

CHAPTER 3: IMPLEMENTATION

3.1 INTRODUCTION

This chapter describes the implementation framework of the Uptown Whittier Specific Plan as addressed through: 1. Plan-Wide Policies, 2. Phasing, 3. First Steps and Tasks, 4. Implementation Projects and Tools, 5. Financing of Public Improvements, and 6. Redevelopment and Tax Increment Potential. The plan calls for projects to support and enable redevelopment in Uptown. These project range from street and infrastructure improvement, to shared parking structures and long term retail strategies. Many of the projects in the Specific Plan will be funded through private investment. There are also several capital improvements and programs that require at least partial public funding early in the process to stimulate private sector investment.

3.1.1 Plan-wide Policies

There are several public policies that need to be established to meet Specific Plan objectives.

A. Invest in Historic Preservation

The following measures will establish the role of historic structures in leveraging existing resources for the ultimate benefit of the entire Uptown Plan area:

1. Promote existing facade improvement and restoration program
2. Promote building rehabilitation grants
3. Encourage property owners to leverage Federal Tax Credits, Mills Act agreements, and facade improvements to promote historic preservation and adaptive reuse of eligible and listed historic structures

B. Expand Retail and Employment

The following measures will expand retail and employment opportunities in Uptown:

1. Promote the plan area to retailers and employers--especially at the regional and national levels
2. Leverage the relationship between retail, employment and housing as a quality of life issue for those wanting to live and work in a vital, mixed-use town center
3. Use city investments in a strategic manner; that is, to promote areas such as Uptown, which is not only an under performing retail district, but is a vital part of Whittier's history and identity

4. Uptown requires strong leadership in business planning, recruitment, and retention from property owners, Uptown merchants, and City of Whittier. The leadership should yield concrete actions in the short term (e.g. cleaning of sidewalks and storefronts, improved signage and lighting, longer and more consistent store hours) and long term outcomes (e.g. new anchor retail, prosperous business improvement district-with revenues from parking fees). The leadership requires a full partnership and sharing of responsibilities between the three groups.

C. Invest in Shared Parking

To enable the development potential identified in this Specific Plan, parking must be addressed as a shared, public responsibility. To reduce overall parking demand, its need for excessive land, and to spark redevelopment, a 7-step parking and transportation strategy is proposed. This strategy proceeds in ascending order from low cost, readily implementable measures to more higher-cost and time-consuming measures. If redevelopment proceeds rapidly, many of the following steps should be pursued simultaneously:

1. Make better use of existing parking areas and vacant lots

The City of Whittier (e.g. through a Park Once District that can be formed as a CFD under California law) should purchase or lease existing private surface parking areas and vacant lots for two purposes. In the immediate to short term, these lots will provide parking for the district; and in the medium to long term, they can be transformed into parking structures, or desired civic buildings, or eventually sold to developers based on Requests For Proposals (RFPs). By making strategic purchases now, the City can secure the pieces of ground that are crucial for the future success of Uptown.

2. Value retail customers for parking convenience

A Park Once District, which has the authority to operate and enforce both on street parking and public parking lots, has a critical role to play in ensuring that convenient, on-street short-term parking is readily available. Short-term parking that is strictly enforced creates rapid turnover, and gives the motorist a reason to stop on for a short visit, adding to the retailers' profits. Business owners and their employees must therefore relinquish the best spaces to customers in the interest of business profitability, and park instead in upper garage floors, or in all-day spots at the periphery, where spaces can be less expensively provided. As Uptown grows, transitions from free to paid parking, parking prices and validated parking programs must be set to reward short-term, sales-tax generating customer trips (e.g. free or low-cost parking for the first 20 minutes), and discourage long-term employee parking in the best spots.

3. Within the Park Once district, abolish minimum parking requirements for each non-residential development and establish a shared market for parking

Developers should be allowed to build as much or as little parking as they choose, subject to design standards in Chapter 4. This is important to make it feasible to redevelop the area as a compact, lively and pedestrian friendly District. If they choose to build little or no on-site parking, they must be able to purchase permits for public lots from the District for resale to their tenants' employees. Whether parking is built on-site or rented in public lots, each development's conditions of approval should encourage parking costs to be "unbundled" from the cost to buy or lease building space: that is, parking spaces are required to be sold or rented at full cost, as a separately charged item, so that building tenants can buy or rent as much or as little parking as they choose. Conditions of approval must also require that building tenants make the true costs of parking visible to their employees by either charging their employees full market-rate for parking, or offering employees free parking in conjunction with the option of taking the cash value of the parking space instead. In-lieu fees for parking can be based on the parameter of 3 spaces per 1,000 square feet of space. This step is key in the eventual abolition of current parking standards and a transition to parking obligations in Uptown Whittier within the Park Once district.

4. Form a Park Once district from the northern properties on Hadley, mid-block between Washington and Friends, Penn, and mid-block between Newlin and Milton.

Parking must be managed as a public utility, like streets and sewers, with public parking provided in strategically placed municipal lots and garages, and shared between nearby uses. A Park Once District, with authority to determine parking rates, collect parking revenue, and allocate parking revenues, is essential for this purpose. The District should be able to allocate parking revenues for a wide range of improvements in Uptown Whittier, including parking construction and operations, streetscape improvements; transit, bicycle and pedestrian improvements, transportation demand management programs, and other programs, such as security, street cleaning, and marketing. The other option is for the District to keep revenues for operating costs as well as revenues from parking enforcement, and then allocating any surplus revenues to a BID such as the Uptown Association for safety, street cleaning, lighting, and events. An implementation strategy for the Park Once strategy will have to be prepared by a specialized parking consultant in order to describe in greater detail the steps outlined on this page.

5. Implement full package of transportation demand management strategies

Providing employees with incentives to leave their cars at home can be substantially cheaper than the cost to build and operate a new parking structure space. Many new employees can be expected to work in the future Uptown at build-out, so that demand management strategies can create substantial savings on parking construction costs. Here as well, a Park Once District should play an important role in implementing, funding and operating these programs, providing buying power and economies of scale for the many small employers in the district.

6. Build public parking garages

For the longer term, parking garages for non-residential development will be needed at key locations. With no minimum parking requirements imposed on new development projects, these new structures can be funded with a mix of sources. Developers needing parking for new buildings can sign leases with the Park Once District (e.g., for 100 spaces) and then sublease the spaces to their tenants. Individuals employees or residents can also lease monthly spaces. The Park Once parking garages will be utilized for retail and office uses, while residential parking will be provided on site for residential projects, either in underground garages or in small, landscaped surface parking lots.

7. Encourage shared and joint use parking outside the Park Once district

For areas in the Uptown Whittier Specific Plan west of mid-block between Milton and Newlin and east of mid-block between Washington and Friends, sharing and joint use parking facilities will be encouraged within 500 feet of the primary destination. The facilities will follow the standards in Section 4.9.1 Parking Design and 4.9.2 Landscape Standards of this Specific Plan.

D. Encourage a property-owner based business improvement district

It is highly recommended that a property owner BID be established in the area in order to increase funding and stability of the BID. After petitioning the city to form a BID, passage requires a 50 percent approval by property owners in the area. Once formed, BIDs are governed by a board of directors elected by property owners rather than residents. The board ensures that all BID property owners contribute to the district.

BID revenues are intended to act as additional revenue rather than a replacement for general funding from the city. For this reason, BID fees are required to stay within the district. Fees are collected from the city, and all assessment funds are returned to the district through annual contract agreements. Fees vary among businesses and are often assessed according to the property's size and location. Collected revenue provides varying services, including park and open space maintenance and private security forces. Some BIDs in California also use BID fees for marketing their respective areas through brochures, tourist information, and special events. California law limits a BID's existence to 5 years, after which the BID must be renewed or terminated.

One of the challenges in forming a property-owner-based BID is when a larger share of the property owners is non-local, especially when they are reside outside the metropolitan area or the state. An inventory of property ownership is likely reveal the mix of ownership in the area. The City and/or the retailers may have to initially engage the property owners through some advocacy efforts in communicating the overall benefits of forming a BID, and how it can leverage self assessed revenues as well as a common decision making platform to attract a much larger customer base, reap higher profits, and yield higher returns on property and small business investments.

