

7

Implementation

DUARTE TOWN CENTER SPECIFIC PLAN

CITY OF DUARTE

7

Implementation

A coordinated and systematic implementation of the Duarte Town Center Specific Plan is essential to achieve the vision.

Chapters 1 through 6 identify the type of development desired in the Town Center and outline a variety of potential improvements to enliven the area. This implementation chapter provides the set of tools needed to spur development and investment. To achieve the goals and vision outlined throughout the Plan, these tools focus on a variety of financing mechanisms and project-specific funding priorities. The implementation approach includes recommendations designed to improve the physical environment for the Town Center area and create an environment that catalyzes new private investment. In addition, this chapter describes the Maximum Allowable Development within the Specific Plan area, along with administrative processes to review potential new development projects.

Implementing this Specific Plan will require a collaborative effort between the public and private sectors to collectively achieve the vision. A significant portion of new investment and construction in the Town Center area will need to be made by private sector developers, entrepreneurs, investors, and property owners. The City's responsibility is to offer mechanisms to facilitate private investment while at the same time coordinate and encourage parallel and complementary investment in the public realm.

Due to a fluctuation in economic conditions and trends, it may require the City to periodically revisit and reprioritize the implementation steps for revitalizing the Town Center area. These tools and funding mechanisms are created with the understanding that market shifts and varying economic conditions require flexibility to accommodate new development and facilitate additional investment.



7.1 OVERARCHING OBJECTIVES

Prioritized implementation of the various forms of development and physical improvements outlined in this Specific Plan will generate additional tax revenue and employment opportunities. The following overarching objectives related to economic development will support the Plan's underlying vision and encourage investment in the Town Center area:

- Expand high-quality employment opportunities through the increased concentration of local retail, restaurant, and office spaces.
- Prioritize land use improvements consistent with community planning objectives, based on economic analysis, and focus efforts to capitalize on current market opportunities.
- Facilitate new development and business activity and expansion.
- Utilize the area's proximity to the freeway and the commerce it generates to attract retail spending by regional visitors and high-skilled workers who desire shorter commutes.
- Increase housing opportunities for commuters who use the Gold Line so they may live and shop in the Town Center area.

- Take advantage of vacant and underutilized sites to expand mixed-use development.
- Ensure developers build flexible commercial spaces able to respond to variations in the market.
- Intensify concentration of public improvements to catalyze private investment within the Town Center.
- Create long-term public/private partnerships to lead the process of physical change synonymous with the objectives of the Specific Plan.
- Proactively attract and retain new businesses, jobs, and investment.
- Establish financing mechanisms to implement public improvements and business improvement activities in prioritized areas.
- Maintain the City's business-friendly environment, and continue to offer new and existing businesses an effective and streamlined process.

7.2 DEVELOPMENT OPPORTUNITY RESERVE

7.2.1 POTENTIAL DEVELOPMENT CAPACITY

In preparing the Town Center Specific Plan, considerable effort was directed toward evaluating market demand and identifying potential development capacity that would be created throughout the district. While market conditions are always uncertain, analysis indicates that development across a range of land use categories will occur over the next 20 years (2016 - 2036). A summary of cumulative development over 10- and 20-year timeframes is included in Table 7.1: Land Use Development Forecast. These forecasts influenced the demand projections for additional improvements and underpin the estimate of funding sources available. The forecasts represent gross development amounts.

7.2.2 DEVELOPMENT OPPORTUNITY RESERVE

After consideration of the Specific Plan Opportunity Sites, market feasibility, and community vision, a Development Opportunity Reserve, or "Maximum Allowable Developments" amount was established (see Table 7-1). The City Council may modify the Maximum Allowable Development amounts through the Specific Plan adoption and amendment process.

The City will monitor and publish the amount of development that occurs after adoption of the Plan in a form to be determined by the Community Development Director/Designee. Updates to this summary of development will occur each time new development takes place. When the Maximum Allowable Development is reached in any category—expressed either in housing units, hotel rooms, or square footage—no further development in that category may be permitted without an amendment to the Maximum Allowable Development provisions of the Specific Plan.

Upon issuance of a Building Permit, a project shall be deemed to be entitled to the number of dwelling units, hotel rooms, or square footage specified in the Building Permit, but such entitlement shall expire unless construction commences for such units or square footage within one year of the date of issuance of the Building Permit and is pursued reasonably to completion as determined by the Community Development Director/Designee. No Building Permit (as allowed by either Base zoning or by bonuses through Tier 2 or Tier 3) may be issued to allow a net increase in development in excess of the Maximum Allowable Development in any category specified in the Specific Plan. A Building Permit erroneously issued in excess of the maximum allowable development shall confer no legal rights.

