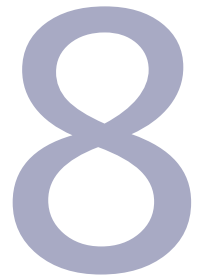


IMPLEMENTATION PLAN

This chapter is an Implementation Plan that provides a prioritized work plan of all “critical path” actions that the City of Glendale and its partners must take to implement the *Downtown Mobility Study* recommendations. This chapter includes the following:



- ◆ A phased implementation timeline for all downtown transportation improvements, policies, and programs recommended in this *Downtown Mobility Study*, including:
 - ◇ Immediate-term actions (within 1 year)
 - ◇ Short-term actions (within the next 5 years)
 - ◇ Medium-term actions (by 2020)
 - ◇ Long-term actions (by 2030)
- ◆ A capital improvement program, including planning-level cost estimates for capital, operations, and maintenance costs.
- ◆ Additional studies needed in order to implement certain *Downtown Mobility Study* recommendations.

8.1 PHASED RECOMMENDATIONS

IMMEDIATE-TERM ACTIONS (WITHIN 1 YEAR)

Street Typology

Recommendation 2.1a

Support and promote programs and projects that enhance downtown's access via regional transit (i.e. Rapid Bus, Busways, Light Rail). (See Recommendation 4.8.)

Recommendation 2.1b

Implement a program for adjusting the local and regional transit services to meet the recommended performance criteria for transit frequency, hours of operation, speed, reliability, and passenger loads on the Primary Transit Network (see Recommendation 4.6 and 4.4)

Recommendation 2.3

Adopt the recommended Downtown Street Typology to provide clearer policy guidance for future decisions on street design and operation.

Recommendation 2.4a

Use auto performance measures as a guide for the design and operation of downtown streets to focus on optimizing the person-carrying capacity of streets rather than vehicle-carrying capacity.

Recommendation 2.4b

Use transit performance measures as a guide for the design and operation of downtown streets, including a new performance indicator – Transit Quality and Level of Service – that complements existing transit performance indicators (see Recommendation 4.13)

Recommendation 2.4c

Use pedestrian and bicycle performance measures as a guide for the design and operation of downtown streets.

Street Capacity Enhancements

Recommendation 3.1a

Develop and submit to Council a plan to implement street capacity enhancement improvements not requiring the acquisition of rights-of-way (as identified in Appendix A of the *Downtown Specific Plan*) no later than July 1, 2007.

Transit Service

Recommendation 4.1

Market the transit resources in Glendale as a single system to show the richness of the transit network in and through Glendale.

Recommendation 4.2a

Create a downtown shuttle to encourage non-auto circulation through the downtown. The route should connect regional transit, and key downtown destinations. Begin service on the shuttle within existing resources.

Recommendation 4.3

Operate the shuttle as frequently as possible, with no fare collection and with a unique and attractive vehicle.

Recommendation 4.4

Implement the recommendations of the *Short Range Transit Plan* including service and capital improvements that affect downtown.

Recommendation 4.6

Consolidate high frequency services to the extent possible on a limited number of transit priority streets, which will be optimized for transit operation (see Recommendation 2.1 and 2.3).

Recommendation 4.9

Create amenity standards for downtown transit stops based on the number of riders boarding at each location. Maximize amenities including enhanced signage, shelters and other amenities along the shuttle route and other transit priority streets. (See Recommendation 4.4.)

Recommendation 4.11

Consider utilizing new revenue generated by the Downtown Transportation and Parking Management District to enhance shuttle and other transit services. (See Recommendations 5.2, 5.7, and 7.1)

Recommendation 4.13

Develop performance standards for transit streets (see Recommendation 2.4b).

IMMEDIATE-TERM ACTIONS (WITHIN 1 YEAR)

Parking Management

Recommendation 5.1

Create a “Park Once” district in downtown Glendale, by managing all public parking as an integrated system.

Recommendation 5.2

Implement coordinated parking management policies for on- and off-street parking, using demand-responsive pricing to promote parking goals of 85% occupancy, matching demand with available supply, and promoting turnover of short-term spaces. (See Recommendations 5.1, 5.7, 5.8, and 5.15.)

Recommendation 5.4

Implement a multi-modal transportation and parking wayfinding system, including information on parking direction location, pricing, and real-time parking occupancy.

Recommendation 5.5

Install networked multi-space pay stations and occupancy sensors to improve customer friendliness, revenue management, and occupancy monitoring of downtown parking.

Recommendation 5.7a

Create a Downtown Transportation and Parking Management District, managed by the Traffic and Transportation Administrator (or a newly-hired position to whom they may delegate this responsibility) in consultation with an advisory body of downtown merchants, property owners, and residents.

Recommendation 5.7b

Dedicate all parking revenue to a Downtown Transportation Fund to be invested in transportation and streetscape improvements, including capacity enhancements, transit improvements, and pedestrian enhancements, as well as future parking needs. (See Recommendation 7.5.)

Recommendation 5.10

Require as a condition of approval for new downtown development that all non-residential parking be made available for public parking when not needed for its primary commercial use.

Recommendation 5.11

Require as a condition of approval for new downtown development that all non-residential parking be shared among other uses (as different parking demand patterns among these uses permit).

Recommendation 5.12

Consider implementing a “traffic congestion impact fee” based on downtown development projects’ proposed number of parking spaces and/or estimated peak-hour vehicle trips. Use impact fee revenues to fund transportation programs and projects that benefit both the development project and downtown as a whole. Pursue a nexus study to determine most appropriate assessment methodology and fee structure. (See Recommendation 7.5.)

Recommendation 5.13

Revise zoning code to legalize more efficient parking arrangements in new downtown development in order to facilitate better ground-floor urban design (i.e. allow development to reduce its “parking footprint” by right without reducing the total supply provided).

Recommendation 5.14

Expand existing provisions in zoning code that allow new downtown development to go below existing parking minimums by right, under very specific conditions.

IMMEDIATE-TERM ACTIONS (WITHIN 1 YEAR)

Parking Management (continued)

Recommendation 5.15

Prevent spillover parking in neighborhoods adjacent to downtown and the Glendale Transportation Center as needed by converting the City's existing neighborhood Preferential Parking Program into a Residential Parking Benefit Districts, where residents can park for free or at low annual permit costs but non-residents pay to park and the resulting revenue is invested in the neighborhood.