E. Invest in the Public Realm

To achieve the Specific Plan objectives, the public realm needs to be addressed as a unique resource. The following measures establish a quality public realm in Uptown:

1. Implement the street plan, including the tree succession plan on Greenleaf and Philadelphia, and intense tree-planting on all other streets
2. Create more space on sidewalks by removing excessively large planters and shrubs on Greenleaf and Philadelphia

3. Realize civic open space in the northwest, southwest, and southeast quadrants of Uptown (e.g. parks, plazas)

4. Enhance vital pedestrian connections between Whittier College and Uptown, to the Greenway Trail and to the Whittier Boulevard/Philadelphia Street intersection further east of Uptown

F. Promote creation of affordable housing

Help promote the creation of affordable housing through a variety of existing tools:

1. Different housing improvement programs
2. Inclusionary housing ordinance
3. Density bonus ordinance
4. Maintaining a state-certified housing element
5. Actively adopt ordinance to comply with state affordable housing requirements

G. Invest in Civic Initiatives

The following measures establish civic facilities and activities as a vital component for longer-term viability:

1. Establish civic uses in Uptown--for example, as part of a mixed use development on the site between Hadley and Bailey (former Alpha-Beta site), and reinvigorate the Civic Center complex on the southern edge of Uptown through investment in public open space.
2. Establish places for a variety of civic events throughout the year.
3. Continue the public process of the Specific Plan to annually identify priorities, create agreements, revisit phasing of projects, and generate civic pride through public dialogue

H. Implementation

To realize the aesthetic and economic potential of this Specific Plan, it is necessary to consistently identify actions and proposals that realize its vision through one crucial measure:

- Enhance City expertise in design: Use the services of a city architectural consultant and/or city planning staff trained in design to assist in reviewing projects and working with the private sector to realize the best results.



Example of Park Once structure lined with retail uses in an urban setting

CHAPTER 3: IMPLEMENTATION

3.1 INTRODUCTION

3.1.2 Phasing

A general sequencing of the various items is indicated by the order in which they appear within each phase. Many implementation measures may occur simultaneously and appear in sequence for organizational purposes alone. Adjustments to this strategy are inevitable and subject to the needs and priorities of the community over time. These components should be reevaluated and updated annually. Because of the numerous individual ownerships in the plan area, the phasing identified below is less tied to geography within the plan and more concerned with the prioritization of key components necessary for success. The general phases are:

A. Phase 1: Immediate Term (1 month – 1 year)

- Clean or paint over graffiti¹
- Replace etched storefront windows with film-covered ones³
- Power wash all Uptown sidewalks on a weekly basis⁴
- Strictly enforce all on-street parking regulations, especially for short-term parking¹
- Light storefronts until at least 10:00 p.m. every night, and maintain consistent hours among different stores⁴
- Remove or repair all signs at gateways to Uptown, and establish newly designed signage, including on Interstate 605¹
- Establish Park Once District and fees¹
- Commence intensive planting of trees around the periphery of Uptown prior to commencing the tree succession plan on Philadelphia and Greenleaf.

B. Phase 2: Short Term (1 – 5 years)

- Revisit or expand façade improvement program to facilitate existing small businesses and property owners to upgrade storefronts and building façade¹
- Establish incentives for renovation, rehabilitation, and adaptive reuse of historic buildings¹
- Work with Uptown Association and Chamber of Commerce to establish business merchandising education program for small businesses to make them more effective and profitable⁴
- Work with professional retail consultant to attract national retailers to serve as anchor destinations in Uptown, including a boutique food store, bookstore, and clothing stores³
- In conjunction with tree succession plan, remove excessively large planters, widen sidewalks, and permit small outdoor seating areas to enliven sidewalks and attract more visitors¹
- Promote development of former Bank of America building at Greenleaf/Philadelphia²
- Issue RFP for first residential project located on the site at Wardman and Bright²
- Establish a property-owner-based BID
- Issue RFP for Park Once structure at Philadelphia/Bright as a Liner building type with retail and commercial uses²
- Issue RFP for mixed-use development on site bound by Hadley/Comstock/Bailey/Milton:²
 - Option A: Anchor retail and parking structure, with smaller neighborhood retail and housing as liner uses
 - Option B: New public library with residential, retail on Hadley, and public park
- Install up to 32 electronic parking payment machines¹
- Upgrade sewage lines in phases¹
- Upgrade water supply pipes in phases¹
- Work with cable company to upgrade cable network and Wi-Fi in phases in conjunction with infrastructure upgrading¹
- Refurbish parking garage on Bright, between Philadelphia and Bailey²
- Design and build monumentation to mark gateways to Uptown at key intersections¹
- Implement mid-block crossings¹
- Design and build park as part of development on the block bound by Hadley, Comstock, Bailey, and Milton¹
- Begin implementation of tree-planting plan in Section 2.2.2 (Street Trees) of the Plan prior to commencing tree succession plan on Greenleaf and Philadelphia¹
- Begin tree succession plan on Greenleaf and Philadelphia¹

C. Phase 3: Medium Term (5 – 10 years)

- Design and build park in southwest quadrant of Uptown¹
- Design and build up to 4 new Park Once structures¹
- Explore potential to develop church properties into affordable housing and mixed-use (such as commercial and social services) in partnership with non-profit developers
- Completion of first residential projects with new residents increasing safety with “eyes on the street”, providing an enlarged customer base for local businesses, and fulfilling increased housing choices⁵
- Continue tree succession plan on Greenleaf and Philadelphia¹
- Completion of new tree planting on all streets¹

D. Phase 4: Long Term (10 – 20 years)

- Design and build park in southeast quadrant of Uptown¹
- Design and build 2 new Park Once structures²
- Aim for full build out, including:
 - Up to 1,035 residential units in all 10 building types, from single family dwellings to apartments and lofts in liner buildings⁵
 - approximately 800,000 square feet of new retail, including national brands to serve as anchor destinations⁵
 - approximately 700,000 square feet of new commercial, including offices and services⁵
 - approximately 6,000 total parking spaces, with about 2,500 of those in Park Once structures^{1,2,5}
 - 3 new neighborhood parks, including one each serving the northwest, southwest, and southeast quadrants of Uptown¹
 - fully operational property-owner based BID, with operating costs and parking ticket revenues accruing to the City of Whittier. Any additional parking revenues accruing to BID for regular cleaning and power washing, extra safety patrols, landscape maintenance, improved lighting, events, and continuing education programs for small businesses to remain competitive over time³
 - fully functioning Park Once district with up to 8 parking structures, including the refurbished structure on Bright just north of Philadelphia¹
 - full involvement of Whittier College in Uptown, including commercial partnerships with the City of Whittier and Uptown Association, and property investment and mixed-use development⁷

Lead organizations:

- ¹ City of Whittier
- ² Whittier Redevelopment Agency
- ³ Property Owners Association (property-owners business improvement district - PBID)
- ⁴ Merchants Association (Uptown Association / business improvement district - BID)
- ⁵ Private Property Owners
- ⁶ Churches and Social Service Organizations
- ⁷ Whittier College



Before and after images of additional space on sidewalks after removal of excessively large planters and addition of more openings on the street.

3.1.3 First Steps and Tasks

A Promote private sector interest in Uptown Whittier

The vision and benefits of the Specific Plan need to be communicated to the private sector and potential investors. This will fully enable the ability of each property owner to realize the individual economic and land use potential of their property while contributing to the overall revitalization effort.

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
<ul style="list-style-type: none"> • Visit major stakeholder and community groups to communicate adopted plan • Prepare cable TV interview with Mayor/City Council and Director of Community Development discussing the plan 	<ul style="list-style-type: none"> • Convert Uptown Association from tenant-based Business Improvement District (BID) to property-owner-based BID 	<ul style="list-style-type: none"> • Advertise and promote the plan among industry groups 	<ul style="list-style-type: none"> • Enhance appearance of Uptown via graffiti removal, cleaning of sidewalks, replacement of etched storefronts, strict enforcement of short term parking regulations, keep storefronts lit until at least 10 p.m. every night, and maintain consistent store hours 	<ul style="list-style-type: none"> • Establish Park Once District and fees

COMMENTS

- Ongoing public planning process and Uptown beautification process generates momentum demonstrating that implementation of Plan has already started

B Improve public realm through public investment

A major element of Uptown’s identity and future is its public realm, especially its landscape--street trees, plantings, and sidewalks. Smaller, phased investments will attract more visitors and retail customers for more frequent and longer visits, and create an attractive physical environment for private investment. Prior to commencing the tree succession plan, the City will commence the planting of street trees around the periphery of Uptown.

