



## **7.0 IMPLEMENTATION ELEMENT**

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### **7.1 PURPOSE AND SCOPE**

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The effect of this Specific Plan on the redevelopment and revitalization of Downtown Belmont can only be realized to the degree that the objectives, policies, and guidelines of the Plan can be effectively implemented. The strategy developed for the systematic implementation of this Specific Plan consists of a combination of regulatory, capital improvement financing, and administrative redevelopment actions to be carried out by the City. This strategy intends to forge a partnership for joint public and private sector action and will require a continuous and on-going process of refinements and adaptations to economic opportunities. The purpose of this element is to identify 1) the planning and regulatory measures which can direct private redevelopment efforts over the long-term, 2) the public improvements necessary to achieve downtown goals and objectives and the financing methods which are available, and 3) the administrative actions which the City Redevelopment Authority can take to promote and encourage a public-private partnership in redevelopment.

This element provides the City with a prioritized step-by-step public implementation program which includes a listing of required General Plan and zoning changes, necessary Redevelopment Agency actions, public improvements and preliminary cost estimates, a phasing schedule for public sector activities, and other general downtown programs.

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### **7.2 IMPLEMENTATION GOAL AND OBJECTIVES**

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#### **GOAL:**

**ESTABLISH A PHASED IMPLEMENTATION ACTION PROGRAM FOR JOINT PUBLIC AND PRIVATE SECTOR INVOLVEMENT, AND PROVIDE A FRAMEWORK FOR THE CONTINUED ADMINISTRATION OF REGULATORY CAPITAL IMPROVEMENT AND REDEVELOPMENT ACTIVITIES NECESSARY TO CARRY OUT THE SPECIFIC PLAN.**

#### **OBJECTIVES:**

This goal can be realized through the accomplishment of the following objectives:

##### **1. Plan Regulation and Administration Objective**

**Administer the Specific Plan in conformance with stated mandates, which include an annual review, preparation of an annual report, and actions to carry out the**

intents and programs of the Plan. Ensure consistency between the Specific Plan and other regulatory measures administered by the City to direct land use development.

**2. Public Improvement and Financing Objective:**

Carry out a prioritized public improvement program which enhances downtown appearance, promotes high quality private sector development, and improves the effectiveness of downtown infrastructure.

**3. Redevelopment Program Objective:**

The Redevelopment Agency should use its influence and capabilities in facilitating a public/private partnership approach to achieving downtown redevelopment goals, plans and projects.

The Redevelopment Agency can serve as an important catalyst in stimulating and spearheading a wide range of downtown projects but especially in initiating and assisting in the implementation of the Village Center program. The Redevelopment Agency should take an active role and should focus its efforts on this project.

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**7.3 PLAN REGULATION AND ADMINISTRATION POLICIES AND ACTIONS**

**OBJECTIVE:**

**ADMINISTER THE SPECIFIC PLAN IN CONFORMANCE WITH STATED MANDATES, WHICH INCLUDE AN ANNUAL REVIEW, PREPARATION OF AN ANNUAL REPORT, AND ACTIONS TO CARRY OUT THE INTENTS AND PROGRAMS OF THE PLAN. ENSURE CONSISTENCY BETWEEN THE SPECIFIC PLAN AND OTHER REGULATORY MEASURES ADMINISTERED BY THE CITY TO DIRECT LAND USE DEVELOPMENT.**

**GENERAL PLAN AMENDMENTS POLICIES:**

Government Code, Section 65454 states that "A Specific Plan may not be adopted or amended unless the proposed Plan is consistent with the General Plan." The following action statements identify those amendments to the existing General Plan which are necessary to ensure consistency between the General Plan and this Specific Plan.

**7.3.1 General Plan Land Use Map Amendment Action. The City shall amend the Land Use Map of the General Plan by delineating the boundary of the Downtown planning area and noting on the map that the land use designations within this area shall be governed by the Downtown Belmont Specific Plan.**

**7.3.2 General Plan Land Use Policy Amendment Action.** The City shall amend the Commercial Areas Policy 4 and 5, page 2-12 and 2-13 of the City General Plan to state that "land use development within the Central Business District shall be regulated by the policies and guidelines of the Downtown Belmont Specific Plan".

**7.3.3 General Plan Circulation Element Amendment Action, Arterial Street Description.** The City shall amend the description of arterial streets (paragraph 2090, page 2-45) to designate Old County Road north of Ralston as an arterial street containing 2 lanes, a pavement width of 64 feet, and a right-of-way of 84 feet. Similarly, Old County Road north of Ralston shall be removed from designation as a major collector (paragraph 2097).

**7.3.4 General Plan, Circulation Element Amendment Action, Major Collector Street Description.** The City of Belmont shall amend the description of major collector streets (paragraph 2097) to designate Sixth Avenue south of Ralston, and O'Neill Street east of Sixth Avenue as major collectors. Sixth Avenue south of Ralston shall be removed from designation as a collector street (paragraph 2099).

**7.3.5 General Plan, Circulation Element Amendment Action, Collector Street Description.** The City shall amend the description of collector streets (paragraph 2099) to designate Sixth Avenue north of Ralston Avenue; Cypress Avenue north of Hill Street to Middle Road; Harbor Boulevard west of El Camino Real; and Palm Avenue, as collector streets. Emmett Street shall be eliminated as a collector street designation.

## **ZONING AMENDMENTS**

Whereas the policies of this Specific Plan provide an overall "blueprint" or description of the desired results of downtown redevelopment and revitalization, they are intended to be adopted as resolution by the City Council. As resolution, these policies would not have direct regulatory authority over land development, but are only "a declaration with respect to future purpose or proceedings" (OPR, 1988).

The mechanism by which the City can enforce its regulatory authority is through ordinance. An ordinance is a local law which is adopted with all the legal formalities of a statute. The following action statements identify those revisions or amendments to existing ordinances and plans which must be made such that the tools available to the City to enforce their land use authority are consistent with the policies and guidelines of this Plan.

**7.3.6 Village Center Zoning Amendment Action.** The City shall either amend the existing General Commercial (C-2) Zoning District, Section 5.2, or shall create a new zoning district to incorporate the following development standards from Table 7.1 as they pertain to the Downtown Planning Area.

