETA) and Soltrans.*

Action NBE-3.5E *Identify appropriate sites for a college campus or student union downtown.*

POLICY NBE-3.6 Start Up Space. Promote a variety of incubator and small office opportunities.

Action NBE-3.6A *Update City regulations to allow for office space with a component of pedestrian-related activity, such as medical offices, in vacant retail shop fronts, as appropriate.*

OTHER DISTRICTS

In addition to the Downtown/Waterfront, three other distinct districts represent the diversity and range of opportunity in Vallejo: Solano360, North Gateway, and Mare Island. Solano360 is the subject of a specific plan adopted in 2013 for the Six Flags/County Fairground area that intends to complement the area's destination entertainment success with a revitalized County Fairgrounds – the "Fair of the Future", an iconic, region-serving public entertainment destination – with private mixed-use development. The North Gateway District, between Sonoma Boulevard and Broadway Street north of SR 37, offers an opportunity to capitalize on significant daily regional travel by both residents and visitors in a mixed-use district. Mare Island is also the subject of a specific plan (adopted 1999, amended 2005, and last amended 2013), the objectives of which have begun to materialize. The island is envisioned to diversify with opportunities to live work, shop, and play in close proximity, which is the overall goal of each of the city's districts.

POLICY NBE-3.7 Solano360. Achieve the objectives of the Solano360 Specific Plan.

Action NBE-3.7A *Implement Solano360 actions as resources allow.*

POLICY NBE-3.8 North Gateway. Accelerate investment in the North Gateway area to achieve a mixed-use district that caters to both locals and regional travelers to Napa Valley.

Action NBE-3.8A *Target business attraction strategies for the North Gateway that can take advantage of local commercial needs, as well as the area's location at the entry to the wine country.*

POLICY NBE-3.9 Mare Island Specific Plan. Achieve the objectives of the Mare Island Specific Plan to foster a multi-use community with a balance of industrial, office, commercial, residential, educational, recreation, cultural, and open space uses, meeting the needs of future generations.

Action NBE-3.9A *Working with Lennar Mare Island, continue to implement Mare Island Specific Plan actions as resources allow.*

Action NBE-3.9B *Continue working with Lennar Mare Island to attract retail and dining options on Mare Island.*

Action NBE-3.9C *Seek funding to improve pedestrian and transit connections on Mare Island, including connections to the Mare Island Ferry Terminal.*

EMPLOYMENT CENTERS

Vallejo's three main employment centers are located on Mare Island; south of downtown between Sonoma Boulevard and Curtola Parkway; and along Sonoma Boulevard and Broadway Street between Redwood Street and SR 37. Each center is anchored by a cluster of key businesses, and each has room for growth. They are all well-served by transportation infrastructure with easy access to regional roadways and ferry or bus service. Employment is the primary activity in each of these areas. Shops and services that cater to the daily needs of employees can also contribute to the character of these areas.

POLICY NBE-3.10 Curtola Employment Center. Strengthen and grow the employment cluster directly south of the downtown area.

Action NBE-3.10A *Update City regulations to allow for accessory and secondary activities that support the local workforce in the Curtola Employment District such as banks, cafes, printers, and office supply stores.*

Action NBE-3.10B *Attract a mix of uses, such as multi-family housing, student housing, or a corporate or educational campus, to the City-owned south waterfront site that support the vitality of the Curtola Employment Center.*

POLICY NBE-3.11 Mare Island. Support industrial, office, and retail uses as envisioned in the Mare Island Specific Plan.

Action NBE-3.11A *Pursue redevelopment of North Mare Island with job-generating uses as a near-term priority.*

Action NBE-3.11B *Collaborate with Lennar Mare Island to facilitate development and redevelopment of its holdings on Mare Island pursuant to the development agreement for that land.*

Action NBE-3.11C *Manage the community services district on the island in a manner that provides necessary services and transparent fiscal practices.*

Action NBE-3.11D *Seek funding from federal, State and other sources to complete the implementation of the Mare Island Specific Plan, including the planned open space areas.*

POLICY NBE-3.12 Sonoma-Broadway District. Foster a mixed-use employment district well-served by transit in the area surrounding Kaiser Permanente and Soltrans properties.

Action NBE-3.12A *Explore opportunities for transit-oriented development (i.e., Urban Village) near the Sereno Transit Center in collaboration with Soltrans and adjacent property owners.*

RESIDENTIAL NEIGHBORHOODS

Vallejo's residential neighborhoods fan out from the downtown area, comprising the majority of the urbanized area of the city. Closer to the Downtown/Waterfront District, homes are built on a linear, walkable street grid. These neighborhoods are characterized primarily by single-family homes, but there are some smaller scale apartment buildings as well as duplexes and fourplexes mixed among them. There are many historic homes in this part of town, concentrated in the Saint Vincent's Hill Historic District and Vallejo Old City Historic District.

Further from the center, Vallejo's neighborhoods have a more suburban development pattern. Particularly in postwar subdivisions east of Interstate 80, homes are constructed on curvilinear streets. These neighborhoods are predominantly characterized by single-family homes, although there are some multi-family developments adjacent to shopping centers. On Mare Island, duplexes that formerly housed naval personnel line one side of Azuar Drive, while charming new neighborhoods with tree-lined streets and new urbanist style homes flank Flagship Drive.

The following policies and actions are intended to preserve and enhance the quality of Vallejo's neighborhoods.

POLICY NBE-3.13 Neighborhood Character. Preserve the character of existing single-family residential neighborhoods.

Action NBE-3.13A *Continue to carefully review development proposals to preclude substantial increases in density and new land uses in order to minimize the impact to the character of existing single-family neighborhoods.*

Action NBE-3.13B *Continue to allow a mix of housing types along the interconnected linear street grid that contributes to the charm and walkability of Vallejo's central residential neighborhoods, where appropriate.*

Action NBE-3.13C *Continue to allow small group homes for disabled persons and seniors in all residential zones, consistent with State housing law, and continue to allow large group homes and large family daycare facilities, subject to use permit requirements that minimize impacts to neighborhoods.*

Action NBE-3.13D *Continue to permit home-based businesses in residential neighborhoods, provided that off-site impacts are minimized and the residential nature of structures and their surroundings is not compromised.*

Action NBE-3.13E *Consistent with the CPTED policies and guidelines, update City regulations to require that fences, and other safety and privacy features are aesthetically compatible with each other, adjacent structures, neighborhood context, and pedestrian, bicycle, and vehicle safety.*



CENTRAL CORRIDOR/NEIGHBORHOOD CORRIDORS

Corridors serve as a connecting function among all of the elements of the city's structure and tie the community together. They pass through residential neighborhoods, linking residents to key destinations around town. Each corridor also functions as a local destination for nearby residents, serving as a neighborhood "main street" where people run errands, hold festivals, and meet friends and neighbors. Concentrating activities and uses at key intersections and other locations create "urban villages", where corridors provide safe, convenient connections for transit, bicycling, and walking, and offer a range of housing options.

POLICY NBE-3.14 Neighborhood Corridors. Connect the community with mixed-use corridors that function as neighborhood main streets for adjacent residential areas.

Action NBE-3.14A *Work with property owners to develop corridor-specific strategies for attracting and retaining businesses that will provide synergistic opportunities and improve the availability of goods and services within and adjacent to specific neighborhoods.*

Action NBE-3.14B *Update City regulations to incorporate standards for activating corridors, including standards for the placement of doors and windows.*

Action NBE-3.14C *Identify key intersections, other locations, and catalyst sites along neighborhood corridors and work with property owners to facilitate development of urban villages at these locations with shops, services, and housing.*

Action NBE-3.14D *Use the Sonoma Boulevard Specific Plan to guide development and redevelopment along the Central Corridor.*

Action NBE-3.14E *Update City regulations to require that corridors are designed as "complete streets" with wide sidewalks, street furniture and trees, bicycle lanes, crosswalks and bus turnouts to make it easy, safe, and enjoyable to get around by any mode of transportation.*



GOAL NBE-4

> **Iconic Waterfront:** Make the waterfront a centerpiece of the community and the region.

Vallejo's waterfront extends from Dillon Point along the Carquinez Strait, up both sides of Mare Island Strait, and along the Napa River past White Slough to the northern City limit. Throughout the city's history, the waterfront has played a pivotal role in the life of the community, and today it remains a valuable natural resource and public amenity. Preserving and enhancing the waterfront is integral for the social and economic well-being of Vallejo.

COMMUNITY ENHANCING USES

The waterfront plays many roles along its length. It provides habitat for plant, animal and fish species, and access to nature for the residents of the city. It's a driver of the local economy as well, particularly along the western shore of Mare Island where job-generating industrial uses are concentrated, but also along the eastern shoreline, where the Ferry Building and Municipal Marina are located. At River Park, Glen Cove and other points along its length, the waterfront provides recreational opportunities for boating, hiking, and picnicking. The central and northern waterfronts, which runs along the eastern shoreline from Curtola Parkway to the Mare Island Causeway also hosts festivals and celebrations, serving as a focus for community life.

POLICY NBE-4.1 Waterfront Focus. Prioritize public access and recreational and water-dependent uses along the waterfront while minimizing adverse effects on the natural environment.

Action NBE-4.1A *Incorporate existing plans, including the Mare Island Specific Plan and Waterfront Planned Development Master Plan, into a comprehensive, integrated vision for both sides of the Mare Island Strait south of State Route 37, focusing on waterfront access and amenities.*

Action NBE-4.1B *Investigate and provide access to places for in-water recreational activities and for commercial and recreational small crafts, such as water taxis, canoes, and kayaks.*

Action NBE-4.1C *Collaborate with private sector partners on redevelopment of the waterfront on both sides of Mare Island Strait, consistent with existing plans and agreements.*

Action NBE-4.1D *Update City regulations to emphasize mixed-use development along the central waterfront, on the east side of Mare Island Way that enhance connections between downtown and the waterfront.*

POLICY NBE-4.2 Waterfront Open Space. Activate waterfront open spaces adjacent to downtown Vallejo.

Action NBE-4.2A *Work with local and regional economic agencies and groups to attract business and activities that will bring local residents, families, and visitors to the waterfront regularly.*

Action NBE-4.2B *Sponsor activities, programs, and temporary events for community members and visitors that activate the waterfront on both sides of Mare Island Strait.*

Action NBE-4.2C *Encourage temporary uses such as food trucks, vendors, and festivals.*

Action NBE-4.2D *Install amenities such as playscapes, exercise equipment, picnic spaces, and public art.*

ACCESS AND CONNECTIVITY

Public access to the waterfront is a basic foundation of shoreline planning around San Francisco Bay. The San Francisco Bay Conservation and Development Commission (BCDC), which regulates new development within the first 100 feet inland from the Bay shoreline, has established public access design guidelines that seek to maximize public access to the water, encourage water-oriented uses, and protect valuable environmental resources along the shoreline. The City has also adopted Waterfront

Design Guidelines to guide public and private investments along the waterfront between Solano Avenue and the Mare Island Causeway.

An important waterfront project will be the development of a promenade and trail along the eastern shoreline of Mare Island Strait. Envisioned as a natural trail with scenic pause points at its extremities in the central waterfront area adjacent to downtown, the promenade would connect a series of public green spaces with recreational amenities for families and children. The central waterfront promenade would be a true community amenity, integral to Vallejo's sense of place.

POLICY NBE-4.3 Trails. Support development and implementation of a comprehensive plan for trails that provides access to the waterfront.

Action NBE-4.3A *Facilitate development of a promenade and trail, along the waterfront or as close to the waterfront as feasible, extending from the Zampa Bridge in South Vallejo north to River Park and White Slough.*

Action NBE-4.3B *Identify priority scenic views and points of interest along the waterfront and potential connections to surrounding destinations.*

Action NBE-4.3C *Seek funding for infrastructure improvements, landscaping, and outdoor amenities to increase pedestrian, bike, and transit access to the water and build linkages to downtown Vallejo.*

POLICY NBE-4.4 Visual Continuity. Foster a cohesive and distinctive visual experience along the waterfront.

Action NBE-4.4A *Continue to use the Waterfront Design Guidelines to guide public and private investments along the waterfront between Solano Avenue and the Mare Island Causeway.*

Action NBE-4.4B *Continue to use BCDC Public Access Design Guidelines in reviewing waterfront development proposals.*

POLICY NBE-4.5 Waterfront Stewardship. Manage commercial areas of the waterfront so as to contribute to the overall sustainable fiscal health of the City.

Action NBE-4.5A *Create a phased Waterfront Capital Improvement Program that identifies projects and estimates operational and maintenance costs.*

GOAL NBE-5

> **Hazard Protection:** Protect life and property from natural and human-made hazards.

Every general plan in California must address natural and human-made hazards and dangers to identify the potential risk of death, injuries, property damage, and economic and social dislocation resulting from fires, floods, earthquakes, landslides, and other events. The following policies and actions are intended to promote public safety and reduce the risk of hazards.

PREPAREDNESS

Like much of the Bay Area, Vallejo is vulnerable to seismic activity due to the presence of several active faults in the region. In California, the Alquist-Priolo Act requires the identification of active faults and the establishment of earthquake fault zones around them so that communities can plan land use to avoid these areas. There are no Alquist-Priolo fault zones in Vallejo. The closest and most prominent active faults are the Rodgers Creek Fault and the Concord-Green Valley Fault, whose nearest approaches lie approximately five miles from the Vallejo city limit. There are some more minor potentially active faults that run through the Planning Area, including the Franklin Fault and the Southhampton Fault, as shown on Map NBE-3. According to the US Geological Survey (USGS), no historical seismic events have been attributed to these faults.

The probability of a magnitude 6.7 or greater earthquake prior to the year 2036 in the Bay Area is considered to be 63 percent, according to USGS estimates, with the probability of an event of this magnitude estimated at 31 percent on the Rodgers Creek-Hayward Fault and 3 percent for the Green Valley-Concord Fault. Earthquakes of this magnitude can create ground accelerations severe enough to cause major damage to structures and foundations not designed to resist the forces generated by earthquakes. Underground utility lines are also susceptible where they lack sufficient flexibility to accommodate the seismic ground motion. With a seismic event of this magnitude, most parts of Vallejo are expected to experience "very strong" shaking.

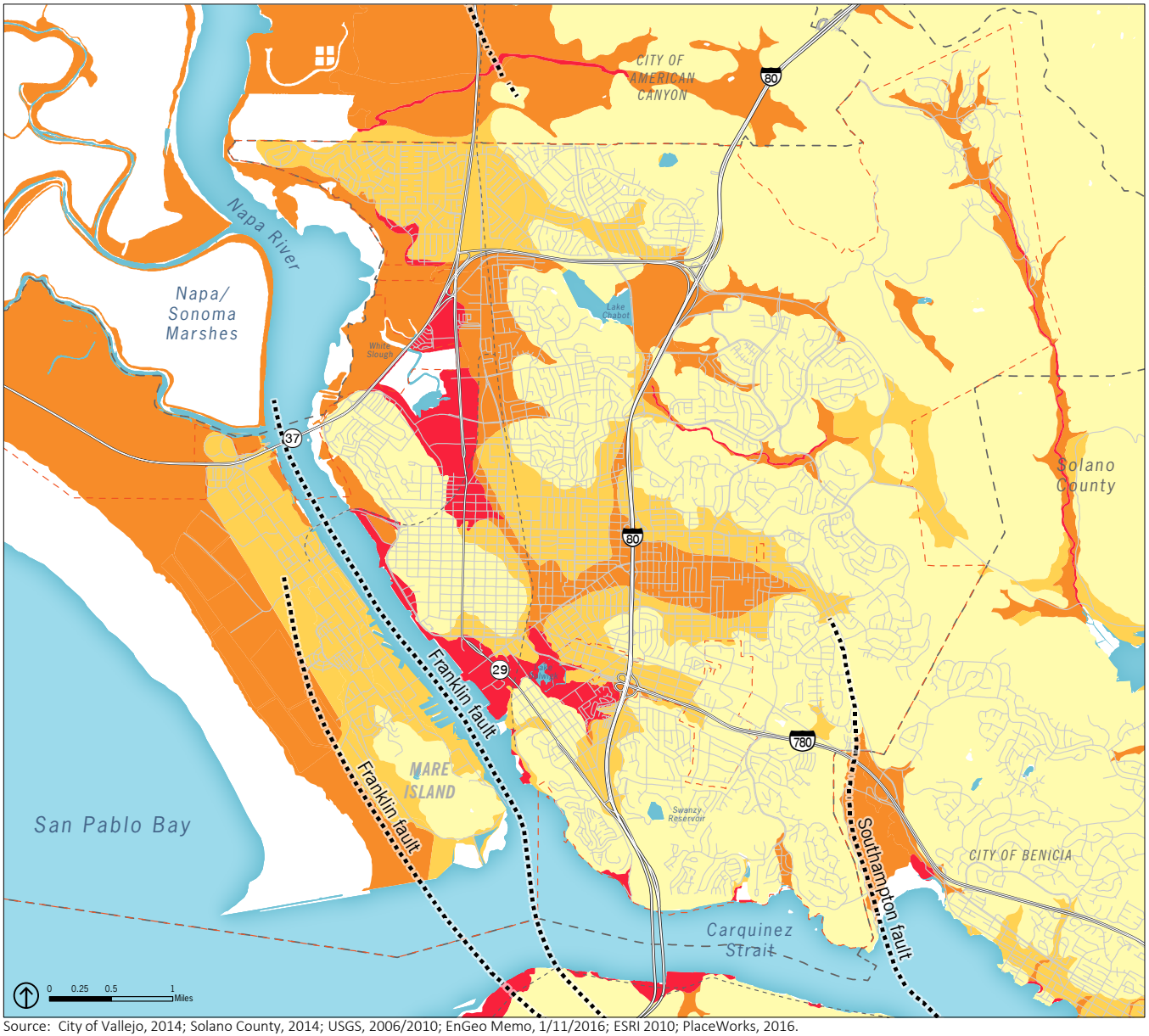
Under certain circumstances, ground shaking can temporarily transform an otherwise solid, granular material to a fluid state. This process is known as liquefaction, and generally occurs in areas with moist, fine-grained sediment or fill. Liquefaction is a serious hazard because it can cause buildings to subside and suffer major structural damage. Liquefaction is most often triggered by seismic shaking, but it can also be caused by improper grading, landslides, or other factors. Parts of the planning area are susceptible to liquefaction are shown on Map NBE-4. With proper foundation design and adherence to building code standards, development in these areas can still safely occur.

Mapped landslide zones in Vallejo are almost exclusively found on steeper hillsides in the northeast part of the community, such as the areas near Sulphur Springs Mountain, although smaller, isolated landslides have also been documented in the low hills at the south end of Mare Island as well as the steep, west-facing slopes of Carquinez Heights east of the Napa River. Due to the differences in the physical characteristics of slope materials, some superficially similar areas may differ widely in terms of landslide hazard potential. For this reason, site-specific geotechnical analyses are considered essential to the accurate assessment of landslide hazard risk at a given location.

Map NBE-4 shows Fire Hazard Severity Zones in the Planning Area, based on topography, weather and fuel classification. State Responsibility Areas (SRA) indicate areas where the State has fiscal responsibility and can charge fees to support fire prevention, while Local Responsibility Areas show where the City of Vallejo has fiscal responsibility. There are no Very High Fire Hazard Areas in or adjacent to Vallejo.



MAP NBE-3
Earthquake and Liquefaction Hazard Zones



Source: City of Vallejo, 2014; Solano County, 2014; USGS, 2006/2010; EnGeo Memo, 1/11/2016; ESRI 2010; PlaceWorks, 2016.

Faults

Liquefaction Susceptibility

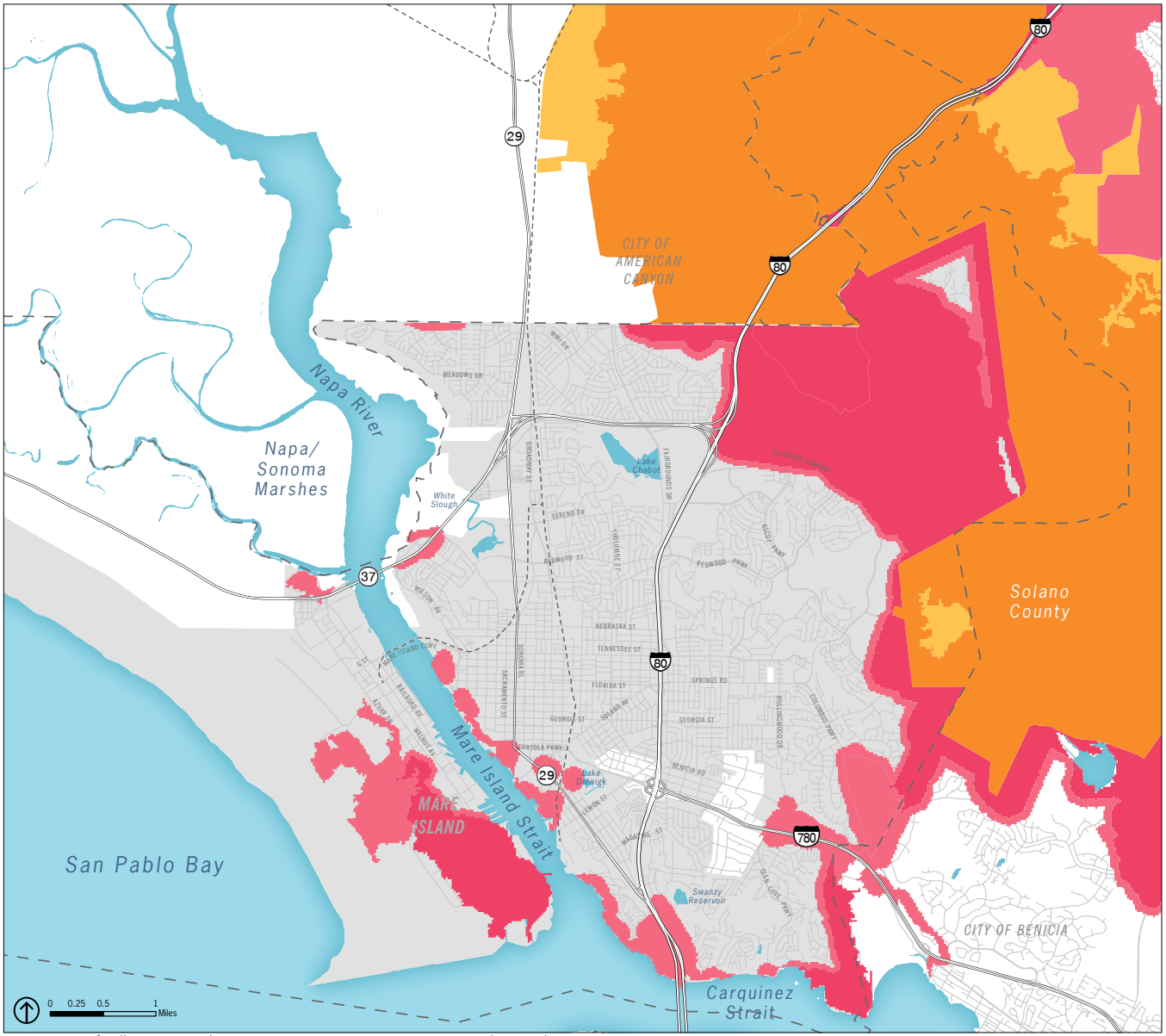
- Very High
- High (not visible in map extent)
- Medium
- Low
- Very Low

Vallejo City Limit

Sphere of Influence (SOI)

Railroad

Disclaimer: Maps depict the regional distribution of Quaternary surficial deposits and relative liquefaction susceptability zones in the central San Francisco Bay area and are appropriate for planning purposes. The maps lack the necessary resolution, however, for site-specific conclusions or design.



Source: City of Vallejo, 2014; Solano County, 2014; FRAP, 2007; ESRI 2010; PlaceWorks, 2016.

MAP NBE-4
Wildfire Risk Areas

State Responsibility Area

- Moderate
- High

Vallejo Local Responsibility Area

- Moderate
- High

- Vallejo City Limit
- Sphere of Influence (SOI)
- Railroad

Grassland areas along the eastern perimeter of the city and on the southern portion of Mare Island have High Fire Hazard classification, although wildfire risk with this type of vegetative cover is more easily controlled through preventive weed abatement measures than in places with heavier brush and more trees. Areas of wildland/urban interface, where high-value structures such as homes meet highly flammable native vegetation, are more vulnerable and, as a result of serious wildland fires throughout the state in recent years, are more stringently subject to fire-prevention regulations on development.

The City and Solano County coordinate for response in emergency situations. The City and the County have adopted separate but consistent Emergency Operations Plans used for pre-emergency planning and emergency response to natural and human-made disasters. Additionally, the Vallejo Fire Department offers Citizens Emergency Response Training (CERT) to community members for disaster preparedness.

POLICY NBE-5.1 Event Readiness. Prepare sufficiently for major events to enable quick and effective response.

Action NBE-5.1A *Periodically update the City's Local Hazard Mitigation Plan as well as the Emergency Management Plan, including by ensuring consistency with the Solano County Emergency Operations Plan.*

Action NBE-5.1B *Conduct regular emergency response training exercises.*

Action NBE-5.1C *Coordinate with emergency response agencies, nearby cities, community groups, and private enterprise in developing comprehensive disaster preparedness, assistance, and post-disaster recovery plans.*

Action NBE-5.1D *Collaborate with the Greater Vallejo Recreation District, Solano Land Trust, and other public agencies to ensure that open spaces are maintained so that ground fuels do not promote the spread of wildfire.*

Action NBE-5.1E *Periodically update the City's Capital Improvement Program to include improvements that will expedite emergency response.*

Action NBE-5.1F *Work with local gas, electric, cable, water, sewer, and other utility providers to help and ensure their ability to function (or be quickly restored) following an outage.*

POLICY NBE-5.2 Community Preparedness. Increase public awareness of City emergency preparedness programs and resources.

Action NBE-5.2A *Continue to provide Community Emergency Response Team (CERT) training to residents and business community members.*

POLICY NBE-5.3 Health and Safety Codes. Enforce development regulations and building code requirements to protect residents, businesses, and employees from flooding, liquefaction, earthquakes, fires, and other hazards.

Action NBE-5.3A *Periodically revise construction codes and regulations to incorporate the latest information and technology related to natural hazards such as earthquakes and flooding.*

Action NBE-5.3B *Continue to require development to comply with building and safety codes and continue to route plans and drawings to all relevant City departments for review.*

POLICY NBE-5.4 Project Location and Design. Prohibit development in any area where it is determined that the potential risk from natural hazards cannot be mitigated to acceptable levels.

Action NBE-5.4A *Continue to require geotechnical studies for land use proposals to determine engineering measures that may be necessary to adequately mitigate any seismic, flooding, sea level rise, landslide, erosion, or related risk.*

Action NBE-5.4B *Continue to require drainage and erosion control measures for landslide-prone or geologically hazardous hillside areas to minimize risks to downhill areas.*

Action NBE-5.4C *Continue to use the development review process to ensure that development is planned and constructed to resist the encroachment of uncontrolled fire.*



Action NBE-5.4D *Locate public facilities that are critical to health and safety (such as police and fire stations, and water and sewer facilities) so as to minimize potential impacts from hazards.*

Action NBE-5.4E *Work with property owners to facilitate the retrofitting of existing structures to reduce the potential for damage during earthquakes.*

POLICY NBE-5.5 Hazard Awareness. Promote public awareness of hazards and resources available to help property and business owners improve safety and prepare for emergencies.

Action NBE-5.5A *Continue to partner with neighborhood and community organizations to conduct emergency preparedness exercises.*

Action NBE-5.5B *Update "high fire hazard severity zone" maps as necessary and provide landowners with information on minimum defensible space requirements for development in affected areas.*

FLOOD CONTROL

A major portion of Vallejo's western boundary consists of low-lying mud flats and marshlands adjacent to the Napa River. Although much of the area within the historic floodplain has been filled and/or diked, some areas are still subject to seasonal flooding. The levees were constructed at the turn of the 20th century when the practice of reclaiming wetlands for agriculture was common throughout the Bay Area. The area around White Slough was once protected by levees; however, the levees were breached in the 1960s and again in the 1970s when the Napa River flooded. After the second of these storm cycles, the levees were not repaired and the area was inundated by tidal flows, creating the wetlands that exist today. Heavy rains and high

tides have also caused historic flooding around Lake Dalwigk and in the floodplain around Nebraska and Sutter-Napa Streets.