Transportation Demand Management

Recommendation 6.1

Adopt a new strengthened TDM ordinance including mandatory TMA membership and required implementation of TDM programs. (See Recommendations 6.2-6.4.)

Recommendation 6.7

Strengthen the existing Glendale Transportation Management Associates (TMA) and define roles and responsibilities between the TMA and the City.

Funding and Finance

Recommendation 7.1

Maximize utilization of new parking revenue that will come from parking management and pricing changes to fund *Downtown Mobility Study* recommendations. Manage parking funds through a Downtown Transportation and Parking Management District as described in the Parking Chapter (Chapter 5). Broaden eligible uses of parking funds to include a broad range of *Downtown Mobility Study* recommendations such as transit improvements and TDM programs. (See Recommendations 4.11 and 5.7b.)

Recommendation 7.4a

Work with downtown merchants and property owners to investigate formation of either a downtown Business Improvement District (BID) or a Mello-Roos District.

Recommendation 7.5a

Initiate a transportation impact fee nexus study to mitigate auto trips and congestion impacts of new development. (See Recommendation 5.12.)

Recommendation 7.8

Work with local and regional transportation leaders to position transportation projects recommended by the *Downtown Mobility Study* to be eligible for funding under the state transportation bond package.

SHORT-TERM ACTIONS (WITHIN THE NEXT 5 YEARS)

Street Typology

Recommendation 2.2

Create a *Downtown Streetscape Plan*, consistent with this *Downtown Mobility Study*, to guide improvements such as enhanced lighting, street landscaping, crosswalks, and signage.

Transit Service

Recommendation 4.5

Bring the price of all transit fares closer together, charging at least \$0.50 per trip on the Beeline. Attempt to negotiate with MTA for a local Glendale fare that will match Beeline fares within the City limits.

Recommendation 4.7

Consider signal priority for and other operational enhancements on all streets with combined service of at least 10 minutes during peak periods, including all streets with Metro Rapid service.

Recommendation 4.8

Work with MTA to create an "east-west" connector service operating on the HOV infrastructure of Highway 134, and provide convenient connections between this new service and the downtown shuttle.

Recommendation 4.10

Incorporate real time information in all high amenity bus shelters using Next Bus technology.

Recommendation 4.12

Utilize the Universal Transit Pass to encourage transit ridership among new downtown residents by requiring passes be provided to new residents through condominium fees (see Recommendation 6.2c).

Street Capacity Enhancements

Recommendation 3.1b

Implement a capacity enhancement and freeway access improvement program for improvements not requiring acquisition of rights-of-way no later than Dec. 31, 2010 (as identified in Appendix A of the DSP).

Parking Management

Recommendation 5.3

Implement parking pricing system for Glendale Transportation Center parking lots allowing Metrolink and Amtrak riders to park free all day but charging all other short-term and long-term parkers.

Recommendation 5.6

Continue existing City protocols that dedicate adequate parking spaces throughout downtown for loading zones, taxi stands, and ADA-accessible parking.

Recommendation 5.8

Authorize Traffic and Transportation Administrator (or their delegate) to adjust downtown parking rates, hours, and time limits as needed to achieve 85% occupancy based on occupancy monitoring.

Recommendation 5.9

Pursue a study of how the City could enter into contractual arrangements with one or more valet parking operators for all of downtown in order to improve parking management and customer-friendliness, streamline valet parking operations for private and public events with high parking demand, and increase City revenue for the private use of public right-of-way.

SHORT-TERM ACTIONS (WITHIN THE NEXT 5 YEARS)

Transportation Demand Management

Recommendation 6.2

Require Beeline Universal Transit Passes to be provided to all downtown residents and employees as part of the new TDM Ordinance. Require MTA universal transit passes if feasible. (See Recommendation 6.1.)

Recommendation 6.2a

Create a Universal Transit Pass Program for the Glendale Beeline by negotiating a deep bulk discount for both residents and employees.

Recommendation 6.2b

Require employers to provide Beeline passes to all new and existing downtown employees as part of TMA membership.

Recommendation 6.2c

Require provision of Beeline passes to all residents in new downtown developments as a condition of approval for new development, funded through condominium fees and rents (see Recommendation 4.12).

Recommendation 6.2d

Negotiate with MTA for a deeper discount universal transit pass (deeper than currently exists) and depending on the outcome, require MTA passes to be provided to all downtown residents and employees as well.

Recommendation 6.3

Require parking cash-out for all employers as part of new TDM Ordinance. (See Recommendation 6.1.)

Recommendation 6.3a

Begin an education and enforcement program on the existing state parking cash-out law.

Recommendation 6.3b

Adopt an expanded parking cash-out program in the new TDM Ordinance that applies to all downtown employers.

Recommendation 6.3c

Formalize an annual compliance monitoring program and enforcement mechanism for state and local cash-out requirements.

Recommendation 6.4

Revise development standards to include bicycle facility requirements as part of new TDM Ordinance. (See Recommendation 6.1.)

Recommendation 6.5

Glendale should encourage establishment of a car-sharing service in Glendale with one or more shared vehicles located in the DSP area by converting part of the City fleet to a car-sharing program and/or subsidizing initial operations of the car-sharing provider.

Recommendation 6.6

Establish a centralized Downtown Transportation Resource Center managed by the Traffic and Transportation Administrator or new staff person.

SHORT-TERM ACTIONS (WITHIN THE NEXT 5 YEARS)

Funding and Finance

Recommendation 7.2

Dedicate Redevelopment Agency investments from downtown tax increment revenue to implement *Downtown Mobility Study* recommendations for streetscape, pedestrian, and bicycle improvement projects in the *Downtown Specific Plan* area.

Recommendation 7.3

Pursue implementation of a gross receipts parking tax on commercial parking.

Recommendation 7.4b

Depending on the outcome of negotiations with downtown merchants and property owners, implement a Business Improvement District (BID) or a Mello-Roos District. Once established, work with the District to advance public/private funding of significant streetscape capital projects (such as a downtown wayfinding signage system) or to provide the local match funding for long-term transit capital projects (such as a downtown streetcar circulator).

Recommendation 7.5b

Once traffic impact fee nexus study is complete (per Recommendation 7.5a), and assuming a reasonable nexus is found, implement an impact fee for new downtown development that is assessed according to estimated number of new peak-hour vehicle trips generated by the development. Dedicate fee revenues to a Downtown Transportation Fund to pay for *Downtown Mobility Study* recommendations.