Table 7-1 Land Use Development

Land Use Category	Specific Plan Opportunity Sites <i>Total Development Capacity</i>	Maximum Allowable Development	Development Forecast (0 - 10 years) <i>Potential Market Range</i>	Development Forecast (0 - 20 years cumulative) <i>Potential Market Range</i>
Residential Units	1,075	800	400 - 600	600 - 800
Commercial Square Feet	703,000	703,000	150,000 - 200,000	400,000 - 600,000
Lodging (Rooms)	450	450	100 - 300	250 - 450

The Community Development Director/Designee shall at all times maintain a publicly available record of:

1. The total number of allowable residential units, commercial square footage, and hotel rooms in each category under the Specific Plan.
2. The total number of units, square footage, and hotel rooms in each category for which entitlement has been granted.
3. The total number of allowable residential units, commercial square footage, and hotel rooms in each category remaining available.

Not later than 30 days after the granting of entitlement to 80 percent or more of the Maximum Allowable Development in any category (residential units, commercial square footage, or hotel rooms), the Community Development Director/Designee shall report to the City Council the crossing of the 80 percent threshold. The City Council may, but is not required to, initiate consideration of an amendment to the Specific Plan to modify the Maximum Allowable Development specified in the Plan.

7.3 SPECIFIC PLAN ADMINISTRATION

The Specific Plan serves as the implementation tool for the General Plan and establishes the zoning regulations for the Specific Plan area. The Specific Plan addresses general provisions, permitted uses, development and design standards, design guidelines, mobility improvements, and infrastructure. All development proposals within the Specific Plan area are subject to the procedures established herein.

7.3.1 INTERPRETATION

As specified in Section 19.22.020 of the Duarte Municipal Code, unless otherwise provided, any ambiguity concerning the content or application of the Specific Plan is resolved by the review authority or the Community Development Director, in a manner consistent with the goals, policies, purposes, and intent established in this Specific Plan. Refer to Chapter 19.22 of the Development Code.

7.3.2 SEVERABILITY

If any section, subsection, sentence, clause, phase, or portion of this Specific Plan, or any future amendments or additions, is for any reason held to be invalid or unconstitutional by the decision of any court or competent jurisdiction, such decision shall not affect the validity of the remaining portions of this Specific Plan or any future amendments or additions.

7.3.3 ENVIRONMENTAL REVIEW

The Supplemental Environmental Impact Report (SEIR) for the Specific Plan area may reduce the need for project-specific environmental review in areas that have been analyzed by the SEIR, subject to findings that there are no significant changes in conditions and that the project is in compliance with the Specific Plan requirements. Certain projects may require additional specific environmental review as necessary, if they do not conform with the Specific Plan. This could include targeted studies on one or more identified environmental concerns. The City will make these determinations, and environmental review may be incorporated in the development approval process.

7.3.4 REVIEW AND APPROVAL PROCESS

All projects proposed within the Duarte Town Center Specific shall substantially conform with the provisions of this Specific Plan. Article 7 of the Duarte Development Code sets forth development review requirements and process for approval of projects, which shall apply to projects proposed within the Specific Plan area.

The granting of any applicable Bonus outlined in this Specific Plan is a discretionary action. The City is under no obligation to grant development bonuses. Each bonus will be granted on a case-by-case basis, with past actions not affecting future decisions.

Administrative Adjustments

The Administrative Adjustment review process permits limited exceptions to certain development standards. A property owner or authorized agent of the property owner shall file an Administrative Adjustment application whenever any one of the following deviations from the provisions of this Specific Plan is proposed:

1. *Condition of Approval.* Minor deviation from a condition of approval for an approved conditional use permit or development agreement.
2. *Required two-foot Dedication or Easement for sidewalks.* Exemption from or reduction of the dedication or easement standard.
3. *Required Commercial Storefronts.* Reduction in the required commercial storefront standard by up to 50 percent.
4. *Parking Spaces.* Adjustment in the number of required parking spaces by 10 percent or fewer, and by up to 20 percent within ½-mile of the Duarte Gold Line Station.
5. *Setbacks.* Reduction or elimination of the required minimum and/or maximum setbacks.
6. *Other Standards.* A reduction in any other numeric development standard, excluding density, height, or floor area ratio, not exceeding 20 percent.