**Table 7.1  
VILLAGE CENTER DEVELOPMENT STANDARDS**

- Permitted Uses:** Establishments which can satisfy the general objectives of creating a lively, attractively designed mix of storefront uses. Such establishments may include the sales of retail products and services, personal services or commodities, general business offices when located on the third floor, and public recreation and open space. Permit up to 3,000 square feet of first floor building area to be used for banking services.
- Conditional Uses:** Pet stores, public and private libraries, museums, uses conducted before 7:00 a.m. or after 11:00 p.m., and circuses and carnivals.
- Intensity:** FAR = 0.75 for parcels greater than 1 acre  
FAR = 0.50 for parcels less than 1 acre
- Setback Requirements:** The "Village Center" setback, as described in Policy 4.5.4 shall apply to Ralston Avenue and El Camino Real. The "Streetwall Plaza" setback, as described in Policy 4.5.4 shall apply to Sixth Street. The "Urban Streetwall" setback, as described in Policy 4.5.4 shall apply to Waltermire Street.
- Building Height:** The maximum building height shall be 3 stories (40 feet), with the exception of a special landmark feature such as a clock or bell tower which shall be allowed with no height limitations. The predominant building height shall be 2 to 3 stories, stepping back from a 1 story streetwall at the corner of Ralston Avenue and El Camino Real (see Figure 3.1).
- Parking:** 4 spaces per 1,000 square feet of net retail and/or office space, as per City Zoning Ordinance Section 8.4. Restaurant and office uses facilities allowed and encouraged to share parking facilities, thereby reducing the total potential parking demand.
- Landscaping:** A landscaped public plaza of a minimum size of 2,500 sq. ft. shall be provided within the Village Center. Perimeter plantings, parking islands and street trees shall be provided in a manner consistent with the streetscape policies of the Urban Design Element of the Downtown Specific Plan. Street trees and interior tree plantings shall be spaced no greater than 30 feet on center. Planters shall be provided within all pedestrian plazas and walkways.

**7.3.7 General Commercial Zoning Amendment Action.** The City shall amend the existing General Commercial (C-2) Zoning District Section 5.2 to incorporate the following development standards from Table 7.2 as they pertain to the Downtown Planning Area.

**Table 7.2  
GENERAL COMMERCIAL DEVELOPMENT STANDARDS**

- Permitted Uses:** Retail stores engaged in the selling of retail products and services, establishments which supply personal services or commodities, general and professional business offices and parks, public recreation and open space facilities.
- Conditional Uses:** Gas stations, parking lots, churches and religious establishments, pet stores, private clubs and lodges, private and public libraries and museums, any use conducted before 7:00 am. or after 11:00 p.m., circuses and carnivals, taverns and lounges, auto-related accessories, commercial amusement and entertainment centers, and multiple-family residential dwelling units which comply with the standards for High Density Residential Districts as established under this Plan.
- Intensity of Use:** FAR = 0.5
- Setback Requirements:** "Urban Streetwall", "Streetwall Plaza", and "Landscaped Building Frontage" setbacks shall apply to the General Commercial District, as shown on Figure 4 3.
- Building Height:** The maximum building height shall be 3 stories (40 feet). Buildings with frontage along Ralston Avenue and El Camino Real shall have a maximum streetwall of 28 feet in height. Additional stories shall be set back from the streetwall consistent with Policy 4.5.2 of this Plan.
- Parking:** Parking facilities shall be provided as required or permitted in Section 8.0 of the City Zoning Ordinance.
- Landscaping:** A range between 10% and 15% of the gross site area shall be planted and landscaped, as determined appropriate by City Staff. A minimum of 1 tree shall be provided for each 400 square feet of landscaped area.

**7.3.8 Mixed Commercial/Residential Zoning Amendment Action.** The City shall either amend the existing General Commercial (C-2) Zoning District, Section 5.2; or shall create a new zoning district to incorporate the following development standards from Table 7.3 as they pertain to the Downtown Planning Area.

**Table 7.3  
MIXED COMMERCIAL/RESIDENTIAL DEVELOPMENT STANDARDS**

- Permitted Uses:** Retail stores engaged in selling retail products and services, establishments which supply personal services or commodities, public recreation or open space facilities, and multiple family residential dwelling units consistent with the standards for high density residential developments as described in this Plan.
- Conditional Uses:** Pet stores, public and private libraries, museums, all uses conducted before 7:00 a.m. or after 11:00 p.m., private clubs and lodges, churches, gas stations, commercial entertainment and amusement centers, theaters, and single family residential development consistent with the standards for low density residential development as described in this Plan.
- Intensity of Use:** Commercial FAR = 0.5  
Residential FAR = 1.0  
Combined Use FAR = 1.0 FAR (residential) and 0.5 FAR (commercial) equals 1.5
- Minimum Lot Size:** 7,200 square feet
- Minimum Street Frontage:** 72 feet
- Setback Requirements:** "Urban Streetwall", "Streetwall Plaza", and Landscaped Building Frontage" setbacks shall apply to the Mixed Commercial/Residential District, as shown on Figure 4.3.
- Building Height:** Maximum building height shall be 3 stories (40 feet). Buildings with frontage along Ralston Avenue and El Camino Real shall have a maximum streetwall of 28 feet in height. Additional stories shall be set back consistent with Policy 4.5.2 of this Plan.
- Parking:** Parking facilities shall be provided as required or permitted in Section 8.0 of the City Zoning Ordinance. Building intensities of greater than 05 FAR assume that underground parking facilities would be required to meet on-site parking demands. A minimum of 50% of the required parking for commercial uses shall be located on the ground floor.
- Landscaping:** 1) Residential projects shall provide 300 square feet of yard area for each unit located on the ground floor, and an additional 150 square feet of yard area for each unit located above the ground floor. 2) Commercial projects shall provide landscaped yards equal to a range of between 10% and 15% of the gross site area. 3) Mixed commercial/residential projects shall provide landscaped yards equal to 10% of the total gross floor area of the combined uses, or 15% of the total gross site area, whichever provides the greatest amount of landscaping.

**7.3.9 Highway Commercial Zoning Amendment Action.** The City shall amend the existing Highway Commercial (C-3) Zoning District, Section 5.4 of the Zoning Ordinance to incorporate the following development standards from Table 7.4 as they pertain to the Downtown Planning Area.

**Table 7.4  
HIGHWAY COMMERCIAL DEVELOPMENT STANDARDS**

- Permitted Uses:** Any use permitted in the General Commercial District, and retail stores and service establishments which supply commodities or provide services primarily to meet the needs of the community and the traveling public.
- Conditional Uses:** Any use conditionally permitted in the General Commercial District, ambulance services, car washes, food and service drive-through establishments, motels, machinery sales rental and service, vehicular repair shops and other similar establishments. Residential Development consistent with the standards for high, medium or low density residential districts, as established by this Plan, may be allowed as a conditional use upon grant of a use permit.
- Intensity of Use:** FAR = 0.5
- Setback Requirements:** "Village Center", "Urban Streetwall", "Streetwall Plaza", and "Landscaped Building Frontage" setbacks shall each apply to the Highway Commercial District, as shown on Figure 4.3 of this Plan.
- Building Height:** The maximum building height shall be 3 stories (40 feet). Buildings with frontage along El Camino Real and Ralston Avenue shall have a maximum streetwall of 2 stories (28 feet) in height. Additional stories shall be stepped back consistent with Policy 4.5.2 of this Plan.
- Parking:** Parking facilities shall be provided as required or permitted in Section 8 of the City Zoning Ordinance.
- Landscaping:** A range of between 10% and 15% of the gross site area shall be planted and landscaped as appropriate by City Staff. A minimum of one tree shall be provided for each 400 square feet of landscaped area.

**7.3.10 Service Commercial Zoning Amendment Action.** The City shall amend the existing Service Commercial (C-4) Zoning District, Section 5.5 of the Zoning Ordinance to incorporate the following development standards from Table 7.5 as they pertain to the Downtown Planning Area.