The Federal Emergency Management Agency (FEMA) maps areas at risk of inundation in the event of a 100-year flood, which has a 1 percent chance of occurring in any given year, and a 500-year flood, where the risk of flooding is 0.2 percent in a given year. FEMA flood risk areas are shown on Map NBE-5. Construction within flood hazard zones is restricted by the provisions of the Vallejo municipal code, and the City participates in FEMA's National Flood Insurance Program (NFIP), providing subsidized flood insurance to property owners. The City cooperates on flood control planning with the Vallejo Sanitation and Flood Control District (VSFCD), which operates and maintains the storm drain system that helps protect the community from flooding. Statewide regulations require new development projects and redevelopment projects to treat stormwater and reduce runoff.

Map NBE-5 also shows the inundation areas for four dammed reservoirs owned and operated by the City of Vallejo: Lake Chabot, Summit Reservoir, Swanzy Lake, and Fleming Hill No. 2 Reservoir. The California Division of Safety of Dams (DSOD) inspects each dam on an annual basis to ensure the dam is safe and performing as intended. The dams have been assessed for seismic stability and are projected to withstand the maximum credible earthquake. The probability of local dam failure is extremely low, and Vallejo has never been impacted by a major dam failure.

BCDC has identified areas in Vallejo that may be affected by sea level rise of 55 inches by 2100, as shown on Map NBE-6. Given local elevation, most of Vallejo is not susceptible, but some areas near White Slough and on the South Waterfront could be flooded. Most shoreline damage from flooding will occur as a result of storm activity in combination with higher sea levels. BCDC requires that shoreline protection projects, such as levees and seawalls, be designed to withstand the effects of projected sea level rise and be integrated with adjacent shoreline protection. Whenever feasible, projects must integrate hard shoreline protection structures with natural features, such as marsh or upland vegetation, that enhance the Bay ecosystem. BCDC also requires risk assessments for projects within 100 feet of the shoreline; however, as a matter of best practice, development within areas susceptible to sea rise should be designed for resilience.

POLICY NBE-5.6 Flood Control Planning. Protect the community from potential flood events.

Action NBE-5.6A *Maintain up-to-date Flood Insurance Rate Maps for use in planning and public works decisions.*

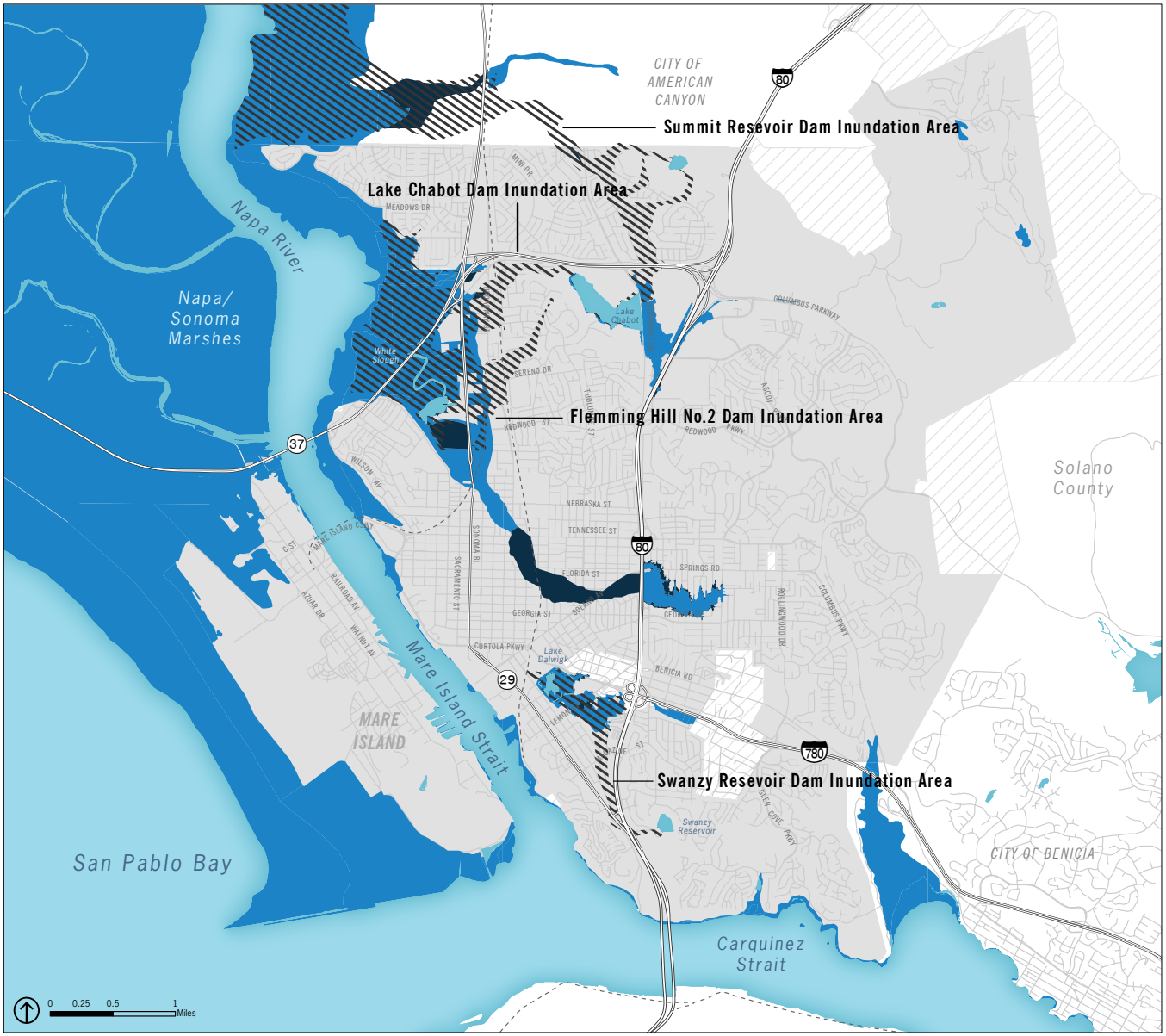
Action NBE-5.6B *Collaborate with the Vallejo Sanitation and Flood Control District (VSFCD) and Solano County Water Agency (SCWA) to implement comprehensive flood control planning.*

Action NBE-5.6C *Continue to refer projects in flood prone areas to the VSFCD for review and comment.*

Action NBE-5.6D *Continue to enforce City regulations that prohibit development, grading, and land modification activities that would adversely affect the local drainage system or create unacceptable erosion impacts.*

Action NBE-5.6E *Continue to require that new or modified structures within the 100-year floodplain comply with the City's Flood Management Regulations, including elevation of building pads above the floodplain and flood-proofing of buildings, and continue to prohibit permanent structures in designated floodways.*

Action NBE-5.6F *Work with FEMA to evaluate levees on the western side of Mare Island to enhance the embankments, as necessary.*

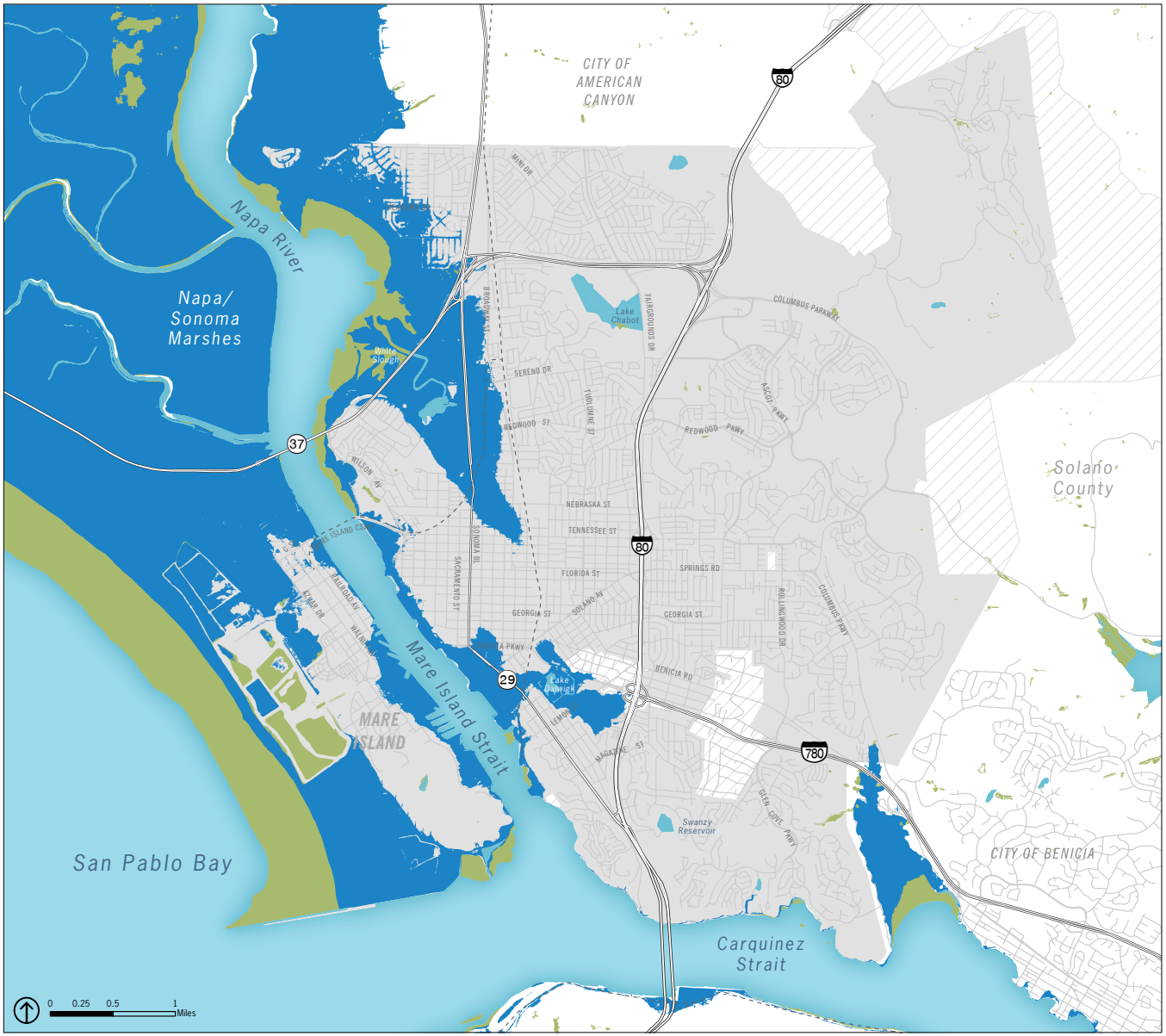


MAP NBE-5
Flood Zones and Dam Inundation Areas

- 100-Year Flood Zone
- 500-Year Flood Zone
- Dam Inundation Areas
- Railroad
- Vallejo City Limit
- Sphere of Influence (SOI)

Source: City of Vallejo, 2014; Solano County, 2014; OES,2009; ESRI, 2010; FEMA, 2014/2015; PlaceWorks, 2016.

MAP NBE-6
Projected Sea Level Rise



Area vulnerable to a projected 55-inch sea level rise by 2100 (100-year recurrence level)

Vallejo City Limit

Sphere of Influence (SOI)

Railroad

Wetland

Disclaimer: Inundation data does not account for existing shoreline protection or wave activity. This map is for informational purposes only. Users, by their use, agree to hold harmless and blameless the Association of Bay Area Governments along with the State of California and its representatives and its agents for any liability associated with its use in any form. The maps and data shall not be used to assess actual coastal hazards, insurance requirements, or property values or be used in lieu of Flood Insurance Rate Maps issued by the Federal Emergency Management Agency (FEMA).

Source: City of Vallejo, 2014; Solano County, 2014; Knowles, Noah. 2010. Potential Inundation Due to Rising Sea Levels in the San Francisco Bay Region. San Francisco Estuary and Watershed Science, 8:1. Available at http://escholarship.org/uc/search?entity=jmie_sfews;volume=8;issue=1.
Data from website: http://cascade.wr.usgs.gov; ESRI, 2010; PlaceWorks, 2016.

POLICY NBE-5.7 Design for Stormwater Control. Encourage new development and redevelopment to minimize the area of new roofs and paving.

Action NBE-5.7A *Provide informational materials that promote the use of permeable materials for driveways, streets, parking lots, sidewalks, and plazas.*

Action NBE-5.7B *Continue to manage and maintain City-owned storm drainage infrastructure to avoid flooding and reduce the negative effects of stormwater runoff.*

POLICY NBE-5.8 Dam Safety. Ensure that City-operated dams are properly maintained through regular inspections, and take precautions necessary to protect Vallejo properties from related flood hazards in the event of dam failure.

Action NBE-5.8A *Work with the California Division of Dams (CDOD) and California Office of Emergency Services (CalOES) in the update of dam inundation maps and Emergency Action Plans (EAPs), as needed, for the dams operated by the City of Vallejo.*

POLICY NBE-5.9 Sea Level Rise. Plan for sea level rise and participate in regional adaptation efforts for areas of Vallejo at risk from sea level rise.

Action NBE-5.9A *For City underground utilities, use materials that are more resistant to corrosion from saltwater intrusion.*

Action NBE-5.9B *Seek funding to develop and implement sea level rise adaptation strategies and projects.*

Action NBE-5.9C *In consultation with Solano County and the San Francisco Bay Conservation and Development Commission (BCDC), develop a Sea Level Rise Strategy that identifies properties and resources susceptible to sea level rise and includes protection and adaptation strategies, based on the latest sea level rise planning guidance from the State.*

HAZARDOUS MATERIALS

Federal, State, and local laws regulate the production, storage, handling, and disposal of hazardous materials and waste. These are materials that pose a significant hazard to human health and safety or to the environment, including industrial wastes, pesticides, radioactive wastes, asbestos, and combustible fuels. Hazardous materials commonly used in the home include garden pesticides, waste oil, paint supplies, car batteries, and pool chemicals. Limited quantities of household hazardous waste may be transported to and dropped off at a recycling center.

Both the State and the federal government require businesses that store or handle hazardous materials to comply with inventory and reporting programs. Businesses that store more than 55 gallons of hazardous liquids, 500 pounds of solids, or 200 cubic feet of compressed gases must also file an annual business plan to establish incident prevention measures, hazardous-materials handling protocols, and emergency response and evacuation procedures.

Although hazardous materials are carefully regulated today, past activities have left several contaminated sites in Vallejo, and there are others where contamination is suspected and investigation is underway. Contamination has resulted from leaking underground storage tanks, disposal of hazardous materials, and various past industrial practices. The potential for accidents and spills means that the City must strive to reduce risks and be prepared for emergencies. The California Department of Toxic Substances Control (DTSC) oversees the environmental cleanup of

contaminated sites. On Mare Island, master developer Lennar Mare Island and the Navy under DTSC oversight continue to clean and remediate the former shipyard for residential, industrial, and commercial use. The Mare Island Restoration Advisory Board (RAB), consisting of members from the Navy, the local community, local business, regulatory agencies, and special interest groups, offers a forum for information sharing and community input into the environmental cleanup process.

POLICY NBE-5.10 Site Safety. Ensure that affected soil, groundwater, or buildings will not have the potential to adversely affect the environment or the health and safety of site occupants.

Action NBE-5.10A *Continue to require remediation of hazardous material releases from previous land uses as part of any redevelopment activities.*

Action NBE-5.10B *Continue to require environmental site assessments stipulated by State and County regulations for potential hazardous material releases from prior uses and assessments for lead and asbestos present in building materials.*



Action NBE-5.10C *Continue to work with the Navy, Lennar Mare Island, and the Mare Island Restoration Advisory Boards (RABs) to prioritize the cleanup of remnant contamination on Mare Island and assure remedial actions are maintained.*

Action NBE-5.10D *Seek funding and technical assistance to facilitate brownfield redevelopment, including federal Tax Incentives for brownfields sites, DTSC Revolving Loan Fund (RLF) Program, Cleanup Loans and Environmental Assistance to Neighborhoods (CLEAN) Loan Program, Brownfields Tax Incentives, and the U.S. Environmental Protection Agency (EPA) brownfields grant and loan programs.*

POLICY NBE-5.11 Risk Reduction. Reduce the risk of hazardous materials accidents, spills, and vapor releases, and minimize the effects of such incidents if they occur.

Action NBE-5.11A *Continue to require the preparation of Hazardous Materials Business Plans for new uses that will handle hazardous materials, including inventory of materials by type, quantities, and conditions of storage and transportation, assessment of potential hazards associated with the materials, and steps to be taken to minimize risks and in the event of a spill.*

Action NBE-5.11B *Continue to require that businesses using hazardous materials maintain safe distances from sensitive uses, such as homes and schools.*

Action NBE-5.11C *Work with appropriate State and federal agencies to designate and periodically update official routes for the transportation of hazardous materials.*

Action NBE-5.11D *Continue to require compliance with all hazardous waste transport standards established by State and federal agencies.*

Action NBE-5.11E *Continue to require that all facilities where hazardous materials are used, handled, or stored are designed and constructed to minimize the possibility of environmental contamination and off-site impacts.*

Action NBE-5.11F *Collaborate with county, State, and federal agencies to ensure that facilities where hazardous materials are used, handled, or stored are regularly inspected and that applicable regulations are enforced.*

POLICY NBE-5.12 Public Awareness. Ensure that residents and businesses can obtain up-to-date information about hazardous materials handling, storage, and regulations in the community.

Action NBE-5.12A *Publicize household hazardous waste collection events, and provide residents with information on safe disposal procedures for household waste such as paint, motor oil, and batteries.*

Action NBE-5.12B *Enforce community disclosure (Right to Know) laws that inform property owners of the presence of hazardous materials nearby.*

Action NBE-5.12C *Work with rail and waterborne cargo transporters and the California Public Utilities Commission (CPUC) to ensure safe conditions for the loading, unloading, and transport of hazardous materials through Vallejo.*

NOISE

Noise can affect the way people live and work. Some types of noise are only short-term irritants, like the pounding of a jackhammer or the whine of a leaf blower. These noise sources can generally be controlled through City noise regulations, including noise ordinances. However, noise from certain sources, such as freeways, roadways, aircraft, and railways that are permanent fixtures in the community can potentially diminish quality of life and detract from community character. To limit exposure to noise and to minimize adverse effects on sensitive receptors like homes and schools, land uses must be planned such that compatibility with noise sources can be achieved, and, where conflicts exist, noise reduction mitigation measures must be used.

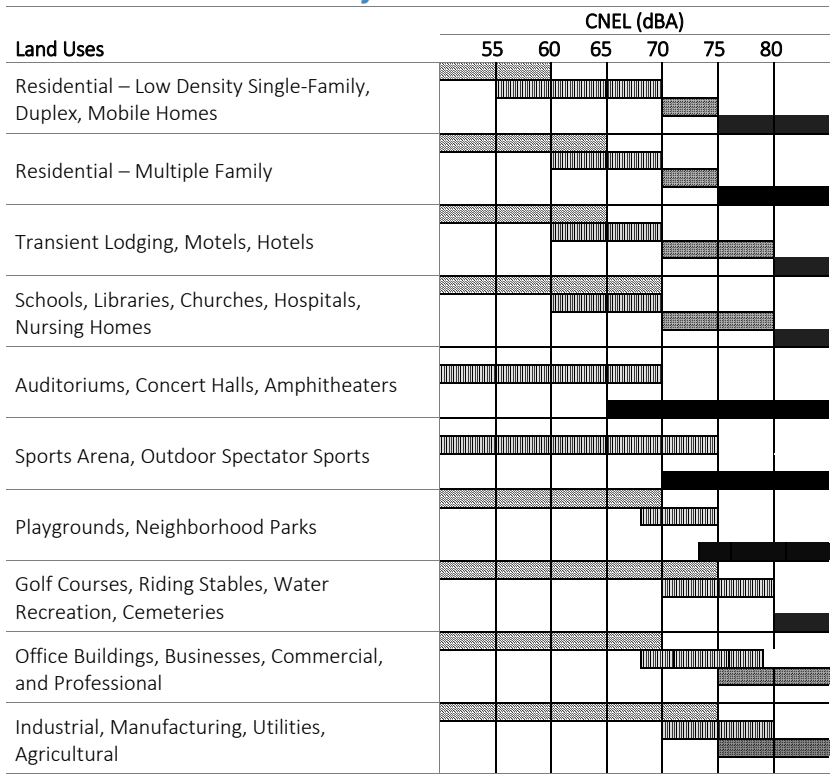
State law requires general plans to use the Community Noise Equivalent Level (CNEL) or the Day/Night Average Sound Level (Ldn) to describe the community noise environment (in decibels, "dBA") and its effects on the population. Vallejo's land use compatibility standards for noise, described in Ldn, are summarized in Table NBE-1.

POLICY NBE-5.13 Noise Control. Ensure that noise does not affect quality of life in the community.

Action NBE-5.13A *Continue to require that new noise-producing uses are located sufficiently far away from noise-sensitive receptors and/or include adequate noise mitigation, such as screening, barriers, sound enclosures, noise insulation, and/or restrictions on hours of operation.*

Action NBE-5.13B *Update City regulations to require that parking, loading, and shipping facilities and all associated mechanical equipment be located and designed to minimize potential noise and vibration impacts on residential neighborhoods.*

TABLE NBE-1 California Land Use Compatibility for Community Noise Environments



Normally Acceptable: Specified land use is satisfactory based upon the assumption that any buildings involved are of normal conventional construction, without any special noise insulation requirements.

Normally Unacceptable: New construction or development should generally be discouraged. If new construction does proceed, a detailed analysis of the noise reduction requirements must be made and needed noise insulation features included in the design.

Conditionally Acceptable: New construction or development should be undertaken only after a detailed analysis of the noise reduction requirements is made and the needed noise insulation features included in the design. Conventional construction, but with closed windows and fresh air supply systems or air conditioning will normally suffice.

Clearly Unacceptable: New construction or development generally should not be undertaken.

Source: Governor's Office of Planning and Research, General Plan Guidelines, November 2003.

Action NBE-5.13C *Update City regulations to restrict the allowable hours to between 7 AM and 7 PM on weekdays for construction, demolition, maintenance, and loading/unloading activities that may impact noise-sensitive land uses.*

Action NBE-5.13D *Require proponents of mixed-use projects to notify potential residents that they may be affected by noise from adjacent/nearby commercial, retail, entertainment, and/or circulation components of the project.*

POLICY NBE-5.14 Vibration Control. Ensure that vibration does not affect quality of life in the community.

Action NBE-5.14A *Update City regulations to establish quantified vibration level limits similar to commonly used guidelines found in the Federal Transit Administration document "Transit Noise and Vibration Impact Assessment" (2006).*

POLICY NBE-5.15 Noise Compatibility Standards. Apply the General Plan noise and land use compatibility standards to all new residential, commercial, and mixed-use development and redevelopment.

Action NBE-5.15A *For new single-family residential projects, use a standard of 60 Ldn for exterior noise in private use areas, and require appropriate impact mitigation.*

Action NBE-5.15B *For new multi-family residential projects, use a standard of 65 Ldn in outdoor areas, excluding balconies, and require appropriate impact mitigation.*

Action NBE-5.15C *For new mixed-use projects that include a residential component, use a standard of 65 Ldn in outdoor areas, excluding balconies, and require the design to minimize commercial noise intrusion into residential areas, including by separating residential areas from noise-generating sources such as mechanical equipment, entertainment facilities, gathering places, loading bays, parking lots, driveways, and trash enclosures to the extent reasonably feasible.*

Action NBE-5.15D *Require maximum interior noise levels at 45 Ldn in all new residential units, and require appropriate impact mitigation.*

Action NBE-5.15E *When approving new development, limit project-related noise increases to the following for permanent stationary and transportation-related noise sources:*

- *no more than 10 dB in non-residential areas;*
- *no more than 5 dB in residential areas where the with-project noise level is less than the maximum "normally acceptable" level in the Noise and Land Use Compatibility figure; and*
- *no more than 3 dB where the with-project noise level exceeds the "normally acceptable" level in Noise and Land Use Compatibility figure.*

Action NBE-5.15F *Require acoustical studies with appropriate mitigation measures for projects that are likely to be exposed to noise levels that exceed the 'normally acceptable' standard and for any other projects that are likely to generate noise in excess of these standards.*

4

Livable Community

Promote livability through managed, balanced and quality growth in keeping with the city's scale, services, and environment, and directing growth to infill areas.

Redlanders want development to contribute to their quality of life, enhance the public realm, and respect the environment. The community would like growth to be balanced and managed, and channeled into appropriate locations such as in central Redlands—accomplishing revitalization goals and reducing development pressure at the edges—while enhancing community character. Looking ahead, the City will capitalize on substantial infill opportunities around the proposed Redlands Passenger Rail stations to develop unique and identifiable new neighborhoods and districts that are walkable, crucibles of innovation, connected to their surroundings and to transit, and respectful of the city's overall scale and character.

New infill development, guided by design standards and guidelines, will be developed in harmony with the surrounding community, with quality architecture and landscaped parking, pedestrian connections, parks, and other amenities as appropriate. Consistent use of compatible streetscape design and street trees in new development will contribute to the overall aesthetic that makes Redlands unique. Commercial districts will be revitalized in a manner that is compatible with the scale and character of the adjacent neighborhoods.

Photo Credit: Donald Graham



Growth management policies limit growth in areas with verdant natural landscapes.

4.1 GROWTH MANAGEMENT

Beginning with Proposition R in 1978, growth management measures were originally adopted in response to rapid residential development. Residential development peaked during the 1980s, when 20 percent of the current housing stock was constructed in a single decade. Since that period, residential growth has slowed substantially. The Growth Management System is the City of Redlands' commitment to effectively manage growth and preserve the quality of life for current and future residents.

Measure N

Measure N, a growth control ordinance that amended the previous growth management measure (Proposition R), was approved by the voters in 1987. The measure limits the development of residential dwelling units to 400 units per calendar year. Of the 400 units, 50 units are, by resolution, reserved for single-family homes, duplexes, triplexes and four-plexes on existing lots, with the remainder to be allocated according to a point system (adopted as Ordinance No. 2036), which emphasizes design amenities. The measure also restricts changing land designations or zoning to a higher density than Rural Estate (R-E) for those lands designated as urban reserve agricultural on June 1, 1987, and limits development on steep slopes.

Measure U

Measure U, adopted by the voters in 1997, further articulated growth management policies. This General Plan Amendment reinforced and modified certain provisions of Measure N, adopted Principles of Managed Growth, and reduced the development density of San Timoteo and Live Oak Canyons by creating a new land use category: Resource Preservation. Measure U limits the development potential of this part of Redlands characterized by steep slopes and natural resources.

Measure U amended the Redlands General Plan Land Use Element to "plan for" a housing mix of 75 percent single-family and 25 percent multi-family dwelling units at buildout. The City Council has adopted a clarification of this policy determining that "for-sale" condominiums (which are considered multi-family dwellings by the Census and the Department of Finance) will be considered single-family dwellings for purposes of this calculation. The measure has not proved to be hindrance for Redlands to achieve its regional housing fair share needs, and Redlands continues to have a certified Housing Element.

Measure U also includes traffic level of service standards; for policies pertaining to this, see Chapter 5: Connected City. Certain types of development are exempted from Measure U, including development on existing lots of record, remodeling of existing single-family homes, development related to rail stations, and development projects Downtown.

Growth Boundaries

Growth management policies limit development outside of the city boundaries. Natural features such as the Santa Ana River, the Crafton Hills, and the canyons of San Timoteo and Live Oak, act as natural boundaries for growth. To reinforce urban-rural separation, this General Plan provides for an urban growth boundary separating Redlands from Crafton, with the boundary forming the edge of rural uses in Crafton where the minimum lot size is five acres.

The City provides services to areas of Crafton and Mentone that are within its Sphere of Influence, and also to the Donut Hole area that is outside of the SOI, for which the City has a tax share arrangement with the County that will expire in 2028.

POLICIES

Principles

4-P.1 Promote a balanced rate and distribution of development and uses pursuant to the standards identified in Measure U and compatible with the fabric of the existing community.

4-P.2 Provide for the expansion of housing and employment opportunities while ensuring that a high quality of life is maintained in Redlands.

4-P.3 Focus new development in infill areas in order to preserve open space, agriculture, and citrus groves, particularly around the edges of the city.

4-P.4 Maintain separation of urban and rural uses, including through establishment of growth boundaries as necessary.

Actions

4-A.1 Promote the orderly development and growth of urban areas in infill areas and the city center while encouraging the ongoing cultivation of agricultural land and the preservation of rural living areas in the canyons, Crafton, and Mentone.

4-A.2 Establish an Urban Growth Boundary between Redlands and Crafton to maintain rural uses and promote agriculture in Crafton, delineating the edge of urban uses.