For proposed adjustments that do not meet the allowances provided in the above list, a Planned Development Permit will be permitted, pursuant to Chapter 19.118 (Planned Development Permits) of the Duarte Development Code.

Administrative Adjustments Review and Findings

The Director, or Planning Commission upon referral, may approve and/or modify an Administrative Adjustment application in whole or in part, with or without conditions, if the applicant can demonstrate that the circumstances of the particular case can justify making the following findings.

1. *Development Area.* The requested adjustment will not interfere with the purpose and intent of the regulations for the Development Area in which the property is located.
2. *Adjacent Property.* The approval or conditional approval of the adjustment will not be injurious to adjacent property.
3. *General Plan.* The approval or conditional approval of the adjustment will promote the general welfare and will not adversely affect the general plan of the city.
4. *Superior Design.* The plans for construction and/or development resulting from approval or conditional approval of the adjustment results in a superior design solution which enhances the visual quality, use, and function of the site and surrounding area.
5. *Special Circumstances.* There are special circumstances that justify a deviation in the minimum required standard.

The public notice procedure for Administrative Adjustments shall comply with the process established for Administrative Variances pursuant to Development Code Section 19.126.030.

7.3.5 SPECIFIC PLAN MINOR MODIFICATIONS AND AMENDMENTS

Modifications to the text or exhibits of this Specific Plan may be warranted in the future to accommodate unforeseen conditions or events. The City will process revisions in a manner pursuant to the provisions in this section.

Minor Modifications

Minor Modifications to the Duarte Town Center Specific Plan are processed administratively without the submission of a formal Specific Plan Amendment application and do not require a public hearing or review by the Planning Commission. The Director shall have the authority to review and make a determination of approval, approval with conditions, or denial of a request for minor modification to the Specific Plan. The Director may, at his/her discretion, refer any such request to the Planning Commission or the City Council.

Minor Modifications are defined as:

1. Additions, deletions, or modifications to Table 3-1 Land Uses and Permit Requirements.
2. Minor modifications to design guidelines for architectural features and materials, landscape treatments, lighting, and signage.
3. Revisions to bike lane locations and roadway lane and pedestrian passageway widths.
4. Revisions to exhibits in the Specific Plan that do not substantially change its intent or

character.

5. Modifications of a similar nature to those listed above, which are deemed minor by the Director and conform to the purpose and intent of this Specific Plan and the General Plan.

Amendments

Proposed changes to this Specific Plan that do not meet the criteria for a Minor Modification shall be subject to a formal Specific Plan Amendment process pursuant to Section 19.150.080 of the Duarte Development Code and California Government Code Section 65450, et seq. All Specific Plan amendments shall be found consistent with the Duarte General Plan in compliance with Government Code Section 65454. The Specific Plan may be amended as often as deemed necessary by the City Council in compliance with Government Code Section 65453.

7.3.6 APPEALS

All appeals pertaining to the Duarte Town Center Specific plan shall be made pursuant to the provisions of Chapter 19.144 of the Development Code.

7.4 NONCONFORMING USES AND BUILDINGS

Any existing use or building that becomes nonconforming as a result of this Specific Plan shall comply with all rules and regulations set forth in the Duarte Municipal Code Article 6 (Nonconformities), except as provided in Section 7.4.1 (Expiration of Prohibited Nonconforming Uses) below.

7.4.1 EXPIRATION OF PROHIBITED NONCONFORMING USES

Any use made nonconforming with the adoption of this Specific Plan because such use is listed as prohibited in Section 3.3.2 (Prohibited Uses) of this Specific Plan shall be abated and terminated upon the expiration of the period of time identified in this section.

Abatement Period

A nonconforming use of land that is listed in Section 3.3.2 as prohibited may be continued to the same degree as in existence as of the effective date of this Specific Plan until January 1, 2020, but may not be increased during that period. After January 1, 2020, all uses listed as prohibited in Section 3.3.2 shall be discontinued in order to promote the health, safety, and general welfare and to comply with the provisions of the Duarte Town Center Specific Plan, Development Code, and goals and policies of the General Plan.

Order of Abatement

Both upon adoption of the Specific Plan and at least one year prior to January 1, 2020, the Director shall issue a written order of abatement to property owners and all persons in possession of property that contains a nonconforming use of land that is listed in Section 3.3.2. The owners and/or persons in possession shall comply within the time and in the manner stated in the order.

Extension of Abatement Period

Following the issuance of an abatement order by the Director, a property owner may request an extension of the abatement period.