**Table 7.5  
SERVICE COMMERCIAL DEVELOPMENT STANDARDS**

- Permitted Use:** Any use permitted in the Service Commercial District, except that the zoning ordinance shall be amended to eliminate the following permitted uses - dry cleaning and public laundries, food stores, liquor stores, drug stores, retail bakeries, and restaurants are not permitted uses.
- Conditional Uses:** Any use conditionally permitted in the Service Commercial District, except that the following uses shall be added as conditional uses - dry cleaning and public laundries, food stores, liquor stores, drug stores, retail bakeries, and restaurants, and such other high traffic generation uses that the Zoning Administrator determines are subject to conditional use permit review.
- Intensity of Use:** FAR = 0.5
- Setback Requirements:** "Urban Streetwall" or "Landscaped Building Frontage" setbacks shall apply to the Service Commercial District as shown on Figure 4.3 of this Plan.
- Building Height:** The maximum building height shall be 3 stories (40 feet).
- Parking:** Parking facilities shall be provided as required or permitted in Section 8.0 of the City Zoning Ordinance.
- Landscaping:** A minimum of 10% of the gross site area shall be devoted to landscape design features.

**7.3.11 High Density Residential Zoning Amendment Action.** The City shall amend the existing Multi-Family Residential (R-4) Zoning District, Section 4.5 of the Zoning Ordinance to incorporate the following development standards from Table 7.6 as they pertain to the Downtown Planning Area.

**Table 7.6  
HIGH DENSITY RESIDENTIAL DEVELOPMENT STANDARDS**

<b>Permitted Uses:</b>	Multi-family dwellings and accessory uses which are necessary to multi-family dwellings.
<b>Conditional Uses:</b>	All uses conditionally permitted within the low density residential district, hospitals and sanitariums, private clubs or lodges, fraternity or sorority houses, and all new buildings and additional dwelling units.
<b>Intensity of Use:</b>	The maximum residential density shall be 30 units per net acre, governed by a standard of 1,450 square feet of net lot area per unit. The floor area ratio shall not exceed 1.4.
<b>Minimum Setback Requirements:</b>	15 feet front yard, 6 feet plus 2 feet per each additional story above 2 stories side yard, and 15 feet rear yard.
<b>Minimum Lot Size:</b>	7,200 square feet.
<b>Minimum Lot Width and Frontage:</b>	Average lot width shall be 60 feet. Minimum street frontage shall be 72 feet.
<b>Building Height:</b>	The maximum building height shall be 3 stories (40 feet).
<b>Parking:</b>	Off-street parking shall be provided in accordance with the provisions of Section 8.0 of the City Zoning Ordinance.
<b>Landscaping:</b>	A minimum of 300 square feet of open space area shall be required for each dwelling unit on the ground floor, plus 150 square feet of open space area for each unit above the ground floor. Roof decks, balconies, or other open structural open areas which are improved for outdoor living may be used to satisfy the open space requirements for above ground floor units. Ground floor open space areas shall be a minimum of 10 feet in average width and a minimum of 20 feet in average length.

**7.3.12 Low Density Residential Zoning Amendment Action.** The City shall amend the existing Single Family Residential (R-1B and R-1C) Zoning District, Section 4.2 of the Zoning Ordinance to incorporate the following development standards from Table 7.7 as they pertain to the Downtown Planning Area.

**Table 7.7**  
**LOW DENSITY RESIDENTIAL DEVELOPMENT STANDARDS**

<b>Permitted Uses:</b>	Single family residences, crop and tree farms and gardens, accessory structures for which the use is clearly related to single family dwellings, and home occupations.
<b>Conditional Uses:</b>	Public parks and recreational facilities, schools, churches and religious institutions, nursing homes or convalescent homes accommodating not more than 5 patients or residents, public and private libraries and museums, public buildings necessary for health, safety and general welfare, and secondary living units.
<b>Intensity of Use:</b>	1 dwelling unit per lot. Minimum permitted floor area shall be 1,200 square feet, maximum gross floor area shall be 3,500 square feet.
<b>Minimum Lot Size:</b>	5,000 square feet
<b>Minimum Setback Requirements:</b>	15 feet front yard, 6 feet side yard, 15 feet rear yard.
<b>Minimum Lot Width and Frontage:</b>	Average lot width shall be 50 feet, the minimum street frontage shall be 30 feet.
<b>Building Height:</b>	Maximum building height shall be 2 stories (28 feet).
<b>Parking:</b>	Off-street parking shall be provided in accordance with the provisions of Section 8.0 of the City Zoning Ordinance.
<b>Landscaping:</b>	No requirements

**7.3.13 Zoning Map Amendment Action.** The City shall amend the location and boundaries of the zoning districts established on the "Zoning Map, Belmont, California" to reflect the zoning boundaries shown in Figure 7.1 Zoning Policy Map. These amendments to the Zoning Map are necessary to bring the zoning into conformance with the land use designations of this Plan.

## **DEVELOPMENT REVIEW AND APPROVAL PROCEDURES**

This specific plan is intended to act as a bridge between the existing general plan and individual development proposals, providing specific policies and guidelines for the systematic implementation of the general plan. It does not however, assure developers of a vested right to develop in a manner which is consistent with the plan. Only tentative maps and development agreements can assure this vested right. Pursuant to application for tentative maps and development agreements, the City of Belmont has a variety of approval procedures and development reviews which are used as a means of screening proposed projects to ensure consistency with existing parks and maintaining environmental quality. The following policies describe and ensure the continued reliance of these procedures as a means of processing development proposals.

**7.3.14 EIR Review Policy.** The City of Belmont has the responsibility and authority to regulate proposed private and public projects and programs to control environmental pollution and enhance environmental quality. This authority, granted under the California Environmental Quality Act, shall be continued pursuant to development under this specific plan. Although residential and commercial projects which implement and are consistent with this specific plan may be exempted from additional CEQA review, the city shall make a determination of the sufficiency of this specific plan's EIR to identify the project's significant effects and corresponding mitigation measures at the time of application. Should the city find that the EIR for this specific plan is insufficient in detailing such impacts and mitigation measures, a supplemental EIR shall be prepared.

**7.3.15 Specific Plan Amendment Policy.** When, in the opinion of the City Council, a change in this specific plan is necessary to achieve the goals and objectives of the city, or to respond to changing economic conditions, this specific plan may be amended, either in text, or map or both. Such amendments shall be conducted in accordance with Section 20.0 of the City Zoning Ordinance.

**7.3.16 Zoning Amendment Policy.** When, in the opinion of the City Council, a change in the zoning ordinance is necessary to achieve the goals and objectives of this plan, the zoning ordinance may be amended in accordance with Section 16.0 of the City Zoning Ordinance.

**7.3.17 Specific Plan Compensation Policy.** Upon the adoption of this Plan, the City of Belmont shall charge developers a fee to cover the costs of the preparation, addition and administration of the Plan, including the cost of evaluating the Plan under the California Environmental Quality Act.

**Administrative Guidelines and Actions.** This fee shall be charged to anyone seeking approval of a development project which is required to be consistent with this Specific Plan. The fee is prorated based on the estimated relative benefit that the developer derives from the Specific Plan. The Specific Plan fees shall be prorated by means of the following equation:

$FEE = A [M (1 + bn)]$  Where: A = Number of net acres in the proposed project, measured to the edge of property line; M = The City's average cost per net acre of preparing the Specific Plan and EIR; b = The projected annual inflation rate; and n = Number of years since the year the Specific Plan was adopted.

