

# implementation

## IN THIS CHAPTER...

- 9.1 Overview of Financing
- 9.2 Existing Financing Mechanisms
- 9.3 Potential Financing Mechanisms
- 9.4 Implementation Action Plan

This chapter provides a road map of the actions necessary to successfully implement the Transit Corridors Plan. The financing mechanisms highlighted in this chapter are devised to help spur development in the Transit Corridors Area to achieve the goals and objectives outlined throughout the document.

The economic recession has contributed to General Fund revenue shortfalls in recent years due to declining sales tax and building revenues, which is expected to continue in the near term. The City is taking actions to reduce the operating budget deficit resulting from the shortfall in revenues. The implementation of the Transit Corridors Plan will be a long term effort, and the financing mechanisms identified in this chapter anticipate an economic recovery over time.

Ultimately, implementation of the Transit Corridors Plan will require a **coordinated effort of public and private sector projects and initiatives that will together help achieve the vision in the coming years.**

- **9.1 Overview of Financing** - a general overview highlighting the crucial role financing plays in the implementation of the plan.
- **9.2 Existing Financing Mechanisms** - identifies and describes the applicability of various local, State, and Federal funding sources and programs that appear most appropriate for the types of improvements envisioned for the Transit Corridors Plan.

- **9.3 Potential Financing Mechanisms** - outlines additional funding sources the City may seek to develop or obtain going forward.
- **9.4 Implementation Action Plan** - timelines and the parties responsible for implementing the actions that will result in tangible change.

## 9.1 OVERVIEW OF FINANCING

Potential public infrastructure and capital improvements that will require funding as part of the Transit Corridors Plan are identified in the following sections. These improvements range from streetscape and plazas to sewer/storm-water projects and a new Caltrain station, as summarized in Implementation Action Matrix in Table 8.2 at the end of this chapter.

With the exception of the Caltrain station, it is expected that the City of San Bruno will take the lead in coordinating and implementing the improvements listed. However, a variety of other public and private entities may be involved as partners including transportation agencies (e.g. Samtrans and CALTRANS) and private developers/land-owners. In addition, a range of financial resources and programs will need to be deployed to ensure successful implementation of the Transit Corridors Plan and to stimulate private investment. These include various Federal and State grants, tax credits and incentives, as well as locally based initiatives such as special assessments, and business improvement districts.

## 9.2 EXISTING FINANCING MECHANISMS

Much of the funding for the Transit Corridors Area public improvements could be derived from locally-based programs. A funding “snapshot” of the existing local programs which may be used for Transit Corridors Area projects is summarized in summarized in Table 9.1 and described further below. It is important to note that the amounts shown have not been approved or earmarked for this purpose.

**Table 9.1: Existing Sources of Funding (2010)**

SOURCE <sup>1</sup>	POTENTIALLY AVAILABLE FUNDS
Measure A	\$710,000
Park In-Lieu Fee	\$220,000
Affordable Housing In-Lieu Fee	\$2,600,000
City Art Fund	\$50,000
<b>Total</b>	<b>\$3,580,000</b>

1 Excludes General Fund monies because it is assumed that a minimal amount, if any, will be available to help finance public improvements.

2 Excludes redevelopment Low and Moderate Income Housing (LMIH) Fund balance of \$2.4 million. Cleanup legislation for ABX1 26 is seeking to allow housing successor agencies to retain the LMIH balance.

Source: City of San Bruno; Economic & Planning Systems, Inc.

### Former Redevelopment Agency

Preparation of the Transit Corridors Plan was funded with redevelopment tax increment revenues. The Redevelopment Agency ceased to operate on February 1, 2012, pursuant to of ABX1 26. The elimination of redevelopment agencies statewide means that tax increment financing is no longer funding option in California. Tax increment revenues were expected to be a significant source of funding to implement the Transit Corridors Plan, however, the City will need to pursue other funding mechanisms outlined in this chapter to carry out the Plan.

### Measure A

In 1988 voters approved Measure A, authorizing a half-cent transportation sales tax in San Mateo County. The measure also created the development of the San Mateo County Transportation Authority (SMCTA), to administer the sales tax funds. In 2007 the voters of

San Mateo County approved the continuation of the collection and distribution by the San Mateo County Transportation Authority of the half-cent tax for an additional 25 years, beginning January 1, 2009.