- Application Requirements. An application for an extension of the abatement period shall be filed with the Department no later than 90 days prior to January 1, 2020. The application shall include the following information in addition to other information required by the Director:
 - *The length of the requested extension of the abatement period; and*
 - *Evidence in support of the findings included in Findings and Considerations Subsection below.*
- Planning Commission Hearing and Action.
 - *The Planning Commission shall be the review authority for applications for requests of extensions to abatement periods for nonconforming uses listed as prohibited in Section 3.3.2.*

- *The Planning Commission shall conduct a public hearing in compliance with Duarte Development Code Chapter 19.146 (Public Notices and Hearings).*
- *The Planning Commission shall evaluate evidence presented of economic hardship arising from the abatement proceedings, the nonconformity's impact on the community, and other factors provided in the Findings and Considerations section below that may affect the length of the abatement period required to avoid an unconstitutional taking.*
- *The Planning Commission shall approve, conditionally approve, or deny the request for an extension to the abatement period only as required to avoid an unconstitutional taking of property.*
- Findings and Considerations. In reviewing an application for an extension to the abatement period, the Commission shall consider the following:
 - *Length of the abatement period in relation to the owner's investment in the use;*
 - *Length of time the use was operating prior to the date of nonconformity;*
 - *Suitability of the structure for an alternative use;*
 - *Harm to the public if the use remains beyond the abatement period;*
 - *Cost and feasibility of relocating the use to another site;*
 - *Time remaining on term of the lease (if any) for the site;*
 - *Extent to which the owner's investment is in inventory or other items that can be moved to*

another site;

- *Tenant improvements to the site, including cost and useful life of those improvements; and*
- *Other evidence relevant to the determination of whether an extension of the abatement period is required to avoid an unconstitutional taking of property.*
- Notice to Owner. Following the hearing, the Director shall send a copy of the Planning Commission's action to the owner of the property within 10 days following the date of the Planning Commission's action.

Modifications Prohibited

A legal nonconforming use shall not be modified in any manner that expands, extends, or enlarges the use beyond its existing scope upon the date the nonconformity was created, except as specified in Duarte Development Code Section 19.96.010, during the abatement period or any extension of an abatement period.

7.5 FUNDING SOURCES

7.5.1 OVERVIEW OF FINANCING

A range of funding sources and financing options are available for infrastructure development in California. While various innovative tools and techniques may be available, four primary sources will nearly always form the foundation of any financing program, as follows:

- Development-Based Funding

- Land-Secured Funding and Financing
- City Funding and Financing
- State and Federal Programs

Development-Based Funding

California jurisdictions have relatively broad authority to impose obligations on new development to help cover the cost of infrastructure and related community benefits. California cities have a long history of obtaining community benefits from real estate development through a variety of mechanisms, including fees, conditions of approval, and development agreements. Development impact fees, usually imposed under the Mitigation Fee Act, are the most common form because they can be applied to "by-right" development projects, assuming appropriate nexus requirements are met.

However, when the public sector creates value through up-zoning and infrastructure development, landowners often enjoy a financial gain in the form of higher land value, which is realized when they sell or develop their land. This increase in land value is an unearned financial benefit that accrues to the private sector, although it is generated (and commonly paid for) by tax-payer funded public entities. Community Benefit Incentive Zoning is a particular variety of development-based funding that works to capture some of the unearned financial benefit, as described further below. The Duarte Town Center Specific Plan is structured around Community Benefit Incentive Zoning.

Community Benefit Incentive Zoning

Community Benefit Incentive Zoning (CBIZ) is structured around an exchange in which municipalities offer optional increases in development potential in return for public assets (or funds) desired by the community. Because these programs are optional, development outcomes vary based on the degree of participation in the plan. That is, some developments may not take advantage of the incentive while others will.

In order to receive community benefits, the public sector creates value through the provision of an incentive (increased development density or intensity or the allowance for a different type of use, such as residential). CBIZ programs are founded on the concept of "value capture." CBIZ programs must be carefully tailored to be attractive to project proponents and simultaneously achieve quality of life goals of the community.

Cities and government agencies also create real estate value with investments in public facilities and services (e.g., transit and utilities upgrades) that increase the value of land. The term "value capture" reflects the situation in which the public sector reclaims some of this unearned value created for the private sector by public sector activities. Since the value of development incentives varies with market conditions, development incentives may be very valuable in a strong market but of lesser or no value in a weak market.