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## **7.4 PUBLIC IMPROVEMENTS AND FINANCING POLICIES AND ACTIONS**

The combined goals of revitalizing Downtown and improving its appearance and function will require continuing public and private investments in the physical structure of Downtown Belmont. Capital improvements form an important responsibility of the public sector in initiating and cooperating in a public/private partnership. Improvements made by the City encourage and stimulate private reinvestment. This section sets forth the essential public sector policies for phasing and initiating capital improvements and their financing.

### **OBJECTIVE:**

**CARRY OUT A PRIORITIZED PUBLIC IMPROVEMENT PROGRAM WHICH ENHANCES DOWNTOWN APPEARANCE, PROMOTES HIGH QUALITY PRIVATE SECTOR DEVELOPMENT, AND IMPROVES THE EFFECTIVENESS OF DOWNTOWN INFRASTRUCTURE**

### **POLICIES:**

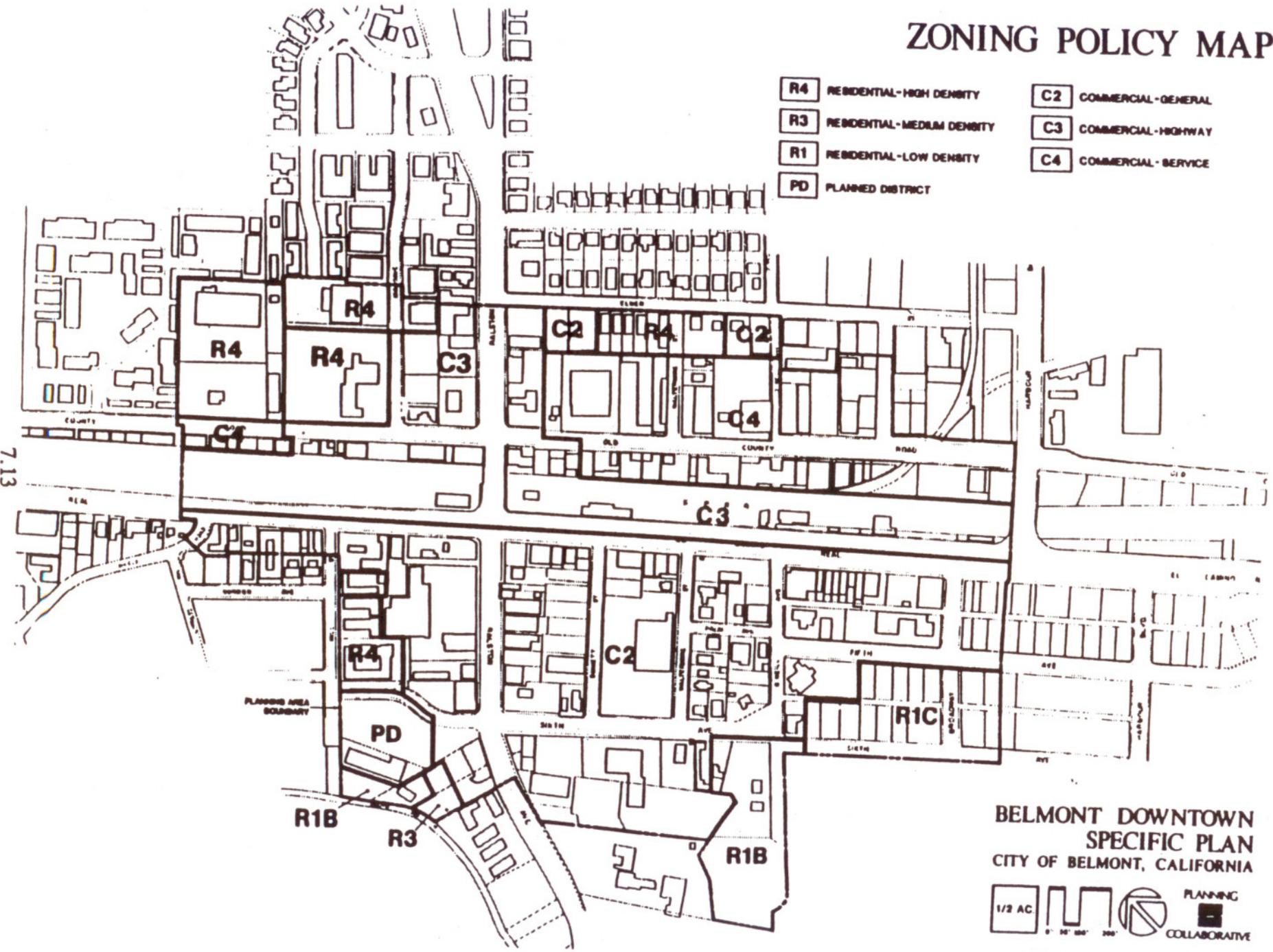
**7.4.1 Phasing Program Policy.** Undertake a capital improvement phasing program consisting of long-term project planning and short-term implementation measures.

**Administrative Guideline.** A three part phasing program will allow the City to both plan projects over the long term 10 to 15 year timeframe of this Specific Plan while implementing individual projects on a yearly basis. Proposed projects and phasing schedule are shown on the accompanying table. The program should consist of the following components.

1. **Capital Project Phasing Guide.** A 10 to 15 year phasing guide by which long-term implementation strategies for future projects are established which consider and formulate future funding sources and mechanisms, inter-governmental coordination and assistance, and other contingencies which can affect the timing and implementation of desired downtown improvements. Initially the phasing guide should be based on the implementation and phasing schedule set forth on Table 7.8.

# ZONING POLICY MAP

- |                                      |                              |
|--------------------------------------|------------------------------|
| <b>R4</b> RESIDENTIAL-HIGH DENSITY   | <b>C2</b> COMMERCIAL-GENERAL |
| <b>R3</b> RESIDENTIAL-MEDIUM DENSITY | <b>C3</b> COMMERCIAL-HIGHWAY |
| <b>R1</b> RESIDENTIAL-LOW DENSITY    | <b>C4</b> COMMERCIAL-SERVICE |
| <b>PD</b> PLANNED DISTRICT           |                              |



BELMONT DOWNTOWN  
 SPECIFIC PLAN  
 CITY OF BELMONT, CALIFORNIA



Figure 7.1

2. **Five-Year Capital Improvement Plan.** A 2 to 5 year Capital Improvement Plan (CIP) formulates specific funding and construction program actions required to meet specific facility needs for roads, water, sewer and power, streetscape, park and pedestrian improvements, and other capital projects.
3. **Annual Capital Improvement Program** A yearly capital improvement program administers the 5-year CIP by scheduling funding assistance applications, initiating project design and managing project construction. An annual review of all planned projects at the 5-year CIP level and long-term phasing guide level provides an annual update of the overall plan and promotes opportunities to implement portions of the plan as private development of the downtown occurs.