4-A.3 Ensure that infill development complements existing development in use, design, and scale, and that it supports the cohesion and integration of the city's development pattern.

4-A.4 Coordinate with San Bernardino County to ensure that land use designations and development standards in unincorporated portions of the Planning Area are consistent with those set forth in the Redlands General Plan.

4-A.5 Work towards the inclusion of the "Donut Hole" in northwest Redlands in the Redlands Sphere of Influence and annexation at the time current revenue sharing agreements end.

4-A.6 Provide for the extension of public services in a logical and functional manner to minimize impacts on service providers while focusing development in infill areas that can accommodate development in a timely manner.





Residential growth in recent decades has concentrated in the periphery of the city, including the San Timoteo Canyon area, where development potentially poses a greater challenge to the natural environment.

4.2 PRINCIPLES OF MANAGED DEVELOPMENT

Measure U General Plan Text (adopted by voters in 1997)

Population

As can be seen, population in the City of Redlands has grown over the last twenty-four (24) years. Based on Department of Finance data, the average annual growth rate between 1980-1994 was 3.8 and 2.4 percent respectively. Based on the existing population, projected number of dwelling units and persons per household, although it is impossible to predict the exact population of the City of Redlands under the provisions of this General Plan it is estimated that the City of Redlands could have a population of 101,644 at buildout. It is anticipated, however, that implementation of this growth management element and other provisions of the General Plan will reduce the likely number of residents at buildout to approximately 90,000.

Housing

According to the 1990 Census, the Planning Area (City and Sphere of Influence) had a total of 26,362 dwelling units. Between 1991 and 1994, the City of Redlands recorded an increase of 544 dwelling units, an increase of 2.0 percent, bringing the total to 26,906. It is projected that the total housing units for the City of Redlands at buildout of the General Plan could be as many as 36,414. It is anticipated, however, that implementation of this growth management element and other provisions of the General Plan will significantly reduce the likely number of dwelling units at buildout to approximately 32,000.

Population and Job Holding Capacity

The Planning Area at General Plan Buildout will accommodate approximately 90,000 residents and enough non-residential floor area for more than 100,000 jobs.

A. ESTABLISHMENT OF NEW SECTION:

1A.0 PRINCIPLES OF MANAGED DEVELOPMENT

1A.10 **Principle One:** The cost of infrastructure required to mitigate the effects of new development shall be paid by that new development.

(a) **Development Fee Policy -** In accord with the provisions of California Government Code Sections 66000 et. seq., all development projects as defined therein shall be required to pay development fees to cover 100% of their pro rata share of the cost of any public infrastructure, facilities or services, including without limitation police and fire services, necessitated as a result of such development. The City Council shall set and determine development fees sufficient to cover 100% of the estimated cost of such public infrastructure, facilities and services based on appropriate cost-benefit analyses as required by the provisions of California law.

(b) **Socio-Economic Cost/Benefit Study and Findings Required -** Every development project proposal requiring a General Plan Amendment, Zoning Amendment, Subdivision Map, Specific Plan, Pre Annexation Agreement for Outside City Utility Connections for non-contiguous properties, or for projects involving structures larger than 5,000 square feet, Conditional Use Permit approval, shall submit a socio-economic analysis and cost/benefit study, which shall also be included in all environmental documents submitted to the extent permitted by law, identifying the source of funding for necessary public infrastructure and reflecting the effect of such development on the City, as part of the application process. The City Council shall publish notice of and hold at least one public hearing at which the public may appear and be heard to consider the socio-economic cost/benefit study. Approval of the development project shall only occur if the socio-economic study finds and determines to the satisfaction of the City Council that the development project 1) will not create unmitigated physical blight within the City or overburden public services, including without limitation the sufficiency of police and fire protection, and 2) the benefit of the development project to the City outweighs any direct cost to the City that may result. The City Council may, however, approve a development project for which the socio-economic study fails to make the required findings or determinations if the City Council finds and determines upon a 4/5ths vote of its total authorized membership that the benefits to the City from the development project outweigh the negative socio-economic effects that may result.

(c) **Impacts of New Development on Public Schools Shall Be Mitigated -** A mandatory component of the socio-economic cost/benefit studies shall be an analysis of the effect of the proposed development on public schools facilities and resources, and shall include proposed measures to mitigate any identified adverse impacts on school facilities to the greatest extent permitted under California law.

1.A.20 **Principle Two:** Development within the planning area and sphere of influence of the City of Redlands shall conform to development standards within the City.

(a) **Development Agreements -** All development agreements entered into by the City and developers pursuant to California Government Code Sections 65864 et. seq., - after the Effective Date of this initiative measure as defined in Section 3 hereof, shall conform to the policies contained in the Redlands General Plan.

(b) **Extension of Public Utilities Outside the City Limits -** No extension of City provided utility services to areas outside the City limits shall occur until such areas are properly annexed to the City, except that utility services may be extended to areas outside the City limits without prior annexation if all of the following conditions are met:

(1) The area to be served is not contiguous to the City of Redlands; and

(2) The City and the land owner have entered into a properly recorded and binding pre-annexation agreement establishing covenants running with the land that assure full compliance with all development standards of the City of Redlands, payment of all capital improvement and other development fees which would be applicable to the property if it were within the City limits at the time of extension of such services, and immediate processing of annexation to the City at the City's request; and;

(3) The land owner agrees as a condition of extension of utility facilities to serve the proposed development to pay the full cost of such extension of such utility facilities.

1.A.30 **Principle Three:** Land use classifications set forth in the Redlands General Plan provide for an appropriate range of densities for residential development and intensity of commercial and industrial development in the City of Redlands.

(a) **Number of Land Use Classifications and Density Standards Shall Not Be Increased -**The density standards set forth in Paragraph 4.40, Residential Land Use Classifications, of Section 4.0, Land Use Element, of the Redlands General Plan shall not be increased, and no new residential land use classification shall be added, without a vote of the people.

(b) **Prohibition on Transfers of Density -** In order to assure that development occurs in a rational way, no transfer of residential development rights from lands other than those designated for single family residential shall be permitted, and then such transfers of single family residential density shall only be permitted to create or preserve agricultural, open space, school or park uses.

1.A.40 **Principle Four:** Agricultural uses of land are important to the culture, economy and stability of the City of Redlands and shall be preserved to the greatest

extent possible consistent with the will of the people as expressed in Proposition R and Measure N, and consistent with the policies of the State of California set forth in Government Code Section 51220.

1A.50 **Principle Five:** Preservation of San Timoteo Canyon as a water conservation, recreational, equestrian and wildlife refuge resource for residents of the City of Redlands is essential to the health, safety, and general welfare of the community. Development in this area shall only occur in a manner that preserves the area in as natural a state as possible, whether such development is for residential, commercial or flood control purposes.

1A.60 **Principle Six:** Limitations on traffic levels of service and use of designated roadways, restrictions on permanent outdoor advertising signs and the proliferation of billboards, imposition of reasonable noise standards in residential areas and control of slope densities are essential to managing growth within the City by preventing undue urbanization and its attendant urban blight, the degradation of public services and the over-intensive development of land.

(a) **Levels of Traffic Service throughout the City Shall Be Maintained -** To assure the adequacy of various public services and to prevent degradation of the quality of life experienced by the citizens of Redlands, all new development projects shall assure by appropriate mitigation measures that, at a minimum, traffic levels of service are maintained at a minimum of LOS C throughout the City, except where the current level of service is lower than LOS C, or as provided in Section 5.20 of the Redlands General Plan where a more intense LOS is specifically permitted. In any location where the level of service is below LOS C at the time an application for a development project is submitted, mitigation measures shall be imposed on that development project to assure, at a minimum, that the level of traffic service is maintained at levels of service that are no worse than those existing at the time an application for development is filed, except as provided in Section 5.20b.

(b) **Collector and Local Street Standards Shall Be Maintained -** No development project shall be approved which will generate traffic volume on residential collector streets or local residential streets in excess of the standards set forth in the Redlands General Plan at Sections 5.32a and 5.32b. Roadways shall be designed and designated for use in accord with the standards set forth in GP Figure 5.3 of the Redlands General Plan.

(c) **Circulation Patterns Shall Protect Residential Neighborhoods from Increased Traffic Congestion** – Traffic circulation patterns shall be established and maintained within the City in a manner that protects the character of residential neighborhoods as set forth at Sections 5.30i, 5.30j and 5.30k of the Redlands General Plan. Major infrastructure improvements within the City designed to accommodate regional traffic needs shall be designed, constructed and financed in a manner which discourages increased traffic flows through residential neighborhoods, encourages traffic flows to existing freeway systems and makes prudent use of federal and local taxpayer dollars. The City Council shall coordinate with the San Bernardino Association of Governments (SANBAG), the Inland Valley Development Authority (IVDA) and the City of San Bernardino with regard to all Santa Ana river crossings, except the Orange Street crossing, to assure the development of California Street/Mountain View Avenue as a major arterial providing access to the San Bernardino International Airport.

(d) **Designated Scenic Highways within the City Shall Be Maintained -** Where improvement of any scenic or historic drive, highway or roadway is required, the City shall take all action authorized by California law to ensure that those roadways retain the characteristics which justify their designation as scenic or historic roadways, including without limitation, capacity restrictions.

(e) **Permanent Outdoor Commercial Signs Shall Be Limited in Size -** To accommodate the need for permanent outdoor commercial signs in a manner that provides the least intrusion on the community and the least risk of visual blight, no permanent outdoor commercial sign shall be approved that exceeds 120 square feet in size except by variance and/or conditional use permit approved by a four-fifths (4/5) vote of the entire authorized membership of the City Council. No reader boards or billboards shall be permitted.

(f) **Noise Standards in Residential Areas Shall Be Established to Protect Residential Use of that Land**– Among the most damaging aspects of high density residential development is a degradation of residential noise standards. Accordingly, noise standards must be stringent enough to assure residents reasonable quietude in their homes.

(g) **Slope Density Limitations Shall Be Maintained-** To preserve the hillside vistas and character of the City of Redlands, no development project shall be approved in the Hillside Overlay areas that is inconsistent with the slope density standards set forth in Section 4.42m of the Redlands General Plan.

B. Exemptions

1. **Vested Projects.** This initiative measure shall not apply to or affect any property on which a vested right has been legally perfected and acquired prior to the Effective Date pursuant to state law.

2. **Special Categories of Development.** The provisions of this initiative measure shall not apply to the following:

A. New individual infill construction of single family homes on existing lots of record bounded by developed property as of March 1, 1997;

B. Rehabilitation, remodeling or additions to existing single family residential structures;

C. Reconstruction or replacement of any uses to the same density, intensity and classification of use as existed on the Effective Date, including legal non-conforming uses;

D. Development directly related to proposed Metrolink stations in the City of Redlands, including one at the University of Redlands;

E. New development projects subject to the Downtown Specific Plan 45, upon a four-fifths (4/5ths) vote of the total authorized membership of the City Council; and

F. Special, temporary or occasional uses of public streets including parades, local sporting and cultural events, graduation ceremonies, approved school activities and other occasional public gatherings.

3. **Exemptions from Traffic and Socio-Economic Study Requirements Only.** Development projects that directly further the primary institutional purposes of churches, hospitals, schools (including private schools and universities), and organizations such as the YMCA and YWCA, on sites held by such entities as of March 1, 1997, are exempt from the traffic level of service requirements and the requirement for a socio-economic study established by this initiative measure so long as such development projects are either 1) non-residential in character, or 2) provide only dormitory, staff housing or senior congregate care facilities for those exempt entities.

TABLE 4-1: EXISTING LAND USES IN THE PLANNING AREA (2016)

	Redlands			Sphere of Influence			Planning Area	
Land Use	**Acres**	**Percent of Redlands**	**Percent of Planning Area**	**Acres**	**Percent of SOI**	**Percent of Planning Area**	**Acres**	**Percent of Planning Area**
Residential	**7,132**	**30.8%**	**24.0%**	**1,881**	**28.8%**	**6.3%**	**9,013**	**30.3%**
Single-Family Residential	6,292	27.1%	21.2%	1,796	27.5%	6.0%	8,088	27.2%
Multi-Family Residential	627	2.7%	2.1%	54	0.8%	0.2%	681	2.3%
Mobile Home Park	212	0.9%	0.7%	32	0.5%	0.1%	244	0.8%
Commercial	**745**	**3.2%**	**2.5%**	**19**	**0.3%**	**0.1%**	**764**	**2.6%**
Auto-Oriented/Auto-Related Commercial	77	0.3%	0.3%	4	0.1%	0.0%	81	0.3%
General Commercial, Retail & Services	400	1.7%	1.3%	14	0.2%	0.0%	414	1.4%
Office/Business Park	259	1.1%	0.9%	0	0.0%	0.0%	259	0.9%
Mixed Use	9	0.0%	0.0%	2	0.0%	0.0%	11	0.0%
Industrial	**1,151**	**5.0%**	**3.9%**	**102**	**1.6%**	**0.3%**	**1,253**	**4.2%**
General Industrial	820	3.5%	2.8%	102	1.6%	0.3%	922	3.1%
Heavy Industrial	331	1.4%	1.1%	N/A	0.0%	0.0%	331	1.1%
Public/Institutional	**865**	**3.7%**	**2.9%**	**106**	**1.6%**	**0.4%**	**971**	**3.3%**
Hospital/Special Care Facilities	117	0.5%	0.4%	4	0.1%	0.0%	121	0.4%
Schools/Educational Facilities	505	2.2%	1.7%	71	1.1%	0.2%	577	1.9%
Public and Community Facilities	243	1.0%	0.8%	31	0.5%	0.1%	274	0.9%
Parks, Open Space, and Recreation	**3,719**	**16.0%**	**12.5%**	**419**	**6.4%**	**1.4%**	**4,138**	**13.9%**
Parks	271	1.2%	0.9%	1	0.0%	0.0%	272	0.9%
Open Space and Recreation	3,232	13.9%	10.9%	413	6.3%	1.4%	3,645	12.3%
Private Open Space	160	0.7%	0.5%	5	0.1%	0.0%	165	0.6%
Cemetery/Mortuary	57	0.2%	0.2%	N/A	0.0%	0.0%	57	0.2%
Agriculture	**911**	**3.9%**	**3.1%**	**1,269**	**19.4%**	**4.3%**	**2,180**	**7.3%**
Vacant	**4,700**	**20.3%**	**15.8%**	**2,208**	**33.9%**	**7.4%**	**6,909**	**23.3%**
Other	**1,073**	**4.6%**	**3.6%**	**101**	**1.6%**	**0.3%**	**1,174**	**4.0%**
Airport	170	0.7%	0.6%	N/A	0.0%	0.0%	170	0.6%
Utilities	751	3.2%	2.5%	95	1.5%	0.3%	846	2.8%
Parking Lot	16	0.1%	0.1%	1	0.0%	0.0%	17	0.1%
Water	136	0.6%	0.5%	5	0.1%	0.0%	141	0.5%
SUBTOTAL	**20,296**	**87.6%**	**68.3%**	**6,106**	**93.6%**	**20.6%**	**26,402**	**88.9%**
Railroad ROW/Streets/Private Roads	2,881	12.4%	9.7%	418	6.4%	1.4%	3,299	11.1%
TOTAL	**23,177**	**100.0%**	**78.0%**	**6,524**	**100.0%**	**22.0%**	**29,701**	**100.0%**

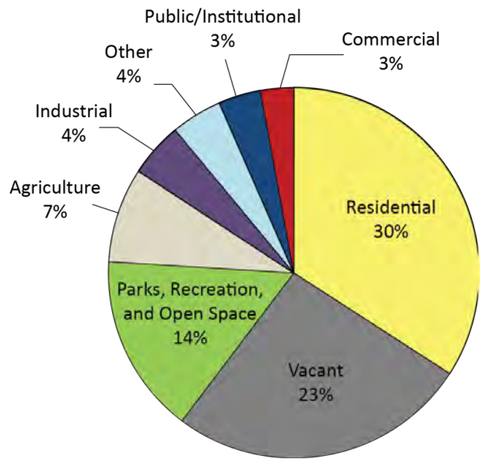
Sources: City of Redlands, 2015; Dyett & Bhatia, 2015.

4.3 LAND USE

Existing Land Use Mix

The city's overall land use pattern consists of distinct clusters of land uses: a western area composed of largely industrial, commercial, and office uses; a large area in the center dominated by residential land uses and Downtown; areas between Downtown and the periphery where agricultural and residential uses are interspersed; and swaths of open space and vacant land along the Planning Area's northern, southern, and eastern boundaries. Concentrated areas of diverse land uses are found in Downtown and in the southern portion of the East Valley Corridor Specific Plan area. The leading land use in the Planning Area is residential, followed by vacant land; parks, open space, and recreation; and agriculture. Existing land uses as of 2016 are summarized in Table 4-1, and their distribution shown in Chart 4-1.

Chart 4-1: Planning Area Land Use



Residential Development

Residential uses include single-family detached and attached, multi-family, mobile home housing types, and are the most common land uses in the Planning Area. Altogether, residential uses account for about 30 percent of the land in the Planning Area. The dominant residential land use is single-family residential, which encompasses about 27 percent of land in the Planning Area. Multi-family uses can be found in the northern and central parts of the Planning Area, primarily along Brookside Avenue in the West End; near Lugonia Avenue and Church Street; in the eastern portion of Lugonia; near the University of Redlands; and along Mentone Boulevard. Mobile home parks are generally located north of I-10, where larger parks are found near the University of Redlands, along Colton Avenue near the eastern city limits, and along Mentone Boulevard.

Redlanders want this mix of residential land use to remain similar. Residents indicate that the City should promote the development of additional single-family structures, as well as lofts/live-work spaces, startup homes for families, and housing for seniors and students. The provision of affordable housing is also important to most Redlanders.

Office, Commercial, and Industrial Development

Commercial land uses include auto-related commercial, general commercial and retail, office and business parks, and mixed uses. Combined, commercial land uses cover about 3 percent of land in the Planning Area. The largest share of commercial land uses is composed of general commercial and retail uses, including markets, theaters, retail, and restaurants.

The majority of commercial uses are located in the western region of the Planning Area, along I-10 and Redlands Boulevard, and in Downtown Redlands. Additional commercial corridors can be found along Orange Street north of I-10 and along Mentone Boulevard, with some smaller neighborhood shopping centers appearing in predominantly residential areas. Office uses and business parks are located mainly in the western region of the city along the I-10 corridor, with some uses located near Barton Road, Fern Avenue, and Reservoir Road. Auto-related commercial uses make up 10 percent of the Planning Area's commercial uses and are located mainly along Redlands Boulevard and the I-10 corridor.

Industrial uses cover 1,253 acres, or 4 percent of land in the Planning Area, and include heavy industrial uses such as rock, sand, and gravel production; and general industrial uses such as light industrial, manufacturing, warehouse, and storage. General Industrial uses are primarily located in the East Valley Corridor Specific Plan area and near the Redlands city limits, with some additional sites Downtown. Heavy industrial uses are in the north of the city near the Santa Ana River Wash.

Residents would like to see the development of additional commercial facilities, including shopping and dining. Of particular interest is the redevelopment of the Redlands Mall and adding additional retail destinations Downtown. Of concern to residents are traffic implications of additional shopping destinations, the effects these developments would have on the environment, and how these new facilities would complement community character.

Parks and Recreation; Agriculture

Parks, open space, and recreation uses account for about 16 percent of land in Redlands, which is the third largest land use. This category includes public parks, open space and recreation, private open space, and the Hillside Memorial Park Cemetery. The large open spaces along the Santa Ana River Wash and in the San Timoteo and Live Oak Canyons make up a significant proportion of this combined total.

Agricultural uses in the Planning Area encompass row crops, horse ranching, citrus, poultry, dairy, and avocado production. Residents greatly value the open space and consider the ring of open space around the town—the Emerald Necklace—an asset distinguishing Redlands from other cities in the region. Redlanders are highly concerned about preserving open space and agricultural land. They are wary about the effects of population growth on the preservation of open spaces, particularly in the canyons and Crafton Hills area.

Land Use Classifications

The General Plan Diagram, General Plan Figure 4-1, depicts 16 categories of land use: Rural Living; Very Low Density; Low Density; Low Medium Density; Medium Density; High Density; Office, Commercial; Commercial/Industrial; Light Industrial; Public/Institutional; Parks/Golf Courses; Agriculture; Open Space; Resource Preservation; and Hillside Conservation. The land use classifications are summarized in Table 4-2. The legend on the General Plan Land Use Map is an abbreviated version of the descriptions. The land use classifications are adopted as General Plan policy and are intentionally broad enough to avoid duplicating the City's zoning regulations. The General Plan Land Use Map, which is a graphic representation of City policies regarding growth and development, is to be utilized in conjunction with the policies contained in the General Plan as a guide to decision making. The Zoning Ordinance and the Zoning Map further delineate and prescribe specific uses of the land and associated development regulations. More than one zoning district may be consistent with a single General Plan land use category.

State law requires the General Plan to establish standards of population density and building intensity for each land use classification. For non-residential uses a maximum permitted ratio of gross floor area to site area is specified. The Floor Area Ratio (FAR) is a broad measure of building bulk that controls both visual prominence and traffic generated. Residential density is expressed as housing units per gross acre. (Resultant net densities are higher than equivalent gross densities because street and sidewalk dedication is omitted from the calculation.)

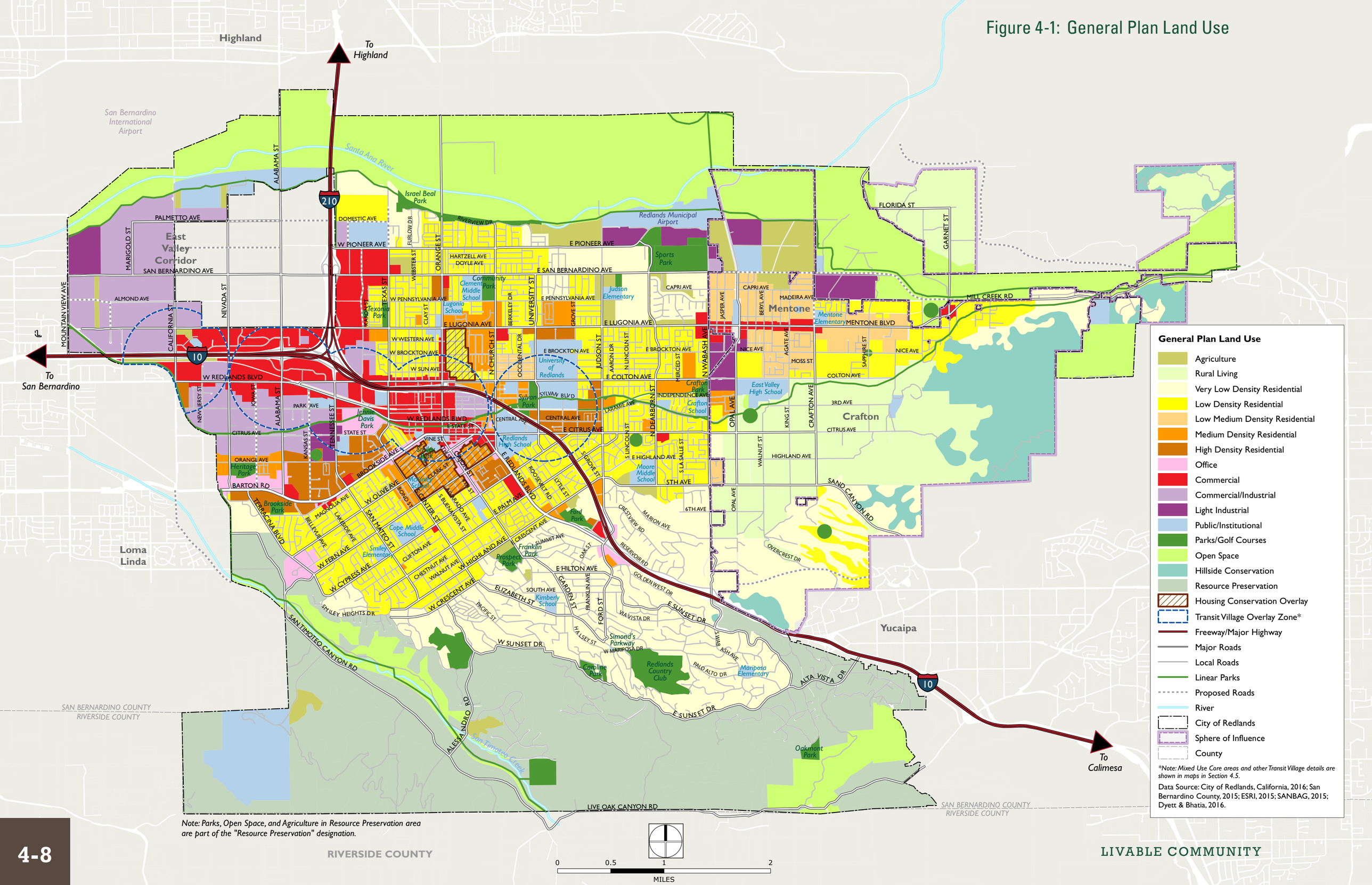
The density/intensity standards do not require the City to approve development projects at the top of the density or intensity range for each classification. Zoning regulations consistent with General Plan policies and/or site conditions may reduce development potential. Gross density standards and assumed averages for residential categories are listed below. Table 4-2 shows maximum FAR standards for non-residential uses.

Maximum residential densities are per gross acre of developable land, provided that at least one housing unit may be built on each existing legal parcel designated for residential use. Second units are permitted by local regulation. State-mandated density bonuses are in addition to densities otherwise permitted. Theoretical residential densities by land use category are illustrated in Figure 4-3.

Residential

- **Rural Living.** Rural Living is a residential land use category that designates areas intended to be developed with detached single-family dwellings at densities of up to 1 dwelling unit (du) per 5 acres on slopes between 0 and 15 percent, and up to 1 dwelling unit (du) per 10 acres on slopes greater than 15 percent and less than 30 percent. The intent of this land use category is to preserve natural features of the designated area and/or encourage agricultural use of the majority of each designated parcel.

Figure 4-1: General Plan Land Use



General Plan Land Use

- Agriculture
- Rural Living
- Very Low Density Residential
- Low Density Residential
- Low Medium Density Residential
- Medium Density Residential
- High Density Residential
- Office
- Commercial
- Commercial/Industrial
- Light Industrial
- Public/Institutional
- Parks/Golf Courses
- Open Space
- Hillside Conservation
- Resource Preservation
- Housing Conservation Overlay
- Transit Village Overlay Zone*
- Freeway/Major Highway
- Major Roads
- Local Roads
- Linear Parks
- Proposed Roads
- River
- City of Redlands
- Sphere of Influence
- County

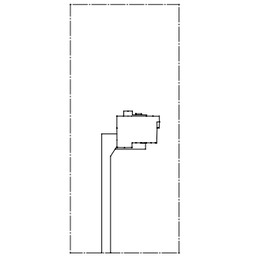
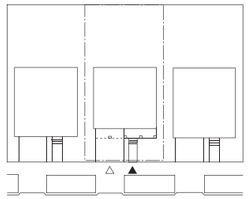
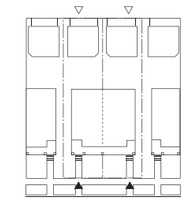
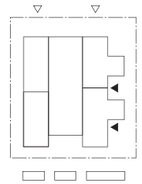
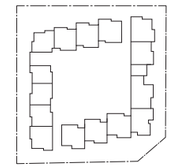
**Note: Mixed Use Core areas and other Transit Village details are shown in maps in Section 4.5.*

Data Source: City of Redlands, California, 2016; San Bernardino County, 2015; ESRI, 2015; SANBAG, 2015; Dyett & Bhatia, 2016.

Note: Parks, Open Space, and Agriculture in Resource Preservation area are part of the "Resource Preservation" designation.