Recommendation 7.6

Implement a program to share costs of new transit service with schools through: a cost-share arrangement between the City and the School District and/or a Universal Transit Pass program for high school and college students.

Recommendation 7.7

Maximize utilization of existing grant sources by having "funding-ready" projects that fit existing grant criteria. Position new projects to receive federal, state, and regional grant funds. Consider changes in budgeting that recognize grant funds as revenue, relieving the cash flow burden on transit and other departments that are heavily dependent on grant sources.

Recommendation 7.9

Work with state transportation leaders and planning agencies to identify state funding opportunities for *Downtown Mobility Study* projects, such as the new Safe Routes to School grant funding program.

Recommendation 7.11

Work with Congressional delegation attempt to secure federal funding of high priority large-scale capital projects in the next transportation bill (2009), such as a streetcar circulator.

MEDIUM TERM ACTIONS (BY 2020)

Street Capacity Enhancements

Recommendation 3.1c

Implement street capacity enhancement improvements that do require the acquisition of rights-of-way (as identified in Appendix A of the *Downtown Specific Plan*) as opportunities develop and funding allows.

Transit Service

Recommendation 4.2b

Change the vehicle used for the downtown shuttle to a hybrid bus or other unique vehicle and increase frequency to at least every 10 minutes.

Parking Management

Recommendation 5.16

If total downtown parking demand cannot be met with existing supply after *Downtown Mobility Study* recommendations have been fully implemented build new public shared parking as needed.

Transportation Demand Management

Recommendation 6.8

Monitor effectiveness of TDM programs and implement new measures as needed.

Funding and Finance

Recommendation 7.10

Work with local and regional transportation leaders and planning agencies to make sure that *Downtown Mobility Study* projects, especially those that involve other jurisdictions such as an east-west busway, are prioritized within the next update of the *Regional Transportation Plan*.

LONG TERM ACTIONS (BY 2030)

Transit Service

Recommendation 4.2c

Implement a new technology for the shuttle and other lines.

8.2 ACTION PLAN FOR ALL RECOMMENDATIONS

Figure 8-1, at the end of this chapter, is an “Action Plan” for the *Downtown Mobility Study*. It is intended to function as a phased implementation timeline for reference by all City implementers for all the downtown improvements, policies, and programs recommended in the *Downtown Mobility Study*. The Action Plan contains the following information:

- ◆ **Recommended Actions:** A list of recommendations grouped by topic area (such as Transit Service, Parking Management, etc.).
- ◆ **Next Steps:** Immediate next steps that should be pursued in order to begin implementation.
- ◆ **Lead Implementer(s):** The key City agencies or non-governmental organizations (such as the TMA) that are the logical implementation lead.
- ◆ **Necessary New / Changed Ordinances:** Local legal changes needed to proceed, where applicable.
- ◆ **Estimated Public Capital and Operations and Maintenance Costs:** Estimated planning-level implementation costs to the City, including capital, operations, and maintenance costs.¹
- ◆ **Note(s):** Additional explanatory comments as needed.
- ◆ **Timeline:** Recommended implementation phasing (Immediate, Short-Term, etc.).

Not every recommendation listed in the Action Plan contains all of the above information. However, information was provided if it was currently known or could be reasonably surmised (for example, not every recommendation requires new or changed ordinances and specific cost information for longer-term recommendations is inherently less definitive than for more near-term recommendations). For this reason the Action Plan should be considered a work in progress that should be periodically updated over time as early action items are implemented. Finally, it should be emphasized that all costs shown are “order of magnitude” estimates for planning purposes only, and are provided in order to illustrate the relative implementation costs of selected recommendations. Therefore, all cost estimates should be refined in more detail before moving forward with implementation.

¹ Labor costs assume a planning-level estimate of \$150,000 and \$100,000 per year for 1 full-time equivalent (FTE) managerial and staff-level position respectively.

IMMEDIATE-TERM ACTION PACKAGE

Many of the Immediate Term Recommendations necessitate immediate City Council action in order to take effect within one year. City staff is currently preparing the package of ordinances to implement the most pressing recommendations. These will be presented for City Council consideration in parallel with the finalization and approval of the *Downtown Mobility Study*. They include:

- ◆ Parking policy and pricing changes (e.g., installing meters on Brand, changing the parking pricing structure, and changing the residential parking policies)
- ◆ Service design and route structure changes in the SRTP (pending availability of new vehicles)
- ◆ New wayfinding signage

Not all of the immediate term recommendations will be included in this first City Council action package. City Council should expect to consider subsequent ordinances and follow-up actions throughout the coming year. City staff can prepare all the necessary ordinances according to the Action Plan and timeline laid out in Figure 8-1.

8.3 ADDITIONAL STUDIES NEEDED

This section lists additional studies that are recommended in order to implement certain *Downtown Mobility Study* recommendations.

Street Typology

- ◆ Create a *Downtown Streetscape Plan* to guide improvements such as enhanced lighting, street landscaping, crosswalks, and signage. This plan should include a *Pedestrian Plan* that contains pedestrian performance measures.
- ◆ Update the *1995 Bikeway Master Plan*, including bicycle performance measures.
- ◆ Initiate a *Transit Signal Priority Coordination Study* with MTA to figure out the details on how to roll out transit signal priority for both Beeline and MTA routes through downtown.

Transit Service

- ◆ *Streetcar Feasibility and Conceptual Engineering Study*. In the short term, the initial “Buzz” service in Glendale is recommended as a bus shuttle, with a long term vision for streetcar operations as the system develops (for details see the “Long-Range Improvements in the Shuttle System” section of Chapter 4). City transportation staff have done preliminary forecasting analysis for a downtown trolley, and the City has applied for and received an \$800,000 federal grant to undertake a trolley feasibility study beginning in 2008. This study should lay out all the necessary planning, design, and engineering tasks, as well as identify any obstacles for implementation of a streetcar line in Glendale in the long term. The study should also lay out funding options for the streetcar. For example, the steps required to access federal funds that are available for the construction of new urban streetcar infrastructure (a program called “Small Starts”), as well as eligibility requirements should be included in the study. Such a study could then serve as the basis for environmental impact analysis, to be undertaken at the appropriate time. A brief initial review of streetcar potential along the recommended shuttle route is presented in Appendix 4A.
- ◆ *East-west Connector Study*. MTA is currently studying options for serving the east-west connector to create a high speed busway connecting Glendale, Burbank, and Pasadena, and connecting Glendale to the north-south high-capacity investments in the area. Once such a system is operational, Glendale will need to provide local connectivity from the single stop at the 134/Central/Brand interchange which could require additional study.