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
<ul style="list-style-type: none"> • Prepare streetscape plan identifying tree replacement species, tree planting design, hardscape treatments, etc. 	<ul style="list-style-type: none"> • Identify first blocks on Greenleaf and/or Philadelphia for aging/damaged trees for replacement in tree succession plan. Begin planting replacement trees on select blocks of Greenleaf and Philadelphia 	<ul style="list-style-type: none"> • Identify first set of excessively large planters on Greenleaf and Philadelphia for removal to widen sidewalks, and in appropriate places, provide small outdoor seating areas for restaurants and cafes 	<ul style="list-style-type: none"> • Remove all large planters on Greenleaf and Philadelphia • Establish permitting process for outdoor seating areas at eating establishments • Begin implementation of street tree replacement planting plan 	<ul style="list-style-type: none"> • Complete tree bulb outs on in diagonal parking on Greenleaf and Philadelphia

COMMENTS

- Work closely with community groups interested in street landscape and street tree issues, and with Uptown Association for providing outdoor seating areas

C Establish Park Once District

The Park Once concept is crucial to the success of Uptown, and needs to be established early on. Park Once structures make more effective use of surface parking lots and vacant lots, share parking needs among different land uses, and make Uptown friendly to both automobiles and pedestrians.

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
<ul style="list-style-type: none"> • Strictly enforce existing parking regulations, and increase revenues from parking • Establish Park Once district and fee structure 	<ul style="list-style-type: none"> • Use existing surface lots and city-owned vacant lots as temporary surface parking lots with fees to accommodate parking while construction of new parking structures begins • Purchase land for future Park Once structures 	<ul style="list-style-type: none"> • Issue RFP for mixed-use development--including Park Once structures lined with residential, retail and/or commercial uses--on former Alpha Beta site and/or on Bright Avenue just south of Philadelphia street 	<ul style="list-style-type: none"> • Fund, design and construct at least one city-owned Park Once structure 	<ul style="list-style-type: none"> • Introduce parking machines for high-demand on-street diagonal parking in the retail core area surrounding the Greenleaf/Philadelphia intersection and adjust parking fees to reach the 85% parking occupancy rate

COMMENTS

- Based on the recommendations of the Specific Plan, Uptown Whittier will require a fully developed and detailed Park Once strategy, including regulations, fees, and professional management

D Strengthen the Role of Retail in the Revitalization of Uptown

In addition to private investment, public realm improvements, and a Park Once strategy, the fourth crucial first step is the role of retail: strengthening local retail through storefront improvements, consistent hours, better lighting, and more effective merchandising, and attracting national retail, especially an anchor food store, book and music store, or a clothing store

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
<ul style="list-style-type: none"> • Work with Uptown Association, Chamber of Commerce and retail consultant to initiate small business education program in Uptown, beginning with simple, effective measures to improve storefront visibility, lighting, and hours 	<ul style="list-style-type: none"> • Strengthen, or revisit, existing retail facade program to help new local retail and assist existing retail with improvements such building facades, storefront redesign, and outside lighting 	<ul style="list-style-type: none"> • Work with Uptown Association, Chamber of Commerce, and retail consultant to convert existing tenant-based Business Improvement District into property-owner based BID and reap benefits of improved property values, higher profits, and over time, increased rents 	<ul style="list-style-type: none"> • Work with Uptown Association, Chamber of Commerce, and retail consultant to revisit existing national retail recruitment strategy, modify approach, and target a retail anchor based on vision of Specific Plan, strong regional housing demand, and ongoing improvements in Uptown 	<ul style="list-style-type: none"> • Establish financial arrangement for Park Once revenues (after operating costs and parking ticket revenues accruing to City of Whittier) to be utilized by BID for ongoing cleaning, safety, landscape maintenance, events, and continuing merchandising education

COMMENTS

- Retail strategy needs a systematic and sustained effort with assistance from the most accomplished national retail consultants to help transform the economic vitality of Uptown

CHAPTER 3: IMPLEMENTATION

3.1 INTRODUCTION

3.1.4 First Steps

A. Projects

The table on the next page describes a menu of capital investment initiatives for the Specific Plan area. The choice of the particular initiative will depend on policy priorities and market interest in Uptown Whittier. At the time of preparation of the Specific Plan, the underlying market economics of the area were favorable, with development interest and pressures from a variety of private sources. A key opportunity created by the adoption of the Specific Plan is the increase in intensity and density allowable for development within the Plan area. The City of Whittier should concurrently develop policies and procedures that recapture the value associated with this rezoning. The table on this page lists the actors primarily responsible for each capital investment initiative.

An important step is for the City to adopt a Community Facilities Districts (CFD) that would cover all or part of the Uptown Specific Plan area and require new development to occur under a CFD. An ordinance would create a CFD on a parcel by parcel basis such that as new development projects are negotiated through development agreements, they would be required to participate in the CFD. The ordinance establishing this should be adopted roughly concurrently with the adoption of the Specific Plan.

B. Project Costs and Resources

The table on the next page, Menu of Capital Investment Initiatives, includes planning-level cost estimates for major projects and public improvements. The table also identifies funding sources and financing methods. Key implementation resources include the Whittier Redevelopment Agency (WRA), as follows:

- Portion of the existing 2005 bond issue
 - » \$6 to \$7 million: Earthquake area
 - » \$2 to \$3 million: Greenleaf area
- Portion of the new 2007 bond issue
 - » Approximately \$8 million: Earthquake area
- Net new increment from the Specific Plan area
 - » Approximately \$15 million

It is neither expected nor desirable to spend all these monies on Uptown.

In order for the Plan implementation to move forward, the WRA will have to issue new debt based on the value of the entitlements vested from the Uptown Whittier Specific Plan. This should yield approximately \$15 million in supportable debt, which can be combined with existing WRA capital to make public improvements in the Plan area. The \$15 million is to be raised through existing scheduled bond issues through approximately 2 year cycles.

In addition to these WRA funds, it will be important to bring in community facilities assessments, including benefit assessment districts and other approaches. A 0.65 to 0.85 levy on net new investment within the Specific Plan area would keep the overall tax burden under 2 percent. The Plan area has the capacity to raise an additional \$25 to \$35 million to support CFD funded improvements within the Plan area, such as parks and a Park Once district.

The Specific Plan has the capacity to produce \$40 to \$50 million from new investment generated from the both the net new tax increment plus CFD capacity. In addition, there are other funding sources that could be accessed to support public improvements, some of which could be based on a rational nexus test. These include a broad variety of impact fees which could be directed towards parking, storm water, and other related improvements. Over time, there may be opportunities to access external funding sources for public improvements over the life of the Plan, particularly in the area of transportation and park acquisition as projects can apply opportunistically for State of California support and for other occasional resources from the U.S. government, such as CDBG.

C. Park Once Structures

A major component of the Specific Plan's implementation are the Park Once structures. The Illustrative Plan in Section 2.1 suggests a number, location, and building footprints of the Park Once structures, but their actual implementation will occur via the thresholds listed in the table on this page, Sequencing of New Park Once Structures. Park Once structures shown in the illustrative plan and transportation diagram are only suggestive, and do not engender any specific expectation on the that particular property. The actual location of each Park Once structure will be conditioned by the geographic pattern of private investment, and a parking structure catchment area of approximately 600 feet in radius from the structure itself.

The calculations in the accompanying table are based on a ratio of 3 parking spaces per 1,000 square feet of retail and commercial space, and a conceptual parking structure of 240 spaces. The conceptual 240 parking-space Park Once structure is an approximate number to determine average dimensions and estimated costs, and is based on a size and scale that is appropriate to the fine-grained fabric of Uptown.

Parking for the first projects in Uptown may be accommodated in a number of ways: as part of the development on the Alpha-Beta site; as a shared agreement with another off-site parking facility nearby; or on the site as a landscaped parking court.