**TABLE 7.8 PUBLIC/PRIVATE DEVELOPMENT PROGRAM PHASING SCHEDULE**

Policy Number	Program	Short-Term 0-5 Years	Mid-Term 5-10 Years	Long-Term 10-15 Years
	<b>Village Center Redevelopment</b>			
4.4.2	Village Center Streetscape	_____		
4.4.5	Ralston/ECR Landmark	_____		
3.5.7	Public Plaza	_____		
4.4.8	Pedestrian Ways	_____		
6.8.3-6.8.7	Village Center Parking	_____		
6.5.1	Turn Lane at 6th and Ralston	_____		
6.5.2	Median and Curb on Ralston	_____		
6.5.3	Re-Stripe 6th	_____		
6.5.4	Re-Stripe O'Neill	_____		
6.5.5	Central Median on El Camino	_____		
6.5.4	Signalize O'Neill	_____		
6.5.7	Signalize 6th at Emmett	_____	_____	
6.7.1	Transit Shelters and Bus Turnouts	_____	_____	
3.4.1-3.5.10	Redevelopment Construction	_____	_____	
	<b>Urban Design</b>			
4.4.2	West Ralston Ave. Streetscape	_____		
4.4.2	East Ralston Ave. Streetscape	_____		
4.4.2	N. El Camino Real Streetscape	_____	_____	
4.4.2	S. El Camino Real Streetscape	_____	_____	
4.4.3	Downtown Gateways	_____		
4.4.4	Downtown Perimeter Streetscape	_____	_____	
4.4.8	Pedestrian Ways and Linkages	_____	_____	
4.4.7	Hillside Tree Plantings		_____	
	<b>Transportation Improvements</b>			
6.8.12	Parking Meter Program		_____	
6.7.2	Signal at Caltrain Depot Intersection		_____	
6.7.1	Transit Shelters and Bus Turnouts	_____		
7.4.6	Right-of-Way Reservation Along El Camino and Ralston	_____		
6.6.3	Widen El Camino Real		_____	?
6.6.2	Grade Separate Ralston		_____	?
6.6.1	Grade Separate SPRR		_____	?
	<b>Public Infrastructure</b>			
	Water			* _____
	Sewer			* _____
	Storm Drainage			* _____

Notes: ? = Indicates Long-Term Options, Not Policies

\* = Indicates that the need for infrastructure improvements are dependent upon site specific development needs.

**7.4.2 Capital Improvement Financing and Funding Source Policy.** Establish a phased public investment and financing program utilizing developer, local, state and federal funding sources as available over the long term with priorities given to early actions which facilitate the Village Center project and projects which will effectively enhance the appearance of the Downtown in the short term.

**Administrative Guidelines and Actions.** The multi-faceted capital improvement program will require use of all available sources of local, state and federal financing. However, local sources of funds and the development process will provide the major funding. The most important sources and funding techniques include the developer contribution, Redevelopment Agency tax increment financing, special assessment districts and impact fees. State and Federal grant program sources are largely confined to roadway and transit improvement projects. Table 7.9 identifies possible funding sources for proposed downtown improvements. Table 7.10 matches these potential funding sources to the downtown improvements identified in the Plan.

**7.4.3 Public Services Financing and Funding Source Policy.** Provide for improved maintenance and other services in the Downtown commensurate with the increased level of downtown activity and capital improvement.

**Administrative Guidelines and Actions.** Maintenance and service operations within the Downtown today are confined to road and sidewalk repair, street trees, and garbage collection as well as police patrol and fire service. As project improvements are implemented, a greater demand on the part of the public will no doubt increase a desire for a higher level of upkeep. Developed areas such as the Village Center can be expected to provide all necessary levels of maintenance and upkeep appropriate to the image required of the developer. However, elsewhere in the Downtown it may be desirable to consider techniques which can increase overall maintenance and service levels within the Downtown without placing an added burden on the City's General Fund. The following actions should be undertaken:

1. The City should establish a Landscape and Lighting Maintenance District within the Downtown to install and maintain street trees and new street lighting required by the urban design policies. This district can be established by the City Council with the Downtown as the zone of benefit.
2. The City should evaluate establishing a special benefit district tax for properties in the Village Center sub-area utilizing the provisions of the Mello-Roos district legislation that permit an agency to identify sub-areas that benefit from improvements. Although similar to assessment districts, Mello-Roos district funds are essentially special tax entities which can be used to serve as bonds issued to finance capital facilities.

**7.4.4 Transit Improvement Financing Policy.** Support projects that are sponsored by SamTrans and CalTrans for improvement in local bus service and regional rail service within Belmont.

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**TABLE 7.9 POTENTIAL FUNDING SOURCES**

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1. Private Funding Sources
  - a. Developers Fees Fee
  - b. Conditions of Approval Cond.
2. Redevelopment Funding Sources
  - a. Agency Annual Cash Flow RDF
  - b. Redevelopment Corporation Funds RDF
  - c. Facade Improvement Revolving Fund RDF
  - d. Revenue Bonds RDF
3. Other Local Sources
  - a. Pacific Gas and Electric Underground Fund PG&E
  - b. County of San Mateo Measure A Fund Meas. A
  - c. Gas Tax Subvention Gas Tax
  - d. Assessment Districts (landscape, parking, etc.) A. D.
4. State Funding Sources
  - a. CalTrans CT
  - b. Public Utilities Commission, Grade Separating PUC
5. Federal Funding Sources
  - a. Federal Aid to Urban Fund FAU
  - b. Small Business Administration Business Loans SBA

**TABLE 7.10 POTENTIAL FUNDING SOURCES FOR DOWNTOWN IMPROVEMENTS**

Policy Number	Program	Private	City	State	Federal
<b>Village Center Redevelopment</b>					
4.4.2	Village Center Boulevard Streetscape	Cond.	RDF,AD		
4.4.5	Ralston/El Camino Real Landmark	Cond.	RDF		
3.5.7	Public Plaza	Cond.			
4.4.8	Pedestrian Ways	Cond., Fee			
6.8.3 - 6.8.7	Village Center Parking	Cond.			
6.5.1	Turn Lane at 6th and Ralston	Fee	Gas Tax		
6.5.2	Median and Curb on Ralston	Fee	Gas Tax		
6.5.3	Re-Stripe 6th	Fee	Gas Tax		
6.5.4	Re-Stripe O'Neill	Fee	Gas Tax		
6.5.5	Central Median on El Camino	Fee	RDF, AD	CT	
6.5.4	Signalize O'Neill at El Camino	Fee	RDF	CT	
6.5.7	Signalize 6th at Emmett	Fee			
6.7.1	Transit Shelters and Bus Turnouts	Fee, Cond.			
3.4.1- 3.5.10	Redevelopment Construction	Cond.			SBA
<b>Urban Design</b>					
4.4.2	West Ralston Ave. Blvd. Streetscape	Fee	RDF, AD		
4.4.2	East Ralston Ave. Blvd. Streetscape	Fee	RDF, AD		
4.4.2	N. El Camino Real Blvd. Streetscape	Fee	RDF, AD		
4.4.2	S. El Camino Real Blvd. Streetscape	Fee	RDF, AD		
4.4.3	Downtown Gateways		RDF		
4.4.4	Downtown Perimeter Streetscape	Fee			
4.4.8	Pedestrian Ways and Linkages	Fee	RDF		
4.4.7	Hillside Tree Plantings	Cond.			
<b>Transportation Improvements</b>					
6.8.12	Parking Meter Program		AD		
6.7.2	Signal at CalTrain Depot Intersection			CT	
6.7.1	Transit Shelters and Bus Turnouts	Fee			
7.4.6	Right-of-Way Reservation Along El Camino and Ralston	Fee, Cond.	RDF		
6.6.3	Widen El Camino	Meas. A, Gas Tax		CT	FAU
6.6.2	Grade Separate Ralston	Meas. A, Gas Tax		CT	FAU
6.6.1	Grade Separate SPRR	PUC, Meas. A, Gas Tax		CT	FAU
<b>Public Infrastructure</b>					
	Water	Fee <sup>1</sup>	BCWD <sup>2</sup>		
	Sewer	Fee <sup>1</sup>	SCF <sup>3</sup>		
	Storm Drainage	Fee <sup>1</sup>	PDF <sup>4</sup>		