Parking Management

- ◆ *Downtown Valet Operations Study*. Pursue a feasibility study of how the City could enter into contractual arrangements with one

or more valet parking operators for all of downtown in order to improve parking management and customer-friendliness, streamline valet parking operations for private and public events with high parking demand, and increase city revenue for the private use of public right-of-way.

- ◆ *Wayfinding Signage Post-Implementation Analysis.* After implementation of the multimodal wayfinding signage program, conduct a “post-implementation” analysis (similar to a “post-occupancy analysis conducted by architects) of the effectiveness of the signage program. (See Chapter 5, Recommendation 5.4 for more information).
- ◆ *Transportation Impact Fee Nexus Study.* Before implementation of a transportation impact fee for downtown, Glendale must complete a nexus study to determine first that new development creates impacts which must be mitigated, and second, that the *Downtown Mobility Study* provides suitable mitigations (“rational nexus” test). If a reasonable nexus is found, the study will determine the proportional impact of new growth on existing resources and will assign appropriate fee levels (“rough proportionality” test). It generally takes six months to a year to scope and complete a nexus study, and then gain political approval of the fee by the City Council. It is recommended that the fee be structured to ensure that the mitigation fee amount is keeping up with actual mitigation costs. This requires either that the City conduct ongoing periodic nexus studies, or that the City can conduct an initial nexus study for a particular development impact to be mitigated (such as PM peak hour vehicle trips) and then index the fee level to the Consumer Price Index for programmatic costs (such as additional transit service) and the Construction Cost Index for capital costs (such as pedestrian and bicycle safety infrastructure). We recommend the latter to avoid the necessity for ongoing studies. (See Chapter 5, Recommendation 5.12, and Chapter 7, Recommendation 7.5, for additional information).
- ◆ *Downtown Development Parking Utilization Study.* Conduct a comprehensive study of actual parking occupancy rates for private residential and commercial development and parking facilities in downtown Glendale. Based on results of that study, consider implementation of:
 - ◇ Revised methodology for calculating minimum parking requirements to reflect use patterns and avoid creating barriers to downtown development.
 - ◇ A single blended parking requirement for all downtown commercial uses, with provisions made to manage peak parking demands generated by special events and banquets.
 - ◇ If necessary, parking maximum requirements to help control growth in traffic congestion while still providing adequate parking for new development. Maximum requirements would be calibrated based on downtown street capacity and desired

reductions in peak-hour auto trips (e.g. achieving performance measures on key corridors and intersections).

- ◆ Undertake a *Downtown Goods Movement Study* to develop detailed recommendations for freight routing, locations for loading and unloading, and hours of operation.

Transportation Demand Management

- ◆ *TMA Employer Membership Fee Study*. In order to determine the appropriate amount for mandatory TMA membership fees for all downtown employers, the City should partner with the TMA to conduct a study to determine the appropriate methodology for calculating the membership fee. Potential methodologies for calculating the fee could be on a per PM peak hour trip, per employee, and/or per square foot basis. (See Chapter 6, Recommendation 6.1 for additional information).
- ◆ *Ongoing Coordination Efforts with LA MTA for Beeline Universal Transit Pass*. This *Downtown Mobility Study* recommends that the City of Glendale implement a universal transit pass program for the Beeline in the short term. As discussed in Chapters 4 and 6, the City should also attempt to coordinate the Beeline universal transit pass program with the three MTA fare payment programs described below. Inclusion of the Beeline in each of these programs will require subsequent cost-benefit analysis and negotiations with the MTA by City staff:
 - ◇ **B-TAP (Business Transit Pass)**: The MTA currently has a “universal transit pass” program marketed exclusively to businesses call B-TAP. The City could leverage the benefits of the recommended Beeline universal transit pass program by negotiating with the MTA for an appropriate bulk discount price for the B-TAP program, and then require Glendale employers to purchase B-TAP passes in addition to the Beeline passes for their employees in support of the City’s goals to reduce the rate of growth in peak hour auto trips downtown.
 - ◇ **EZ Pass**: The MTA’s “EZ pass” program provides paper transit passes that riders can purchase for a monthly flat fee allowing them unlimited rides on 20 regional transit agencies throughout Los Angeles County. The MTA is already investigating the possibility of including other regional transit agencies in the EZ Pass program, and the City should pursue this opportunity to include the Beeline.
 - ◇ **TAP Smart Card**: The MTA currently offers a universal fare payment “smart card” called the TAP (Transit Access Pass) card. This small plastic card is similar to the MTA’s regional EZ Pass in the sense that it allows for cashless fare payment. The advantage of the TAP card over the paper EZ Pass is that the TAP card embedded with a small “smart chip” that increases rider convenience (by allowing users to add value to the card online, by phone, or via automatic deduction form the rider’s bank account). In addition, if the TAP card is lost or stolen,

users can call the MTA to deactivate the old card and issue a new card for a nominal fee (less than the full replacement cost users would pay to replace a lost or stolen paper transit pass). The TAP card also provides up-to-date ridership data (by automatically tracking boarding and alightings by travel route and travel time) allowing for better service planning decisions. Since the MTA already has a TAP smart card, it would likely be more cost-effective (and more convenient for riders) for the Beeline to be included in the MTA's program, rather than Glendale rolling-out a separate smart card fare payment system.

Coordination of a Beeline universal transit pass with these programs offers an opportunity for Glendale to leverage the benefits of its universal transit pass for riders and the City in support of the *Downtown Mobility Study* recommendations.² The ultimate goal of these negotiations with the MTA should be for the Beeline to utilize a single transit "smart card" fare payment system that allows riders cashless fare payment and automatic 'recharging,' and that can be used on the Beeline, MTA, and multiple other regional transit services.

² While coordination with the MTA's B-TAP, EZ Pass, or TAP smart card programs would leverage the benefits of the Beeline universal transit pass, it is important to note that implementation of a universal transit program of the Beeline should move forward in the short term regardless of the status of negotiations of with the MTA to include the Beeline in these programs.