Responsibilities for Capital Investment Initiatives¹

City of Whittier	Whittier Redevelopment Agency	Public-Private Partnerships	Property-Owner Business Improvement District	Whittier College
	Tree succession plan		Tree succession plan	
	1st Park Once structure	1st Park Once structure		
Mid-block pedestrian crossings				
Install electronic parking payment machines				
	2nd Park Once structure	2nd Park Once Structure		
		Park on/adjacent to former Alpha-Beta site		
Park in southwest quadrant of Uptown	Park in southwest quadrant of Uptown			

¹ Capital investment initiatives are described in table on next page

Sequencing of New Park Once Structures in Uptown

Threshold for Introducing New Structure	Possible Location of New Structure	Notes
1. At least 80,000 square feet of new retail and commercial development (including on former Alpha-Beta site)	Within approximately 600 feet of concentration of new development (including on/adjacent to former Alpha-Beta site)	See Illustrative Plan in Section 2.1 and Park Once Strategy Diagram in Section 2.3 for possible locations of Park Once structures
2. At least 160,000 square feet of new retail and commercial development (including next to and adaptive reuse of old Bank of America building)	Within approximately 600 feet of concentration of new development (including adjacent to old Bank of America building)	See Illustrative Plan in Section 2.1 and Park Once Strategy Diagram in Section 2.3 for possible locations of Park Once structures
3. At least 240,000 feet of new retail and commercial development	Within approximately 600 feet of concentration of new development, especially in close proximity to Greenleaf Avenue and Philadelphia Street	See Illustrative Plan in Section 2.1 and Park Once Strategy Diagram in Section 2.3 for possible locations of Park Once structures
4. At least 320,000 feet of new retail and commercial development	Within approximately 600 feet of concentration of new development, especially in close proximity to Greenleaf Avenue and Philadelphia Street	See Illustrative Plan in Section 2.1 and Park Once Strategy Diagram in Section 2.3 for possible locations of Park Once structures
5. At least 400,000 feet of new retail and commercial development	Within approximately 600 feet of concentration of new development, especially in close proximity to Greenleaf Avenue and Philadelphia Street	See Illustrative Plan in Section 2.1 and Park Once Strategy Diagram in Section 2.3 for possible locations of Park Once structures
6. At least 480,000 feet of new retail and commercial development	Within approximately 600 feet of concentration of new development, especially in close proximity to Greenleaf Avenue and Philadelphia Street	See Illustrative Plan in Section 2.1 and Park Once Strategy Diagram in Section 2.3 for possible locations of Park Once structures

Menu of Capital Investment Initiatives

Name of Capital Investment Initiative	Planning-Level Cost Estimate ¹	Public Share	Private Share	Explanatory Notes	Funding Sources	Funding Mechanisms
Tree succession plan on Greenleaf Avenue and Philadelphia Street	Greenleaf: \$ 3,400,000 Philadelphia: \$ 3,400,000	\$ 6,800,000	To be negotiated	Step 1: Replace every other ficus tree with new tree planted at end of diagonal parking spaces Step 2: Remove remaining trees, plant new trees, and complete sidewalk and curb work Note: Cost estimate does not include improved lighting or site furniture	Whittier Redevelopment Agency (WRA) Property-Owner Business Improvement District (PBID)	50% from 2007 WRA bond issue 50% from 2008 Uptown bond issue Enforced via PBID formation agreement with City of Whittier
Design and build first new Park Once structure either on/adjacent to former Alpha-Beta site, or adjacent to old Bank of America building	\$ 8,580,000	\$ 5,100,000	\$ 3,400,000 [to be negotiated]	Cost estimate is based on the design of a medium-size parking structure that is appropriate to the scale, fabric, and streets of Uptown Whittier: A structure with approximately 240 spaces, 114,400 square feet, and 4 levels of parking, including the roof Note: Structure to be lined with retail, commercial, or residential uses that are not included in the cost estimate	Whittier Redevelopment Agency Public-private partnerships	Request for Proposals Development Agreement [plus some from existing 2005/2007 bond issue]
Implement mid-block pedestrian crossings	\$ 560,000	\$ 560,000	0	Two signalized mid-block pedestrian crossings on Painter at Bailey and Wardman, and two pedestrian mid-block crossings with signs on Greenleaf between Penn and Wardman and between Bailey and Hadley	City of Whittier	Capital Improvement Program
Install up to 32 electronic multi-space parking payment machines	\$ 320,000 ²	\$ 320,000	0	Solar powered pay and display parking machines to be installed along Greenleaf and Philadelphia, starting with the retail core at the center of Uptown	City of Whittier	Capital Improvement Program
Design and build second new Park Once structure, either on/adjacent to former Alpha-Beta site, or adjacent to old Bank of America building	\$ 8,580,000	\$ 5,100,000	\$ 3,400,000 [to be negotiated]	Cost estimate is based on the design of a medium-size parking structure that is appropriate to the scale, fabric, and streets of Uptown Whittier: A structure with approximately 240 spaces, 114,400 square feet, and 4 levels of parking, including the roof Note: Structure to be lined with retail, commercial, or residential uses that are not included in the cost estimate	Whittier Redevelopment Agency Public-private partnerships	Request for Proposals Development Agreement [plus some additional amount from 2008 Uptown bond issue]
Design and build park on/adjacent to former Alpha-Beta site	\$ 900,000	0	\$ 900,000	Estimated park size is approximately 45,000 square feet	Public-private partnerships	Development Agreement
Design and build park in southwest quadrant of Uptown	\$ 1,008,000	\$ 1,008,000	0	Estimated park size is approximately 50,400 square feet	City of Whittier Whittier Redevelopment Agency	City-wide park impact fees Community Benefits Assessment Dist.
Design and build between 1 and 4 new Park Once structures, depending on amount of retail and commercial development, and trip generation in Uptown	Cost of each: \$ 8,580,000	\$ 5,100,000	\$ 3,400,000 [to be negotiated]	Cost estimate is based on the design of a medium-size parking structure that is appropriate to the scale, fabric, and streets of Uptown Whittier: A structure with approximately 240 spaces, 114,400 square feet, and 4 levels of parking, including the roof Note: Each structure to be lined with retail, commercial, or residential uses that are not included in the cost estimate	Whittier Redevelopment Agency Public-private partnerships	Request for Proposals Development Agreement [plus some additional amount from 2008 Uptown bond issue]
Design and build park in southeast quadrant of Uptown	\$ 800,000	\$ 800,000	0	Estimated park size is approximately 40,000 square feet	City of Whittier Whittier Redevelopment Agency	City-wide park impact fees Community Benefits Assessment Dist.

Notes:

¹Cost estimates for tree succession plan and parks are based on numbers provided by the landscape architecture firm of Fong Hart Schneider + Partners.

²Cost estimate is provided only as a guide and is based on similar solar powered pay and display machines installed in Sacramento, CA in 2007.

All other estimates are provided by the civil engineering firm of Danjon Engineering.

All figures are planning-level estimates for identifying a general range of potential costs only, and are subject to further refinement during the life of this Specific Plan.

CHAPTER 3 : IMPLEMENTATION

3.3 PROJECTS AND COSTS

3.3.1 Funding and Implementation

The improvements encapsulated in the Uptown Whittier Specific Plan will be financed through a variety of partnerships and private capital investment. As Uptown transitions in the mix and intensity of land uses, there will be corresponding incremental public improvements that can support and facilitate the development. All of the Plan area is within two of the City’s existing redevelopment project area boundaries and will be eligible to access tax increment financing (TIF) as part of the overall redevelopment strategy for the plan funding priorities. The majority of the plan area falls within the Whittier Earthquake Redevelopment Project, while approximately 3 blocks fall within the Greenleaf Avenue Redevelopment Project.

The goal of the Specific Plan is to require that development “pay for itself” by accessing public and private financing mechanisms that can be used to pay for public improvements. There are a number of issues when relying on redevelopment TIF revenues:

- A significant up-front investment via redevelopment revenues is possible only if the agency has access to ‘uncommitted’ cash flows resulting from existing tax increments (TI).
- New development will generate TI that can recouse back to fund public improvements related to that development; however, this can happen only when actual projects have been identified.
- The agency may issue new bonds to pay for some of the up-front costs; however, this is unlikely if these bonds are not related to specific project-driven improvements, or related to housing.

3.3.2 Financing Options

All the capital funding requirements in the Specific Plan should be used in a descending order of preference, as follows:

A. Tax Increment Created By New Investment

The net available tax increment (less affordable housing set-aside where relevant) generated directly by project capital investment in Uptown should be redirected to public improvements for implementation of the Specific Plan, rather than towards public improvements elsewhere in the redevelopment project area outside of the Plan area.

B. Tax Increment Generated by the Entire Project Area

The Specific Plan area should be identified as the development priority for the two redevelopment project areas and any net new increment generated by private investment or any existing unencumbered free cash flow available to the Redevelopment Agency that is currently being generated within the Project Area (less pass-throughs and the affordable housing set-aside where relevant) should be directed to support public improvements within the Specific Plan Area. Additional tax increment revenues will need to be dedicated beyond what is generated within the Specific Plan boundaries.

C. Community Facilities Districts

Use of community facilities district (Mello-Roos) financing should be made available to all private investment that occurs within the Specific Plan area. Mello-Roos financing is a discretionary financing mechanism which the City of Whittier may extend to qualifying projects. The developer or property has access to capital at sub-market rates to provide for infrastructure and public improvements associated with the eventual debt associated with those capital investments being recourse back to the property owner rather than to the City of Whittier. Mello-Roos community facilities district is a financing tool used throughout California and may be a tool for the residential components of the Specific Plan.

D. Benefit Assessment Districts

This is a set of special annual ongoing assessments that function as overrides over and above the existing property tax assessment limitations imposed by Proposition 13 and its various amendments. When a benefit assessment district is adopted, its annual collections can be used for ongoing operations and maintenance of landscaping, lighting, street sewer maintenance, and other public costs, as well as the financing of major capital improvements. This will be the key tool in overcoming operating cost funding gaps identified in the fiscal analysis section.