Notes:

1. Water and sewer hook-up fees
2. Belmont County Water District
3. Sewer Capital Facilities Fund
4. Planned Drainage Fund

**Administrative Guidelines and Actions.** The City should maintain an active liaison with the San Mateo Transportation Authority administering Measure A funds. The Authority is responsible for allocating revenues generated through Measure A which provide for 1/2 percent sales tax within San Mateo County as well as setting policy for projects to be funded within the County. The following actions should be taken:

1. The City should consider establishing policy with regard to supporting regional rail improvements on a priority basis. This would allow the City to obtain future scheduling for possible rail improvements which could eliminate the at-grade barrier now presented by the Southern Pacific Railroad. This would allow the City to more adequately assess long-range downtown traffic improvements and to plan future improvements for either Ralston Avenue grade separation or El Camino Real widening project.
2. Encourage developer contributions of transit shelters and bus turnouts at planned bus stops as part of the City's conditions of approval during development review.

**7.4.5 Roadway Improvement Financing Policy.** Employ a wide range of funding sources to implement short- and long-term roadway and traffic improvements. Evaluate the suitability of new financing techniques to supplement established sources such as traffic impact fees and traffic improvement assessment districts.

**Administrative Guidelines and Actions.** The chief sources of roadway and traffic improvement financing will be Federal Aid Urban (FAU) funds, San Mateo County Measure A funds, Redevelopment Agency Tax Increment funds, and developer contributions. The following actions and guidelines are set forth:

1. In order to qualify for FAU funds for future long-term roadway improvement project options identified in the Circulation and Transportation Element, the City should establish a definitive project proposal and submit it to the CalTrain Region 4 for consideration and prioritization for FAU financing. This should be accomplished at the earliest possible date regardless of whether the City is prepared to make a final commitment to this option. If for instance, a Regional decision is made on elevating the railroad tracks through the City a different project option may then be preferred. However, since the FAU funding process can take 10 years or more for the City to become eligible for funding, long lead time is required to assure the availability of future federal monies.
2. Potential right-of-way for widening and undergrounding Ralston Avenue or widening El Camino Real should be preserved as opportunities permit so as to reduce future acquisition cost responsibilities of the City as required to match federal funds. (See Right-of-Way Reservation and Holding Zone Policy.)
3. Maintain liaison with CalTrans on future funding prospects for improvement of El Camino Real in the long term.
4. Interim roadway improvements identified in the Circulation and Transportation Element

should be funded through a combination of Gas Tax Subvention Funds, Tax Increment funds and developer contributions. The City should evaluate a combined funding program and establish a Financing allocation at the time of redevelopment project planning.

5. Minor traffic improvements such as new signals, turning islands, and small individual improvements should be funded through the developer contribution process to the greatest extent possible.
6. Evaluate the potential role of a traffic impact fee assessment district or applicability of similar financing techniques in the Downtown Impact fees and assessment districts may be established by ordinance and are used in various forms today by local government where the charges levied on users may be directly related to the benefit. For example, many communities in the Bay Area utilize traffic models which assess the relative contribution of various developments to localize traffic impacts as a means of allocating the cost of improvements among affected parties. This approach is in use by the City of Corte Madera, and is planned for use in the Hillsdale/Bay Meadows Specific Plan by the City of San Mateo. Santa Barbara County uses a similar approach whereas the City of Santa Barbara as well as the City of San Francisco employ a traffic impact assessment district approach as a means of paying for traffic improvements in the Downtown. In these cases, fees are assigned based on the type and amount of proposed new development.

**7.4.6 Street Right-of-Way Reservation Policy. Reserve potential future right-of-way for long-term roadway improvement project options dealing with the Ralston Avenue grade separation project and the El Camino Real widening project through a combination of regulatory and property acquisition techniques.**

**Administrative Guidelines and Actions.** Regardless of the ultimate decision regarding long-term roadway improvement projects to be implemented by the City, property acquisition represents a major project cost responsibility of the City. The City has the opportunity now to reduce or offset these potential costs through a right-of-way reservation policy and program. Available techniques include establishing a building development line for new development outside required Street R.O.W. and acquiring vacant property as it becomes available for sale. The following actions should be taken:

1. A roadway setback line for future at-grade widening (and possible future depression) of Ralston Avenue should extend south of Ralston between El Camino Real and Sixth Avenue, a total distance of 10 feet south of the existing curblines; a building development setback line of 30 feet from existing curblines should be established for possible future depression of Ralston Avenue.
2. In order to facilitate possible future widening of El Camino Real to 6 lanes a 30-foot building setback east of the existing eastside curblines should extend northward 1,000 feet from the existing curb return at Ralston Avenue to Middle Road and southward approximately 1,540 feet from the southerly curb return at Ralston Avenue to Harbor Boulevard.

3. Within the area affected by the El Camino east setback line, vacant and undeveloped properties should be acquired by the City as available on the market to prevent strip development which would seriously impact the northbound traffic capacity of El Camino because of traffic generation and excessive curb cuts for vehicular access. This land could eventually form a linear park or green space contributing to the visual enhancement of the Downtown.

**7.4.7 Street Tree Planting, Sidewalk Paving and Street Lighting Program Policy. Develop a public/private financing approach to Downtown street tree planting and street lighting improvements to provide a more uniform and efficient streetscape implementation program.**

**Administrative Guidelines and Actions.** The City now requires each property owner to improve the streetscape frontage with new sidewalk, street trees and tree grates (and curbs when necessary). The approach is sometimes burdensome for individual property owners yet has resulted in steady, if somewhat fragmented, frontage improvements throughout the Downtown. The streetscape improvement could be implemented more successfully and with greater equity among property owners if a master improvement program were undertaken on a phased block-by-block basis.