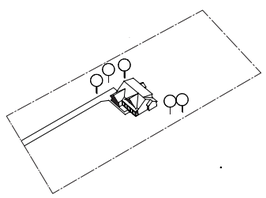
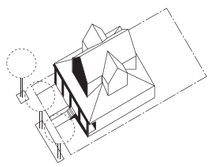
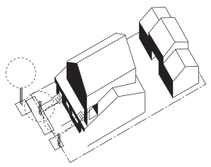
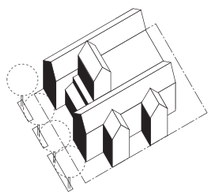
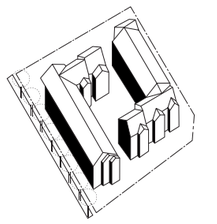
Figure 4-2: Residential Densities

Land Use Category:	VERY LOW 0 - 2.7 RURAL 0 - 0.2	LOW MEDIUM 6 - 8 LOW 2.7 - 6	MEDIUM 8 - 15	HIGH 15 - 27	MIXED USE 15 - 27
Housing Type:	Detached single-family home	Detached single-family home	Semi-detached, attached	Attached flats	Semi-detached, attached flats; mixed-use
Density (as illustrated) :	.6 du/acre	6 du/acre	16 du/acre	40 du/acre	30 du/acre
Typical Lot Size:	70,000 sf	10,000 sf	3,000 sf	n/a	n/a
Number of Floors:	2	2	2	2-3 over podium	2-3 over commercial
Typical Density Range:	0-4 du/acre	4-8 du/acre	10-14 du/acre	20-30 du/acre	22+ du/acre











- **Very Low-Density Residential.** Very Low-Density Residential designates areas intended to be developed with detached single-family dwellings at densities up to 2.7 du/ac on slopes of up to 15 percent, and 0.4 du/ac (1 unit per 2.5 acres) on slopes greater than 15 percent and less than 30 percent. Residential development on smaller infill lots that are consistent with the prevailing development patterns may be approved. The intent of this land use category is to encourage limited, low-density residential development that preserves hillsides, limiting grading and vegetation removal, and allows beneficial agricultural use.
- **Low-Density Residential.** Low-Density Residential designates areas intended to be developed at densities of up to 6 du/ac. This category is not intended to be applied in areas where slopes exceed 15 percent. The intent of this land use category is to provide for areas of single-family residential developments. Consistent lots sizes include 7,200 square feet (6.0 units per gross acre) and 10,000 square feet (4.3 units per gross acre).
- **Low-Medium Density Residential.** Low Medium-Density Residential designates areas intended to be developed at up to 8 du/ac. The intent of this land use category is to provide for continuation of the land uses at densities compatible with existing development in the Mentone area and the vicinity of the University of Redlands.
- **Medium-Density Residential.** Medium-Density Residential designates areas intended to be developed at up to 15 du/ac. The intent of this land use category is to provide areas for the development of attached, detached, and/or mixed residential uses with a range of densities and housing types. Areas designated Medium Density are generally more suitable for development in the low- to mid-level of the permitted density range for this category. Housing types may include detached single-family dwellings with one or more dwellings per lot, two-family dwellings (two attached dwellings), and multi-family dwellings (three or more attached dwellings).
- **High-Density Residential.** High-Density Residential designates areas intended to be developed at up to 27 du/ac. The intent of this land use category is to provide for the development of attached, detached, and/or mixed residential uses with a range of densities and housing types. Areas designated High Density are generally more suitable for development at the mid- to high-level of the density range for this category. No proposed development project with density levels in excess of 18 dwelling units to the acre or a structure in excess of two stories or greater than 35 feet in height shall be approved unless the following mandatory findings are made and the development project is approved by four-fifths (4/5) vote of the total authorized membership of the City Council:

  1. There are substantial and overriding economic or social benefits to the City and its residents and taxpayers from the proposed density or height increase.
  2. The proposed density or height increase will not cause adverse environmental impacts, either individually or cumulatively, directly or indirectly.
  3. The proposed density or height increase will not have a growth-inducing effect on other property.
  4. The resulting use will be compatible with uses on adjacent land.
  5. The proposed density or height increase will not require substantial expansion of public infrastructure, facilities or services.

MEASURE U POLICIES

Residential Areas

4.40q Plan for a housing mix at buildout consisting of 75 percent single family dwelling units and 25 percent multi-family dwelling units.

4.40s No land undeveloped as of March 1, 1997 and designated in whole or in part as "Urban Reserve" or "Urban Reserve (Agricultural)" in the Redlands general plan in effect as of June 1, 1987, and/or any land parcel that was in active agricultural production on November 3, 1986 regardless of zoning, shall be re-designated or rezoned to permit residential density greater than the Estate Residential (R-E) classification, as the same existed on June 1, 1987, in the Redlands City Zoning Ordinance, unless the following mandatory findings are made and the re-designation or rezoning is approved by four-fifths (4/5) vote of the total authorized membership of the City Council. Land designated by the General Plan as Urban Reserve as of June 1, 1987, shall not exceed a density higher than permitted by the R-E zone designation unless otherwise approved by a 4/5 vote of the City Council.

1. There are substantial and overriding economic or social benefits to the City and its residents and taxpayers from the proposed density increase.
2. The proposed density increase will not cause adverse environmental impacts, either individually or cumulatively, directly or indirectly.
3. The proposed density increase will not convert viable agricultural land to non-agricultural uses.
4. The proposed density increase will not have a growth-inducing effect on other property.
5. The resulting use will be compatible with uses on adjacent land.
6. The proposed density increase will not require substantial expansion of public infrastructure, facilities or services.

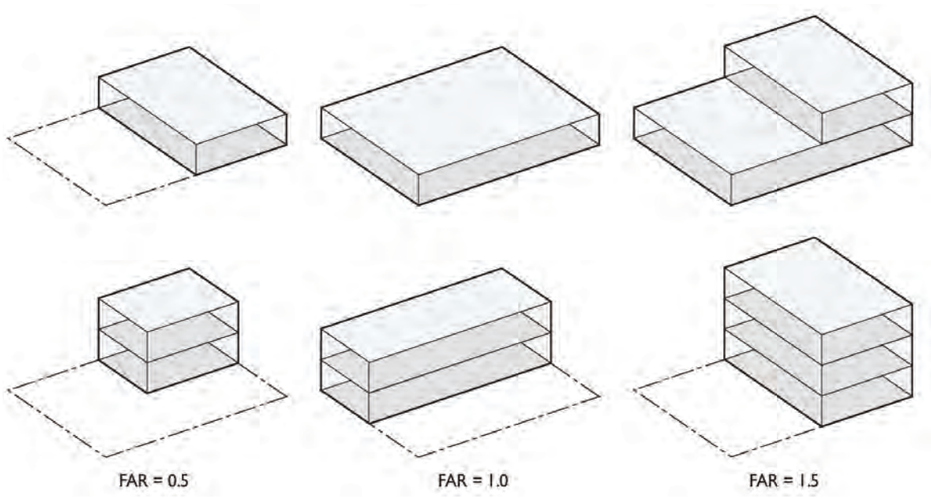
Office, Commercial, and Industrial

- **Office.** The Office land use category designates areas for the development of a wide range of office types, including general office, medical, and other professional uses, as well as ancillary commercial uses. This land use category is intended to encourage the concentration and high visibility of office uses and professional activities for the convenience of the general public and to minimize conflicts and adverse impacts on other land uses. The Office land use category also permits residential uses consistent with the underlying zoning district.
- **Commercial.** The Commercial land use category designates areas for the development of a wide range of commercial uses, including neighborhood-serving stores and convenience centers, regional commercial centers, and commercial recreation. Sites with this designation may be developed with a stand-alone commercial use, two or more commercial uses, or mixed uses. The Commercial land use category may permit residential and mixed uses consistent with the underlying zoning district.
- **Commercial/Industrial.** The Commercial/Industrial land use category designates areas where certain types of commercial and light industrial uses may be compatibly located. It includes flex commercial space as well as business parks. The intent of this designation is to minimize regulation of uses where there is no compelling reason to segregate uses as long as development and performance standards are met. Development standards for Commercial/Industrial areas vary according to location. Uses permitted in this category include auto services, commercial retail and services, and manufacturing.

TABLE 4-2: FLOOR AREA RATIOS

	Commercial	Office	Industrial
General Plan except as specified below	.30	.40	.45
Downtown Redlands (standards)	2.00	2.00	---
East Valley Corridor Specific Plan Area (standards)	.25-.60	.60-.90	.80-1.20

Source: City of Redlands, 2015.



Floor Area Ratio (FAR) is the ratio of a building's total floor area to the size of its site.

- **Light Industrial.** The Light Industrial land use category designates areas intended for manufacturing, distribution, research and development (R&D) industries, and ancillary commercial uses. Heavy industries, such as aggregate mining and processing and concrete batch plants, are not included in this category and are only permitted in areas designated by the Santa Ana Wash Plan.





Commercial uses in Redlands range in scale from regional shopping centers to small neighborhood shops.

Agriculture and Hillsides

- **Agriculture.** Areas designated for crops, orchards, groves, grazing, horse boarding, apiaries, and the roadside sale of agricultural products grown on site. Single family residences are permitted at densities dependent on the underlying zoning. Permanent agricultural easements are encouraged in these areas.
- **Hillside Conservation.** Hillside Conservation designates areas of 30 percent slope or greater. It allows for residential development at densities of up to 1 dwelling unit per 20 acres on slopes between 30 and 40 percent, and one dwelling unit per 40 acres on slopes greater than 40 percent, dependent upon site-specific slope and soil conditions.
- **Resource Preservation.** The Resource Preservation designation limits uses in areas which possess a unique character and fragile ecology which are prime resources for water conservation, wildlife preservation, open space recreation and agriculture. Preservation of such lands is essential to the health, safety and welfare of the community. Limited permitted uses include remote commercial recreational facilities, such as equestrian facilities, as envisioned in Section 4.64; postal offices, public safety facilities, educational facilities and public utilities as envisioned in Section 4.94; and open space uses described in Section 4.95. Residential uses are permitted but density shall be limited to that allowed by Section 4.42m to protect the character and ecology of such lands.

TABLE 4-3: SUMMARY OF LAND USE DESIGNATIONS

	Acres		
Land Use Designation	**Redlands**	**SOI**	**Planning Area[1]**
Residential	**6,343**	**4,042**	**10,386**
Rural Living	9	2,115	2,125
Very Low-Density Residential	2,694	861	3,555
Low-Density Residential	2,643	574	3,216
Low-Medium Density Residential	63	469	532
Medium-Density Residential	520	23	544
High Density Residential	414	—	414
Office, Commercial, and Industrial	**2,626**	**147**	**2,773**
Office	206	—	206
Commercial	866	55	921
Commercial/Industrial	1,249	—	1,249
Light Industrial	305	92	397
Agriculture and Hillsides	**5,122**	**1,322**	**6,446**
Agriculture	308	220	529
Hillside Conservation	23	1,102	1,126
Resource Preservation	4,791	—	4,791
Public and Open Space	**6,382**	**640**	**7,023**
Public/Institutional	1,271	130	1,401
Parks/Golf Courses[2]	600	—	600
Open Space	4,511	510	5,022
TOTAL[1]	**20,473**	**6,154**	**26,627**
Overlays			
Housing Conservation	212	—	212
Transit Village Overlay Zone	2,216	—	2,216
Mixed Use Core	222	—	222

Notes:
1. Totals may not sum exactly due to rounding.
2. Additional park/golf course areas totaling 18 acres in Redlands and 29 acres in the SOI have been conceptually identified overlaying other land uses and are not counted in the above table.

Source: City of Redlands, 2016.

MEASURE U POLICIES

Resource Preservation

4.42m Density within the Southeast Area Plan shall be as follows:

Slope	Acres/Dwelling Unit
0-15%	1.0 acre
> 15 to 30%	2.5 acre
> 30%	10.0 to 5.0 acres

Guiding Policies: Remote Recreational Facilities

4.64a Consider outlying existing and proposed commercial recreation enterprises operating in accord with permits issued by San Bernardino County or the City of Redlands to be consistent with the General Plan.

Implementing Policies: Remote Recreational Facilities

4.64b Prepare zoning ordinance text changes to allow for remote commercial recreational facilities.

4.94 Other Public Facilities

Additional public facilities identified on the GP Figure 4.1, Proposed Redlands General Plan, include postal offices, landfills, fire station and school locations, the Redlands Municipal Airport, the City yard, water and sewer facilities. These public facilities are anticipated to serve the additional population projected at buildout.

4.95 Open Space

Open Space describes all land and water areas, regardless of ownership, which are left open or undeveloped as an element in the planning and design process. The benefits of preserving some of the undeveloped land which remains include: the preservation of a visually pleasant landscape, ecological/ environmental protection, the: enhancement of community values, and the ability to guide urban form by utilizing open spaces to buffer incompatible land uses and maintain future land use options. The need to preserve open space and its benefits becomes more critical as city population increases and urban development expands to reach projected buildout.

Public and Open Space

- **Public/Institutional.** The Public/Institutional land use category designates areas intended for public services, buildings, and related facilities, including schools and educational facilities, government facilities, the airport, public utilities, and other facilities of a public or quasi-public nature. Residential uses at a density of up to 15 du/ac and agricultural uses are also permitted.
- **Parks/Golf Courses.** This category includes both public and private facilities developed for outdoor active or passive recreation, trails within linear parks, and golf courses.
- **Open Space.** This classification provides for public and private lands that are mostly unimproved and free of residential, commercial, and/or industrial development. They include areas intended for the conservation of natural resources, such as construction aggregates; compatible outdoor recreational uses, such as passive parks and trails; scenic enjoyment; the protection of natural habitats; and the protection of public health and safety, such as areas subject to flooding, and steep or unstable slopes.

  Within the Open Space designation, the following uses would be permitted: construction aggregate mining and concrete batch operations per the Upper Santa Ana Wash Land Management and Habitat Conservation Plan (Wash Plan); public utilities and facilities such as water, wastewater, energy, and telecommunications facilities; water management areas such as groundwater recharge areas; spreading ponds, flood control structures; and roads and highways.

Overlays

- **Housing Conservation.** The Housing Conservation designation functions as an overlay to the underlying General Plan land use category with special provisions allowing certain types of existing nonconforming land uses. The intent of the Housing Conservation overlay is to provide for the retention and maintenance of existing higher density residential development while restricting construction of new higher density development in key areas of historic value where lower densities predominate. Two areas have received this overlay designation, one low-density residential area north of the I-10 freeway and east of Orange Street and one medium-density residential area south of the downtown.
- **Transit Village Overlay Zone.** The Transit Village Overlay Zone covers areas within a half-mile radius of the Redlands Passenger Rail project stations, and identifies the planning area of the Transit Village Plan, which will detail transportation system enhancements, design guidelines and standards, and the character of development.
- **Mixed Use Core.** The Mixed Use Core covers areas within a quarter-mile radius of the proposed Redlands Passenger Rail Project stations and designates areas within the Transit Village Overlay Zone with the potential for the highest development intensity and ability to support transit ridership. The Transit Village Plan would apply policies to Mixed Use Core areas intended to create vital, mixed-use environments in close proximity to the transit stations.

Buildout

Potential Buildout

Much of the city has already been developed, with many of the remaining developable vacant sites concentrated in the East Valley Corridor and Transit Village areas or located on infill lots throughout the city. Thus, the majority of future development in Redlands is expected to occur on infill sites as expansion of sites with existing structures, or as redevelopment of sites that have come to the end of their useful life.

Buildout refers to the development likely to take place under the General Plan through the horizon year of 2035. As buildout is dependent on a number of factors outside of the City's control, including long-term economic and demographic trends, buildout estimates describe potentialities rather than definitive figures. Additionally, the designation of a site for a specific land use in the General Plan does not guarantee that the site will be developed or redeveloped with that use during the planning period, as future development will rely primarily on each property owner's initiative.

Residential Buildout

Table 4-3 describes potential residential development resulting from the application of land uses shown on the General Plan Land Use Map (Figure 4-1). This calculation takes into consideration existing housing units as of March 2016; pipeline projects (projects that are under construction, have been entitled, or are in the planning stage); projected new housing units, derived by analyzing the maximum number of potential units that can be built under Euclidean planning against historical density growth patterns; and projected new housing units in the Transit Village areas.

TABLE 4-4: RESIDENTIAL BUILDOUT (2035)

	Housing Units								
	City			Sphere of Influence			Planning Area		
	SFR[1]	MFR[2]	Total	SFR	MFR	Total	SFR	MFR	Total
Existing[3]	19,877	6,872	26,749	2,981	449	3,430	22,858	7,321	30,179
Pipeline[4]	552	381	933	205	0	205	757	381	1,138
Future Housing Outside of Transit Villages[5]	1,900	374	2,274	1,822	0	1,822	3,722	374	4,096
Future Transit Villages Housing[6]	224	924	1,148	0	0	0	224	924	1,148
TOTAL FUTURE DEVELOPMENT	**2,676**	**1,679**	**4,355**	**2,027**	**0**	**2,027**	**4,703**	**1,679**	**6,382**
TOTAL AT BUILDOUT (YEAR 2035)	**22,553**	**8,551**	**31,105**	**5,008**	**449**	**5,457**	**27,561**	**9,000**	**36,561**
Existing Population (2016)[7]			68,049			9,220			77,269
Population from Future Development[8][9]			10,964			5,391			16,355
Buildout Population[7]			79,013			14,611			93,624

Notes:
1. SFR = Single-Family Residential
2. MFR = Multi-Family Residential
3. Data for existing residential housing units was derived from the City's GIS database as of March 2016.
4. Pipeline housing units include projects that are under construction, have been entitled, or are in the planning stage.
5. Future buildout outside of the Transit Villages was estimated for the 20-year horizon of the General Plan. These figures were derived by analyzing the maximum number of potential units that can be built under Euclidean planning against historical density growth patterns.
6. Housing estimates in the Transit Village areas were calculated separately from the rest of the Planning Area owing to their priority in the planning process. It should be noted that certain factors limit the amount of residential development within the Transit Villages. The most significant of these is the 500-foot AQMD buffer applied along the I-10 freeway. The process of calculating Transit Village buildout was similar to the process for future buildout outside of the Transit Villages.
7. Existing population is an estimate assuming 2.65 persons per household in Redlands and 2.80 persons per household in the Sphere of Influence.
8. Future population was calculated assuming 2.65 persons per household in Redlands and 2.80 persons per household in the Sphere of Influence.
9. A vacancy rate of 5% is assumed.

Sources: City of Redlands, 2016; Dyett & Bhatia, 2016.





The residential buildout calculates the number of projected single-family and multi-family housing units.

TABLE 4-5: NON-RESIDENTIAL BUILDOUT (2035)

	Redlands		Sphere of Influence		Planning Area Total	
	Developed SF	**Jobs**	**Developed SF**	**Jobs**	**Developed SF**	**Jobs**
Existing (2016)[1]	**29,247,658**	**27,248[2]**	**1,620,046**	**1,276[3]**	**30,867,705**	**28,524**
Office	2,799,852	-	529	-	2,800,381	-
Commercial	4,337,576	-	92,595	-	4,430,172	-
Commercial/Industrial	14,056,689	-	-	-	14,056,689	-
Light Industrial	2,046,098	-	897,984	-	2,944,082	-
Public/Institutional	6,007,443	-	628,938	-	6,636,381	-
Pipeline[4]	**741,798**	**960**	**-**	**-**	**741,798**	**960**
Future Development[5]	**7,495,905**	**14,561**	**599,149**	**968**	**8,095,054**	**15,529**
Office	300,704	1,203	-	-	300,704	1,203
Commercial	2,889,357	7,459	246,022	615	3,135,379	8,074
Commercial/Industrial	2,943,653	4,232	-	-	2,943,653	4,232
Light Industrial	1,246,376	1,246	353,127	353	1,599,503	1,600
Public/Institutional	115,815	421	-	-	115,815	421
SUBTOTAL	**37,485,361**	**42,769**	**2,219,195**	**2,244**	**39,704,556**	**45,013**
Future Non-Land Use Based Jobs[6]	-	-	-	-	-	5,320
Future Agricultural Jobs[7]	-	-	-	-	-	-52
TOTAL DEVELOPMENT AT BUILDOUT (2035)	**37,485,361**	**42,769**	**2,219,195**	**2,244**	**39,704,556**	**50,281**

Notes:
1. Existing square footage does not include square footage estimated to be redeveloped over the planning horizon.
2. Existing jobs taken from the U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment, Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2013).
3. Existing jobs in SOI includes only those quantified for the Mentone CDP, which includes Mentone and much (not all) of Crafton.
4. Pipeline development includes projects that are under construction, have been entitled, or are in the planning stage as of March 2016.
5. Future development includes redevelopment of existing non-residential square footage over the planning horizon.
6. Future non-land use based jobs was taken from Table 5.3-6 of the Existing Conditions Report (Estimated change in Transportation and Utilities Jobs, Construction Jobs 2013-2040), adjusted to 2035.
7. Future Agricultural Jobs was taken from Table 5.3-6 of ECR (Estimated change in Farm Jobs 2013-2040), adjusted to 2035.

Sources: City of Redlands, 2016; Dyett & Bhatia, 2017.

An estimated 4,400 housing units are expected to be completed in Redlands in the next 20 years, including pipeline development, bringing the total number of housing units in the city to approximately 31,000. This new development is projected to accommodate an increase in population of 11,000, for a total buildout population of 79,000 at an average annual growth rate of 1 percent. In the Planning Area, an estimated 6,400 housing units are expected to be built in the next 20 years, for a total at buildout of 36,600 units. This is projected to accompany an increase in population of 16,400 for a total Planning Area population of about 93,600 at buildout.

Non-Residential Buildout

Table 4-5 describes potential non-residential development in the Planning Area through buildout in terms of square feet and potential jobs. This projection was conducted by calculating the square footage of non-residential construction that could be built on vacant or underutilized land. The number of jobs predicted is associated with these square footage estimates.

In total, about 8,743,600 square feet of non-residential space is expected to be built in the Planning Area through 2035, including pipeline development, for an increase of about 29 percent. The majority of new non-residential development is expected to take place in the City of Redlands, where approximately 8,150,400 square feet and 15,700 jobs from new development are estimated to be added, for a total of 29,044,200 square feet and 43,000 employees. Most of the square footage of new space outside of the Mixed Use Core is expected to be commercial/industrial, which could be used to accommodate the growth of the technological and healthcare industries. In the Planning Area as a whole, about 22,000 new jobs are predicted at buildout, raising the total number of jobs from 28,500 in 2013 to approximately 50,500 in 2035.

POLICIES

Principles

General

4-P.5 Maintain a land use pattern of various uses designed and arranged to protect and enhance Redlands' unique character.

4-P.6 Provide for a balance among a variety of different land uses and their distribution among the city's neighborhoods.

4-P.7 Promote a diversity of compatible land uses throughout the city, providing opportunities for the development of a range of businesses, services, residential types, and public facilities to meet the needs of the community.

4-P.8 Provide for buffers and transitions between low- and high-intensity land uses.

4-P.9 Locate medium- and high-density development near regional access routes, transit stations, employment centers, shopping areas, and public services.

4-P.10 Ensure that the scale and character of new development is appropriate for surrounding terrain and the character of existing development.

4-P.11 Review and comment on new development in adjacent jurisdictions during the environmental review process in order to identify and avoid potential land use conflicts with development in Redlands.

4-P.12 In areas planned to accommodate new growth, such as Downtown and the Transit Villages, use area plans, design standards and guidelines, and other tools to ensure cohesive transition in scale to existing neighborhoods.

4-P.13 Encourage mixed-use development (two or more uses within the same building or in close proximity on the same site) in Downtown, the Transit Villages, and along Redlands Boulevard to promote vibrancy.

4-P.14 Encourage mixed-use projects Downtown that integrate retail, restaurant, office, and residential uses. Permit urban housing at a density up to the High Density Residential standard.

Residential

4-P.15 Preserve existing residential neighborhoods, particularly older neighborhoods.

4-P.16 Promote a variety of housing types to serve the diverse needs of the community.

4-P.17 Limit negative impacts to residential neighborhoods from incompatible uses.

Office, Commercial, and Industrial

4-P.18 Provide lands to accommodate a wide range of office uses to meet the needs of small- and medium-sized businesses and larger corporations in sectors such as professional services, medical services, and technology in appropriate locations convenient to transportation corridors.

4-P.19 Provide lands to accommodate a wide range of light industrial uses including research and development, manufacturing, agricultural processing, and logistics near transportation corridors in areas where low- to moderate-intensity operations would be sufficiently buffered.

4-P.20 Provide for the concentration of office, industrial, and commercial uses in appropriate locations near transportation corridors to encourage the development of employment centers and reduce the potential for land use conflicts with sensitive uses.

4-P.21 Provide for the development of regional commercial destinations near highways and major transportation corridors.

4-P.22 Provide lands to accommodate neighborhood-scaled commercial centers in residential areas to serve the everyday needs of nearby residents.

Agriculture, Open Space, and Hillsides

4-P.23 Preserve agricultural land in the Planning Area and protect it from premature development.

4-P.24 Preserve open space land in order to protect the visual character of the city, provide for public outdoor recreation, conserve natural resources, support groundwater recharge, and manage production of resources. Limit development in areas that possess a unique character and fragile ecology.

4-P.25 Limit development on steep hillsides to preserve the stability and integrity of the slopes and to ensure public safety.

Actions

Residential

4-A.7 Promote a range of residential densities to encourage a mix of housing types in varying price ranges and rental rates.

4-A.8 Promote the development of a greater variety of housing types, including single-family homes on small lots, townhomes, lofts, live-work spaces, and senior and student housing to meet the needs of future demographics and changing family sizes.

4-A.9 Encourage the incorporation of residential units in Downtown mixed-use projects consistent with the Redlands Downtown Specific Plan.

4-A.10 Promote availability of senior and independent assisted living facilities to meet the needs of the community's aging population, distributed equitably throughout the community.

4-A.11 Ensure that opportunities exist for the development of housing types that are affordable to all segments of the Redlands community and are distributed equitably throughout the community.

4-A.12 Support new residential development in Downtown, the Transit Villages, and other focused infill sites accessible to transit and in central parts of the community.

4-A.13 Permit densities, design, and uses that will help preserve the character and amenities of existing older neighborhoods.

4-A.14 Discourage changes in residential areas that would disturb the character of or clearly have a destabilizing effect on the neighborhood.

4-A.15 Promote the preservation, maintenance, and improvement of property through code enforcement to mitigate or eliminate deterioration and blight conditions, and to help encourage new development and reinvestment.

Office, Commercial, and Industrial

4-A.16 Improve accessibility, traffic flow, and parking availability within commercial areas.

4-A.17 Rely on strong landscape treatments, setbacks, sign controls, and, where feasible, underground utilities and street improvements to prevent visual chaos where businesses are competing for attention.

4-A.18 Focus the development of office space in transit-accessible locations.

4-A.19 Site new regional shopping centers near major transportation routes and ensure that they provide multi-modal access.

4-A.20 Establish new neighborhood commercial centers to serve the needs of community members in areas planned to accommodate new growth, such as Downtown and the Transit Village areas.

4-A.21 Revitalize neighborhood shopping centers in neighborhoods where existing centers have reached the end of their economic life.

4-A.22 Ensure that neighborhood shopping centers are designed in a manner compatible with adjacent residential areas.

4-A.23 Ensure that neighborhood shopping centers conform to regulations limiting the size, location, and general character of signage and facades so as not to disrupt the residential or historical character of the neighborhood.

4-A.24 Preserve and encourage neighborhood stores that enable shoppers to walk or bike for everyday needs, provide access to healthy foods, and promote a sense of community, such as Olive Market.

4-A.25 Limit the proliferation of liquor stores, massage parlors, tattoo businesses, smoke shops, and automotive repair businesses in neighborhood shopping centers, and encourage "family-friendly" businesses.

4-A.26 Maintain a range of standards for business parks in Commercial/Industrial areas outside the East Valley Corridor to provide for economically viable commercial/industrial opportunities.

4-A.27 Provide space for expansion of existing industries and protect them from encroachment by inharmonious uses, but encourage most new industries to locate in the East Valley Corridor where impacts on residential areas will be minimized.

4-A.28 Reserve space adjacent to the Redlands Municipal Airport to allow for maximum development of airport-related industry, developed in accordance with the Airport Land Use Compatibility Plan.

4-A.29 Maintain standards for industrial development and operation that prohibit creation of noise, odor, or other harmful emissions beyond the boundaries of the site.

4-A.30 Encourage private development of well-designed industrial park subdivisions that meet high standards of improvement.

4-A.31 Designate areas for the development of research and development, high tech, and professional businesses in the Planning Area.

4-A.32 Discourage larger-scale warehouses and big box architecture that would negatively impact aesthetics such as long, blank walls. Break up the massing of larger structures through setbacks and indentation of facades, appropriate fenestration of windows and doors, and a variety of architectural treatments.

4-A.33 Prohibit larger-scale industrial warehouses, distribution, and logistics centers greater than 150,000 square feet, south of the I-10 freeway and east of I-210

Agriculture, Open Space, and Hillsides

For policies related to agricultural preservation, see Chapter 2: Distinctive City.

4-A.34 Preserve agricultural land and protect agricultural operations and soils by identifying and designating these lands as Agriculture.

4-A.35 Preserve connections between agricultural lands with other agricultural lands and supporting uses, and discourage the isolation of agricultural parcels among non-agricultural uses.