E. Property Owner Based Business Improvement District (BID)

Although the Uptown retail district has a Tenant BID, it is highly recommended that a property owner BID be established in the area in order to increase funding and stability of the BID. Unlike ad valorem property tax programs, BIDs seek to add specific benefits within a selected business area. They are financed through special assessments on commercial property within a designated district. After petitioning the city to form a BID, passage requires a 50 percent approval by property owners in the area. Once formed, BIDs are governed by a board of directors elected by property owners rather than residents. The board ensures that all BID property owners contribute to the district, though their powers are often limited to an annual budget review.

BID revenues are intended to act as additional revenue rather than a replacement for general funding from the city. For this reason, BID fees are required to stay within the district. Fees are collected from the city, and all assessment funds are returned to the district through annual contract agreements. Fees vary among businesses and are often assessed according to the property’s size and location. Collected revenue provides operational expenses and varying services, including park and open space maintenance and private security forces. Some BIDs in California

also use BID fees for marketing their respective areas through brochures, tourist information, and special events. California law limits a BID’s existence to 5 years, after which the BID must be renewed or terminated.

One of the challenges in forming a property-owner-based BID is when a larger share of the property owners is non-local, especially when they are reside outside the metropolitan area or the state. An inventory of property ownership is likely reveal the mix of ownership in the area. The City and/or the retailers may have to initially engage the property owners through some advocacy efforts in communicating the overall benefits of forming a BID, and how it can leverage self assessed revenues as well as a common decision making platform to attract a much larger customer base, reap higher profits, and yield higher returns on property and small business investments.

F. Impact Fees

The City of Whittier currently does not levy any development impact fees (excluding seismic instrumentation fees, a general plan update fee, and a public art funding fee). In order to be able to provide high quality amenities, fees and assessments tied directly to the construction of new dwelling units or the addition of new square footage of retail and commercial use should also be considered as part of the implementation strategy in order to offset capital costs. Impact fees are subject to a test of “rough proportionality” and would require a more detailed cost analysis, depending on the types of impacts that are anticipated to be mitigated through the development process. Impact fees can be especially effective in offsetting capital costs related to parks and open space acquisition and development, parking facilities, and public and civic facilities.

G. Grants and Other Public Resources

A number of grants and other public resources will need to be leveraged to realize the vision for Uptown Whittier, including:

1. **Federal Historic Preservation Tax Credits** In general, a dollar of tax credit reduces the amount of income tax owed by one dollar. The Federal Historic Preservation Tax Credits can be availed under two categories :
 - The 20% rehabilitation tax credit equals 20% of the amount spent in a certified rehabilitation of a certified historic structure.
 - The 10% rehabilitation tax credit equals 10% of the amount spent to rehabilitate a non-historic building built before 1936.

2. **Community Development Block Grants (CDBG)** The CDBG program by the U.S. Department of Housing and Urban Development (HUD) is a flexible program that provides communities with resources to address a range of community development needs. The CDBG program provides annual

grants on a formula basis to units of local government and states. As a community of more than 50,000 people, Whittier is entitled to receive funds directly from HUD annually. Whittier’s FY 2006 CDBG allocation was \$982,825. In addition Whittier also received funds under separate HUD programs totaling \$478,108. Although these funds are likely to be earmarked for current projects, future CDBG funds should be at least partially directed to the Uptown Specific Plan area, subject to authorization within the Plan area (e.g. for affordable housing co-developed with churches) and adjacent areas.

3.3.3 Redevelopment and Tax Increment Potential

To determine the supportable capital costs associated with the net new investment implied by the Specific Plan, Economic Research Associates (ERA) undertook an analysis of the assessed valuation implied by the Plan’s development program. In this analysis the following assumptions were made:

- Prices for capital costs are expressed in constant 2006 dollars
- California redevelopment laws regarding pass-throughs and the financial transactions of redevelopment agencies do not change over the forecast period.
- Development phasing occurs in the order that is described within the Specific Plan document.
- New product is absorbed by the market at rates equivalent to 2006 prices.

A. Development Program

This represents the total development capacity associated with plan entitlements. This analysis is based on identifying the total potential development that could be physically accommodated within the plan area, given its land use and urban design strategy. It is not clear that this full amount will be absorbed in the manner described, and trade-offs between one or more land uses may occur as differing program types are exchanged within the parameters of the form-based code and market conditions.

Table 3-1, at right, shows the development program by phase and type of development product, including residential and nonresidential land uses. In total, the project is anticipated to add approximately 1,000 new dwelling units at build-out and approximately 1.8 million square feet of non-residential (i.e. retail and commercial) land uses. Table 3-2 translates this development program into an estimate of assessed valuation based on average sales prices or construction costs associated with each of the categories of the program. ERA anticipates that there will be just under \$530 million in total net new residential assessed valuation and approximately \$230 million in net new nonresidential assessed valuation created by the Specific Plan project at build-out.

B. Redevelopment Analysis

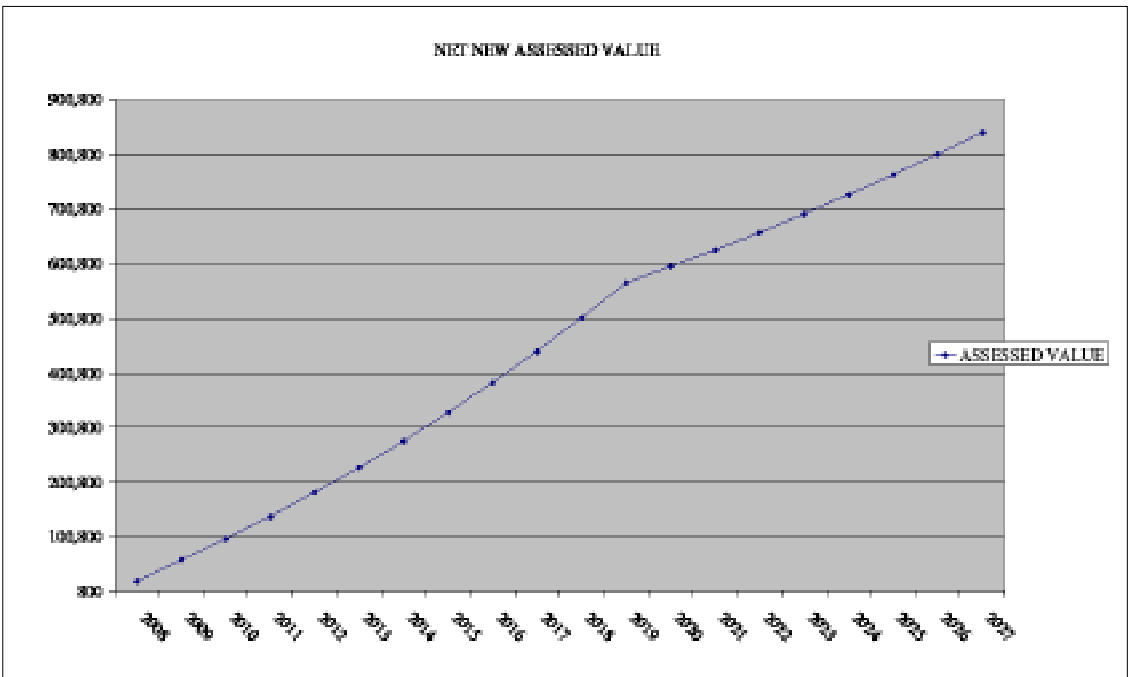
The Uptown Specific Plan area is contained within two separate project redevelopment project areas. The majority is contained within the boundaries of the Earthquake Recovery Project Area and a second smaller portion in the south end of the plan area is contained within the Greenleaf /Uptown Project Area. This will mean that public improvements that are required for this Specific Plan can be funded in part by tax increment financing based on the value of the new private investment that occurs within the plan area. This section will illustrate the available cash flow that will be generated by this development by phase and at build out. Each new investment in properties within the project area will generate new assessed valuation that can be captured (the tax increment) to fund the infrastructure, streetscape, civic buildings and public works that have been identified elsewhere in the plan.

Figure 3-1 shows the growth in assessed valuation for the development program given the limitations imposed by proposition 13 measured against a 3 percent appreciation rate for all real property and a 5% annual turnover rate which accounts for sales of properties which will result in reassessments over time. This new private investment would generate cash flow to the redevelopment project areas over time. Table 3-3 shows the results of this analysis for both project areas and includes existing uncommitted cash flow that is available to the agency.