A coordinated approach which includes installation of irrigation for street trees and new lighting (in conjunction with the lighting undergrounding program of PG&E) would allow construction of complete block faces or continuous streets utilizing a master design plan and financing mechanism which allows property owners to share in the cost. Costs could be allocated based on a frontage assessment for each property, with supporting funding for project design and engineering by the Redevelopment Agency. This approach is particularly applicable where numerous property owners are present on a street or block frontage. In other areas where a single property owner may own all or most of a block frontage, the City may continue to use a property owner installation condition or fee approach similar to the current program. In either case, the program should be broadened to include improved planting details and irrigation and street lighting. The following actions should be taken:

1. Prepare detailed standards for street trees, lighting, sidewalks, new curb and gutter installation and power line undergrounding that may be implemented on a phased basis.
2. Establish a financing program which combines Redevelopment Agency funds, assessment district and development application fees and other applicable sources of funding to sustain program implementation.
3. Prepare a streetscape phasing program based on the design plan and financing plan established above consistent with the phasing program shown in Figure 7.2. Establish a process whereby properties which may not be located in areas anticipated for early improvement phases may be improved by a property owner in lieu of future fee contributions if the size of the property frontage is in excess of 100 feet.

**7.4.8 Park Linkage Policy. Implement a dedicated public pedestrian linkage between the**

## **Village Center project in the Downtown and Twin Pines Park.**

**Administrative Guidelines and Actions.** Develop a definitive improvement plan and landscape design for a pedestrian linkage from the park to the Village Center including all necessary easements and rights-of-way. The full design treatment of paving, landscaping, arbor work and signage should be undertaken by the Redevelopment Agency.

**7.4.9 Building Facade Improvement Program Policy.** Establish an area-wide facade improvement program that provides improvement loan resounds, enables the design process and promotes the involvement of property owners and private businesses in the upgrading of the Downtown.

**Administrative Guidelines and Actions.** Numerous cities in California have undertaken facade improvement programs in their downtowns with mixed results. Where these have been successful, local property owners have had easy access to improvement loan funding, design services and improved permit processing and have followed a coordinated plan of design objectives including the use of color, materials and design theme. The following actions should be undertaken:

1. Establish a local revolving loan fund through the participation of local lending institutions to ensure the availability of conventional financing. Loans can be made available for specified levels of facade improvement including paint up/fix up, moderate repair and redesign, and major renovations required in extreme cases. Loan repayments are used to replenish the fund. Favorable interest rates should be negotiated by the Redevelopment Agency which may use the leverage capacities of the Agency to guarantee payments of approved applicants.
2. Establish a building design services program to facilitate the facade improvement program. This could range from creating a list of approved designers whose work is reviewed and judged by the Redevelopment Agency to be appropriate to the caliber required or to providing these services directly through a minimum fee or free to eligible building owners.

Guidelines for buildings to be admitted to the program should include their compatibility with the objectives and policies of the Specific Plan and Redevelopment Plan.



**7.4.10 Public Infrastructure Improvement Policy.** Incremental modifications and improvements to the sanitary sewer and storm drainage systems provided by the City, water system provided by the Belmont County Water District, electrical and gas systems provided PG&E and cable systems should be implemented on a project-by-project basis as new development requires.

**Administrative Guidelines and Actions.** Except for planned storm drainage improvements in the Downtown area, no other major sanitary sewer or water system improvements are contemplated to be required to serve Downtown growth. Sanitary sewer service collection is provided by the City of Belmont and treatment and disposal is provided by the South Bayside System Authority. Water supply and distribution is provided by the Belmont County Water District While overall system capacities are judged by the City's Public Services Department as adequate to serve the Plan, specific improvements will be required on a block-by-block basis depending upon the location of new buildings, size and land use. All improvements should be phased and would be coordinated with the actual building schedule as would project planning and cost estimates. Generally, these improvements should be identified at the initiation of project planning and should be provided for as conditions of development. All infrastructure improvements should be coordinated with the utility underground program of PG&E.

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## **7.5 REDEVELOPMENT PROGRAM POLICIES**

Downtown Belmont falls within the City's redevelopment area and is governed by the Redevelopment Plan of 1981 as amended. As such, a broad range of implementation capabilities are available to the City to achieve full implementation of the Plan. The Agency is empowered to acquire, manage property, relocate businesses and people, prepare site redevelopment, develop property and facilities, sell land and rent property. It may acquire land by purchase, lease, gift or eminent domain.

The City of Belmont Redevelopment Agency was established in 1981 with a 35-year life. Although the Agency has a broad range of powers and many techniques available to it which enhance the Agency's capacity as a primary force of implementation of the Downtown Plan, some potential limitations should be noted. These include: 1) the agreement with the school district which reserves bonding capacity for possible school district revenues; 2) a 15-year self-imposed limitation on borrowing (after 1996 the Agency can no longer take out loans or incur indebtedness); 3) a cap on total tax increment financing capacity of \$50 million; 4) \$20 million bonded indebtedness limit. While these limitations may be changed by the Agency, they effectively result in a great dependence upon annual cash flow as a major source of project funding and leverage.

Although legislatively more restricted than comparable Redevelopment Agencies, the Agency's financial resources can have a wide-ranging impact on Downtown development and revitalization. The Agency can initiate projects by providing initial seed money and project advances which are recoverable on a revolving basis as replaced by private sector investment. The Agency can attract support from banks by providing loan guarantees through loan insurance or public loan

contributions. These approaches can reduce the cost of financing by reducing the risk to the provider and thus enhancing project feasibility.

As a financial participant or partner in future redevelopment projects, the Agency can utilize the weight of its annual cash flow to back loans to a private sector redevelopment partner. The Agency may also consider more entrepreneurial approaches by which the Agency leases land or improvements in exchange for project returns. For example, approaches such as this have been utilized successfully by the City of Fairfield Redevelopment Agency at the Solano Mall Regional Shopping Center.

The most important role the Agency can play as a catalyst in the redevelopment process can be in providing the leadership and staff support the redevelopment process requires. No action will result from the failure of the Agency to provide the necessary staff resources required by the multifaceted work program envisioned by this Plan. A typical failing of downtown revitalization programs in their early years has been a penny wise and pound foolish reluctance to fund the Agency's staffing needs. This often occurs where private sector financial support is anticipated for development projects. Without staff, such projects are slow to get off the ground because the Agency lacks the manpower to initiate and coordinate the activities of the Agency. Where redevelopment agencies realize their best investment can be in staffing, early success leads to quicker returns and an accelerated investment process in public and private redevelopment efforts.

#### **OBJECTIVE:**

**THE REDEVELOPMENT AGENCY SHOULD USE ITS INFLUENCE AND CAPABILITIES IN FACILITATING A PUBLIC/PRIVATE PARTNERSHIP APPROACH TO ACHIEVING DOWNTOWN REDEVELOPMENT GOALS, PLANS AND PROJECTS.**

#### **POLICIES:**

**7.5.1 Village Center Redevelopment.** The Redevelopment Agency should take an active role in the implementation of the Village Center project and should focus its efforts and capabilities in this area.

**Administrative Guidelines and Actions.** The following activities should comprise a first year action program for the Redevelopment Agency in initiating and leading a major redevelopment effort for the Village Center project. The Agency should establish a joint public/private partnership approach which maximizes private investment and project implementation capabilities. The Agency should seek to leverage its financial resources and powers to support and organize an efficient program of private sector involvement. Above all, the redevelopment process must be approached as a very interactive and challenging activity which requires a great range of flexibility and creativity in meeting the needs of the private sector. The following chronology of activities is envisioned for the Agency in the Village Center.