Figure 8-1 Action Plan of All Downtown Mobility Study Recommendations

Mobility Study Chapter	Rec. No.	Recommended Actions	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Est. Public O&M Costs	Note(s)	Timeline								
									Immediate (within 1 yr.)	Short Term (within next 5 yrs.)					Med. Term (by 2020)	Long Term (by 2030)	
									2007	2008	2009	2010	2011	2012	2013-2020	2021-2030	
Street Typology	2.1a	Support and promote programs and projects that enhance Downtown's access via regional transit.	Work with MTA to fund and complete east-west connector study (also see Rec. 4.8)	MTA/Arroyo Verdugo Cities	n/a	n/a	n/a	Study costs to be funded by MTA									
Street Typology	2.1b	Implement program for adjusting local/ regional transit services to meet performance criteria for the Primary Transit Network.	Detailed recommendations in transit section. Adopt and implement <i>S RTP</i> recommendations (also see Rec. 4.6 and 4.4).	Traffic & Transportation Division; Beeline	n/a	n/a	n/a	Costs included in transit recommendations									
Street Typology	2.3	Adopt the recommended Downtown Street Typology to provide clearer policy guidance for future decisions on street design and operation.	Develop legislative language to operationalize Street Typology recommended in <i>Downtown Mobility Study</i> .	Traffic & Transportation Division; Planning Department	Legislate new multi-modal Street Typology.	n/a	Existing City staffing.										
Street Typology	2.4a	Use auto performance measures as a guide for Downtown streets to focus on optimizing the person-carrying capacity of streets rather than vehicle-carrying capacity.	Develop legislative language to adjust auto performance measures for person-carrying focus.	Traffic & Transportation Division; Planning Department	Legislate new auto performance measures if necessary.	n/a	Existing City staffing.										
Street Typology	2.4b	Use transit performance measures as a guide for Downtown streets, with new indicator: Transit Quality and Level of Service.	Develop legislative language to operationalize transit performance measures in <i>Downtown Mobility Study</i> (Rec. 4.13).	Traffic & Transportation Division; Planning Department	Legislate new transit performance measures.	n/a	Existing City staffing.										
Street Typology	2.4c	Use pedestrian and bicycle performance measures as a guide for the design and operation of Downtown streets.	Develop legislative language to operationalize pedestrian and bicycle performance measures in <i>Downtown Mobility Study</i> .	Traffic & Transportation Division; Planning Department	Legislate new pedestrian and bicycle performance measures.	n/a	Existing City staffing.										
Street Capacity Enhancements	3.1a	Develop and submit to Council a plan to implement the street capacity enhancement improvements not requiring the acquisition of rights-of-way identified in Appendix A of the DSP no later than July 1, 2007.	Develop <i>Capacity Enhancement Plan</i> .	Traffic & Transportation Division	Adopt street Capacity Enhancement Plan.	n/a	Existing City staffing.	For other capacity enhancements, see Rec. 3.2b and 3.2c.									
Transit Service	4.1	Market the transit resources in Glendale as a single system.	Coordinate with MTA to create combined marketing material.	Traffic & Transportation Division - Beeline	n/a	n/a	\$50,000	Costs are for marketing materials and staff.									
Transit Service	4.2a & 4.3	Create a free downtown shuttle; should connect regional transit and key downtown destinations. Begin service within existing resources. Operate shuttle as frequently as possible with unique and attractive vehicle.	Start up with existing vehicles.	Traffic & Transportation Division - Beeline	n/a	\$50,000	Included in Beeline budget.	Costs are for upgrade of existing vehicles; placement of shelters already purchased.									
Transit Service	4.4	Implement recommendations of <i>Short Range Transit Plan</i> including service and capital improvements that affect downtown.	Requires additional vehicles and commitment to new bus facility.	Traffic & Transportation Division - Beeline	n/a	\$1-\$15 M	n/a	Can be implemented within existing Beeline operating budget. Capital costs are for buses, facility and amenity infrastructure.									
Transit Service	4.6	Consolidate high frequency services transit on a limited number of transit priority streets; optimize these for transit operation.	Route structure included in <i>S RTP</i> (also see Rec. 2.1b and 2.3).	Traffic & Transportation Division - Beeline	n/a	n/a	n/a	Implements <i>S RTP</i> route structure.									
Transit Service	4.9	Create amenity standards for downtown transit stops. Maximize amenities including signage and other amenities along shuttle route and other transit priority streets.	Adopt standards in <i>S RTP</i> . Place shelters and Next Bus equipment already acquired (also see Rec. 4.4).	Traffic & Transportation Division - Beeline	n/a	n/a	n/a	Shelters and Next Bus equipment already acquired.									

IMMEDIATE TERM (Within 1 Year)

 Action target date.  Action pre- or post-development

Figure 8-1 Action Plan of all Downtown Mobility Study Recommendations (continued)