If the project develops to its maximum capacity it can be expected to generate average annual revenues of over \$7.9 million to the redevelopment agency. Over a 20-year time frame this would result in a total committable cash flow of over twenty years of around \$158 million. This cash flow, depending on interest rates and credit quality would potentially be able to support between \$63 and \$83 million in bonded indebtedness by the redevelopment agency. This cash flow is illustrated in Table 3-3 as a time series based on the anticipated phasing described in the development program.

		Total Development Program				
		Phase 1	Phase 2	Phase 3	Phase 4	Total
Private Investment						
Residential						
Accessory	DU	0	0	9	18	27
Multi-Flex	DU	0	48	81	0	129
Row-Walk	DU	0	0	8	8	16
Bungalow Court	DU	0	34	34	0	68
Live-Work	DU	0	0	22	22	44
Courtyard	DU	0	170	174	0	344
Flats	DU	0	81	81	124	246
Loft	DU	74	37	0	0	111
TOTAL		74	370	419	172	1035
Non Residential						
Retail	Sq. Ft.	0	217,000	178,000	148,000	543,000
Commercial	Sq. Ft.	0	2,200	110,107	251,233	363,339
TOTAL		0	220,100	288,107	403,233	911,440

		Assessed Valuation					AV							
		Sq. Ft.	\$/sq. Ft.	Average \$ Per Unit	Phase 1	Phase 2	Phase 3	Phase 4	TOTAL	Phase 1	Phase 2	Phase 3	Phase 4	TOTAL
Residential														
Accessory	DU	429	380	325,000	-	-	2,025,000	4,050,000	6,075,000	-	-	-	-	6,075,000
Multi-Flex	DU	1380	380	480,000	-	21,870,000	44,220,000	-	66,090,000	-	-	-	-	66,090,000
Row-Walk	DU	1200	380	420,000	-	-	3,408,000	3,408,000	6,816,000	-	-	-	-	6,816,000
Bungalow Court	DU	1000	480	480,000	-	29,160,000	29,160,000	-	58,320,000	-	-	-	-	58,320,000
Live-Work	DU	2100	380	798,000	-	-	18,810,000	18,810,000	37,620,000	-	-	-	-	37,620,000
Courtyard	DU	1800	380	684,000	-	68,400,000	68,400,000	-	136,800,000	-	-	-	-	136,800,000
Flats	DU	1800	380	684,000	-	24,252,000	24,252,000	24,252,000	48,504,000	-	-	-	-	48,504,000
Loft	DU	890	340	303,000	28,863,000	11,881,000	-	-	40,744,000	-	-	-	-	40,744,000
TOTAL					28,863,000	118,731,000	214,878,200	78,071,000	439,542,200					439,542,200
Non Residential														
Retail	Sq. Ft.		126	-	-	24,527,000	22,218,000	18,488,000	70,233,000	-	-	-	-	70,233,000
Commercial	Sq. Ft.		180	-	-	382,000	17,628,720	43,248,280	61,258,999	-	-	-	-	61,258,999
TOTAL						24,809,000	40,846,720	61,736,280	131,491,999					131,491,999



Above, left: Table 3-1: Total development program, based on illustrative plan

Above: Figure 3-1: Graph showing net new assessed value over time

Left: Table 3-2: Assessed valuation based on average sales price or construction costs

Note: DU = Dwelling Units
Sq. Ft. = Square Feet

Below: Table 3-3: Flow of funds

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
Committed New AV	\$ 20,317	\$ 57,225	\$ 97,081	\$ 138,286	\$ 181,762	\$ 227,307	\$ 275,121	\$ 327,291	\$ 383,028	\$ 441,071	\$ 501,923	\$ 565,251	\$ 632,612	\$ 702,621	\$ 773,939	\$ 849,994	\$ 928,367	\$ 1,008,627	\$ 1,090,274	\$ 1,173,700	
Earthquake Recovery Project Area¹	\$ 1,071	\$ 1,132	\$ 1,268	\$ 1,429	\$ 1,607	\$ 1,798	\$ 1,999	\$ 2,194	\$ 2,403	\$ 2,598	\$ 2,735	\$ 2,812	\$ 2,831	\$ 2,785	\$ 2,671	\$ 2,506	\$ 2,291	\$ 2,064	\$ 1,826	\$ 1,576	
Greenleaf-Uptown Project Area¹	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84	\$ 157	\$ 332	\$ 596	\$ 957	\$ 1,414	\$ 1,989	\$ 2,700	\$ 3,583	\$ 4,646	\$ 5,989	\$ 7,714	\$ 9,824	
Total funds collected	\$ 1,071	\$ 1,132	\$ 1,268	\$ 1,429	\$ 1,607	\$ 1,798	\$ 1,999	\$ 2,278	\$ 2,566	\$ 2,930	\$ 3,331	\$ 3,769	\$ 4,246	\$ 4,774	\$ 5,371	\$ 6,049	\$ 6,887	\$ 7,973	\$ 9,340	\$ 10,998	
Committable Cash flow by Agency (non-housing)	\$ 1,071	\$ 1,132	\$ 1,268	\$ 1,429	\$ 1,607	\$ 1,798	\$ 1,999	\$ 2,278	\$ 2,566	\$ 2,930	\$ 3,331	\$ 3,769	\$ 4,246	\$ 4,774	\$ 5,371	\$ 6,049	\$ 6,887	\$ 7,973	\$ 9,340	\$ 10,998	
Cumulative committable cash flow	\$ 48,861																				
Average annual cash flow	\$ 2,423																				
Repayable Capital Costs	28,422 (High Estimate @ 6.6%) 14,716 (Low Estimate @ 3.3%)																				
	-150 million from existing financing capacity																				
Net Present Value of IFC	\$26,724																				

Source: ¹ ERA, completed 2008 analysis of net new investment

3.3.4 Fiscal Impact Analysis

The objective of the fiscal impact analysis is to estimate the net fiscal costs or revenues to the City of Whittier during a stable operating year, at build out of the Uptown Specific Plan. The costs and revenues are based on the City's current operating scenario using information from the adopted 2005-06 budget. This is a preliminary analysis, with the primary objective of identifying the order of magnitude impacts and gauging any gaps in cost coverage. These impact calculations are based on the net new growth in the proposed Specific Plan area as represented by the illustrative plan scenario (see Chapter 2). It is important to note that the illustrative plan represents a build out scenario of development capacity in the area, and is not necessarily a representation of what may actually be absorbed by the market. For the purposes of this analysis, however, ERA has made certain preliminary absorption assumptions for the residential and non-residential uses as illustrated in the RDA revenue calculation section. Net fiscal impacts to the City's General Fund are presented on an annual basis over a 20-year period.

A. Revenue Factors

As shown in Table 3-4, we have identified revenue streams that are likely to be affected by incremental growth in the project area and allocated a pro-rata share attributed to land use type. We have derived this share by converting non-residential uses to an Equivalent Dwelling Unit (EDU) format. As the project is in a Redevelopment Project area no property tax revenues are assumed to flow into the General Fund. A number of other revenue streams are calculated separately based on project specifics.

B. Retail Sales

Table 3-5 presents taxable retail sales calculations for the project area (presented in 5-yearly increments). There are two components of taxable retail sales. The first is the potential retail expenditures from new residents, captured in the City of Whittier, outside the project area, and the second is net new taxable retail sales generated within the project area. ERA has assumed a capture rate of 25 percent in terms of new taxable expenditures from residents, and has assumed retail sales of \$200/s.f. for new retail space within the project area – net of any internal transfers.

General Fund Revenues						
	Adopted (2005-06)	Affected by Growth	Pro-Rata Factor	Per + EDU	Per Employee	
TREAS						
Property Taxes	\$ 2,750,984	n.a	n.a			
Sales and Use Tax	9,096,810	Y	Calculated Separately			
Franchise Tax	1,040,000	Y	EDU	28.85		
Utility Users Tax	7,200,000	Y	EDU	206.66		
Transient Occupancy Tax	150,000	Y	n/a			
Business Licenses	810,000	Y	Employee		23.14	
Fees and Forfeitures	673,500	Y	EDU	18.33		
Motor Vehicle In-Use	1,456,137	Y	Calculated Separately			
Use of Money & Property	805,540	N	-			
SFS Police Contract	1,820,221	N	-			
Change for Services						
General Govt.	1,154,721	Y	EDU	44.03		
Other	2,972,010	Y	EDU	83.31		
Other Misc. Revenues	1,447,843	Y	EDU	156.37		
Transfers In	1,204,550	N	-			
	\$ 43,481,520			\$542.15	\$ 23.14	

* EQUIVALENT DWELLING UNIT

Above: Table 3-4: General Fund Revenues Note: Numbers in tables are based on budget at the time of the preparation of the Specific Plan.