There are two primary types of CBIZ programs: “negotiation-based” and “plan-based” programs. Negotiated community benefits may occur in the context of a Development Agreement or other negotiation process. Plan-based programs are “formulaic” (the term used here) and typically are implemented in a ministerial fashion, without discretion applied.

In a Negotiation-Based CBIZ Program, the development incentive and associated community benefits are jointly agreed upon by the municipality and the project proponent. That is, the CBIZ program does not define fixed relationships between incentives and required community benefits. These programs offer the flexibility to increase or reduce community benefit requirements to reflect changing market conditions. The primary advantage of negotiation-based programs is that the potential for the community benefits requirement may be crafted to reflect the economics of the proposed project and the current real estate market, while the disadvantage is that the negotiation process can be labor intensive and may not be practical (particularly for smaller projects).

Under a Formulaic (Plan-Based) CBIZ Program, specific development incentives are made available in return for the provision of pre-defined community benefits. The principal advantage of a formulaic approach is reduction of project risk,

for both the development community and the municipality and community, due to program certainty and lower program administration costs. The key disadvantage is that the program cannot respond to unique project challenges or fast-changing market conditions. The concept of a Development Opportunity Reserve is one potential variation of the formulaic CBIZ. A Development Opportunity Reserve establishes a particular level of additional density or additional land use entitlement. Allocation of the “reserve account” may be done on a competitive basis, with petitioning development projects qualifying on the basis of compliance with pre-set community objectives, which could include parcel assembly, development of catalytic or preferred project types, and/or participation in infrastructure financing efforts.

CBIZ is successful when there is strong enough market demand for the higher-density products made available through the zoning change to pay for expected benefits. The Development Opportunity Reserve may also increase competitive applications for a limited supply of reserve or benefit. The terms, conditions, and mechanisms for CBIZ, including the Development Opportunity Reserve, are developed and incorporated into this Specific Plan to support long-term implementation of desired public facilities and infrastructure, as well as the type of development envisioned by the Specific Plan.

Land-Secured Funding and Financing

California and jurisdictions throughout the United States frequently use land-secured financing methods to fund local infrastructure or provide services that benefit a particular area (ranging from an entire jurisdiction to sub-areas of all sizes). While increased voting requirements from Proposition 218 have created limitations on these mechanisms, the Mello-Roos Community Facilities District (CFD) remains a relatively flexible and well-used infrastructure finance tool. In addition, the State increased the ease in which jurisdictions can leverage property tax increment through Enhanced Infrastructure Financing Districts (EIFD). However, several issues may limit the application of these tools within the Town Center:

- *Multiple Property Owners:* In the case of a CFD, a two-thirds voter approval is needed in areas that have more than 12 residents (landowners can approve special taxes in areas with 12 or fewer residents). This can be a difficult threshold in areas with numerous property owners.
- *Low Property Tax Allocation Factor:* The City has a relatively low property tax apportionment factor of 10 percent. Consequently, Duarte generates a relatively low amount of property tax with limited capacity for establishing a property-tax secured financing tool like an EIFD or Community Revitalization and Investment Authority (CRIA).

To achieve the necessary economies of scale, the City may consider pooling areas of growth, including the City of Hope Master Plan area, the Duarte Station Specific Plan area, and the Duarte Town Center Specific Plan area for infrastructure financing purposes.

City Funding and Financing

Cities have a number of ways in which they can raise money for capital projects, including seeking voter approval of general obligation bonds or special tax bonds, use of enterprise revenues (i.e., revenue-generating services) for enterprise investments (e.g., water and sewer utilities), and through “capitalizing leases” funded with general fund revenue sources. (City use of various State and federal grant program funds that continue to be available are discussed separately below.)

According to the Fiscal Analysis (EPS, 2016) prepared for the Town Center Specific Plan, build-out of the Specific Plan will generate a fiscal surplus over and above the revenues required to cover the costs to the City of providing public services. This long-term General Fund surplus associated with build-out of the Town Center area may present some opportunities for infrastructure financing. In most cases, this can be accomplished through a vote by City Council to obligate General Fund revenue for a particular purpose or period of time. For example, the City can vote to obligate sales tax increment from the project area to certain types of infrastructure and related improvements.

Another opportunity is the use of revenue from City-owned property, either through long-term lease or sale. For example, should the City choose to sell existing vacant properties within the plan area, or re-allocate any portion City-owned land for commercial uses, the disposition or ground rent proceeds could be re-directed to support infrastructure development.