Funds are distributed to the various jurisdictions in San Mateo County based on population and road miles for the improvement or maintenance of local transportation, including streets and roads. The City's projected Measure A allocation for FY 2011-12 is \$710,000. While these funds have already been allocated to specific projects, in the near future a portion of this revenue may be used to fund transit, street and roadway improvements (e.g. bus stop amenities, bulbout installation, a pedestrian promenade on Memory Lane linking Linden Avenue with El Camino Real, bicycle lanes on Huntington Avenue and San Bruno Avenue, etc.) in the Transit Corridors Area. According to the SMCTA 2004 Transportation Expenditure Plan, a goal of the plan is to meet local mobility needs through the improvement of local shuttle services. As such, Measure A funds can help finance the proposed shuttle through the Transit Corridors Area.

### **Development Impact Fees**

Some cities require new development to pay impact fees for street trees; water, sewer, and storm drain development; traffic impacts; and public facilities. These fees are then used to support infrastructure projects such as street improvements, landscaping, and community facilities. If the City chooses to require impact fees, a nexus study that identifies the projects that require funding must first be prepared in order to determine the impact fee to be charged to new development. The impact fees can help fund Huntington Avenue, El Camino Real, and San Bruno Avenue streetscape improvements, as well the pedestrian promenade on Memory Lane and infrastructure upgrades.

The City currently requires developers to dedicate park land to mitigate the impact of new residential development. The developer may opt

to pay fees in lieu of park lands as a condition to the approval of a subdivision map. The fee is based on a standard of 4.5 acres per 1,000 residents. According to the City, the current balance of the Park In-Lieu fund is approximately \$220,000. These funds could help finance the gateway plazas at San Mateo Avenue and El Camino Real, as well as a skate park under Highway 380.

### **Affordable Housing In-Lieu Fund**

The City Housing Element requires 15 percent of the total units in new residential development of ten or more units to be affordable to very low-, low- and moderate-income households. For certain residential developments, this requirement may be satisfied by paying a fee in-lieu of constructing the affordable units. In-lieu fee revenue is contributed to the city's Below Market Rate (BMR) Housing-In-Lieu Fund to increase and improve the supply of affordable housing in the City. As of October 2009 the City has collected approximately \$2.6 million in affordable housing in-lieu fees. These funds can help finance affordable housing projects in the Transit Corridors Area.

### **General Fund**

While the City can choose to dedicate General Fund monies to projects in the Transit Corridors Area as its budget allows, two General Fund revenue sources will be directly affected by development in the Transit Corridor Area and may deserve special consideration as potential funding mechanisms. Both sales tax and property tax generated within the Transit Corridors Area are likely to increase as the retail market improves and property values rise. The City Council could elect to dedicate any new sales tax and/or property tax revenues (i.e., above a set "base level") toward Transit Corridors Area infrastructure improvements and special programs. Increased sales tax revenue from potential new spending in Downtown businesses, as well as increased property tax revenue from new development and improvements, has the potential to be significant.

However, such a policy could be revoked by future City Councils and would therefore not provide a guaranteed long-term funding source.

### **Transient Occupancy Tax Increase (Measure F)**

Voters approved a general tax increase (Measure F) in November 2009 increasing the city's Transient Occupancy Tax (TOT) rate from 10 percent to 12 percent. The TOT increase goes toward the City's General Fund and could also provide a revenue stream to secure Certificate of Participation financing or other form of debt financing for infrastructure improvements, or to fund ongoing program costs.

Measure F was a general tax increase, so it required a two-thirds approval by City Council and a simple majority approval by the voters. On July 14, 2009 the City Council unanimously approved the proposed tax increase. Several other neighboring cities, such as Brisbane, Burlingame, San Mateo, and Millbrae, placed similar measures on the November 2009 ballot to increase their TOT rates from 10 percent to 12 percent, all of which passed. The 2 percent increase began on January 1, 2010.

Projected TOT revenues for FY 2011-2012 are approximately \$2.0 million. Because Measure F is a general tax increase, the additional TOT revenue is not earmarked specifically for Transit Corridors Area projects and might be subject to changing budget priorities.

### **City Art Fund**

The City collects a fee with each building permit for funding of art in public places. These funds can help to finance public art in the Transit Corridors Area. As of March 2010, the City Art Fund has a balance of about \$52,000.