Mobility Study Chapter	Rec. No.	Recommended Actions	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Est. Public O&M Costs	Note(s)	Timeline									
									Immediate (within 1 yr.)	Short Term (within next 5 yrs.)					Med. Term (by 2020)	Long Term (by 2030)		
									2007	2008	2009	2010	2011	2012	2013-2020	2021-2030		
Transit Service	4.11	Consider utilizing new parking revenue to enhance shuttle and other transit services.	Requires formation of Transportation and Parking District (also see Rec. 5.7).	Traffic & Transportation Division - Beeline	Legislate broader allowable use of Parking Enterprise Fund (Rec. 7.1).	n/a	n/a	Requires implementation of parking pricing recommendations (Rec. 5.2).										
Transit Service	4.13	Develop performance standards for transit streets that incorporate transit quality of service, and go beyond auto level of service.	<i>(See Street Typology Recommendation 2.4b above)</i>															
Parking Management	5.1	Create a "Park Once" district in Downtown Glendale by managing public parking as an integrated system.	Develop legislative language for "Park Once" policy.	Planning Department; Traffic & Transportation Division	Legislate "Park Once" policy and boundaries for downtown.	n/a	Existing City staffing.											
Parking Management	5.2	Implement coordinated parking management policies for on- and off-street parking using demand-responsive pricing to promote parking goals of 85% occupancy and turnover of short term spaces.	Implement recommended parking management and pricing policies in Mobility Study.	Traffic & Transportation Division	See Rec. 5.1, Rec. 5.7, Rec. 5.8, Rec. 5.15.	unknown / varies	Existing City staffing.	Capital costs for signage and parking payment and occupancy equipment.										
Parking Management	5.4	Implement a multi-modal transportation and parking wayfinding system, including information on parking direction location, pricing, and real-time parking occupancy.	Secure line item funding allocation in Planning Department FY 2010-11 budget, issue RFP.	Planning Department; Traffic & Transportation Division	Adopt Wayfinding Plan.	unknown / varies	Included in Rec. 5.7a	Capital costs for signage.										
Parking Management	5.5	Install networked multi-space pay stations and occupancy sensors.	Analyze results of current / pending multi-space meter pilot; issue RFP.	Traffic & Transportation Division	n/a	Varies - stations on Brand approx. \$300,000	Included in Rec. 5.7a	Capital costs for signage and parking payment and occupancy equipment.										
Parking Management	5.7a	Create a Downtown Transportation and Parking Management District managed by the Traffic and Transportation Administrator or their delegate in a newly-hired Downtown Mobility Coordinator.	Begin discussions with stakeholders of potential district boundaries and funded projects / programs.	Traffic & Transportation Division	Legislate district boundaries, prices, and funded projects / programs.	n/a	\$150,000											
Parking Management	5.7b	Dedicate all parking revenue to a Downtown Transportation Fund to be invested in transportation and streetscape improvements.	Develop legislative language to convert Parking Enterprise Fund into Downtown Transportation Fund (also see Rec 7.1).	Traffic & Transportation Division	Legislate Downtown Transportation Fund.	n/a	Included in Rec. 5.7a											
Parking Management	5.10	Require as a condition of approval for new development, parking in new development to be available for public parking when not in use.	Develop revised standards and initiate public hearings / legislative approvals process.	Planning Department	Revise zoning code.	n/a	Existing City staffing.											
Parking Management	5.11	Require as a condition of approval parking in new development to be shared amongst uses with different demands.	Develop revised standards and initiate public hearings / legislative approvals process.	Planning Department	Revise zoning code.	n/a	Existing City staffing.											
Parking Management	5.12	Consider implementing a traffic congestion development impact fee based on estimated number of PM peak hour auto trips.	<i>(See Funding and Finance Recommendations 7.5a - 7.5c below)</i>															
Parking Management	5.13	Allow new downtown development to reduce its "parking footprint" by legalizing more efficient parking arrangements in order to facilitate better ground-floor urban design.	Develop revised standards and initiate public hearings / legislative approvals process.	Planning Department	Revise zoning code.	n/a	Existing City staffing.											
Parking Management	5.14	Expand existing provisions in zoning code that allow new development to go below existing parking minimums, under very specific conditions.	Develop revised standards and initiate public hearings / legislative approvals process.	Planning Department	Revise zoning code.	n/a	Existing City staffing.											

IMMEDIATE TERM (Within 1 Year)

 Action target date.  Action pre- or post-development

Figure 8-1 Action Plan of all Downtown Mobility Study Recommendations (continued)

	Mobility Study Chapter	Rec. No.	Recommended Actions	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Est. Public O&M Costs	Note(s)	Timeline								
										Immediate (within 1 yr.)	Short Term (within next 5 yrs.)					Med. Term (by 2020)	Long Term (by 2030)	
										2007	2008	2009	2010	2011	2012	2013-2020	2021-2030	
IMMEDIATE TERM (Within 1 Year)	Parking Management	5.15	Prevent spillover parking as needed reforming existing Parking Preferential Program and converting into Residential Parking Benefit Districts.	Initiate parking utilization study of areas subject to spillover parking problems; begin discussions with stakeholders of potential district boundaries and funded projects / programs.	Traffic & Transportation Division	Legislate district boundaries, prices, and funded projects / programs.	unknown / varies	Included in Rec. 5.7a	Capital costs for signage and parking payment and occupancy equipment.									
	Transportation Demand Management	6.1	Adopt a new strengthened TDM ordinance including mandatory TMA membership and TDM programs.	Draft legislative language and introduce to council (also see Recs. 6.2-6.4).	TMA; Planning Department; Traffic & Transportation Division	TDM ordinance.	n/a	Existing City staffing.										
	Transportation Demand Management	6.7	Strengthen the existing Glendale Transportation Management Associates (TMA) and define roles and responsibilities between the TMA and the City.	Start discussions with the TMA to evaluate current structure and determine best way to administer new TDM Ordinance. Establish regular coordination meetings with TMA to identify mutual goals and implement shared vision.	TMA; Planning Department; Traffic & Transportation Division	n/a	n/a	Existing City staffing.										
	Funding & Finance	7.1	Maximize utilization of new parking revenue to fund Downtown Mobility Study recommendations by broadening eligible uses of parking funds to include a broad range of <i>Downtown Mobility Study</i> recommendations.	Develop legislative language to allow broader use of Parking Enterprise Fund (also see Rec. 4.11 and 5.7b).	Traffic & Transportation Division	Legislate broader allowable use of Parking Enterprise Fund.	n/a	Included in Rec. 5.7a										
	Funding & Finance	7.4a	Work with downtown stakeholders to investigate formation of a downtown Business Improvement District (BID) or a Mello-Roos District.	Initiate conversations with affected stakeholders to gauge interest.	Planning Department	n/a	n/a	n/a										
	Funding & Finance	7.5a	Initiate a transportation impact fee nexus study to mitigate auto trips and congestion impacts of new development.	Issue an RFP and begin nexus study (Rec. 5.12).	Traffic & Transportation Division; Planning Department	Legislate Traffic Impact Fee.	n/a	Existing City staffing										
	Funding & Finance	7.8	Work with local and regional transportation leaders to position transportation projects recommended by the <i>Downtown Mobility Study</i> to be eligible for funding under the state transportation bond package.	Immediately begin conversations with MTA and other local & regional transportation agency leaders.	Traffic & Transportation Division	n/a	n/a	n/a										
SHORT TERM (Within 5 Years)	Street Typology	2.2	Create a <i>Downtown Streetscape Plan</i> , consistent with this <i>Downtown Mobility Study</i> to guide improvements such as enhanced lighting, street landscaping, crosswalks, and signage.	Secure line item funding allocation in Planning Department FY 2007-08 budget, issue RFP.	Planning Department	Adopt Streetscape Plan.	n/a	Existing City staffing.										
	Street Capacity Enhancements	3.1b	Implement a street capacity enhancement and free-way access improvement program for improvements not requiring acquisition of rights-of-way no later than Dec. 31, 2010.	Implement currently approved/required capacity enhancements as part of Americana at Brand project.	Traffic & Transportation Division	n/a	unknown / varies	unknown / varies	Other capacity enhancements to be implemented as necessary and as right-of-way acquisition and funding permits (see Rec. 3.2c).									
	Transit Service	4.5	Bring transit fares closer together: ≥ \$0.50 on Beeline. Negotiate with MTA for a local Glendale fare.	Beeline fare changes included in SRTP.	Traffic & Transportation Division - Beeline and MTA	n/a	n/a	n/a	Requires negotiation with MTA on local fares.									
	Transit Service	4.7	Signal priority and operational enhancements on streets with 10 minute frequency at peak periods.	Expand signal priority and improve amenities on transit streets.	Traffic & Transportation Division - Beeline	n/a	\$1 M	n/a	Costs are for signal and amenity enhancements.									
	Transit Service	4.8	Work with MTA for "east-west" connector service with convenient connections to downtown shuttle.	East-West Connector study.	Traffic & Transportation Division - Beeline and MTA	n/a	unknown	unknown	MTA study scheduled for 2007.									
	Transit Service	4.10	Incorporate real time information in all high amenity bus shelters using Next Bus technology.	Install next bus signs that have already been purchased.	Traffic & Transportation Division - Beeline	n/a	n/a	n/a	16 Next Bus signs have already been purchased.									