State and Federal Programs

Local and regional government entities commonly participate in a range of State and federal grant programs, compete for special grants, and partner with other public agencies on strategic infrastructure improvements. These grant programs and cooperative efforts, while mainly focused on maintenance of existing infrastructure, can be managed in a way that supports revitalization and infill development efforts. While the availability and level of funding from these sources are generally difficult to predict, the City should continue explore and pursue these opportunities as they arise.

7.6 IMPLEMENTATION ACTION PLAN

The City of Duarte will need to undertake a series of specific policy and regulatory actions to fully implement the Town Center Specific Plan. Implementation will require collaboration with local businesses, partner agencies, and the divisions of the Community Development Department, including Planning, Public Works,

Engineering, Building and Safety, Economic Development/Redevelopment, and Field Services. Where a significant portion of investment will be determined by private development, the City will take the lead in coordinated Town Center-wide actions and improvements to enable complete implementation of the Specific Plan. The Implementation Action Plan summarizes each action and provides a priority timeframe, primary responsibilities and partners, approximate costs, and potential funding sources. This Implementation Action Plan will be used by the City throughout the life of the Town Center Specific Plan and should be periodically reviewed and updated to reflect conditions as they change over time.

The City will make continued progress towards improving the project area’s development readiness through this Specific Plan, pursuing individual project opportunities, and supporting on-going re-tenanting and property re-investment activity. Approval of the Specific Plan itself represents one of the most important steps toward revitalization because doing so provides the guidance, certainty, and authority needed to induce further private sector investment.

TIMEFRAME	COST
SHORT = 1 TO 5 YEARS	\$ = <\$50,000
MEDIUM = 5 TO 10 YEARS	\$\$ = \$50,000 TO \$250,000
LONG = OVER 10 YEARS	\$\$\$ = \$250,000 TO \$500,000
ONGOING	\$\$\$\$ = OVER \$500,000

Table 7-2 Implementation Action Plan

Specific Actions	Timeframe	Primary Responsibility/Partners	Cost	Funding	Status
<p>Action 1. General Plan and Town Center Specific Plan Consistency</p> <p>Amend the 2005 – 2020 General Plan to be consistent with the adopted Town Center Specific Plan land uses, density/intensity standards, and policy direction.</p>	Short	City of Duarte Community Development Department Planning Commission City Council	\$	City	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 2. General Plan Diagram Amendments</p> <p>Amend the 2005 – 2020 General Plan’s Land Use and Circulation Diagrams to be consistent with the Land Use and Mobility diagrams contained in the adopted Town Center Specific Plan.</p>	Short	City of Duarte Community Development Department Planning Commission City Council	\$	City	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 3. Develop a Detailed Infrastructure Financing Plan</p> <p>Complete cost estimates for all proposed public improvements and identify funding mechanisms to support new infrastructure improvements within the Town Center. The optimal financing plan will likely include a number of complementary tools.</p>	Short	City of Duarte Community Development Department Planning Commission City Council	\$	City	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 4. Establish Ongoing Funding Mechanisms</p> <p>Include any operations- and maintenance-related financing actions in conditions of approval or Development Agreement terms for new development projects, as applicable.</p>	Short	City of Duarte Community Development Department Planning Commission City Council Private Developers	\$	Private	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed

Specific Actions	Timeframe	Primary Responsibility/Partners	Cost	Funding	Status
<p>Action 5. Flexible Business Operations and Regulations</p> <p>Implement flexible administrative procedures and use regulations that allow businesses in the Town Center to make operational changes with minimal discretionary City approval, recognizing that business operations need to adapt to market conditions and changes in technology.</p>	Short	City of Duarte Community Development Department Planning Commission City Council	\$	City	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 6. Capital Improvement Plan Integration</p> <p>Identify applicable capital improvements from this Specific Plan in the Capital Improvement Plan (CIP) and update based on priorities outlined in this Implementation Plan with each budget cycle.</p>	Short	City of Duarte Community Development Department Planning Commission City Council	\$	City	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 7. Consider Consolidating Area Plans for Infrastructure Financing</p> <p>Consider coordinating the Town Center Specific Plan with Duarte Station and City of Hope Master Plan (under development) areas for the purpose of infrastructure financing, as the relatively small size of the Town Center Area alone may constrain the range of financing options. Together, the City of Hope Master Plan and Duarte Station plans anticipate a substantial growth in the employment and residential bases of the City, which will increase demand for commercial and residential uses in the Town Center area and lead to greater area-wide motorized and non-motorized circulation. Coordinated development and financing of supportive infrastructure improvements could allow for cost sharing, implementation scale economies, access to TOD-oriented financing resources, and possibly also the establishment of a tax-increment-secured tool such as an Enhanced Infrastructure Financing Districts (EIFD) or a Community Revitalization and Investment Authority (CRIA).</p>	Short	City of Duarte Community Development Department Planning Commission City Council	\$\$	Private	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed

Specific Actions	Timeframe	Primary Responsibility/Partners	Cost	Funding	Status
<p>Action 8. Acquire Grant Funding</p> <p>Research and apply for federal, State, and regional grant funding programs that offer funding for improvements required in the Town Center.</p>	Ongoing	City of Duarte Community Development Department Planning Commission City Council	\$	Federal State SCAG Metro Grants	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 9. Positive Business Climate Marketing</p> <p>Aggressively market the Town Center’s strong competitive location near the new Duarte Metro Gold Line Station, I-210, and Historic Route 66 for new business opportunities including residential and mixed-use development, retail and restaurants, hotels, and support uses for the medical industry.</p>	Short	City of Duarte Community Development Department Planning Commission City Council	\$\$	City	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 10. Façade Improvement Program</p> <p>Outreach to property owners regarding façade improvement incentives, and offer parking reductions for existing buildings that improve their facades in conformance with Chapter 4 Duarte Town Center Design Standards and Guidelines.</p>	Short	City of Duarte Community Development Department Planning Commission City Council	\$	City	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 11. Lot Consolidation Program</p> <p>Outreach to property owners regarding incentives for lot consolidation included in this Specific Plan. Allow residential uses and increased intensity/density through the consolidation of lots (Tier 2 and Tier 3 Bonuses) identified in Chapter 3: Land Use and Zoning.</p>	Short	City of Duarte Community Development Department Planning Commission City Council	\$	City	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed

Specific Actions	Timeframe	Primary Responsibility/Partners	Cost	Funding	Status
<p>Action 12. Monitor Maximum Allowable Development</p> <p>Monitor and publish the amount of development that occurs after adoption of the Plan by residential units, commercial square footage, and hotel rooms, and by percent of the Development Opportunity Reserve entitled. Report to the City Council within 30 days of granting entitlement to 80 percent of any category.</p>	Ongoing	City of Duarte Community Development Department Planning Commission City Council	\$	City	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 13. Parking Standards Evaluation</p> <p>After 20% of the allowable development potential is constructed, reevaluate parking standards for parking impacts in tandem with transportation demand management to ensure flexible parking standards that facilitate mixed-use, outdoor dining and seating, restaurants, and residential development.</p>	Medium	City of Duarte Community Development Department Planning Commission City Council	\$	City	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 14. Activate Pedestrian Zone</p> <p>Activate the pedestrian zone along ground-floor edges of developments by widening the sidewalk. Work with developers to create a two-foot dedication or easement along designated portions of Huntington Drive.</p>	Medium	City of Duarte Community Development Department Planning Commission City Council	\$\$	Private	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 15. Improve Pedestrian Crossings</p> <p>Improve pedestrian crossings at key intersections, identified in the Mobility chapter, with contrasting and higher visibility crosswalks, countdown timers for all signalized crosswalks, and ornamental paving.</p>	Short to Medium	City of Duarte Community Development Department Public Works Department	\$\$\$	City Federal State Grants Private	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 16. Brycedale Signalized Pedestrian Crossing</p> <p>Implement a new controlled crosswalk at Brycedale Avenue (or alternate location) to provide additional places for pedestrians to safely cross Huntington Drive approximately every quarter-mile.</p>	Short to Medium	City of Duarte Community Development Department Planning Commission City Council	\$\$\$	City Federal State Grants Private	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed

Specific Actions	Timeframe	Primary Responsibility/Partners	Cost	Funding	Status
<p>Action 17. Bicycle Connectivity</p> <p>Continue to develop and implement bicycle improvements in the Town Center as identified in the citywide Bicycle Master Plan and Safe Routes to Transit Plan.</p>	Ongoing	City of Duarte Community Development Department Public Works Department	\$\$\$	City Federal State Grants	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 18. Storm Water Mitigation Improvements</p> <p>Install storm water mitigation improvements through the development of storm water planters, bioswales, detention basins, bioretention areas, and flow-through planter boxes, to be completed in conjunction with mobility and streetscape improvements.</p>	Ongoing	City of Duarte Community Development Department Public Works Department	\$\$\$	City Federal State Grants Private	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 19. Huntington Drive Streetscape Improvements</p> <p>Implement roadway restriping, bus station improvements, sidewalk improvements (e.g., street tree plantings, street furniture, bicycle racks, and pedestrian scale lighting), improved drought-tolerant landscaping, and create bulbouts and parklets where feasible.</p>	Short	City of Duarte Community Development Department Planning Commission City Council	\$\$\$	City Federal State Grants Private	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 20. Buena Vista Streetscape Improvements</p> <p>Implement roadway restriping and the Citywide Bicycle Master Plan, sidewalk improvements (e.g., street tree plantings, street furniture, bicycle racks, and pedestrian-scale lighting), and improved drought-tolerant landscaping.</p>	Medium	City of Duarte Community Development Department Planning Commission City Council	\$\$\$	City Federal State Grants Metro Private	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 21. Highland Avenue Streetscape Improvements</p> <p>Implement roadway restriping and the Citywide Bicycle Master Plan, sidewalk improvements (e.g., street tree plantings, street furniture, bicycle racks, and pedestrian-scale lighting), and improved drought-tolerant landscaping. Work with Metro to develop wayfinding signage to improve access to the Duarte Metro Gold Line Station.</p>	Short	City of Duarte Community Development Department Planning Commission City Council	\$\$\$	City Federal State Grants Metro Private	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed

Specific Actions	Timeframe	Primary Responsibility/Partners	Cost	Funding	Status
<p>Action 22. Highland Avenue I-210 Underpass Improvements</p> <p>Work with Metro and Caltrans to improve the I-210 underpass on Highland Avenue by providing pedestrian and bicycle safety and access improvements, lighting, and aesthetic improvements.</p>	Short to Medium	City of Duarte Community Development Department Planning Commission City Council	\$\$	City Federal State Grants Metro	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 23. Public Artwork Funding Mechanisms</p> <p>Identify public art and/or transportation grants to implement wall painting and aesthetic improvements of the I-210 underpass.</p>	Short	City of Duarte Community Development Department Planning Commission City Council	\$\$	City Federal State Grants Metro Private	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 24. Key Intersections Crosswalk Improvements</p> <p>Implement crosswalk improvements at the intersection of Buena Vista Street/Huntington Drive and Highland Avenue/Huntington Drive to increase pedestrian safety and brand the Town Center with ornamental paving.</p>	Medium	City of Duarte Community Development Department Planning Commission City Council	\$\$	City Federal State Grants Metro Private	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 25. Parklet Pilot Project</p> <p>Work with property owners and businesses to identify a location for a temporary parklet to provide a gathering space in front of a business along Huntington Drive. Install the parklet as a pilot project to show business owners, visitors, and the community how they could be designed and how they function to create energy for businesses along Huntington Drive.</p>	Medium	City of Duarte Community Development Department Planning Commission City Council	\$	City Federal State Grants Metro Private	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed

Specific Actions	Timeframe	Primary Responsibility/Partners	Cost	Funding	Status
<p>Action 26. Monument Signage Program Install new monument signs, wayfinding, transit information, and other public signage for the Town Center consistent with the Citywide signage program.</p>	Short	City of Duarte Community Development Department Planning Commission City Council	\$\$	City	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 27. Town Center Gateway Improvements Design and install new gateway entry signage and/or banners and drought-tolerant landscaping features to create a unified theme and clear identity for people entering the Town Center.</p>	Medium	City of Duarte Community Development Department Planning Commission City Council	\$\$\$	City Federal State Grants	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 28. Public Plaza Creation Facilitate the development of a public plaza in conjunction with new development to enliven commercial centers, add visual interest, and provide space for daily events and activities.</p>	Medium	City of Duarte Community Development Department Planning Commission City Council	\$\$\$	City Federal State Grants Private	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 29. Partnerships Establish an environment of collaboration and partnership between the City, other public agencies, key stakeholders, and community to help ensure the implementation of this Specific Plan.</p>	Ongoing	City of Duarte Community Development Department Planning Commission City Council	\$	City	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed
<p>Action 30. Stimulate Vitality in the Town Center through Event Programming Coordinate with property owners and community groups to establish a program of events including farmer's markets, vendor fairs, food truck festivals, antique shows, live music, holiday festivals, craft fair, car shows, etc. to help brand and revitalize the Town Center.</p>	Ongoing	City of Duarte Community Development Department Planning Commission City Council	\$\$	City	<input type="checkbox"/> Not started <input type="checkbox"/> In Process <input type="checkbox"/> Completed