4-A.36 Consider adoption of a Right-to-Farm Ordinance to support continued agricultural operations by limiting the circumstances under which properly conducted agricultural operations on agricultural land may be considered a nuisance.

4-A.37 Ensure adequate buffers and transitions between agricultural land and non-agricultural development in order to reduce the potential for land use conflicts.

4-A.38 Encourage the continued operation of existing agricultural operations through the use of agricultural easements and Williamson Act contracts.

4-A.39 Encourage the use of soil and water conservation techniques in agricultural operations.

4-A.40 Permit commercial functions related to agricultural uses to encourage the sustainability of farming in Redlands and the Planning Area. Such functions can include: roadside stands, packing and processing operations, agri-tourism events, and bed-and-breakfast inns. Amend the Zoning Ordinance to permit such uses.

4-A.41 Seek to acquire land to be dedicated as open space and preserve it from development.

4-A.42 Encourage the preservation of Hillside Conservation lands as open space, but allow residential development at the permitted densities where development would not detract from the protection and overall perception of the hillsides or negatively impact public safety or welfare.

4.4
FOCUS AREAS

University of Redlands

The University of Redlands is a leading employer in Redlands, and has long served as catalyst for educational and economic development in Redlands. The University "district" is centered around the University of Redlands, and aside from the University, is primarily a residential neighborhood. This focus area has a diverse mix of housing types, including multi-family homes near the university, single-family subdivisions, and mobile homes. The University serves nearly 4,500 students on its 160-acre campus. The campus is maintained with citrus trees, palm trees, lush landscaping, and buildings emulating the historic architecture of the city. Sylvan Boulevard runs through campus along the Zanja Creek, and plans for both the Orange Blossom Trail and the Mill Creek Zanja Trail have proposed alignments along this road. Residential development in the area reflects the traditional subdivision style with large residential blocks with ample connections between neighborhood roads and arterial streets. Vacant land can be found in this subarea to the west and south of the University, and north along San Bernardino Avenue.

POLICIES

Principles

4-P.26 Support the University of Redlands in the development of its campus and the surrounding area in a manner that enriches both the University and Redlands communities.

Actions

4-A.43 Support development of the campus in ways that both strengthens its ties to the community and enhances its status as a major visual focal point.

4-A.44 Work with the University to create needed hotel/conference facilities in Redlands.

4-A.45 Support activities that enrich the cultural life of both the city and the University.

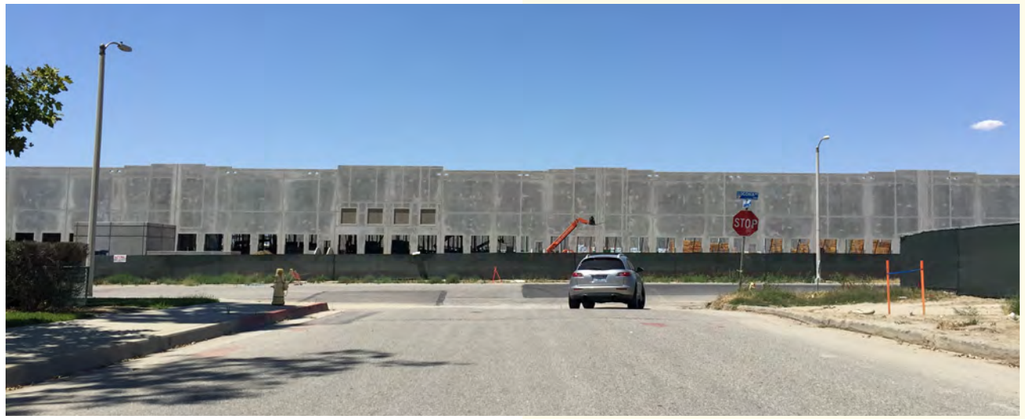


Photo Credit: Bruce Herwiga

East Valley Corridor

The East Valley Corridor (EVC) is the easternmost portion of San Bernardino Valley. The East Valley Corridor Specific Plan (EVCSP), adopted in 1989 and revised in 2010, aims to strengthen the local economy, attract major businesses, and result in the orderly and aesthetic development of industrial, commercial, and residential areas. The EVCSP plan area comprises 4,350 acres adjacent to the I-10 and I-210 freeways, which includes portions of the City of Redlands and the City of Loma Linda, as well as unincorporated area under jurisdiction of San Bernardino County (the Donut Hole) surrounded by the City of Redlands. At the time that the plan was adopted, the plan area consisted of largely undeveloped areas, with over half of the plan area in agricultural production.

The EVCSP provides a plan for future growth and development of the EVC and the communities and areas within the plan boundaries, includes components such as planning, financing, infrastructure construction and maintenance, marketing and coordination, and sets development standards. The EVC was envisioned to feature the county's largest regional shopping center east of Ontario and to create approximately 90,000 jobs at build-out by 2028, while reducing the potential demand for retail, office, and industrial space elsewhere in the Planning Area. Today, the EVCSP area is mostly developed, with large-scale warehousing and distribution uses, as well as the Citrus Plaza and Mountain Grove shopping centers.



The East Valley Corridor is experiencing rapid commercial and industrial growth.

POLICIES

Principles

4-P.27 Promote high-quality development in the East Valley Corridor by using the East Valley Corridor Specific Plan (EVCSP) to provide opportunities for a range of office, commercial, industrial, and residential uses, and associated services and amenities.

Actions

4-A.46 Maintain, implement, and update (as necessary) the EVCSP in order to promote and facilitate high-quality commercial and industrial development in the EVCSP planning area while being responsive to physical and environmental constraints and opportunities.

4-A.47 Promote high quality development in the East Valley Corridor by protecting and enhancing existing amenities in the area, creating an identifiable community character, and adopting development standards and guidelines to ensure aesthetically pleasing design and maximum land use compatibility.

4-A.48 Facilitate the development of a wide range of commercial uses to serve the region, local industry, and residential neighborhoods.

4-A.49 Ensure that opportunities are available for the development of parks and open space areas to meet the community's recreational needs in a meaningful way.

4-A.50 Ensure that opportunities are available for community-oriented services.

4-A.51 Promote the development of land uses that reduce the number and length of vehicle trips in the East Valley Corridor.

4-A.52 Improve access and movement of all modes of transportation in the East Valley Corridor and enhance linkages to transit.

4-A.53 Maintain development standards to implement the goals and policies of the EVCSP.

4-A.54 Create a visually aesthetic appearance for the East Valley Corridor from the freeways as well as from the Planning Area.

4-A.55 Enhance the beauty of the East Valley Corridor and the overall quality of life for users and residents of the area.

4-A.56 Create buffers and appropriate transitions between the East Valley Corridor industrial and commercial areas and adjacent residential neighborhoods.

MEASURE U POLICIES

East Valley Corridor

4.62b Provide sufficient roadway and intersection capacities to maintain a minimum Level of Service (LOS) C except as provided in policy 5.20b. In areas where the current level of service is below the LOS C standard, provide sufficient roadway and intersection capacities to maintain, at a minimum the LOS existing as of the time an application for development is filed and to assure that the level of service is not degraded to reduced LOS as provided in Section 5.20b.

Southern Hills and Canyons

The Southern Hills and Canyons area is defined by the San Timoteo and Live Oak Canyons, which offer steep terrain and distinctive views, open space, and agricultural uses on the canyon floors. A portion of Live Oak Canyon is outside the Sphere of Influence of Redlands (and outside of San Bernardino County, since the County Line is approximately coterminous with the existing alignment of Live Oak Canyon Road). San Timoteo Canyon is similar to Live Oak Canyon, but larger and more complex in its topography, and contains a graded water channel throughout its length, as well as mainline rail facilities.

Development in this area is limited, and consists primarily of large single-family homes on larger lots with landscaped front yards. The canyon walls are rugged and in many places covered with vegetation. Streets are arranged in a curvilinear fashion following the canyons' topography. Sunset Drive connects most of the residential neighborhoods in the area, and generally forms the boundary between developed areas and the undeveloped, agricultural, and open space lands in the south of the city. Open areas in the Southern Hills and Canyons include the Hillside Memorial Park, San Timoteo Canyon Sanctuary, Oakmont Park, Caroline Park, Prospect Park, Ford Park, and the Redlands Country Club.

POLICIES

Principles

4-P.28 Preserve, maintain, and, where possible, enhance the perception of the signature features of canyon areas and hillsides.

4-P.29 Maintain density and grading standards designed to preserve the natural appearance of hillsides and ridges.

4-P.30 Require that new development adheres to safety standards to protect against property damage, injury, or loss of life from fire or geological hazards.

4-P.31 Ensure the provision of public safety services and access for emergency responders for development in the Highland-Canyons Planning Area.

Actions

4-A.57 Preserve and enhance San Timoteo Canyon's historic character as a transportation corridor within a fertile valley bordered by a major watercourse.

4-A.58 Encourage the use of Planned Residential Developments (PRD's) and specific plans in San Timoteo and Live Oak Canyon areas to preserve open space.

4-A.59 Permit the transfer of densities within a specific parcel of property and clustering of residential development to areas under 15 percent slope through the use of PRDs, conservation easements, and specific plans.

4-A.60 Permit the voluntary transfer of development rights from Resource Preservation areas to designated Transit Village areas.

4-A.61 Develop a linear parkway/recreational corridor centered along San Timoteo Creek and extending throughout the canyon.

4-A.62 Advocate that future development of Live Oak Canyon and San Timoteo Canyon within both San Bernardino and Riverside counties be consistent with the historic roles and characters of the canyons.

4-A.63 Design buildings to accommodate topography and minimize grading.

4-A.64 On slopes 15 percent or greater, stepped footings, multiple floor levels, and limited usable outdoor area may be essential to maintaining natural appearing hillsides.

4-A.65 Require proposed development within the Live Oak Canyon and San Timoteo Canyon areas that abuts an area of significant natural vegetation to be separated from the vegetation by a fuel modification zone with a minimum cross-section of 100 feet and an all-weather access roadway and water supply system having fire flow capacity. The Fire Department may modify this requirement based on site-specific considerations and the use of alternative fire protection measures.

4-A.66 Preserve natural vegetation and wildlife areas to create wildlife corridors extending throughout the Live Oak Canyon and San Timoteo Canyon areas.

Work with Caltrans and SANBAG to extend wildlife corridors north of I-10 to provide linkages to open space in those locations.

4-A.67 Establish recreation staging and parking areas in San Timoteo and Live Oak Canyons to provide access to City- and County-owned open space in the area.



Trails meander through the lush landscape of Live Oak Canyon.

Southeast Area

The Southeast Area is bounded by Sunset Drive on the north, Alessandro Drive on the west, Live Oak Canyon Road on the south, and South Lane on the east, as shown in Figure 4-3. The planning sectors for the Southeast Area are depicted in Figure 4-4. Portions of this area overlap with the Southern Hills and Canyons focus area. A previous stand-alone area plan for the area was folded into the General Plan into the 1990s, and the plan itself rescinded. The area is mostly vacant, except for some homes on large lots and citrus trees, and open spaces, including City-owned Oakmont Park.

The Southeast Area is generally an escarpment falling away from the northern ridgeline defined by Sunset Drive (located along the Sunset Ridge). The Southeast Area generally falls away to the south and west towards San Timoteo Canyon and Live Oak Canyon. The area is made up of a complex series of ridges and canyons. A series of major ridges define approximately nine major drainage basins. These ridges, their associated basins, the two boundary canyons, San Timoteo and Live Oak, and the flora and fauna thereon constitute the majority of the signature characteristic features of the Southeast Area.

Historic access to the Southeast Area has occurred off the major surrounding roadways (San Timoteo Canyon Road, Alessandro Road, Live Oak Canyon Road), or down the ridges from Sunset Drive. This pattern is varied in some places where saddles or gentle ridges permitted easy passage up (and in some cases over) the ridge lines.

The General Plan proposes to retain the character of the area, including its signature features, and ensure that the natural terrain and environmental conditions are respected. Based on on-site observations and an examination of the topography of the Southeast Area, five ridge formations are designated as signature ridges. Policies are also outlined by sectors shown on Figure 4-4.

POLICIES

Principles

4-P.32 Preserve, maintain, and, where possible, enhance the perception of the signature features of the area.

4-P.33 Preserve and enhance the canyon walls immediately below the signature ridges, and the vegetation thereon where appropriate. Canyon walls associated with the signature ridges wherein a predominance of the slopes are in excess of 50 percent shall be preserved intact.

4-P.34 Preserve and enhance both signature ridges and major ridges within canyons. Significant modification of these ridges shall occur only where offsetting need is demonstrated. Development on ridgelines is allowed as long as it stays within the parameters of this policy. Offsetting need is defined as a demonstration that the grade of a specific parcel requires modification of an existing ridge line to produce sufficient space to site a building pad and the result would not eliminate the continuity of the ridge line through grading or construction of structures.

4-P.35 Allow ridges not identified as major ridges within a canyon to be modified to facilitate development within the canyon so long as their collective perception as canyon wall buttresses remains intact.

4-P.36 Preserve and enhance the San Timoteo Creek watercourse as the backbone of a linear parkway/activity corridor extending throughout the canyon.

4-P.37 Preserve and enhance the historic character of Live Oak Canyon and San Timoteo Canyon as narrow fertile valleys astride a gorged watercourse lined with significant trees. This character is important to the area and should be preserved by not only ensuring it does not disappear but by enhancing it so it can continue to be readily perceived among the development which occurs in the canyons.

Actions

4-A.68 Allow the narrow side canyon bottoms within the lower portions of the major canyons and particularly those around the edges of the major bottoms to be modified to accommodate proposed development consistent with the development criteria in this section of the Livable Community chapter.

4-A.69 Ensure that the steep ridge and canyon system between Planning Sectors 1 & 2 is maintained intact and enhanced as appropriate.

4-A.70 Conduct a study of Live Oak Canyon Road to establish a unified improvement plan to ensure that it will function as a scenic highway and provide a suitable "front door" for the adjacent canyon communities.

4-A.71 Work to ensure that if San Timoteo Canyon Road is realigned and upgraded it shall:

- Maintain and expand its alignment near the existing rail line; and
- Be routed to provide ready access to the I-10 Freeway via California Street.

4-A.72 Give special attention to the sliver of land located between the San Timoteo Canyon watercourse and the rail line to ensure the linear parkway/activity corridor character of this area is maintained.

4-A.73 Ensure that density within the Southeast Area Plan shall be as follows:

Slope	Acres/ Dwelling Unit
0-15%	1.0 acre
> 15 to 30%	2.5 acre
> 30%	10.0 to 5.0 acres (1995 General Plan)

4-A.74 Design flood control and drainage facilities within the Southeast Area in such a manner as to preserve the perception of natural watercourses.

4-A.75 Determine whether the City's historic agricultural uses are to be preserved and, if so, designate specific sites for preservation.

4-A.76 Preserve and enhance the perceived character of the vegetation and wildlife within the Southeast Area as appropriate.

4-A.77 Ensure that access into the Planning Sectors is provided in accordance with the following requirements:

- Primary access into each of the Planning Sectors shall follow the primary historic route pattern for that sector.
- For Planning Sectors 1, 3, 4, 5, 6, 7, 8, and 9 this shall be up-canyon from Alessandro, San Timoteo Canyon



and Live Oak Canyon, as applicable. For Planning Sector 2, this shall be down-ridge from Sunset Drive.

- If secondary access is required for safety reasons, such secondary access shall be limited to other identifiable historic routes accessing each individual sector and shall not be inconsistent with the perceived historic pattern.

4-A.78 Route internal access within the area, including roads, trails, and paths so as to preserve and enhance the perception of the historic access patterns by generally conforming to the natural contours.

4-A.79 Design and construct all utilities and public facilities in the Southeast Area to preserve and enhance the perceived natural and historic character of this area.

4-A.80 Preserve the perception of the signature characteristics in each Planning Sector within the Southeast Area. The planning for each Planning Sector shall include special consideration of the individual character of that Sector and shall include criteria to preserve and enhance the characteristics identified. Each Planning Sector shall be planned so as to result in an identifiable neighborhood within the community at large.

4-A.81 Adopt and implement the Perimeter Fuel Modification/Access Area (PERFUMAA) concept shown in Figure 4-6 within each of the Planning Sectors identified in the Southeast Area Plan. The Fire Chief may grant modifications from this concept if effective alternatives are provided.

4-A.82 Ensure that fire safety measures required by the City are in place and operational before developments within the Southeast Area Plan are occupied.

4-A.83 Take a strong position to advocate that the future development of Live Oak Canyon, both within San Bernardino County and Riverside County, be consistent with the historic character and role of this canyon.

MEASURE U POLICIES

Southern Area Hills and Canyon

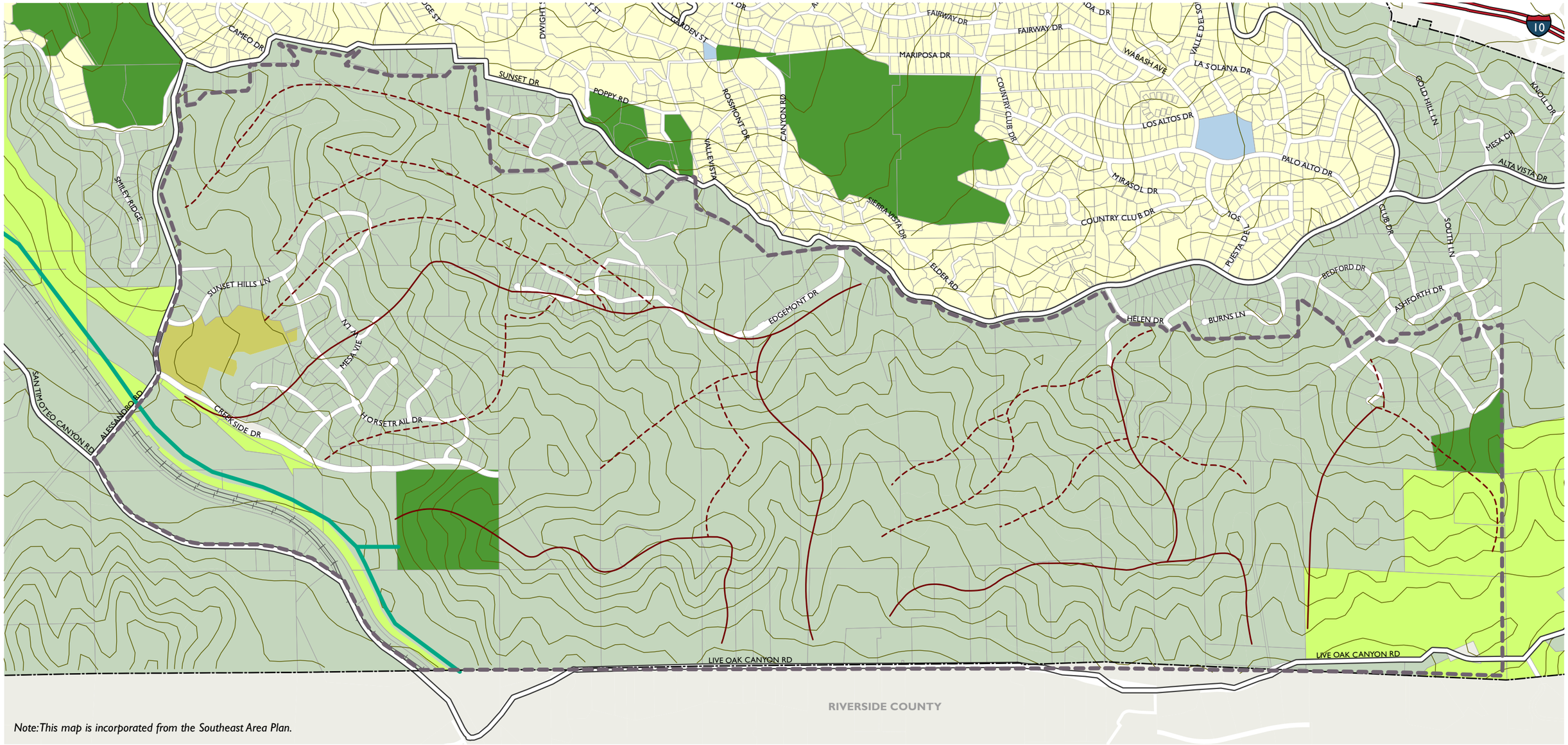
4.41i That portion of San Timoteo Creek, as defined by its floodway easements or flood control fee title, lying within the corporate boundary of the City is hereby declared to be Resource Preservation land and shall be preserved for the purposes of promoting wildlife preservation, open space recreation and water conservation. No fencing or other barriers shall be permitted in this Resource Preservation area that impede or limit access to the free crossing or use of the area by wildlife or its use for open space recreational purposes.

4.41j All parcels of land encompassed within the area identified on GP Figure 4-5 are subject to the residential density limitations set forth in Section 4.42m and are hereby designated as Resource Preservation as defined in Section 4.96.

Southeast Area

4.42m Density within the Southeast Area Plan shall be as follows:

Slope	Acres/Dwelling Unit
0-15%	1.0 acre
> 15 to 30%	2.5 acres
> 30%	10.0 to 5.0 acres



Note: This map is incorporated from the Southeast Area Plan.

General Plan Land Use

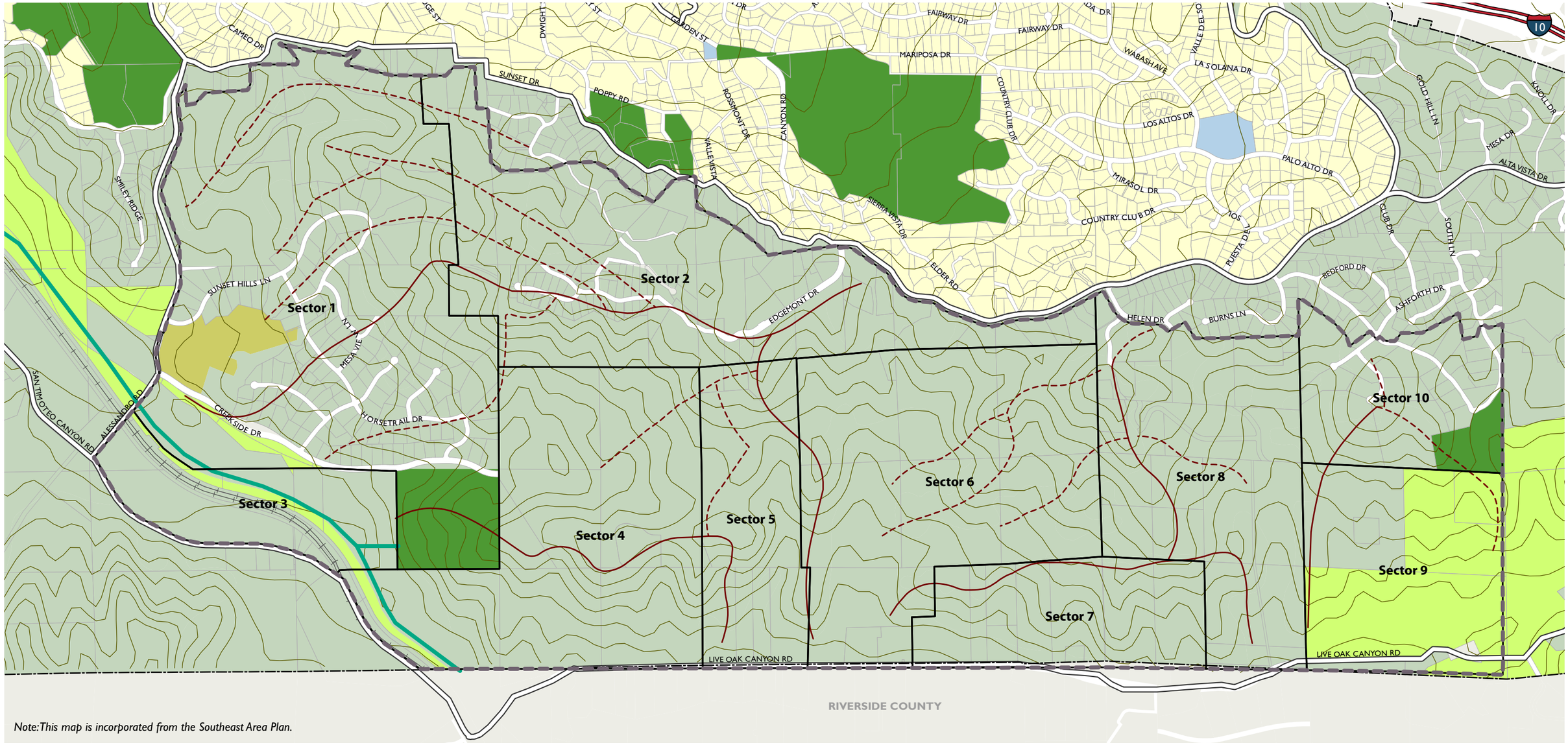
- Agriculture
- Very Low Density Residential
- Public/Institutional
- Parks/Golf Courses
- Open Space
- Resource Preservation

- Freeway
- Major Roads
- Linear Parks
- Rail Corridor

- Major Ridges
- Signature Ridges
- Contour Lines (40 Feet)
- Southeast Area Plan
- City of Redlands

0 0.125 0.25 0.5
MILES

Data Source: City of Redlands, California, 2016; San Bernardino County, 2015; ESRI, 2015; SANBAG, 2015; Dyett & Bhatia, 2016.



Note: This map is incorporated from the Southeast Area Plan.

General Plan Land Use

- Agriculture
- Very Low Density Residential
- Public/Institutional
- Parks/Golf Courses
- Open Space
- Resource Preservation

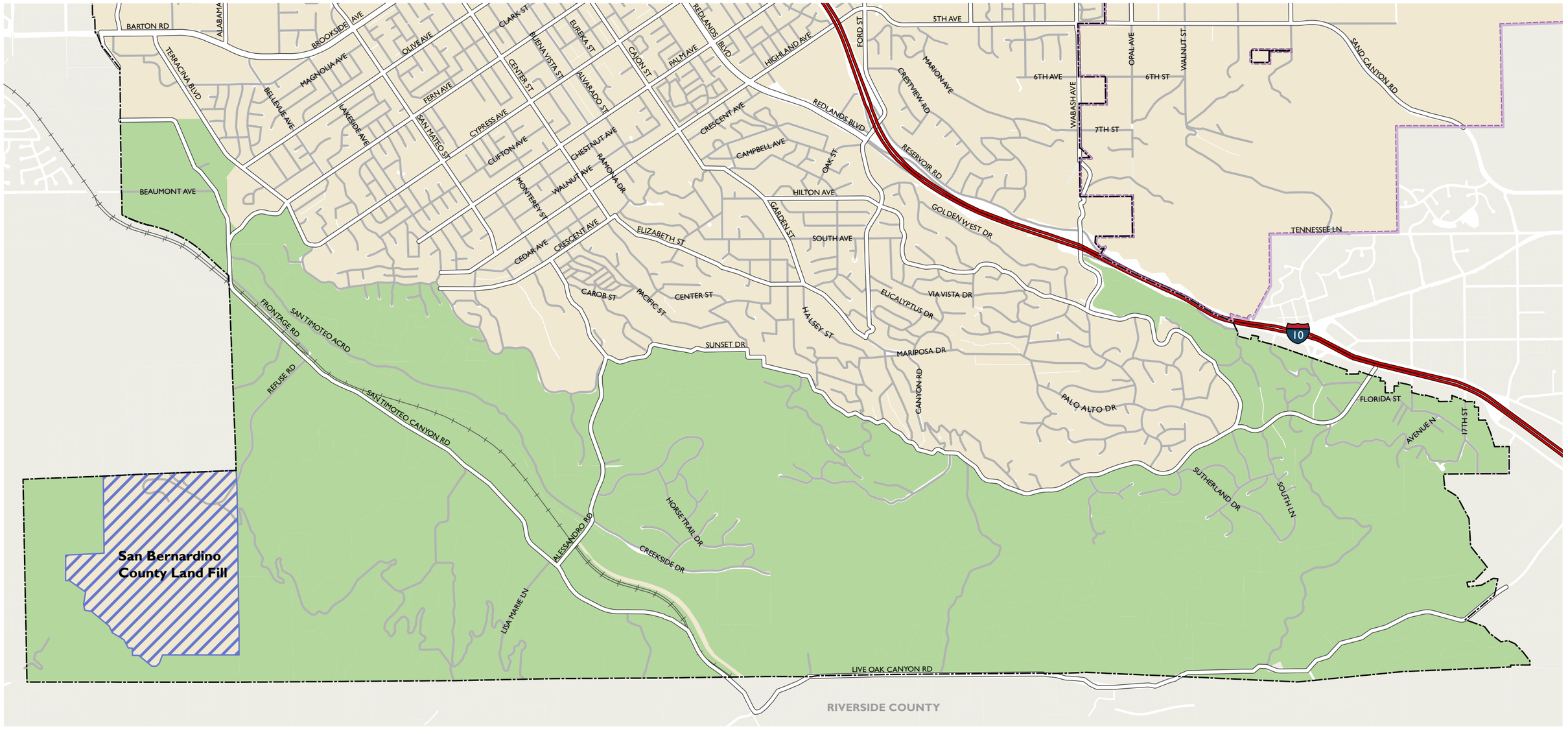
- Freeway
- Major Roads
- Linear Parks
- Rail Corridor

- Major Ridges
- Signature Ridges
- Contour Lines (40 Feet)
- Southeast Area Plan
- Sector Boundaries

- City of Redlands

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MILES

Data Source: City of Redlands, California, 2016; San Bernardino County, 2015; ESRI, 2015; SANBAG, 2015; Dyett & Bhatia, 2016.