### 9.3 POTENTIAL FINANCING MECHANISMS

In addition to the existing local programs described above, there are a number of other local, State, and Federal programs that the City might pursue to help finance Transit Corridors Area public improvements. These are described further below.

#### Local Programs

##### Special Assessment District

In a special assessment district property taxes or fees are raised within a specific geographic area, with the proceeds going to provide public improvements or services that benefit the property owners within that area. Typically there must be a logical relationship between the assessment method and amount and the benefit received by associated property owners or tenants. A special assessment district also requires the voter approval of the owners of a majority of the property within the district. A strong community network and effective leadership are therefore critical to the successful formation and operation of any benefit assessment district.

Different types of special assessment districts are supported by specific legislation; the appropriate type will depend on how the City expects to use the funds generated. For example, funds generated through a Landscaping and Lighting District (LLD) would be restricted to construction and maintenance of parks, landscaping, and street lighting; LLDs may assess both commercial and residential properties. Such a district could fund the landscaping and medians on El Camino Real, San Bruno Avenue, San Mateo Avenue and Huntington Avenue.

Only improvements with property-specific benefits (e.g., roads, and sewer and water improvements) may be financed with assessments. Therefore an assessment district may be formed to help fund the infrastructure upgrades in the Transit Corridors Area, such as water line upgrades, sanitary sewer pipe upgrades and storm water improvements. The

assessment district would have to be initiated by the City Council, subject to majority protest of property owners. Special assessments are fixed dollar amounts that are typically paid back with interest over time by the assessed property owner. In some cases, special assessments are paid back, or “retired” prior to the pay-back term.

### **Business Improvement District**

A Business Improvement District (BID), in contrast to a special assessment district, is a form of public-private partnership in which business owners within a specific geographic area agree to pay an annual assessment which is then used to fund a wide range of services such as enhanced maintenance and security, marketing and promotional support, and special programs and events. Assessments on businesses within a BID are collected by the city but are frequently administered by a Business Association or similar nonprofit group.

BIDs are usually initiated by businesses and therefore require a certain level of shared interests among business owners. It may take time before new and existing businesses feel that they will benefit from making the financial commitment associated with a BID. In the long term, however, a BID could prove to be an effective tool for financing Transit Corridors Area infrastructure and programming. A BID could provide funding for the gateway plazas at the San Mateo Avenue and El Camino Real intersection, San Mateo Avenue surface parking lot improvements, displays on sidewalks on San Mateo Avenue, public art in the proposed plaza, and a new Transit Corridors Area shuttle.

### **Dedicated Tax Increases**

With voter approval, special tax increases may be implemented to support specific programs or infrastructure projects. Two possible tax increase options are described below.

## Sales Tax Increase

A voter-approved, city-wide sales tax increase could provide a revenue stream to fund Transit Corridors Area development or special programs. If intended to provide dedicated funding for projects in the Transit Corridors Area, this type of sales tax measure would require a two-thirds majority vote of residents and would depend on significant public support. A general tax increase, in contrast, would require only a simple majority but would not be earmarked specifically for projects in the Transit Corridors Area and might be subject to changing budget priorities.

Projected sales tax revenues for FY 2010-11 are approximately \$5.3 million, implying that a quarter-cent sales tax increase would generate an additional \$1.3 million annually, with the amount increasing as taxable sales grow.

It is important to note that in 2007 a measure (Measure F) to increase the city's sales tax by an additional one-half cent was voted down. The increase would be a general-purpose tax with revenues going into the City's General Fund. Given the lack of support for the 2007 sales tax increase, voter approval for a sales tax increase to provide dedicated funding for Transit Corridors Area projects may be difficult.

## Transient Occupancy Tax Increase

Like a sales tax increase, a transient occupancy tax (TOT) increase requires two-thirds voter approval if it is to be dedicated to a specific purpose, or simple majority approval if it is to be a general tax. A two percent TOT increase was approved by San Bruno voters in November 2009 to support the General Fund Operations. The current TOT is 12% could provide a revenue stream to secure Certificate of Participation financing or other form of debt financing for infrastructure improvements, or to fund ongoing program costs. However, given the recent TOT general tax increase it is unlikely voters would approve a further increase to provide dedicated funding for Downtown projects.