Below: Table 3-6: General Fund Expenditures

General Fund Expenditures						
	Adopted (2005-06)	Affected by Growth	Variable [%]	Variable Costs	Pro-Rata Factor	Per EDU
City Council	\$ 61,383	Y	35%	\$ 22,384	EDU	\$ 0.66
City Attorney	264,044	Y	35%	\$ 92,415	EDU	2.43
City Manager	1,379,324	Y	35%	482,765	EDU	
City Clerk / Treasurer	1,108,450	Y	35%	387,856	EDU	13.14
Human Resources	595,041	Y	35%	208,264	EDU	5.98
Community Development	1,158,184	Y	45%	521,820	EDU	28.07
Library	2,881,974	Y	100%	2,881,974	EDU	82.72
Parks	4,084,732	Y	100%	4,084,732	EDU	117.25
Community Services	3,003,906	Y	75%	2,252,930	EDU	65.31
City Controller	1,200,807	Y	35%	420,282	EDU	12.06
Public Works	5,700,771	Y	90%	5,130,694	EDU	147.37
Police						
Administration	14,464,363	Y	100%	14,464,363	EDU	472.38
SFS Policing Team	5,827,916	N	-	-	-	-
Cost Enforcement / Liens	385,186	Y	100%	385,186	EDU	11.06
Whitwood Mall	140,561	Y	100%	140,561	EDU	4.28
Local Law Enforcement Block Grant	71,871	N	-	-	-	-
CLUPS in School	341,780	Y	100%	341,780	EDU	9.81
	\$ 45,313,516			\$ 34,411,199		\$ 973.86

* EQUIVALENT DWELLING UNIT

Retail Sales						
	Year 1 2008	Year 5 2012	Year 10 2017	Year 15 2022	Year 20 2027	
Residential (Units)						
Accessory	27	0	0	5	27	
Multi-Fam	136	0	28	99	136	
Row Walk	16	0	0	6	16	
Hangar Court	108	0	54	84	108	
Live Work	44	0	0	14	44	
Courtyard	347	0	115	277	347	
Flats	244	0	48	97	244	
Loft	111	74	98	111	111	
Total Units	1025	74	319	693	1025	
HH Income (\$KHH)	51,180	531,582	572,981	588,199	5108,719	
Retail Expenditures (\$MHH)	33%	1,813	11,054	21,543	34,370	38,032
Capture Outside SPA (\$MHH)	15%	\$ 272	\$ 1,658	\$ 3,832	\$ 5,153	\$ 5,708
Cumulative Retail s.f.			145,267	323,680	450,188	543,500
On Site Retail Sales @ \$200/s.f.		\$ 29,053	\$ 64,734	\$ 90,038	\$ 108,700	
Total Taxable Sales \$MHH	\$ 272	\$ 30,711	\$ 68,568	\$ 95,193	\$ 114,408	
Sales Taxes	\$ 2,730	\$ 307,114	\$ 683,675	\$ 951,928	\$ 1,144,077	

Above: Table 3-5: Retail Sales

Below: Table 3-7: Project Annual Fiscal Impacts

PROJECT ANNUAL FISCAL IMPACTS (\$'000s)					
	Year 1 2008	Year 5 2012	Year 10 2017	Year 15 2022	Year 20 2027
Population	111	717	1,436	2,222	2,438
Dwelling Units	74	319	493	926	1,033
Employees	-	295	843	1,491	2,127
EDU ¹	74	348	834	1,173	1,390
Property Taxes²	\$ 3	\$ 25	\$ 62	\$ 169	\$ 217
Sales Taxes	3	307	686	932	1,144
VLF/A³	20	176	438	638	816
MVLF⁴	1	5	11	14	16
Other Revenues⁵	40	200	432	437	734
TOTAL REVENUES	\$ 66	\$ 713	\$ 1,458	\$ 2,411	\$ 2,946
TOTAL EXPENDITURES⁶	\$ 72	\$ 339	\$ 812	\$ 1,144	\$ 1,334
NET IMPACTS	\$ (6)	\$ 374	\$ 646	\$ 1,267	\$ 1,612

¹Based on Property Tax "Pass Through" to the City
²EDU = Equivalent Dwelling Unit assuming 1 employee equals 0.5 residents
³Vehicle License Fee Adjustment Amount (Property Tax backfill based on Assessed Value Increases)
⁴Motor Vehicle License Fees (Based on SCO Data)
⁵Based on Citywide EDU factors for revenues and costs from the Adopted 2005-06 Budget

C. Cost Factors

Table 3-6 presents current General Fund expenditures incurred by the City of Whittier. Fire protection is provided through LA county through a district, and fire prevention services are paid through property taxes. Note that the City does not have any Fire Protection expenditures since it is a County responsibility. In order to calculate per-unit cost factors allocated by land use (pro-rated on an EDU basis), ERA has adjusted the total current departmental expenditures to reflect variable costs only. This adjustment allows for more realistic marginal cost increases and economies of scale; for example, certain departmental costs will remain fixed irrespective of physical growth (primarily associated with administrative functions).

D. Net Impact – Current Scenario

Table 3-7 and Figure 3-2 present total fiscal revenues generated from the plan area under current conditions. As seen in the Table, new growth will contribute approximately \$4 million in annual fiscal revenues. The estimated expenditures are approximately \$1.7 million annually. ERA has estimated motor Vehicle License Fee (VLF) and VLF adjustment amounts from the state as separate line items based on the latest data from the California State Controller's Office. Note that the significant amount of VLF adjustment is generated by the property tax backfill from the State based on assessed valuation increases in the City. The net fiscal impact to the City's General Fund based on the above scenario is approximately \$2.3 million at build out, which increases marginally over future years VLF adjustment amounts increase due to AV increases from turnovers. The General Fund will receive property tax revenues after the Redevelopment Projects expire.

E. Statement of Consideration

Traffic demand increases generated by the Specific Plan will result in the need for intersection, roadway and pedestrian improvements in various locations of the City as detailed in the traffic study. The identified mitigation measures, if implemented, will maintain operations within City standards of acceptability.

Determining when various mitigation measures are required will necessitate the development of a traffic monitoring program by the City. The program will measure roadway service levels on a yearly or semi-annual basis. When an intersection or roadway segment is determined to be operating below the acceptable threshold, the City will make a determination as to the implementation of the appropriate mitigation measure (as generally set forth in the traffic study). Measures for pedestrian improvements will also be determined by the City Council.

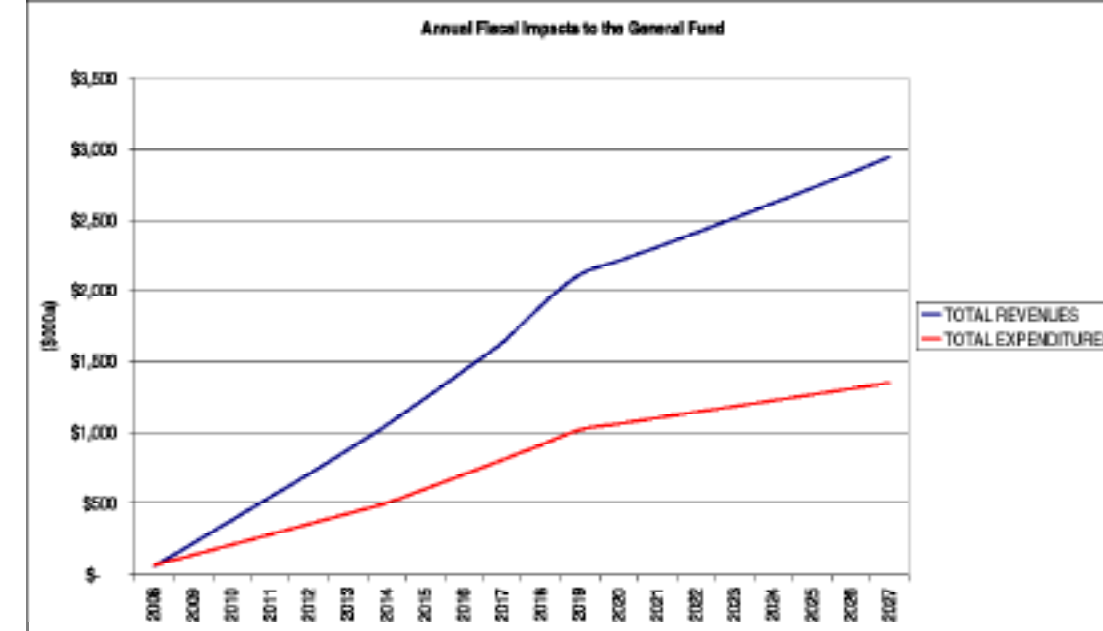


Figure 3-2: Annual Fiscal Impacts to the General Fund

CHAPTER 3: IMPLEMENTATION

3.4 INFRASTRUCTURE

3.4.1 Water Supply

A. Existing Conditions

The Uptown Whittier Specific Plan area is served by water distribution piping ranging in size from 4 inches to 12 inches. Water supply is provided by the City of Whittier.