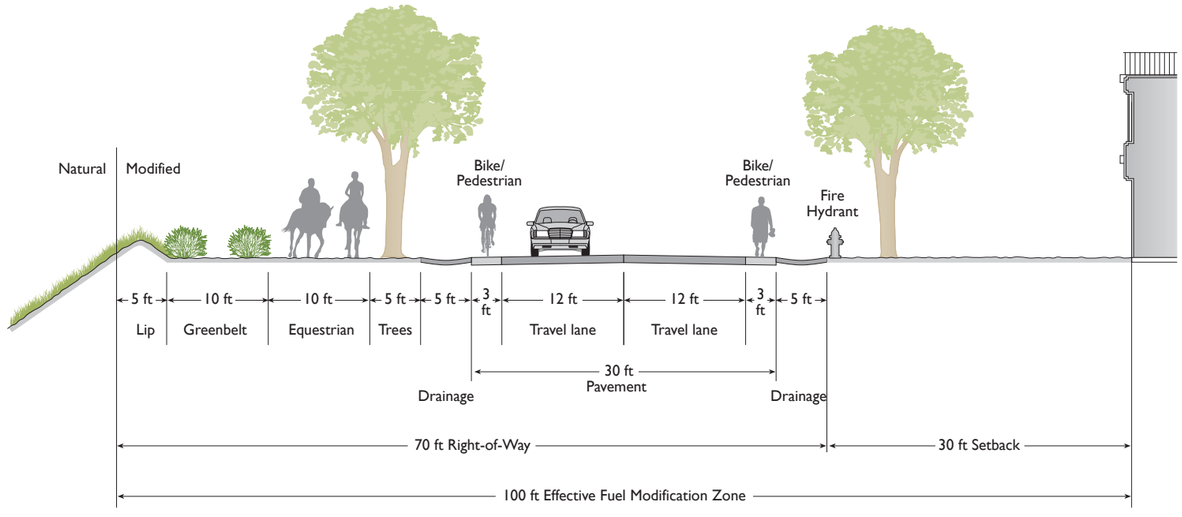


Resource Preservation
Freeway
Major Roads
Rail Corridor
City of Redlands
Sphere of Influence

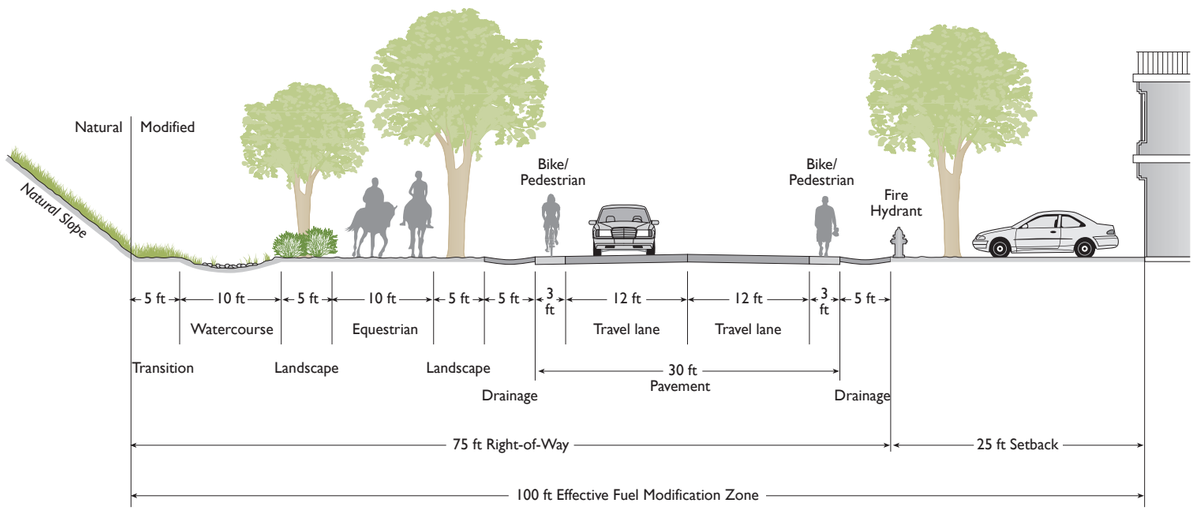
Beginning at the intersection of Nevada Street and San Timoteo Canyon Road (Point A); thence easterly along San Timoteo Canyon Road and San Timoteo Canyon Road extended to Terracina Boulevard (Point B); thence southeasterly on Terracina Boulevard to the northwesterly line of Lot 17 of Terracina Bluff Lots as per map recorded in M.B. 9/38 records of San Bernardino County (Point C); thence southwesterly along said northwesterly line of Lot 17 to the southwest corner of said Lot 17; thence southeasterly along the southwesterly line of said Lot 17, 34 feet more or less to the City of Redlands City Limit Line as shown on Parcel Map 4223 as per map recorded in P.M.B. 40/98,99 records of said County; thence southerly along said City Limits Line as shown on said Parcel Map 4223 to the San Timoteo Canyon Road; thence southeasterly along San Timoteo Canyon Road to the southwesterly line of Parcel 2 of Parcel Map 7782 as per map recorded in P.M.B. 78/50,51 records of said County; thence southeasterly along said southwesterly line of Parcel 2 to Fern Avenue (Brookside Road); thence northwesterly along Fern Avenue to Terracina Boulevard (Point D); thence southeasterly along Terracina Boulevard continuing along Cypress Avenue to Smiley Heights Drive; thence southerly and then easterly on Smiley Heights Drive to Serpentine Drive; thence southeasterly along Serpentine drive to Sunset Drive; thence southerly, then easterly, then northerly, then westerly, respectively, on Sunset Drive to the intersection of Sunset Drive and Wabash Avenue (Point E); thence northerly along Wabash Avenue to the Redlands City Limit; thence southeasterly then southerly along the City Limit of Redlands to the southeast corner of Redlands' corporate limits (Point F); thence westerly along the southern City Limit of Redlands to the southwest corner of Redlands' corporate limits (Point G); thence northerly along the western City Limit of Redlands to the point of beginning; not including the San Bernardino County Land Fill site.

0 0.25 0.5 1
MILES

Data Source: City of Redlands, California, 2016; San Bernardino County, 2015; ESRI, 2015; SANBAG, 2015; Dyett & Bhatia, 2016.



Ridgetop PERFUMAA



Canyon Bottom Perimeter PERFUMAA

Notes:

1. Street sections are illustrative. Minor variations and deviations from dimensions are permitted, and would not require a General Plan Amendment.
2. Bicycle facilities are based on dimensions included in the Bicycle Facility Design Guidelines for the Bicycle Master Plan (2015).



Crafton is more rural in character than the other focus areas owing to its importance in the local citrus industry.

Crafton

Crafton is characterized by citrus groves and farms, and large-lot single-family residences. It is defined by its natural spaces, including undeveloped areas along Sand Canyon and the Crafton Hills. Near the border with Mentone, more intense development such as Redlands East Valley High School and a multi-family development have taken place.

POLICIES

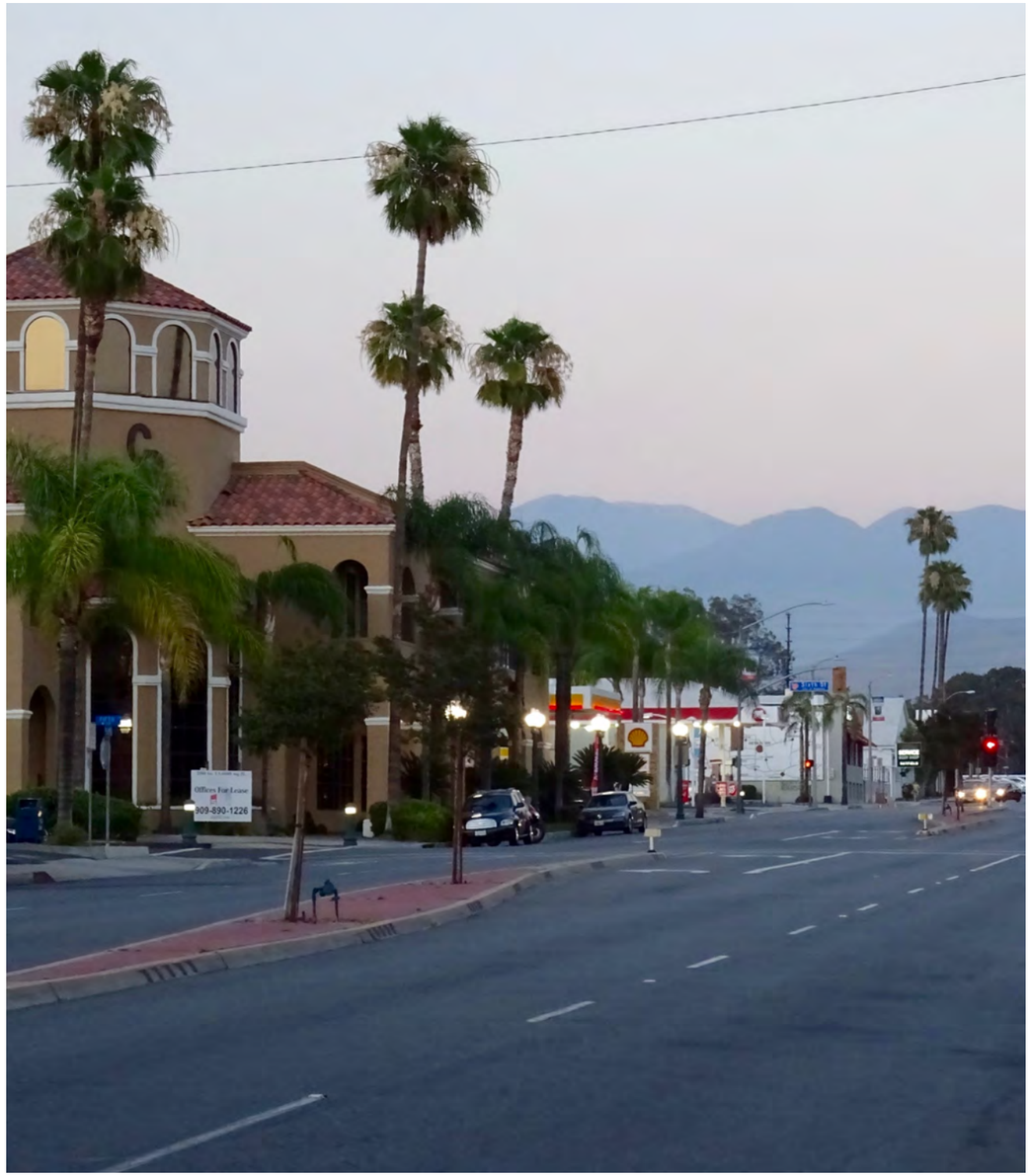
Principles

4-P.38 Seek to preserve the agricultural character of Crafton.

Actions

4-A.84 Work with San Bernardino County to prevent urban development of cultivatable lands in Crafton and Mentone.

4-A.85 Establish an urban/rural boundary to preserve Rural Living in the Crafton Planning Area. The boundary shall run northward along Wabash Avenue from 7th Street to 5th Avenue, turn east on 5th Avenue to a midpoint between Wabash Avenue and Opal Avenue, and head north to Sylvan Boulevard, turning east to Opal Avenue and running north on Opal Avenue to Colton Avenue; Colton Avenue forming the northern most boundary until its terminus at Crafton Hills.



Redlands Boulevard features distinctive architecture and pleasant streetscapes.

Redlands Boulevard

Redlands Boulevard is a major thoroughfare through the city, traversing the commercial areas of the East Valley Corridor, the office campus of ESRI, Downtown, and parts of the Colony and Highland. Redlands Boulevard crosses east-west through the Downtown area, north of State Street, curving southward at Ninth Street. It is a car-oriented thoroughfare along which sit low, one- to two-story mid- and late-century commercial buildings. The street is wide, and several car dealerships line the portion west of Eureka Street.

In many ways, Redlands Boulevard is the city's main street. The General Plan seeks to upgrade the appearance and function of this road as a true boulevard and encourage a greater mix of uses along its frontage.

POLICIES

Principles

4-P.39 Promote infill and mixed-use development along Redlands Boulevard to create a cohesive commercial corridor connecting the Transit Villages and providing a retail and service destination for community members.

Actions

4-A.86 Promote clusters of mixed-use development along Redlands Boulevard near the Mixed Use Cores of the proposed Transit Villages, providing opportunities for commercial, office, and residential development consistent with the needs and characteristics specific to each Transit Village.

4-A.87 Promote infill development along Redlands Boulevard where it is classified as a Boulevard to create a continuous corridor of mixed-use and commercial activity.

4-A.88 Complete and enhance the sidewalk system along both East and West Redlands Boulevard.

Colton Avenue and Orange Street Commercial Corridor

Orange Street is a north-south arterial that blends adaptive reuse of historic structures with contemporary developments. South of I-10, the Orange Street commercial corridor is charming, engaging, and walkable, although the roadway itself is wide and perceptually forms the western edge of Downtown. Historically, the Downtown grid extended westward, but was lost when several blocks were combined to make way for Redlands Mall. This area features primarily commercial use, including retail and dining, and serves as a hub for commercial activity. Murals and City signage celebrate the Redlands' citrus heritage and imbue the district with pride and culture. The Redlands Depot and the station for the future Redlands Passenger Rail are also located along Orange Street.

Immediately north of I-10 is the intersection of Orange Street and Colton Avenue. Downtown Redlands, in popular consciousness, ends where Orange Street passes under I-10. This is both because the freeway is a visual barrier that separates the Orange Street and Colton Avenue intersection from the rest of the Orange Street commercial corridor, and because the design of streets and commercial facilities look remarkably different from the rest of Orange Street. The area north of I-10 lacks the landscaping, engaging facades, development intensity, and mix of uses that make Downtown Redlands a dynamic place to live, work, and shop. Colton Street contains a mix of commercial and residential uses in its western extent, giving way to a tree lined arterial with mostly residential uses a few blocks east of Orange Street. There are opportunities along these older commercial corridors for revitalization, with room for a mix of diverse commercial uses, including medical and professional services and retail.

POLICIES

Principles

4-P.40 Encourage the revitalization of the commercial corridors on Colton Avenue at Orange Street by providing opportunities for a variety of commercial uses and providing guidelines for site design to create a more welcoming visual environment.

Actions

4-A.89 Develop an area plan for the Colton Avenue and Orange Street corridors that will improve the public spaces, enhance the quality of architecture and landscape architecture, attract a mix of family-friendly retail and professional businesses to serve the neighborhoods, and improve the overall attractiveness of the areas.

4-A.90 Support the continued presence and new development of small businesses serving the community along the commercial corridors of Colton Avenue and Orange Street.

4-A.91 Seek to improve the mix of office, professional, and service related businesses along Colton Avenue and Orange Street that will serve the neighborhood.

4-A.92 Work with existing business owners to promote the improvement and maintenance of facades of commercial uses.

4-A.93 Promote infill development to create a continuous corridor of mixed-use and commercial activity.

4-A.94 Encourage site designs that create an active street frontage and screen parking from the Colton Avenue and Orange Street frontages.

4-A.95 Encourage the development of bicycle, pedestrian, and transit access that reduce the need for on-site parking.



On Colton Avenue, commercial frontage is primarily auto-oriented and set far back from the street.



The proposed Transit Villages seek to harness the convenience of local transit to spur mixed-use development.

4.5 TRANSIT VILLAGES

Los Angeles' Metrolink commuter rail service links Redlands residents to the region from its nearest station in San Bernardino. Work is underway to connect Redlands with rail to Metrolink in the form of the Redlands Passenger Rail project. The nine-mile route will use the former Atchison, Topeka and Santa Fe Railway line. While mostly single track, two miles of double track will be constructed in the middle to allow vehicles to pass each other. There will initially be three stations in Redlands—New York Street near ESRI, Downtown Redlands, and the University of Redlands—with stations at Alabama and California streets in later phases.

The General Plan articulates a vision for transit-oriented development and strategies for future development patterns around the proposed Redlands Passenger Rail stations. These are intended as a foundation for realizing the goal of a connected, accessible, and active community by creating pedestrian- and transit-oriented villages that reflect each station area's existing assets and unique characteristics. Components of the strategy serve to improve connectivity between the proposed Transit Villages and the city's existing neighborhoods; provide new jobs, housing, and entertainment opportunities in compact, walkable environments; support multiple modes of transit, car travel, walking, and bicycling; and provide new development and infill opportunities as alternatives to building at the edges of the city.



Transit Village Area Strategy

Background

Transit Villages are areas surrounding a transit station in which the neighborhood is planned, designed, and integrated so that residents, workers, shoppers, and others find it convenient and attractive to patronize transit and other choices in transportation. Transit Villages have the following characteristics:

- Densities and intensities that promote working and living environments proximate to transit;
- Pedestrian and bicycle access to the station, with safe and comfortable pathways; and
- A transportation system that encourages and facilitates intermodal service and access.

The development of Transit Villages results in public benefits such as relief of traffic congestion, improved air quality, revitalization of neighborhoods, live/travel options for community members who rely on transit, additional job opportunities, and development of attractive neighborhoods.

The State of California's Transit Village Development Planning Act of 1994 (Government Code Section 65460-65460.11) allows for cities to prepare Transit Village plans for designated Transit Village districts. Such districts would cover areas of up to a half-mile radius surrounding a given transit station. This Transit Village Areas Strategy of the General Plan will be supplemented with a Transit Village Plan that would provide more specific policies, land uses, development and design standards for the proposed Transit Villages and build upon the principles in the General Plan.

The City of Redlands has a history of transit-oriented development. Early Redlands developed around railroad and stagecoach lines in the late 1800s, and Downtown Redlands, near the Santa Fe and Southern Pacific depots, grew to accommodate a variety of different transportation modes, including the train, a local trolley system, carriages, horses, cars, pedestrians, and bicyclists.

It had a mix of uses including retail, eateries, professional services, and residential. Shop keepers often lived above their stores. Hotels provided accommodations to visitors. Downtown was a compact, walkable, and mixed-use neighborhood in which it was easy to move around.

Transit Villages Concept

The Transit Village Areas Strategy consists of the following:

- A Transit Village Overlay Zone (TVOZ) of mixed uses, which includes an area of focused streetscape and public realm improvements.
- Base land uses consistent with the land use classifications described in Section 3.1 of the General Plan, designed to foster higher intensities and compact development patterns.
- A Mixed Use Core where a mix of uses and higher densities and intensities would be encouraged through policies and standards in the Transit Village Plan.

These components are described below. Figure 4-7 illustrates the Transit Village concept, and Figure 4-8 shows proposed land uses within the Transit Village areas.

Transit Village Overlay Zone

The TVOZ is proposed for areas within a half-mile radius (10-minute walking distance) of each proposed rail station, and includes sites with the greatest potential to support transit ridership and benefit from proximity to the transit system. The TVOZ will feature enhancements to vehicular, pedestrian, and bicycle access, and strong connections to the station throughout. It would also be covered by design guidelines and standards established in the Transit Village Plan that would address issues such as architectural treatments for development, building massing and spacing, public realm improvements, transit amenities, street trees and landscaping, parking lots, public art, and transitions between the core and surrounding neighborhoods. Mixed-use development may also take place in the TVOZ, and is not limited to the Mixed Use Core areas.

Some major streets within the TVOZ that serve high traffic flows are designated for strengthened connections between major destinations and the Mixed Use Cores, and for design improvements for all modes of transportation. These are shown as Multi-modal Streets in Figure 4-7.

New residential units are encouraged to be located at least 500 feet away from the pavement edge of the I-10 and I-210 freeways, and at greater distances if needed to address roadway noise and air quality concerns. A 500-foot buffer along the freeways is shown in Figure 4-7 and Figure 4-8.

TABLE 4-3: LAND USES WITHIN THE TVOZ

Land Use	Description
Low Medium Density Residential *(modified)*	Applies to the use of land primarily for single family detached residences, but can also include townhouse developments that are clustered to provide open space. Allows for residential development of 0 to 8 gross units per acre.
Medium Density Residential *(modified)*	Applies to the use of land for duplexes, townhomes, low-rise apartment buildings, and other less intense multi-family residential development types. Allows for densities of 9 to 15 gross units per acre.
High Density Residential *(modified)*	Allows for multi-family residential development at densities of 16 to 27 gross units per acre.
Commercial	Provides land for retail stores, hotels, motels, automobile sales and services, offices, and entertainment facilities. It also permits residential, mixed-use development.
Commercial/ Industrial	Allows compatible commercial and light industrial land uses, including auto services, commercial retail and services, and manufacturing. Includes flex commercial space and business parks.
Office	Facilitates development of business and professional offices.
Public/Institutional	Consists of education, cultural, and community facilities such as public schools, the University of Redlands, and the civic center. While these areas provide for education, cultural, and community facilities, residential uses at a density of up to 15 dwelling units per gross acre and agricultural uses are also allowed.
Park	Includes both public and private facilities of park-like character.
Agriculture	Designates areas suitable for agricultural production of crops, including citrus.



Early Redlands developed with centers of civic and economic activity located near transit opportunities.

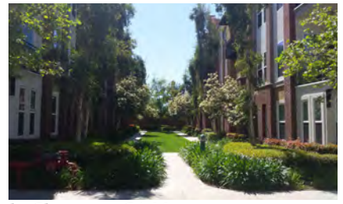


The historic streets accommodated pedestrians as well as a variety of different transportation modes.



Redevelopment of the Claremont Packing House into walkable retail near the Claremont, CA Metrolink Station.





Examples of higher density housing types near the Claremont, CA Metrolink Station

Mixed Use Core

Mixed Use Core covers areas within a quarter-mile radius (a 5-minute walking distance) of proposed passenger rail stations. A Mixed Use Core indicates areas in the Transit Villages with the potential for the highest development intensity and ability to support transit ridership. These areas would have policies and standards detailed in the Transit Village Plan intended to create vital, mixed-use environments in close proximity to the proposed transit stations. Mixed Use Cores are proposed for four of the Transit Villages: California Street, Alabama Street, New York Street, and the University of Redlands. A Mixed Use Core is not proposed for the Downtown station, as that station area would be covered by the Downtown Specific Plan (DTSP) upon adoption of that Specific Plan. It is important to note that while the Mixed Use Cores indicate areas where high-density/intensity mixed-use development would be encouraged, such development may take place in the TVOZ outside of the cores as well, where appropriate.

Within the Mixed Use Core areas, some streets, as shown in Figure 4-7, are designated as boulevards. These are corridors that are connected to the stations, where high levels of pedestrian activity and flow would be anticipated. Therefore, pedestrian activity and comfort are emphasized, and ground-level active uses would be required in buildings along the corridors.

Multi-Modal Connections

The proposed Transit Villages are centered at passenger rail stations, but are intended to accommodate and improve travel for all modes of transportation. The Transit Villages would act as hubs, allowing for convenient transitions between different modes. Some travelers may go to a station to take the train, but others may go simply to switch to a different mode transportation that better gets them to their destination. The mix of modes in the Transit Villages would include:

- **Pedestrians,** including those using walkers or wheelchairs
- **Bicycles,** including personal bicycles and bikeshare
- **Vehicles,** including personal vehicles, carshare, carpools, ride-hailing, and taxis
- **Transit,** including buses and courtesy vans
- **Trains**

Facilities and improvements to accommodate these modes include wider sidewalks, ramps, bicycle paths and markings, bicycle racks and lockers, parking lots and garages, turnouts, bus shelters, and signage.

POLICIES

Principles

4-P.41 Foster a connected, accessible, and active community by creating attractively designed pedestrian- and transit-oriented villages with a mix of uses in a compact area.

4-P.42 Provide for new jobs, housing, and entertainment opportunities in compact, walkable environments.

4-P.43 Ensure that each Transit Village has a unique character and identity that reflects its existing assets and unique characteristics, and provides appropriate services at that location.

4-P.44 Provide choices for travel options, including walking, biking, vehicular, and transit.

4-P.45 Accommodate all appropriate modes of transportation in Transit Villages, and promote seamless transitions between modes.

4-P.46 Improve connectivity between Transit Villages and existing neighborhoods.

4-P.47 Provide for appropriate transitions between Transit Villages and surrounding neighborhoods.

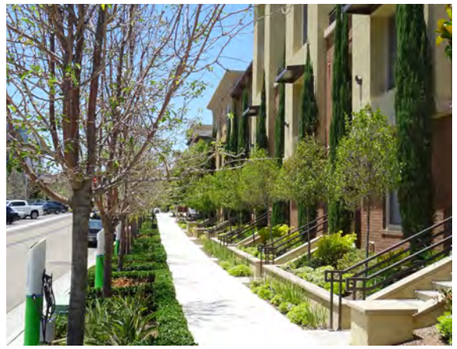
4-P.48 Provide development and infill opportunities as alternatives to building at the edges of the city.

4-P.49 Allow residential and mixed-use projects in the Mixed Use Core at densities up to the High Density Residential standard.

4-P.50 Allow for density bonuses in the Transit Village Overlay Zone contingent on the provision of public benefits. Density bonuses shall be a minimum of 25 percent within a quarter-mile of each transit station, and 10 percent in areas located between a quarter-mile and a half-mile radius of each transit station. Public benefits may include but are not limited to amenities such as a public park, plaza, or playground; enhanced streetscaping; public art; or participation in a voluntary transfer of development rights program.

4-P.51 Complete a Transit Village Plan that will define: village character, design guidelines for architecture and site development, permitted and conditional uses, building setbacks and heights, yards, interfaces with the public streets and sidewalks, security measures, and transitions to existing neighborhoods.

4-P.52 Encourage stops of larger trains (Metrolink) in stations that can adequately accommodate their size and have greater availability of and access to parking.