## Regional Programs

### Priority Development Area

The Transit Corridors Area was designated as a potential Priority Development Area (PDA) by the Association of Bay Area Governments in 2007, as part of the FOCUS program. The plan area will become a Planned Priority Development Area once the City adopts the Plan. FOCUS is a regional development and conservation strategy that promotes a more compact land use pattern for the Bay Area. It unites the efforts of four regional agencies into a single program that links land use and transportation by encouraging the development of complete, livable communities in areas served by transit, and promotes conservation of the region's most significant resource lands.

The San Francisco Bay Area is a unique and diverse region - home to 7.1 million people living in big cities, suburbs, and small towns. In the Bay Area, people have access to a wide variety of distinctive communities, beautiful natural environments, a diverse economy, and unique recreation areas. However, these positive attributes mean that the region will continue to attract new residents. It is expected that there will be nearly 2 million more people living in the Bay Area by 2035.

The FOCUS program seeks to coordinate efforts between regional agencies and local government partners. Regional agencies have been developing programs for technical assistance, planning grants, and capital infrastructure funding to support PDAs in the creation of complete communities. The FOCUS Program has worked to help connect PDAs with a variety of funding opportunities. Although these funding programs are still highly competitive, jurisdictions with designated FOCUS PDAs and whose goals are closely aligned with the program's objectives can be more successful in securing financial assistance than other areas. As a Planned Priority Development Area, San Bruno will be well positioned to be competitive for such funding opportunities.

## Statewide Programs

### Mills Act

Passed in 1972, the California Mills Act allows participating local governments to enter into contracts with owners of historic properties who actively participate in the restoration and maintenance of their historic properties while receiving property tax relief. Mills Act properties are assessed using the “income approach” to value. In other words, residential properties are valued based on their rental income, which typically results in a value lower than current market values. At present, the City does not have a Mills Act policy. However, in the future the City may identify properties which are eligible for Mills Act contracts.

### California Seismic Bond Act

The California Seismic Bond Act (RTC Sections 70(d) and 74.5) provides a 15-year property tax break for seismic improvements to Unreinforced Masonry (URM) buildings or buildings identified by local government as being hazardous to life during an earthquake. Under this Act, increases in property assessed value based on seismic improvements are not reflected in property assessment for 15 years following construction.

To the extent that there are qualifying historic properties in the project area, this policy could be advantageous to the Transit Corridor Plan as it would provide property owners a financial incentive to preserve the historic nature of their properties, thereby enhancing the unique character of the area. However, further analysis related to qualifying properties in the Project Area, (e.g. any historic property inventory that may have been done as part of this or a previous effort) will be required to further evaluate the applicability of this policy in this context.

### CEDLI Loans

The California Economic Development Lending Initiative (CEDLI) is a for-profit, multi-bank community development corporation established

to provide investment capital to small businesses and community organizations throughout California. Under its Co-lending Program, CEDLI makes loans to businesses which are not able to qualify for conventional bank financing. CEDLI funds up to 50 percent of a business's loan requirement, while a participating member bank funds the remaining loan. Providing access to minority- and women-owned businesses is a high priority. Proceeds may be used for equipment purchase, permanent working capital, business acquisition, lease hold improvements, financing accounts receivable and inventory.

### **California Department of Housing**

The State of California has several programs to assist localities with housing and community development, including those described below.

- Downtown Rebound Capital Improvement Program—Finances the conversion of vacant or underutilized commercial and industrial structures into residential units, residential infill and the development of high-density housing adjacent to existing or planned mass transit facilities, through deferred payment development loans to public and private entities. Funding is not currently available under this program.
- Multifamily Housing Program—Assists in the new construction, rehabilitation and preservation of permanent and transitional rental housing for lower income households through deferred payment loans to public and private entities.
- Workforce Housing Rewards Program—Provides financial incentives to cities and counties for their issuance of building permits for new housing affordable to very low or low-income households. Grants may be used for construction or acquisition of capital assets such as traffic improvements, neighborhood parks, bike paths, libraries, school facilities, community centers and police or fire stations.

Program funding is contingent upon available state funds and grants are awarded on a competitive basis.

## Federal Programs

### Community Development Block Grant Funds

Community Development Block Grants (CDBGs) provide federal funding from the Department of Housing and Urban Development (HUD) to support the development of urban communities with a primary focus on low-income residents. Designated “entitlement cities” include the principal cities of Metropolitan Statistical Areas (MSAs) and cities with populations of at least 50,000. Entitlement cities are eligible to receive annual funding, contingent on HUD approval of an Annual Action Plan. The City of San Bruno is not an entitlement city and does not receive on-going CDBG funds for projects. However, in the past the City has received CDBG funds to finance individual projects such as senior housing and ADA facilities. In the future, the City may qualify for additional grants and could pursue funding for additional Transit Corridors Area improvements.