B. Proposed Improvements

To support the potential development of the Plan, the following necessary:

Penn Street: Install a 12-inch pipeline from Whittier Boulevard on the west to Painter Avenue on the east.

C. Estimated Costs

The estimated cost of installing the new water supply pipe is \$1,969,000.

3.4.2 Sewage Disposal

A. Existing Conditions

The Uptown Whittier Specific Plan area is served by the City of Whittier's sanitary sewer system. This system contains sewage collection piping ranging in size from 6 inches to 10 inches.

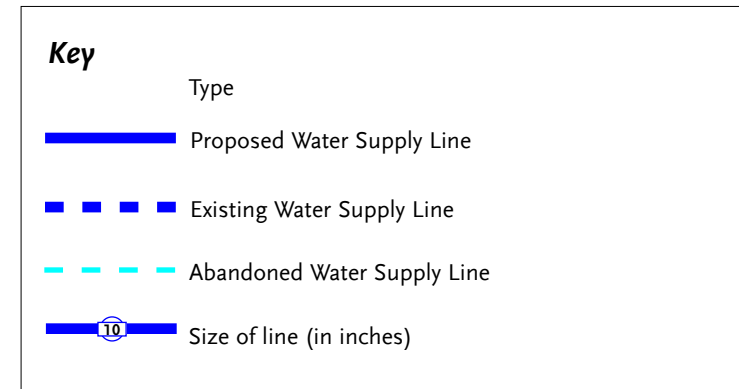
B. Proposed Improvements

To support the potential development of the Plan, the following necessary:

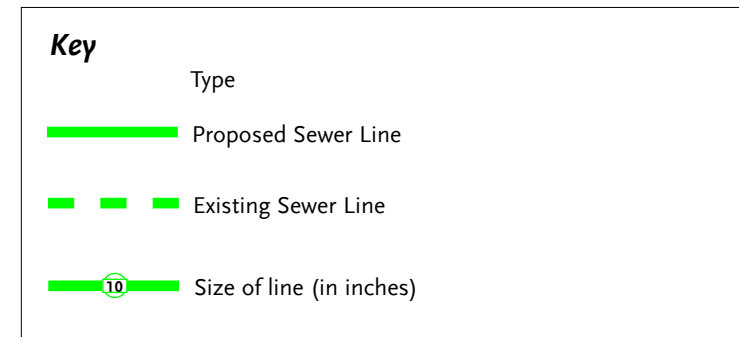
1. Alley just east of Newlin, between Wardman and Philadelphia: Replace 6 inch pipe with 10 inch pipe at lower profile elevation
2. Alley just east of Milton, between Wardman and Bailey: Replace 6 inch pipe with 10 inch pipe at lower profile elevation
3. Alley just east of Greenleaf, between Wardman and Hadley: Replace 6 inch pipe with 10 inch pipe at lower profile elevation
4. Alley just east of Bright between Wardman and Hadley, connecting to alley just north of Park until Friends: Replace 6 inch pipe with 10 inch pipe at lower profile elevation
5. Alley just east of Washington, between Wardman and Bailey: Replace 6 inch pipe with 10 inch pipe at lower profile elevation

C. Estimated Costs

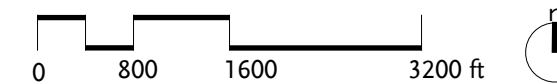
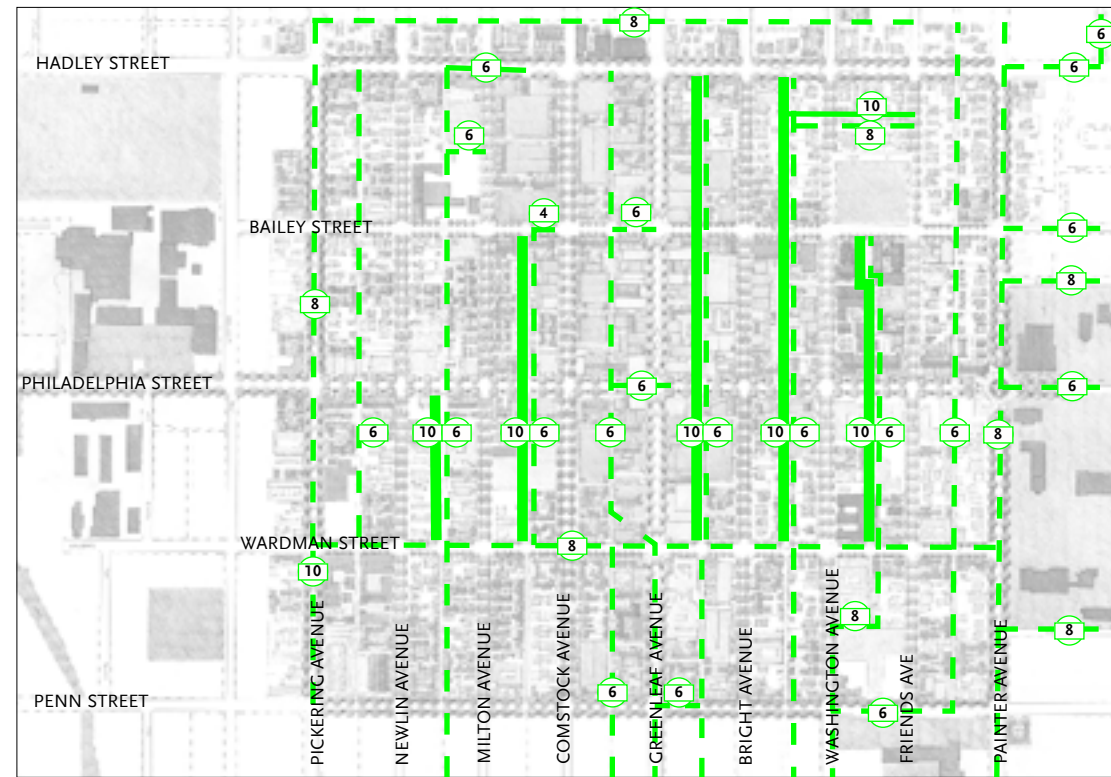
The estimated cost of installing the new sewage disposal pipes is \$1,674,000.



Note: This is an estimate based on knowledge at the time of preparation of the Specific Plan. Water supply requirements and proposed improvements shall be consistent with the City of Whittier Master Plan, approved by City Council on May 13, 2008 and future addenda. Future development and redevelopment should evaluate demand and fire flow requirements at an appropriate stage of plan preparation and submittal and approval process, to determine whether additional improvements or upgrades are necessary.



Note: This is an estimate based on knowledge at the time of preparation of the Specific Plan. This sewage plan shall be consistent with the City master plan currently underway.



3.4.3 Stormwater Drainage

A. Existing Conditions

The Uptown Whittier Specific Plan area is served by a stormwater drainage system consisting primarily of 8 inch diameter pipes.

B. Proposed Improvements

The area has a history of draining well within the street right-of-way, and thus no new drainage facilities are proposed.

3.4.4 Other Utilities

A. Natural Gas

The Uptown Whittier Specific Plan area is served by the Southern California Gas Company, which has indicated that the existing infrastructure is a grid pattern of gas facilities in a range of sizes, and is adequate to serve the proposed development.

B. Electricity

The Uptown Whittier Specific Plan area is served by the Southern California Edison Company, which was unable to provide the labor and material cost necessary to serve the increased density. The civil engineering firm, Danjon Engineering, estimates the cost of underground lines and additional transformers to be approximately \$1,500,000.

C. Telephone

The Uptown Whittier Specific Plan area is served by Verizon, which has indicated that they service the area via a grid pattern and no change in the existing infrastructure is required for the proposed development.

D. Cable (including internet connections)

The Uptown Whittier Specific Plan area is served by Charter Communications with existing overhead CATV and fiber-optics cable. To support the development of the Plan, approximately 4.5 miles of CATV and fiber optic cable is required. The estimated cost of installing the conduits is approximately \$1,500,000.

3.4.5 Financing

Improvements to infrastructure should be made as additional capacity is required, and should be financed through user fees.