Transit-oriented residential, San Diego, CA



Transit-oriented development, San Jose, CA



Orange Street, Redlands, CA



Mixed uses, San Mateo, CA

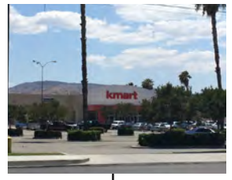


Streetscaping, Alameda, CA

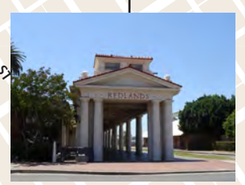


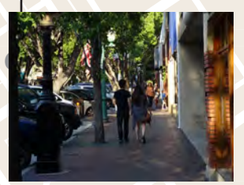
Pedestrian environment, Oakland, CA

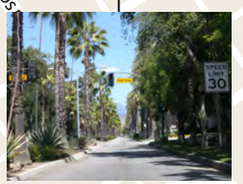










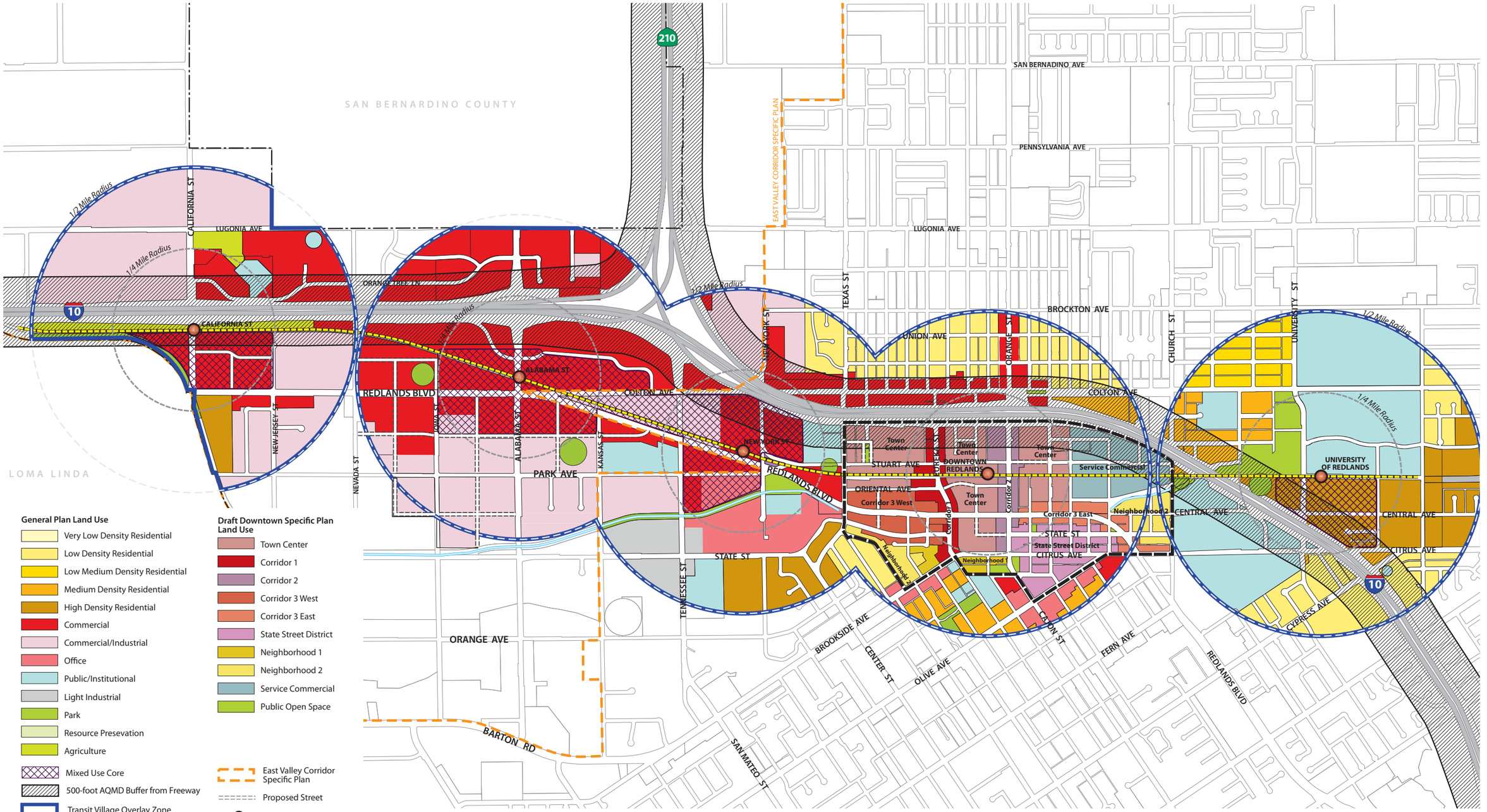


- Transit Village Overlay Zone
- Mixed Use Core
- DTSP - Town Center and Key Corridors
- DTSP - State Street District
- Multi-modal Street
- Boulevard
- Proposed Street
- Primary Pedestrian Route
- Primary Bicycle Route
- Intersection/Undercrossing Improvement
- Points of Interest
- Potential New Park
- Proposed Passenger Rail
- 500-foot AQMD Buffer from Freeway
- Downtown Specific Plan
- East Valley Corridor Specific Plan
- Redlands City Limits

0 500 1000 2000 FEET

MARCH 28, 2016

Figure 4-8: Transit Village Land Use



General Plan Land Use

- Very Low Density Residential
- Low Density Residential
- Low Medium Density Residential
- Medium Density Residential
- High Density Residential
- Commercial
- Commercial/Industrial
- Office
- Public/Institutional
- Light Industrial
- Park
- Resource Presevation
- Agriculture
- Mixed Use Core
- 500-foot AQMD Buffer from Freeway
- Transit Village Overlay Zone
- Downtown Specific Plan

Draft Downtown Specific Plan Land Use

- Town Center
- Corridor 1
- Corridor 2
- Corridor 3 West
- Corridor 3 East
- State Street District
- Neighborhood 1
- Neighborhood 2
- Service Commercial
- Public Open Space

- East Valley Corridor Specific Plan
- Proposed Street
- Proposed Passenger Rail
- Redlands City Limits

April 7,2016

California Street Transit Village

A retail destination that builds on existing uses and creates a distinctive gateway between cities

The California Street Transit Village would be located near California Street and Redlands Boulevard, at the city's western border with Loma Linda. Existing (2016) land uses within a half-mile of the (still to be finalized) station location include commercial, office, and industrial uses at low intensities; multi-family residential; some vacant land; and some land under citrus cultivation.

The strategy for the proposed Transit Village seeks to reinforce the existing strong cluster of commercial uses, while promoting opportunities for reinvestment and infill development. The Transit Village would introduce mixed uses into the East Valley Corridor to serve workers in the warehouse area, the medical facilities such as the VA Center and Kaiser medical facility, as well as visitors to destinations such as the San Bernardino County Museum and Splash Kingdom.

Circulation improvements focus on enhancing major streets, including California Street and Redlands Boulevard, for all modes of travel. Freeway undercrossings at California Street will be enhanced to ensure pedestrian safety and comfort. Bicycle route improvements would include the completion of the East Valley Corridor Bikeway and the Orange Blossom Trail.

From an overall identity perspective, this Transit Village would serve as a western gateway to the city of Redlands, as well as Loma Linda. Thus, the strategy would seek to create a sense of arrival. The strategy would preserve the presence of citrus groves in the Transit Village to highlight the city's citrus heritage for travelers.

Actions

4-A.96 Create greater opportunity to intensify and consolidate land uses on adjacent parcels and connect existing assets through infill development.

4-A.97 Promote mixed uses to serve a range of users, including local workers and visitors to nearby tourist destinations.

4-A.98 Provide streetscape improvements along the major corridors of California Street and Redlands Boulevard to enhance comfort and safety for all modes of travel.

4-A.99 Implement bicycle route improvements that provide intra-city and regional connections, connecting to Loma Linda, the City of San Bernardino, and north to the Santa Ana River Trail.

4-A.100 Create a "sense of arrival" at the city's western gateway through aesthetic improvements such as landscaping, citrus groves, and signage.

4-A.101 Preserve citrus groves for visual effect and to distinguish the station area from others.

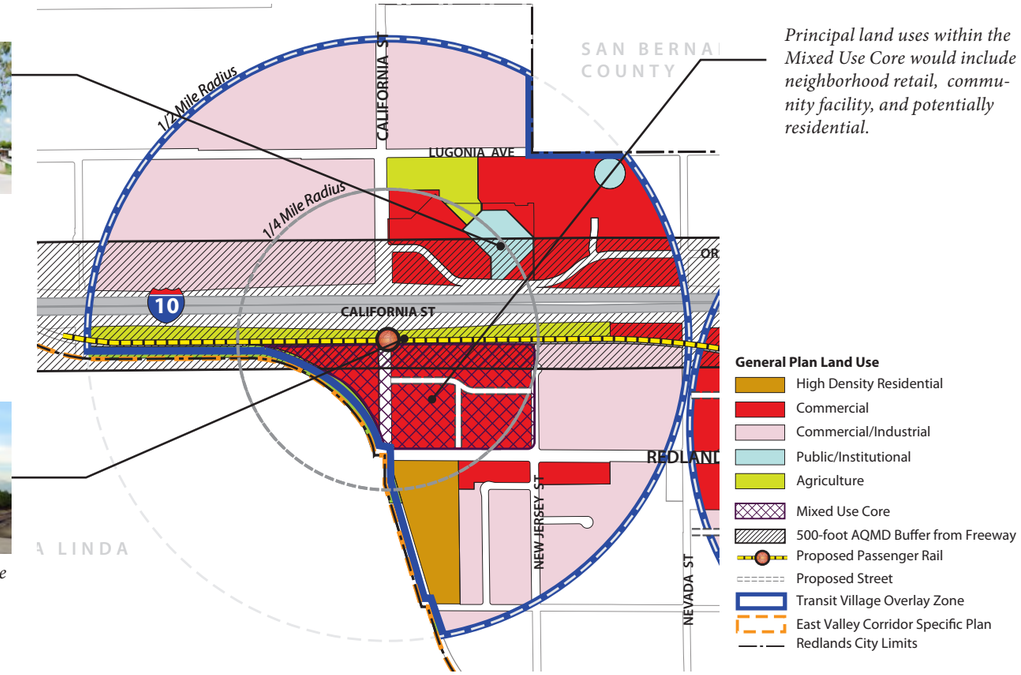
4-A.102 Improve the I-10 undercrossing at California Street to increase comfort and safety for all modes of travel and enhance north-south circulation.



San Bernadino County Museum will remain as one of the visitor destinations in the California Street Transit Village.



Existing orange groves will be preserved to highlight Redlands' citrus heritage.

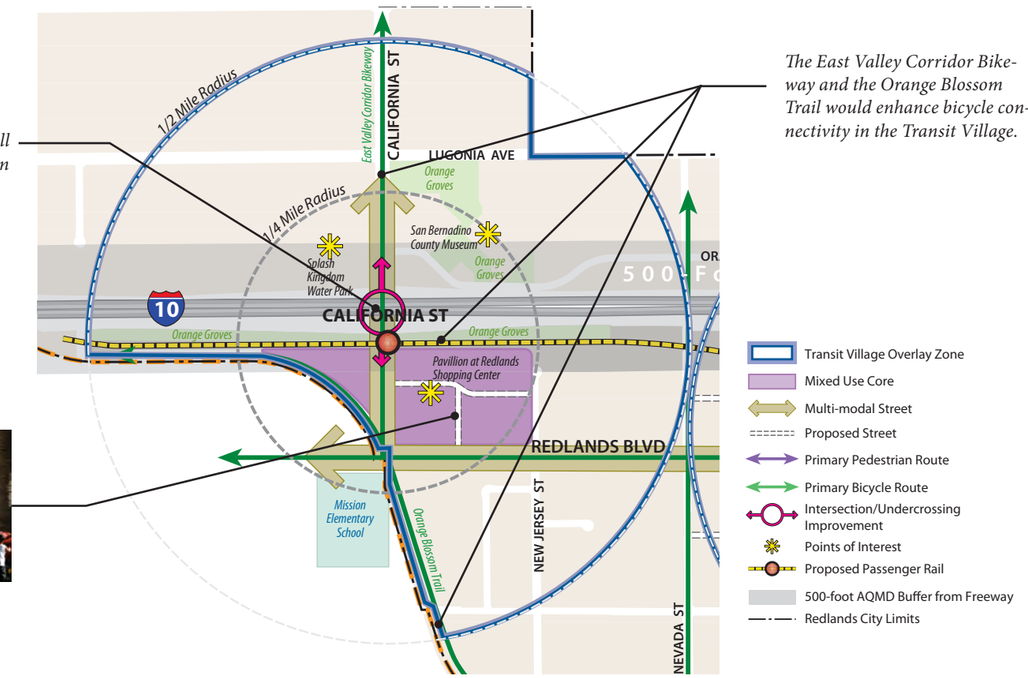


Principal land uses within the Mixed Use Core would include neighborhood retail, community facility, and potentially residential.

An undercrossing improvement at California Street will enhance connectivity between the station to local destinations.



Commercial uses within the Mixed Use Core would provide internal circulation prioritizing walking patrons.



The East Valley Corridor Bikeway and the Orange Blossom Trail would enhance bicycle connectivity in the Transit Village.

Alabama Street Transit Village

A complete neighborhood with a mix of uses and ample parkland

The Alabama Street Transit Village would be located near Alabama Street and Redlands Boulevard. Existing (2016) land uses within a half-mile of the (still to be finalized) station location are primarily commercial, with some industrial and office uses and several vacant properties. Development in the area is primarily currently auto-centric.

The strategy for the proposed Transit Village would establish a complete neighborhood, including a Mixed Use Core with a higher-density mix of residential and commercial uses; and commercial and office uses with the potential for residential mixed use in the TVOZ outside of the core. The Transit Village would serve as a gateway to regional shopping to the north, and create both a gateway and transition area between the station and light industrial uses to the south. Residential uses would be discouraged within 500 feet of interstate I-10. New parks would be sited in the area to serve the needs of new residents and employees within walking distance of the transit station. Additionally, there would be the potential to reuse commercial sites as office centers.

Within the Transit Village, primary pedestrian routes along new streets would allow people to safely and comfortably walk between the station, neighborhood parks, and residences. Boulevards would be established along Redlands Boulevard and Colton Avenue, where improvements would focus on the pedestrian experience and ground-floor active uses would be required along the street frontage. Primary bicycle routes would include the Orange Blossom Trail, which provides strong east-west connections to the other Transit Villages, as well as to other bicycle routes providing access to neighborhoods north and south of the rail line.

Actions

4-A.103 Create an active and compact transit-oriented core with a mix of residential and commercial/office uses. Allow for the reuse of commercial sites as office centers.

4-A.104 Add new streets to create a finer-grained (shorter blocks), pedestrian-scaled road network, connecting residential areas to parks and the Mixed Use Core.

4-A.105 Provide streetscape improvements along the major corridors of Alabama Street and Redlands Boulevard to enhance comfort and safety for all modes of travel and strengthen north-south connections between major destinations and east-west routes.

4-A.106 Establish boulevards along Redlands Boulevard and Colton Avenue with pedestrian-oriented streetscape improvements and ground-floor active uses.

4-A.107 Ensure that adequate parkland is available to serve new residents and employees in the area.

4-A.108 Implement bicycle route improvements that provide strong east-west connections to other Transit Villages and the city's wider bicycle network. Routes would include the Orange Blossom Trail and potentially a trail along Redlands Boulevard in this location.

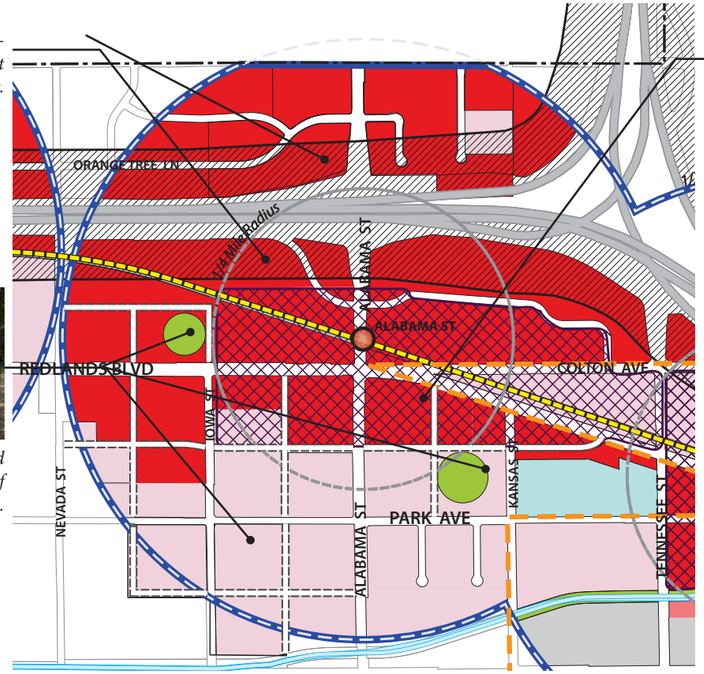
4-A.109 Plan for the Alabama Street station to be the eastern terminus for the larger Metrolink trains where space is available to accommodate the larger trains and there is greater availability of land for parking.

Residential uses will be prohibited within the 500-foot buffer from the freeway.

The Mixed Use Core would combine high density residential and ground-floor retail.



Potential new parks would serve residents and visitors of the Transit Village.

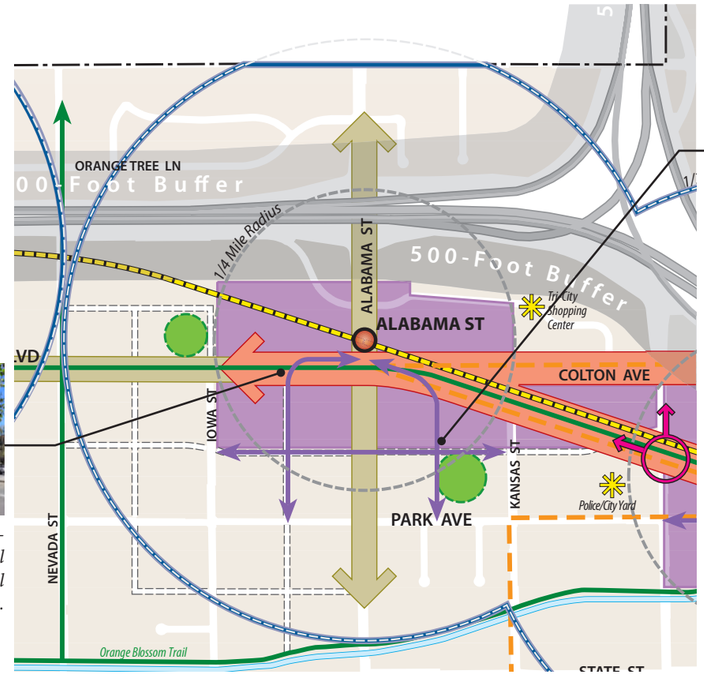


Streetscape design would prioritize pedestrian comfort along primary pedestrian routes.





Redlands Boulevard is envisioned as a multi-modal street with ground-floor retail near the station.



New York Street Transit Village

An employment hub with easy access to Downtown and surrounding neighborhoods

The New York Street Transit Village would be located near New York Street and Redlands Boulevard. The area surrounding the proposed station location is currently (2016) characterized mainly by office and auto-oriented commercial uses, including the ESRI campus. Other nearby points of interest and buildings include Jennie Davis Park, Orangewood High School, and the Redlands Police Department.

The strategy for the New York Street Transit Village would build on the presence of existing employment activity in the area, particularly ESRI, to create a hub where the expansion of available office space and commercial uses provides a concentration of opportunities for jobs and innovation such as new businesses and start-ups. The Transit Village would also serve as a gateway to Downtown.

The Mixed Use Core would be higher-intensity mixed uses—with office, retail, and services, as well as housing, including live/work lofts. Outside of the core, lower-density office uses and residential would provide a transition to the edge of the Transit Village.

The Transit Village would feature a variety of connections and streetscape improvements to facilitate movement between the station, core, and surrounding neighborhoods. New York Street would be extended northwards to provide a connection to commercial areas in Lugonia. Streetscape improvements along the major corridors of Colton Avenue, Redlands Boulevard, and New York Street would enhance travel for all modes. Boulevards would be established along Redlands Boulevard and Colton Avenue, where improvements would focus on the pedestrian experience and ground-floor active uses would be required along the street frontage. Primary pedestrian routes would allow for walkable connections to and from Downtown and the proposed residential neighborhood at Alabama Street. Primary bicycle routes would include the Orange Blossom Trail, which provides east-west connections to the other Transit Villages, and routes along New York Street and Texas Street to provide access to neighborhoods north of I-10.

Actions

4-A.110 Create an active and compact transit-oriented core with office uses that provide opportunities for jobs and innovation, as well as commercial and residential uses to serve the needs of the area's workers.

4-A.111 Provide streetscape improvements along the major corridors of Colton Avenue, Texas Street, and Redlands Boulevard to enhance comfort and safety for all modes of travel and increase accessibility to and from surrounding areas.

4-A.112 Establish boulevards along Redlands Boulevard and Colton Avenue with pedestrian-oriented streetscape improvements and ground-floor active uses.

4-A.113 Provide pedestrian routes between offices, neighborhoods, and Downtown.

4-A.114 Implement bicycle route improvements that provide strong east-west connections to other Transit Villages as well as north-south connections to improve access to existing neighborhoods to the north. Routes would include the Orange Blossom Trail, the Lugonia Trail on New York Street, and a route along Texas Street.

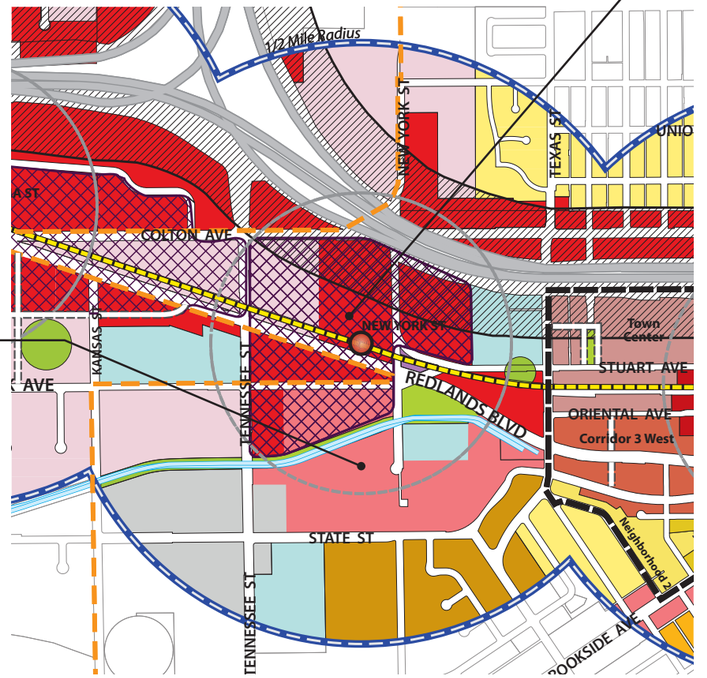
4-A.115 Implement intersection improvements, including pedestrian improvements, at the I-10 undercrossings at New York and Texas Street to increase comfort and safety for all modes of travel.

4-A.116 Ensure safe railway crossings at Tennessee Street, Texas Street, and New York Street for bicyclists and pedestrians.

4-A.117 Maintain single-family residential neighborhoods designated as low- and low medium-density residential in the General Plan within the TVOZ. Transition higher density housing when adjacent to these neighborhoods.



The Transit Village will expand on existing employment activity.



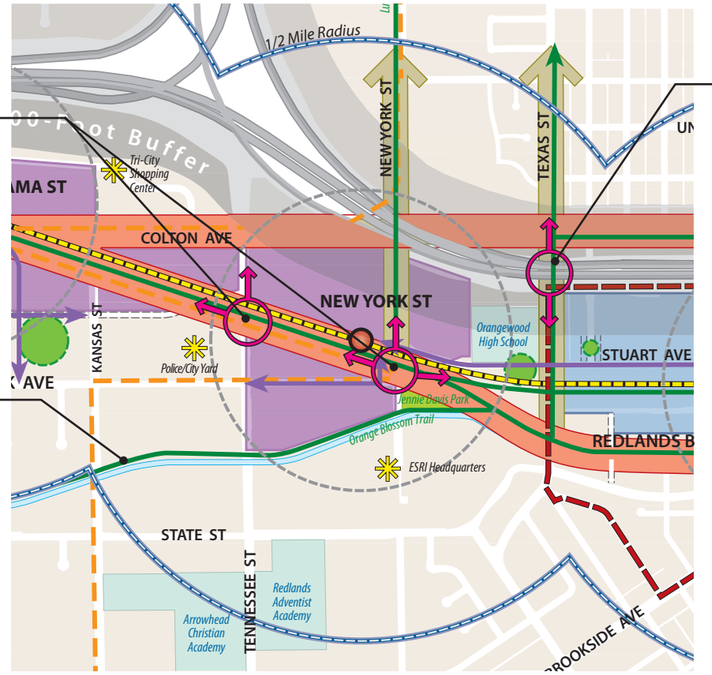
The Mixed Use Core would be primarily office, with some retail and potential for housing.





The Orange Blossom Trail would be one of the two major bicycle routes connecting the Transit Villages.

Railway crossings will be improved to ensure safe connections within the Transit Village.



Undercrossing improvements and a new bicycle route along Texas street would facilitate north-south accessibility.

Downtown Redlands Transit Village

A vital town center with abundant amenities

The Downtown Redlands Transit Village would center around the historic Santa Fe Depot on Orange Street. The Transit Village would include the planning area for the Draft Downtown Specific Plan (DTSP). Currently (2016), the area around the station contains commercial and office uses throughout the center, residential and industrial uses along the edges, and public uses in the south at the Civic Center. The State Street district and Orange Street commercial corridors, Smiley Park, Redlands Mall, and a commercial corridor along Colton Avenue are all within a half mile of the proposed station.

The Strategy for the Downtown Transit Village follows the vision of the DTSP, which would create a cohesive town center with abundant amenities and pedestrian-oriented streets. The DTSP seeks to encourage a mix of uses to promote economic vitality, create a pedestrian-oriented environment, maintain a distinctive character based on the city's historical elements, and enhance the civic realm through vibrant streetscapes. Near the station, the DTSP designates a combination of Town Center and key corridor zones – areas that would generally accommodate mixed-use development at higher densities and intensities. The DTSP also identifies the State Street District as the pedestrian-oriented "heart" of Redlands. Refer to the DTSP for more in-depth information.

Uses in the Transit Village would include specialty retail, services, dining, entertainment, arts, and residential. The Transit Village would celebrate the historical aspects of the area, including the city's citrus heritage, encouraging the redevelopment of the citrus packing house as a destination for visitors. The Transit Village would serve the cultural needs of both residents and visitors, increasing the accessibility of destinations such as the A.K. Smiley Library, Lincoln Memorial Shrine, the Redlands Bowl, and arts venues such as theaters and galleries.

Circulation improvements would enhance connections between Downtown and the neighborhood of Lugonia north of I-10 – particularly to the commercial area along Colton and Orange Streets. Additionally, a small mixed-use area is proposed at Colton Avenue and Orange Street to create an activity center and continuity across the freeway.



Photo Credit: Arteco Partners

The Mutual Orange Distributor (MOD) Packinghouse will be renovated into a dining destination.

Actions

4-A.118 Complete and implement an update of the Downtown Specific Plan to create a cohesive town center with amenities and pedestrian-oriented streets.

4-A.119 Encourage a centrally-located mix of uses to promote activity and economic vitality.

4-A.120 Maintain a distinctive character that builds on Downtown's many historic features and its citrus heritage

4-A.121 Promote the reuse of citrus packing houses, historic warehouses, and other historic commercial buildings to create a destination for residents and tourists.

4-A.122 Ensure accessibility within the Transit Village to arts and cultural venues and programming.

4-A.123 Provide streetscape improvements along the major corridors of Colton Avenue, Texas Street, and Redlands Boulevard to enhance comfort and safety for all modes of travel and increase accessibility to and from surrounding areas.

4-A.124 Establish boulevards along Orange Street, Colton Avenue, and Redlands Boulevard with pedestrian-oriented streetscape improvements and ground-floor active uses.

4-A.125 Strengthen pedestrian and bicycle circulation routes within Downtown and to and from adjacent neighborhoods.

4-A.126 Implement bicycle route improvements that provide strong east-west and north-south connections. Routes would include the Orange Blossom Trail, the Mission Creek Zanja Trail, and routes on Colton Avenue, Orange Street, and Citrus Avenue.

4-A.127 Improve the I-10 undercrossing at Eureka Street, Orange Street, and 6th Street to increase comfort and safety for all modes of travel and enhance north-south circulation.

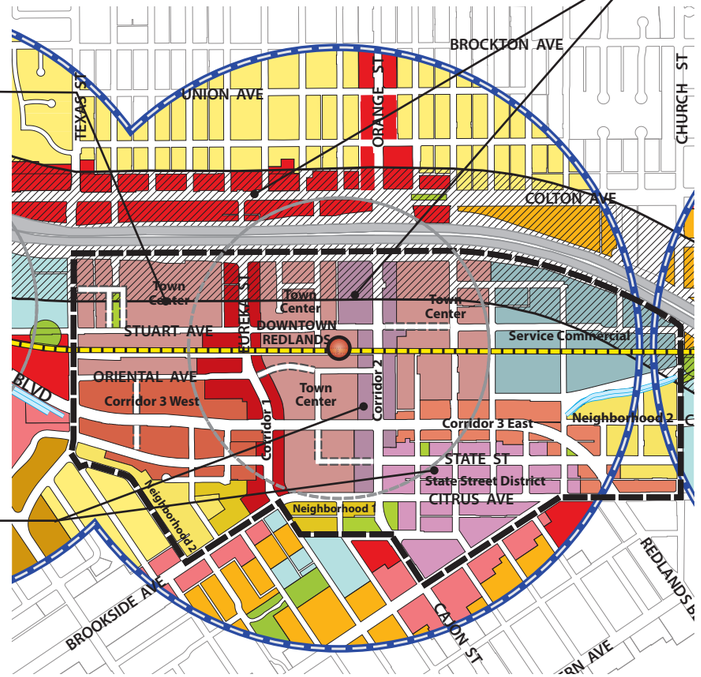
4-A.128 Maintain single-family residential neighborhoods designated as low- and low medium-density residential in the General Plan within the TVOZ. Transition higher density housing when adjacent to these neighborhoods.