1. Promote an early action program for the supermarket block portion of the Village Center

project by facilitating acquisition of remaining properties not owned by Safeway fronting on El Camino Real. Once these properties are acquired, undertake a design development and project negotiation process with Safeway as a partner in this portion of the core area Plan.

2. The Agency should initiate a developer recruitment process using a development prospectus and request for development proposals to package the real estate program in a way that generates maximum developer interest. The development prospectus should be based on the land use policies and development guidelines set forth in the Village Center section of the Specific Plan.
3. Once a developer is selected, a project design, public improvement and project development program should be negotiated with the first place developer. If an agreement cannot be reached, the Agency should terminate negotiations and initiate new negotiations with the second place developer team.
4. In parallel with the above, the Redevelopment Agency should initiate pre-acquisition negotiations with individual property owners to obtain purchase options and first rights of refusal.
5. After successful completion of a project development agreement, the City should exercise acquisition agreements for the remaining properties. Those properties which cannot be negotiated or will require "friendly" or other uses of eminent domain will proceed through standard redevelopment acquisition procedures.
6. Simultaneously with the City's property purchase and acquisition activities, the City and developer could cooperate in establishing construction and property mortgage loan agreements with a real estate investment bank. With financing arranged, property acquisition should be completed and title passed to a joint City/Developer corporate partner entity or fully to the developer through a purchase and development agreement.
7. During the interim time period that the City has acted as a property owner, the Redevelopment Agency could rent to existing business tenants as relocation of tenants takes place. With full acquisition of all properties the developer should manage the rental and relocation phasing process until project development is undertaken.
8. The Agency shall specify in any disposition and development agreement executed with Safeway Inc. that construction on Block 1 of Village Center (the Safeway block) shall be phased to create opportunity for relocation of tenants displaced by redevelopment within the Village Center.

The Agency shall review the financial feasibility of any Village Center project requiring substantial assistance and subsidy by the Redevelopment Agency by establishing financial feasibility checkpoints. At each checkpoint during the implementation process, the Agency shall determine whether or not to proceed with the project. The checkpoints shall consist of the

following:

1. Completion of preliminary land and building appraisal and tenant relocation cost estimates.
2. Completion of requests for proposals from the development community to determine level of interest in participating in a program of redevelopment for the Village Center area.
3. Completion of a detailed and definitive appraisal study evaluating the specific tenant by tenant relocation costs associated with the redevelopment proposal.
4. Negotiation of a disposition and development agreement(s).

If at any of the above four checkpoints the Agency determines whether -- (1) the project is not financially feasible; or (2) there is insufficient interest from the development community to warrant proceeding with the project, then the Agency shall adopt a resolution stating the reasons why the project is not feasible and transmit this resolution to the City Council. Said resolution shall request the Council to amend the portion of the Downtown Specific Plan applicable to Block 2 in such a fashion as to cause the Plan to be within the reasonably expected fiscal capabilities of the Redevelopment Agency.

**7.5.2 General Downtown Redevelopment Activities Policy.** Redevelopment powers and capabilities should be employed elsewhere in the Downtown on a case-by-case basis to facilitate implementation of downtown policies and programs.

**Administrative Guidelines and Actions.** The Redevelopment Agency can have a wide ranging role throughout the Downtown which is not limited by its tax increment funding capability or bonding capacity. The Agency can serve a lead role in promoting and recruiting private development.

Investors throughout the Downtown, can promote early action on capital improvement projects, and can assist in property acquisition for traffic and parking improvements and similar projects especially where early action is required. The following actions should be considered:

1. Conduct an annual review of potential redevelopment areas of interest outside the Village Center area and identify those activities and projects appropriate to the scope and capacities of the Agency.

**7.5.3 Redevelopment Agency Staff Policy.** Staffing positions necessary to undertake the redevelopment activities provided by the Plan should be undertaken by the Agency.

**Administrative Guidelines and Actions.** The Agency should review its departmental needs in implementing a dynamic downtown redevelopment process. The City Manager should prepare an organizational plan for Redevelopment Agency staff which sets forth lines of responsibility and relationships to other City departments, and staffing requirements. Staff skills will be necessary in areas of development implementation and financing, as well as project coordination in

administering day-to-day program functions, liaison with citizen groups, landowners and businesses, other City departments and others active in the revitalization program.

1. The City should establish a new staff position of Redevelopment Coordinator whose responsibility will be to participate in all phases of redevelopment activities. The Agency will review its staffing needs and endeavor to achieve the full staff support the redevelopment process requires.
2. Downtown promotion activities initiation and coordination should be made a key responsibility of Redevelopment Agency staff. This role should be responsible for providing leadership in downtown promotion and business activities to unify merchants and property owners.

Activities can include recruitment of outside businesses and investors, joint merchandising and special commercial promotions, and staging of special community events.

3. Downtown assistance by Redevelopment Agency staff should also be provided to counsel local property owners, businesses and tenants where use of eminent domain in the acquisition of redevelopment properties requires relocation. The role here should be to inform and assist businesses in obtaining all required relocation benefits and assistance provided by redevelopment law to reduce any difficulties which may be brought on by redevelopment activities.

**7.5.4 Use of Redevelopment Powers Policy. The Redevelopment Agency shall fully utilize all powers and capabilities allowed by State Redevelopment Law and should seek creative applications of its powers to implement the Downtown Belmont Specific Plan.**

**Administrative Guidelines and Actions.** Although the Belmont Redevelopment Agency has several self-imposed limitations on its financial capabilities including limitations on bonding, borrowing, indebtedness and tax increment financing capacity, the wide-ranging powers of the Agency should be fully employed to serve the citizens of Belmont.

The Agency's tools are especially well-suited to a variety of arrangements involving a partnership between the public and private sectors. Creative approaches to the entire redevelopment process of land acquisition and assembly, project capitalization and financing, project development and disposition, project operations and management whether for land use development, a parking lot, or capital facilities, can benefit from shared public and private roles. In many cases the Agency will be required to be the public initiator of private actions or will be required to act in support of private initiatives. For instance, it may not be necessary for the Agency to use eminent domain for land acquisition in those areas where a developer may already be in the process of assembling land for private redevelopment as consistent with the Land Use and Design Guidelines set forth by the Plan. However, the Agency may choose to exercise eminent domain where additional property assembly may enhance development and further the goals of the Plan. (The exercise of eminent domain is a legal process whereby local government may acquire property under rules which ensure that the purchase is made at fair market value and that payments may be made to

tenants to be relocated from occupied properties.) Those properties which cannot be negotiated or will require "friendly" or other uses of eminent domain will be subject to the requirements of community redevelopment law. Under this law, the City Redevelopment Authority would be required to assist all persons, businesses and others who are displaced by public redevelopment actions in finding other locations and facilities, and would also be required to make relocation payments for moving expenses and direct losses of personal property. The following actions should be undertaken:

1. The Redevelopment Agency should identify and evaluate those creative public financing mechanisms and arrangements in use by other agencies throughout the state which may be applicable to the implementation of the Specific Plan.
2. The Agency shall use the power of eminent domain when it is necessary to implement this plan, especially in the Village Center.