■ Action target date. ■ Action pre- or post-development

Figure 8-1 Action Plan of all Downtown Mobility Study Recommendations (continued)

Mobility Study Chapter	Rec. No.	Recommended Actions	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Est. Public O&M Costs	Note(s)	Timeline								
									Immediate (within 1 yr.)	Short Term (within next 5 yrs.)					Med. Term (by 2020)	Long Term (by 2030)	
									2007	2008	2009	2010	2011	2012	2013-2020	2021-2030	
Transit Service	4.12	Provide Universal Transit Passes to residents of all new downtown development.	(See TDM Recommendation 6.2c)														
Parking Management	5.3	Implement parking pricing system for Glendale Transportation Center (train riders park free all day, all others pay).	Initiate parking utilization study of GTC; begin discussions with Metrolink re platform parking validation.	Traffic & Transportation Division	None needed once Rec. 5.8 implemented.	unknown / varies	Included in Rec. 5.7a	Capital costs for signage and parking payment, occupancy, and validation equipment.									
Parking Management	5.6	Continue protocols that dedicate adequate parking spaces throughout downtown for loading zones, taxi stands, and ADA-accessible parking.	Survey existing dedicated spaces and identify deficits (if any).	Traffic & Transportation Division	Legislate location, type, number of dedicated spaces.	n/a	Included in Rec. 5.7a										
Parking Management	5.8	Authorize Traffic and Transportation Administrator to adjust parking rates, hours, and time limits over time to achieve 85% occupancy.	Survey best practices and draft legislative language.	Traffic & Transportation Division	Legislate parking management responsibility to Traffic and Transportation Administrator of their delegate.	n/a	Included in Rec. 5.7a										
Parking Management	5.9	Pursue study of single valet parking operator for all of downtown valet parking events.	Survey best practices and issue RFP.	Traffic & Transportation Division	Approval of unified valet contract.	n/a	Included in Rec. 5.7a	Likely revenue positive over existing multi-party contracts.									
Transportation Demand Management	6.2a	Create a Universal Transit Pass Program for the Glendale Beeline by negotiating a deep bulk discount for both residents and employees.	Begin to negotiate bulk rate purchase price for Beeline.	Traffic and Transportation Division	n/a	n/a	Included in Rec. 5.7a										
Transportation Demand Management	6.2b	Require employers to provide Beeline passes to all new and existing downtown employees as part of TMA membership.	Pass new TDM Ordinance and negotiate administration of Transit pass program with TMA (see Rec. 6.1).	Traffic and Transportation Division	TDM ordinance	n/a	Included in Rec. 5.7a										
Transportation Demand Management	6.2c	Require provision of Beeline passes to all residents in new downtown developments as a condition of approval for new development, funded through condominium fees and rents.	Pass new TDM Ordinance and negotiate administration of Transit pass program with TMA (see Rec 6.1)	Traffic and Transportation Division; Planning Department; MTA	Legislate pass program as a condition of approval.	n/a	Included in Rec. 5.7a	Possibly funded through condominium home owner association (HOA) fees.									
Transportation Demand Management	6.2d	Negotiate with the MTA for a deeper discount on universal transit pass cost. Require MTA passes to be provided to all downtown employees and residents, funded by the same mechanisms described above for Beeline passes.	Begin negotiations with MTA for package of changes as described in Chapters 4 and 6.	Traffic and Transportation Division	n/a	n/a	Included in Rec. 5.7a										
Transportation Demand Management	6.3a	Begin an education/enforcement program for existing state parking cash-out law.	Determine administration of Parking Cash-out with TMA.	Traffic and Transportation Division; Planning Department; TMA	Legislate compliance mechanisms.	n/a	Included in Rec. 5.7a										
Transportation Demand Management	6.3b	Adopt an expanded parking cash-out law for all downtown employers.	Begin conversations with stakeholders (see Rec. 6.1).	Traffic and Transportation Division; Planning Department; TMA	Legislate compliance mechanisms.	n/a	Included in Rec. 5.7a										
Transportation Demand Management	6.3c	Formalize annual compliance reporting, monitoring, and enforcement program for local cash-out requirements	Begin conversations with stakeholders.	Traffic and Transportation Division; Planning Department; TMA	Legislate compliance mechanisms.	n/a	Included in Rec. 5.7a										
Transportation Demand Management	6.4	Revise development standards to include bicycle facility requirements for new downtown development.	Draft new development standards based on best practices (see Rec. 6.1).	Planning Department	Legislate bicycle facility requirements.	n/a	Existing City staffing										
Transportation Demand Management	6.5	Encourage car-sharing by converting city fleet to car-sharing program and/or directly subsidize start-up costs of an existing car share provider.	Calculate potential cost-savings for conversion of city fleet; begin negotiations with existing carshare provider to expand into Glendale market.	Traffic & Transportation Division	n/a	unknown	Unknown - could be revenue neutral or positive.	Conversion of City fleet will likely save the City money (savings of 25-60% are typical).									