The Town Center, augmenting the central core area of Downtown, will feature commercial and mixed-use buildings with continuous facades.





A simple "main street" configuration can be seen in the Corridor 2 and State Street zones.



South of I-10, land uses would follow the DTSP. North of I-10, principal land uses include Mixed Use and commercial.

Draft Downtown Specific Plan Land Use

- Town Center
- Corridor 1
- Corridor 2
- Corridor 3 West
- Corridor 3 East
- State Street District
- Neighborhood 1
- Neighborhood 2
- Service Commercial
- Public Open Space

General Plan Land Use

- Low Density Residential
- Medium Density Residential
- Commercial

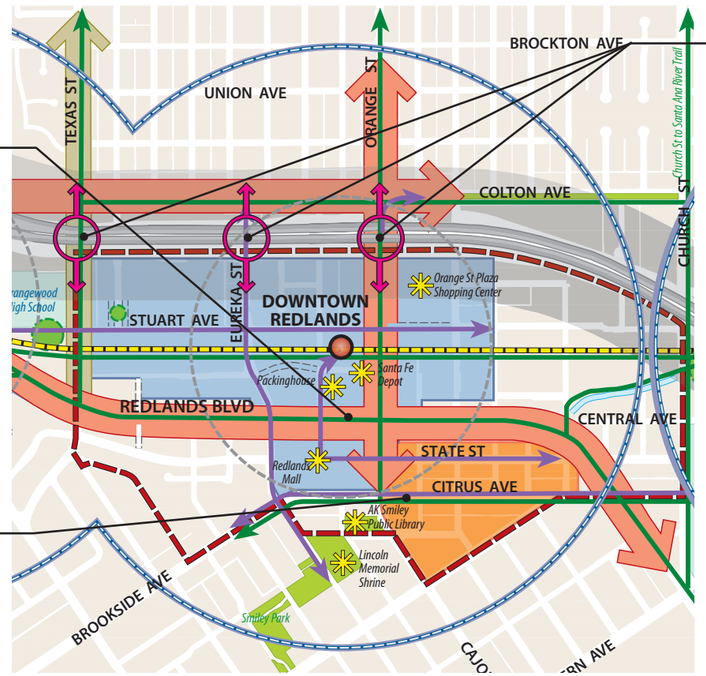
- 500-foot AQMD Buffer from Freeway
- Proposed Passenger Rail
- Proposed Street
- Transit Village Overlay Zone
- Downtown Specific Plan



Redlands Boulevard would remain a key roadway through Downtown with calmed vehicular traffic.



The DTSP seeks to leverage the existing historic character of State Street.



Undercrossing enhancements along I-10 will strengthen the connection between the Lugonia neighborhood and Downtown.

- Transit Village Overlay Zone
- Mixed Use Core
- Multi-modal Street
- Proposed Street
- Primary Pedestrian Route
- Primary Bicycle Route
- Intersection/Undercrossing Improvement
- Points of Interest
- Potential New Park
- Proposed Passenger Rail
- 500-foot AQMD Buffer from Freeway
- Downtown Specific Plan
- East Valley Corridor Specific Plan



Redlands displays its citrus heritage along Orange Street, the heart of the Downtown Transit Village.

University of Redlands Transit Village

A primarily residential neighborhood related to the University, with retail, restaurants, and cafes

The University of Redlands Transit Village would be located near Park Avenue and University Street. Currently, the area is dominated by the University of Redlands and residential uses, with single-family homes in the north and multi-family homes in the south. Sylvan Park, Redlands High School, and Franklin Elementary area also located in this area, within half a mile of the transit station.

The strategy envisions this Transit Village as a primarily residential neighborhood related to the University, with retail, restaurants, and cafes to serve residents, students, and university staff. The core of the Transit Village would be a mixed-use area focusing on providing multi-family housing opportunities as well as the potential for ground-floor commercial and professional service uses. Additionally, the Mixed Use Core and TVOZ would offer potential for the expansion of university activities.

Other improvements would include parks and trails, such as those proposed as part of the Mill Creek Zanja Trail plan. Pedestrian and bicycle circulation would be improved to allow safe and convenient movement between homes, the University, the nearby high school, parks, and Downtown. Primary pedestrian routes would follow University Street, Citrus Avenue, and Cook Street. Primary bicycle routes would include the Mill Creek Zanja Trail, the Orange Blossom Trail, and routes along University Street and Citrus Avenue. Undercrossing enhancements at I-10 along the Mill Creek Zanja and University Street would improve the safety and comfort of pedestrians and cyclists.

Actions

4-A.129 Provide more multi-family housing for university students, staff, and other members of the community in the Mixed Use Core and adjacent residential areas.

4-A.130 Create opportunities for ground-floor commercial uses, such as restaurants and cafes, retail, and professional services to serve university students, staff, and neighborhood residents in the Mixed Use Core.

4-A.131 Promote pedestrian circulation between the station, homes, schools, and parks, with primary routes along multi-purpose trails (the Orange Blossom and Mill Creek Zanja trails), Citrus Avenue, and University Street.

4-A.132 Implement bicycle route improvements that enhance circulation between the station, homes, schools, and parks and provide connections to Downtown. Routes would include the Orange Blossom Trail, the Mill Creek Zanja Trail, and routes on Citrus Avenue, University Street, and Colton Avenue.

4-A.133 Improve the I-10 undercrossing at Sylvan Boulevard to allow safe trail connections along the Mill Creek Zanja

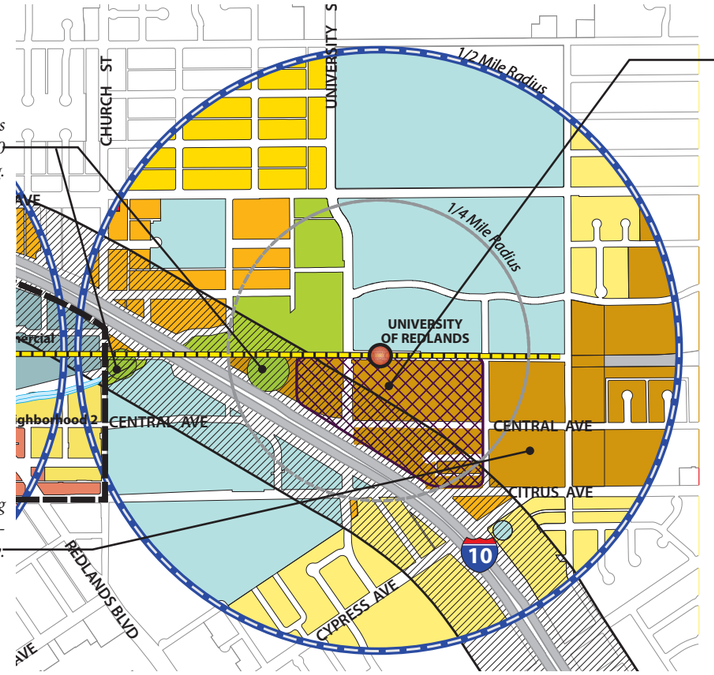
4-A.134 Improve the I-10 undercrossings at University Street and Citrus Avenue to allow safe and comfortable access for vehicles, pedestrians, and cyclists.

4-A.135 Establish a boulevard along University Street from I-10 to Colton Avenue.

4-A.136 Maintain single-family residential neighborhoods designated as low- and low medium-density residential in the General Plan within the TVOZ. Transition higher density housing when adjacent to these neighborhoods.

Potential new pocket parks would activate the I-10 undercrossing.

New multi-family housing would serve university students and faculty.

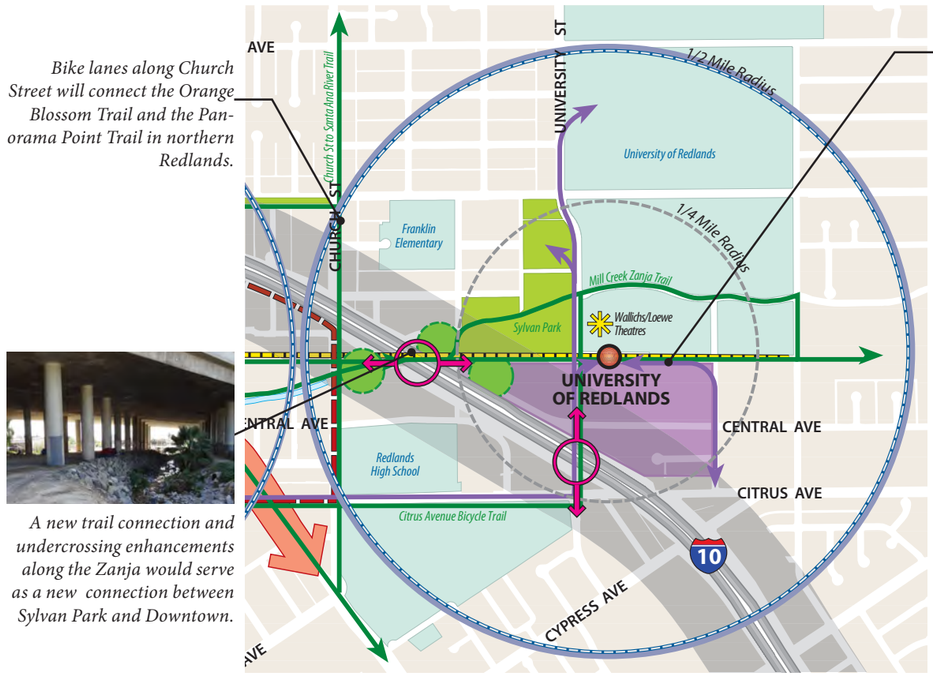


The Mixed Use Core would be primarily residential with some commercial opportunities on the ground floor.



General Plan Land Use
- Low Density Residential
- Low Medium Density Residential
- Medium Density Residential
- High Density Residential
- Public/Institutional
- Park
- Mixed Use Core
- 500-foot AQMD Buffer from Freeway
- Proposed Passenger Rail
- Proposed Street
- Transit Village Overlay Zone
- Downtown Specific Plan

Bike lanes along Church Street will connect the Orange Blossom Trail and the Panorama Point Trail in northern Redlands.



A new trail connection and undercrossing enhancements along the Zanja would serve as a new connection between Sylvan Park and Downtown.



Along primary pedestrian routes, pedestrian-scaled streetscapes and active frontages would attract walking patrons.

- Transit Village Overlay Zone
- Mixed Use Core
- Multi-modal Street
- Proposed Street
- Primary Pedestrian Route
- Primary Bicycle Route
- Intersection/Undercrossing Improvement
- Points of Interest
- Potential New Park
- Proposed Passenger Rail
- 500-foot AQMD Buffer from Freeway
- Downtown Specific Plan

4.6 REDLANDS AIRPORT

The Redlands Municipal Airport is located in the northern region of the city, north of San Bernardino Avenue and west of Opal Avenue. It is located roughly two miles from Downtown Redlands. It is a general aviation airport owned and operated by the City of Redlands, and covers approximately 170 acres. In 2007, the City of Redlands developed the Redlands Municipal Airport Master Plan in order to preserve investment in the airport, reflect community needs, attract airport tenants and users, preserve the environment, strengthen the economy, and ensure safety. For more information about airport hazards and compatibility, see Chapter 7.4.

POLICIES

Principles

4-P.53 Retain and enhance Redlands Municipal Airport as a distinctive asset of the community.

4-P.54 Develop Redlands Municipal Airport to meet the general aviation needs of the Planning Area based on capabilities of the existing runway.

4-P.55 Maintain compatibility of development with airport operations in the area surrounding the airport.

Actions

4-A.137 Utilize the Redlands Municipal Airport Master Plan in planning for the growth and expansion of the airport and facilities.

4-A.138 Periodically update the Airport Land Use Compatibility Plan.

4-A.139 Regulate land uses within safety and noise compatibility zones in accordance with the Airport Land Use Compatibility Plan.

4-A.140 Review the Comprehensive Airport Land Use Plan (CALUP) prepared for Redlands Municipal Airport to ensure conformity between the CALUP and the General Plan.

4-A.141 Require use of aircraft noise abatement procedures for departures of aircraft.

4-A.142 Limit land use within the projected CNEL 60 dB contour to agriculture, open space, golf course, and light industry.

4-A.143 Require dedication of an avigation easement as a condition of development approval for projects within one mile of the 65 dB CNEL contour.

Continuation of this policy alerts buyers to the proximity of the airport and protects the City from possible attempts to limit airport use.

4-A.144 Invest in upgrading the physical appearance of Redlands Municipal Airport so that it is attractive to business and recreational travelers.



Photo Credit: Dustin Brock

4.7 PUBLIC FACILITIES

For policies related to parks and recreation, see Healthy Community.

Water Supply and Treatment

Local Water Supply

The Redlands Planning Area domestic water sources consist of both surface (about 50 percent of total supply) and groundwater (about 50 percent of total supply). The City is entitled to surface water from both Mill Creek and the Santa Ana River. Mill Creek water is treated at the Henry Tate Water Treatment Plant, located northeast of the city. Water then flows by gravity from the Tate Treatment Plant to the City's distribution system. Santa Ana River water is treated at the Horace Hinckley Surface Water Treatment Plant, located northeast of the City.

Imported Water

Imported State Water Project (SWP) water is available to the Planning Area. The San Bernardino Valley Municipal Water District (SBVMWD) has an entitlement of about 102,600 acre feet a year of SWP water. The City of Redlands may purchase SWP water, which is conveyed eastward to the Planning Area via the 17-mile Foothill Pipeline. SWP water is treated at the City's Hinckley Plant or infrequently the Tate Treatment Plant.

Groundwater

The City of Redlands uses 18 wells that pump directly into the system or into reservoirs. All of these wells are adequately separated from sewerage facilities and are free from serious flooding hazard. Although the City's domestic water wells constitute about 50 percent of the water supply, some of the wells require treatment. Because of contamination, the City has wells that are not used for domestic purposes and are instead used for irrigation. It is anticipated that the contaminant levels will not decrease for many years due to the slow movement of water through the basin. However, non-treated nitrate-contaminated water not suitable for human consumption can be used for irrigation (non-potable system). The source of this contamination is typically due to agricultural nitrates, and would require costly treatment if the wells were to be used for domestic purposes.

Water Infrastructure

Redlands operates two surface water treatment plants and uses 15 wells, 37 booster pumps, 18 reservoirs, and 400 miles of transmission and distribution lines to provide water to its customers. Of this infrastructure, one booster station is used for non-potable water. The capacity of the City's 18 reservoirs is a total of 54.45 million gallons Additionally, there are 30 miles of existing non-potable water pipeline and one non-potable reservoir planned for construction. Redlands owns other facilities that are currently not in use due to age, contamination, or other factors.

Recycled Water

Currently, the City produces recycled water capable of being used for irrigation and industrial uses. The City's wastewater treatment plant (WWTP) has the capability of treating to a tertiary level of 7.2 million gallons of wastewater each day, which is greater than the average flow of approximately 5.6 million gallons per day. Currently, the City supplies recycled water to the Southern California Edison Company (SCE) that is used for cooling water at its Mountain View Power Plant (MVP), to the City landfill for the purpose of dust control, and to businesses in the northwest portion of the City service area for irrigation purposes.

TABLE 4-1: CURRENT WATER USAGE (2015)

Land Use	Percentage of Total Water Accounts	Number of Accounts	Total Potable Usage (afy)	Total Reclaimed Usage (afy)	Total Usage (afy)
Single-Family Residential	47%	11,362	11,653	0	11,653
Multi-Family Residential	12%	2,774	2,853	0	2,853
Commercial/ Industrial	8%	2,002	2,055	0	2,055
Institutional/ Governmental	5%	1,279	1,308	0	1,308
Agricultural	1%	169	182	0	182
Other	1%	1,383	340	0	340
Irrigation (Potable)	7%	1,568	1,614	0	1,614
Institutional/ Governmental (Non Potable)	0%	96	0	94	94
Irrigation (Non Potable - well only)	5%	1,158	0	1,191	1,191
Irrigation (Non Potable - recycled from WWTS)	7%	1,640	0	1,692	1,692
Mountain View Power Station	7%	1	0	1,756	1,756
TOTAL	**100%**	**23,432**	**20,005**	**4,733**	**24,738**

Source: City of Redlands MUED, 2016.

TABLE 4-4: HISTORIC AND PROJECTED USAGE (POTABLE WATER)

Year	Average Total Usage
2005	28,615
2010	26,107
2014	27,172
2015	20,005
2020 (projected)	27,986
2025 (projected)	28,762
2030 (projected)	29,538

Source: City of Redlands MUED, 2016.

Wastewater

Most wastewater generated by sewered development within the Planning Area is treated at the City's wastewater treatment plant (WWTP) on the south side of the Santa Ana River wash at Nevada Street. Average flow is about 5.6 mgd. Secondary treatment capacity is about 9.5 mgd, which will allow for anticipated growth of the City over the next 20 years.

Solid Waste

For policies on Waste Reduction and Recycling, see Chapter 8: Sustainable City.

Waste collection services are provided by the City of Redlands for areas within city limits. The City's Quality of Life Department provides residential waste collection, green waste collection for yard waste, and curbside recycling. Hazardous and electronic waste is managed by the Redlands Fire Department, which operates a household hazardous and electronic waste disposal site on a weekly basis. Solid waste from Redlands is primarily disposed of at the California Street Landfill operated by the Quality of Life Department and the San Timoteo Sanitary Landfill operated by the County, both within the city limits. With continued recycling efforts, there is enough capacity at the landfill to accommodate growth for the next 20 years and beyond.



The Crafton Hills Reservoir stores treated water for future use.

POLICIES

Principles

4-P.56 Ensure that public facilities and services are provided in a timely manner to adequately serve new and existing development.

4-P.57 Provide for the equitable distribution of public facilities and amenities, such as sidewalks, street lighting, and parks throughout Redlands.

4-P.58 Coordinate with the Redlands Unified School District to ensure that facilities and services are provided at a high quality and consistent with the population's needs.

Actions

4-A.145 Coordinate future development with the City's Capital Improvement Program to ensure adequate funding and planning for needed public services and facilities.

4-A.146 Encourage the development of programs that enable concurrent provision of necessary public services and facilities prior to the approval of development projects that would require those services.

4-A.147 Encourage the undergrounding of utilities for all new development.

4-A.148 Ensure that all utilities and public facilities are designed and constructed to preserve and enhance the perceived natural and historic character of the area, particularly on hillsides and in the canyon areas.

4-A.149 Continue to closely monitor the projected life of the City's landfill. Ensure advance planning for its replacement or for alternative disposal methods before the landfill's end of life.

4.8 PUBLIC SAFETY

Police

Public safety services in Redlands are provided by the Redlands Police Department. The main police station is located at 1270 West Park Avenue, with four other divisions located citywide. In 2015, the Department had an average response time of 6.5 minutes for police services and a service ratio of 1.1 officers per 1,000 residents. Although there are no industry standards for response time to emergency calls, according to the Redlands Police Department, a response time of 4.5 minutes is desirable in a city of this size. Police Stations are shown in Figure 4-9.

The Police Department operates an approximately 12,000-square foot animal shelter at 504 Kansas Street that was constructed in 1978. The existing Animal Control facility consists of 33 regular dog kennels, two dog play yards, three adoption meet-and-greet areas, one dog agility center, 75 small animal (e.g. cat) cages, and one cat adoption and play area. A new addition to the facility is an Isolation and Care room that consists of 12 small animal cages. Animal Control is responsible for reducing the incidence of rabies and other animal-borne diseases, reducing the number of animal bites, and minimizing the number of unwanted and lost pets. Toward that end, animal services staff enforce a number of State and local laws concerning the care and treatment of animals.



The Redlands Police Department has five divisions citywide.

Fire

The City of Redlands is served by the Redlands Fire Department, and unincorporated portions of the Planning Area are served by the San Bernardino County Fire Department and CAL FIRE. Adjacent National Forest lands are served by the U.S. Forest Service. The City of Redlands has four stations, and most of Redlands can be reached by the Fire Department within a four-minute response time. The majority of Redlands is well-served by the four Redlands Fire Stations, while the outer edges of the Planning Area may receive faster response times from surrounding jurisdictions. See Chapter 7 for further information about fire hazards.

Residents and Safety

Maintaining public safety is not only the responsibility of the Redlands Police and Fire departments, but a community-wide effort. Recently, the Police and Fire departments have implemented advanced initiatives to encourage residents to become involved with public safety programming. Neighborhood Watch programs, for instance, allow residents to take ownership over personal safety. Instilling a sense of neighborhood pride can deter crime and make Redlands a safer place to live.

There is need for a new Safety Hall to replace the existing facilities housing Police and Fire administrative services. The current facilities are outdated, limited in available space, and no longer adequate for modern public safety services. The City has begun the search for a new site for a modern Safety Hall to serve both the Police and Fire departments.

POLICIES

Principles

4-P.59 Ensure a safe community.

4-P.60 Locate police and fire resources where they can best serve the community.

4-P.61 Support community partnership and community based policing strategies to enhance the relationship between the Redlands Police Department and neighborhoods throughout the city.

Actions

4-A.150 Ensure that the Police and Fire departments have modern facilities and equipment needed to perform their duties.

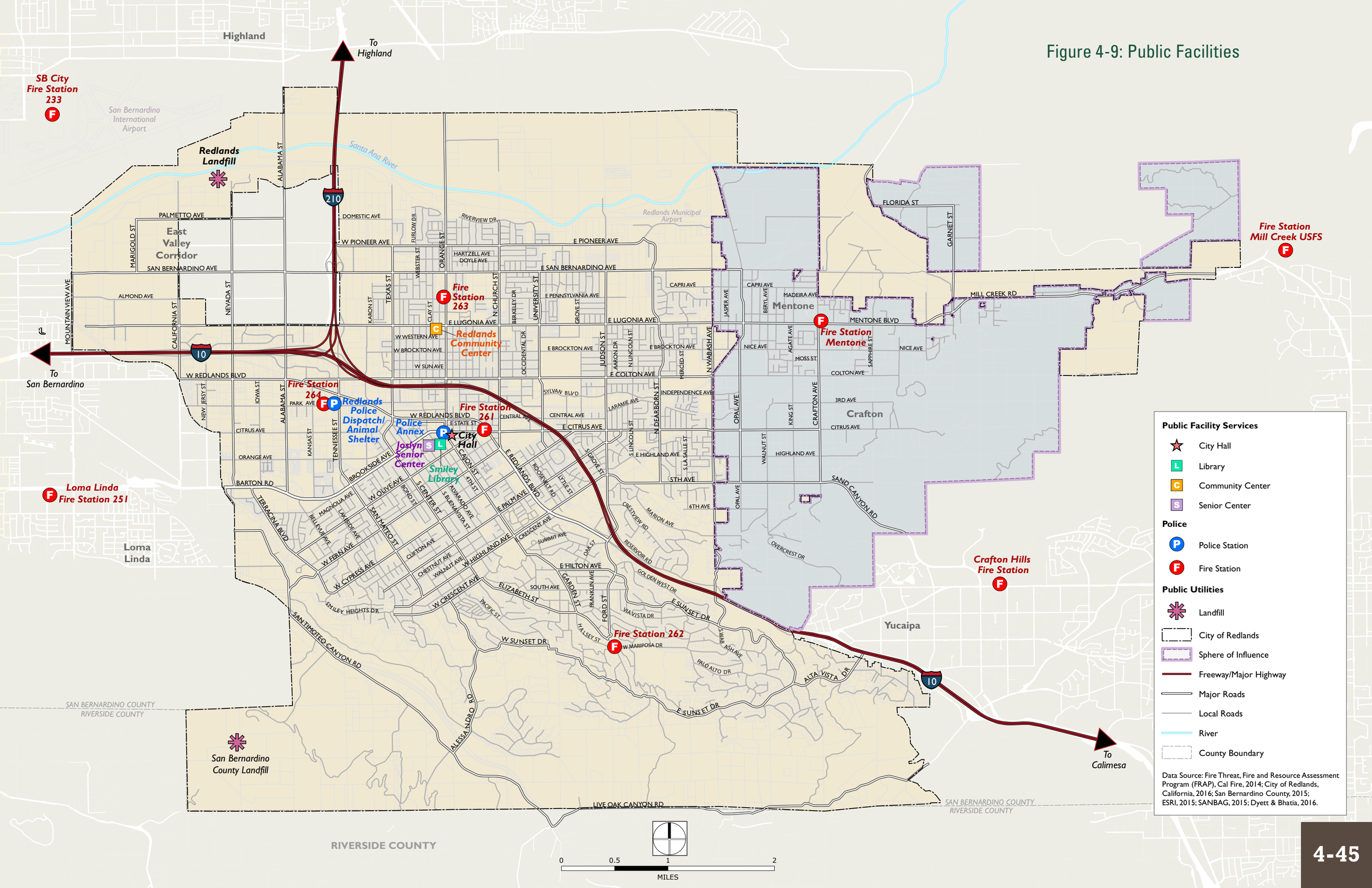
4-A.151 Support and expand neighborhood watch organizations to assist the police in deterring crime.

4-A.152 Continue to enact mutual aid agreements with neighboring police and fire jurisdictions as well as state agencies.

4-A.153 Encourage the use of police substations throughout the city to increase the police presence in the neighborhoods.

4-A.154 Include the Police and Fire departments in the review of new developments to provide feedback on building and site design safety.

Figure 4-9: Public Facilities



Public Facility Services

- City Hall
- Library
- Community Center
- Senior Center

Police

- Police Station
- Fire Station

Public Utilities

- Landfill
- City of Redlands
- Sphere of Influence
- Freeway/Major Highway
- Major Roads
- Local Roads
- River
- County Boundary

Data Source: Fire Threat, Fire and Resource Assessment Program (FRAP), Cal Fire, 2014; City of Redlands, California, 2016; San Bernardino County, 2015; ESRI, 2015; SANBAG, 2015; Dyett & Bhatia, 2016.

4.9 EDUCATION

The Redlands Unified School District (RUSD) serves Redlands and the surrounding communities of Mentone and Crafton in the Planning Area, as well as Loma Linda and the eastern portion of Highland. The district has received some of the highest awards granted by the State of California for excellence in education. It features a total enrollment of nearly 21,000 students. There are nine elementary, four middle, and five public high schools in the City of Redlands. The school district has long been challenged by population growth, and a new high school, Citrus Valley High School, was completed as recently as 2008 to accommodate this growth.

As of 2013, about 38 percent of Redlands residents aged 25 and older held a bachelor's degree or higher (compared to 19 percent countywide), and 17 percent held graduate or professional degrees. 90 percent of residents are high school graduates.

As buildout of the General Plan occurs, the RUSD will need to continually assess whether additional school facilities are needed. Should a new school facility be required, the City and RUSD will need to ensure the facility undergoes environmental review, and responds to current student needs and future demographic trends.

TABLE 4-5: EDUCATIONAL ATTAINMENT IN REDLANDS AND SAN BERNARDINO COUNTY, 2013

	Redlands		San Bernardino County
Education Received	**People[2]**	**Percent**	**Percent**
Less than 9th Grade	1,985	4.4%	10.0%
9th-12th Grade, no diploma	2,447	5.5%	11.7%
High School Graduate	8,231	18.5%	26.1%
Some College, No Degree	11,123	25.0%	25.3%
Associate's Degree	3,693	8.3%	8.1%
Bachelor's Degree	9,388	21.1%	12.2%
Graduate/Professional Degree[1]	7,608	17.1%	6.5%
Total, Age 25 and Older	44,492	100.0%	100.0%
High School Graduate or Higher	40,087	90.1%	78.2%
Bachelor's Degree or Higher	16,996	38.2%	18.7%

Notes:
1. The 2000 Census did not report Graduate/Professional degrees separately; only "Bachelor's Degree or Higher" was reported.
2. The total sum of the "People" columns (per year) does not equate to the "Total, Age 25 And Older" row because there is a 0.1% difference in the total of percentages.

Sources: City of Redlands, 2015; Dyett & Bhatia, 2015.



POLICIES

Principles

4-P.62 Locate and design schools as contributors to neighborhood identity and pride.

Actions

4-A.155 Maintain a continuous exchange of information between the City, the University of Redlands, the Redlands Unified School District, and community colleges on school needs and candidate sites.

4-A.156 Continue to assist Redlands Unified School District on enrollment projections.

4-A.157 Encourage joint use of school facilities for neighborhood recreation.

4-A.158 Plan for adjoining school/park sites where both facilities are needed to serve the same area and space is available.



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