SHORT TERM (Within 5 Years)

Action target date.
 Action pre- or post-development

Figure 8-1 Action Plan of all Downtown Mobility Study Recommendations (continued)

Mobility Study Chapter	Rec. No.	Recommended Actions	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Est. Public O&M Costs	Note(s)	Timeline								
									Immediate (within 1 yr.)	Short Term (within next 5 yrs.)					Med. Term (by 2020)	Long Term (by 2030)	
									2007	2008	2009	2010	2011	2012	2013-2020	2021-2030	
SHORT TERM (Within 5 Years)	Transportation Demand Management	6.6	Establish Downtown Transportation Resource Center managed by Traffic and Transportation or their delegate.	Locate a high-visibility, convenient downtown location; possible joint-use facility.	Traffic & Transportation Division	n/a	unknown	unknown	Costs are reduced if Center is located in existing City facility.								
	Funding & Finance	7.2	Dedicate Redevelopment Agency downtown tax increment revenue to implement Mobility Study projects.	Work with Redevelopment Agency to identify available funds and potential recipient projects / programs.	Redevelopment Agency; Planning Department; Traffic & Transportation Division	n/a	n/a	n/a									
	Funding & Finance	7.3	Pursue implementation of a gross receipts parking tax on commercial parking.	Begin to outreach to stakeholders and general public with goal of placing on 2010 ballot.	Traffic & Transportation Division	City Council places on the ballot; must pass with 2/3 voter approval.		Existing City staffing.	Contract with professional assistance to help develop campaign messages.								
	Funding & Finance	7.4b	Implement Business Improvement District (BID) or Mello-Roos District. Once implemented, work with the District to advance public/private funding of significant streetscape capital projects or long-term transit capital projects.	Develop legislative language to establish district boundaries, assessments, and funded projects / programs.	Traffic & Transportation Division; Planning Department	Legislate district boundaries, assessments, and funded projects / programs.	n/a	Existing City staffing.									
	Funding & Finance	7.5b	If traffic impact fee nexus study finds a nexus, (per Rec. 7.5a), implement an impact fee for new downtown development. Dedicate fee revenues to a Downtown Transportation Fund.	Initiate nexus study (Rec. 7.5a).	Traffic & Transportation Division; Planning Department	Legislate Traffic Impact Fee.	n/a	Existing City staffing.									
	Funding & Finance	7.6	Increase transit service to schools via a cost-share arrangement between City and School District and/or a Universal School Transit Pass program.	Begin negotiations with School District re unmet mobility needs, cost shares, and Universal Transit Pass program.	Traffic & Transportation Division; School District	n/a	unknown	Unknown									
	Funding & Finance	7.7	Position new projects to receive federal, state, and regional grant funds and change budget process to recognize grant funds as revenue.	Work with TMA to develop grant calendar and criteria for all relevant grants.	Traffic & Transportation Division	Legislate new grant accounting methods.	unknown	Included in Rec. 5.7a	May require local match.								
	Funding & Finance	7.9	Apply for state grants like Safe Routes to Schools.	Work with TMA to develop grant calendar and criteria for all relevant grants.	Traffic & Transportation Division; TMA	n/a	unknown	Included in Rec. 5.7a	May require local match.								
	Funding & Finance	7.11	Work with Congressional delegation to secure federal funding for large-scale capital projects in the next transportation bill (2009).	Develop coordinated lobbying effort for federal legislators.	Local / Regional Transportation Decision makers	n/a	unknown	unknown	May require local match.								

 Action target date.  Action pre- or post-development

Figure 8-1 Action Plan of all Downtown Mobility Study Recommendations (continued)

Mobility Study Chapter	Rec. No.	Recommended Actions	Next Steps	Lead Implementer(s)	Necessary New / Changed Ordinances	Est. Public Capital Costs	Est. Public O&M Costs	Note(s)	Timeline								
									Immediate (within 1 yr.)	Short Term (within next 5 yrs.)					Med. Term (by 2020)	Long Term (by 2030)	
									2007	2008	2009	2010	2011	2012	2013-2020	2021-2030	
MEDIUM TERM (By 2020)	Street Capacity Enhancements	3.1c	Implement street capacity enhancement improvements that do require the acquisition of rights-of-way identified in Appendix A of the DSP as opportunities develop.	Develop/update Capacity Enhancement Plan.	Traffic & Transportation Division	Adopt updates to Capacity Enhancement Plan.	n/a	Existing City staffing.									
	Transit	4.2b	Change downtown shuttle to a hybrid bus or other unique vehicle; increase frequency ≤10 minutes to maximize ridership.	Decide on vehicle type; locate funding for vehicles.	Traffic & Transportation Division - Beeline	n/a	\$4M	\$1 M	Costs are for vehicles and additional frequency.								
	Parking Management	5.16	If and when total demand cannot be met with existing supply, build new public shared parking.	Monitor parking occupancy; identify potential opportunity sites when total downtown peak occupancy regularly exceeds 80%.	Traffic & Transportation Division; Community Redevelopment Agency	n/a	unknown	unknown	Total capital cost per new space gained in 2005\$ is \$43,985.								
	Transportation Demand Management	6.8	Monitor effectiveness of existing and new TDM programs; implement new measures as needed.	Develop TDM performance goals.	Traffic & Transportation Division; TMA	n/a	n/a	Included in Rec. 5.7a	Ongoing once near-term TDM programs are implemented.								
	Funding & Finance	7.1	Work to make Mobility Study projects a priority in the next update of the Regional Transportation Plan.	Begin to coordinate with local/regional transportation leaders and agencies.	Traffic & Transportation Division	n/a	n/a	n/a	Ongoing as part of RTP update process.								
LONG TERM (By 2030)	Transit Service	4.2c	Implement a new technology for shuttle and other lines.	Complete series of studies necessary for streetcar feasibility and implementation.	Traffic & Transportation Division - Beeline	n/a	unknown	unknown	Likely to be upwards of \$25M for full implementation.								

 Action target date.  Action pre- or post-development

CREDITS

CREDITS

DOWNTOWN SPECIFIC PLAN ADVISORY GROUP

The DSP Advisory Group was convened by Planning and Development Services staff on March 27, 2006 and met an additional eight times during the drafting of the *Downtown Specific Plan*. Three of the Advisory Group meetings were focused on the *Downtown Mobility Study*, including a joint meeting with the Transportation and Parking Commission.

Comprised of a cross section of downtown interests (Business Owners/Representatives, Brokers/Developers/Architects, Current and Past Commissioners, and Neighborhood & Historic Associations), the Advisory Group participated in a series of staff-led workshops to “fine-tune” the DSP proposals and framework through advice, comment and criticism.

DOWNTOWN SPECIFIC PLAN ADVISORY GROUP MEMBERS

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Barry Allen	George Issaians
Greg Astorian	Judee Kendall
Sheldon Baker	Rodney Khan
Vicki Barbieri	Bob Lemke
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