### Federal Historic Preservation Programs

The National Park Service (NPS) administers several programs that provide incentives and funding for historic preservation projects. While the City does not currently have any historic preservation projects, if historic properties are identified in the future these programs may be relevant. Two major programs are described below.

### Federal Income Tax Credits for Historic Preservation

Federal law provides an income tax credit equal to 20 percent of the cost of rehabilitating a historic building for commercial or government use. The property must be a certified historic structure listed on the National Register of Historic Places or contributing to a registered historic district. Rehabilitation work must meet federally established standards, and final determinations of eligibility are made by the NPS.

### **Certified Local Government Program**

The Certified Local Government (CLG) Program, administered by the NPS and State Historic Preservation Offices (SHPOs), provides technical assistance and small grants to local governments pursuing historic preservation projects. Participating jurisdictions are eligible to apply for grants to support a range of initiatives relating to the preservation, rehabilitation and designation of historic structures; design guidelines and preservation plans; archaeological, historical, and architectural surveys; and public outreach materials. Grants generally require a 50/50 match from other funding sources or in-kind services.

### **Federal Loan Programs**

The U.S. Small Business Administration (SBA) administers several loan programs to assist small businesses, typically by acting as a guarantor of loans made through private institutions. Relevant programs include the 7(a) Loan Guarantee Program, which provides guaranties to participating commercial lenders who make loans to eligible small businesses, and the 7(m) Microloan Program, which makes small loans (up to \$35,000) through intermediary community-based lenders. These intermediaries may also provide SBA Loan Prequalification assistance. SBA-administered loans may be used to pay for a range of short- and long-term capital needs, and could help Transit Corridors Area business-owners to purchase and improve properties for new retail uses.

### **Environmental Protection Agency Brownfields Grants**

The Environmental Protection Agency (EPA) Brownfields Program empowers states, communities and other stakeholders in economic development to work together to prevent, assess, safely clean up and substantially reuse brownfields (i.e., real property, the reuse of which may be complicated by the presence of a hazardous substance, pollutant or contaminant). The EPA provides financial assistance to eligible participants through four competitive grant programs: (1) assessment

grants, (2) revolving loan funds, (3) cleanup grants and (4) job training grants. The EPA collaborates with other EPA programs to identify and make available resources that can be used for brownfields activities. Up to \$700,000 is available per applicant.

While there are no major industrial sites within the Transit Corridors Area, there are former rail and industrial facilities, as well as existing auto-related uses, which may be eligible for brownfields redevelopment. Potentially contaminated sites include several gas stations in the area, such as a vacant gas station on San Bruno Ave and the 76 station on San Mateo Avenue.

### **Federal Transportation Grants**

Major federal funding sources for transportation infrastructure are part of the federal transportation omnibus legislation, the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), signed into law in August 2005. These funds are administered regionally by Caltrans and MTC and can be used for a wide variety of transportation-related infrastructure projects from bike paths to major road improvements. The City recently received federal funding for infrastructure projects as part of the American Recovery and Reinvestment Act of 2009. The Act included funding for infrastructure investments including roads, bridges, railways, sewers and other transportation. As part of the Act's Paving Project, the City received \$659,000 for the rehabilitation of city streets. Even though current grant funds are not available for the Transit Corridors Area public improvements, in the future, the City could pursue additional federal transportation grants for Downtown infrastructure improvements, specifically the streetscape improvements on El Camino Real, San Mateo Avenue, San Bruno Avenue and Huntington Avenue.

## 9.4 IMPLEMENTATION ACTION PLAN

The improvements identified in the Transit Corridors Plan will fall to both the public and private sectors to champion and implement. The majority of improvements can be grouped into categories that implement a particular component of the long-term vision for the Transit Corridors Area. Market factors and implementation logistics make it impossible to implement all of the proposed improvements at once. Rather, early allocation of public resources must be directed toward actions that will maximize private investment, such as facilitating projects on the catalytic development sites. This section describes the recommended sequencing of public investment and desired timing for private projects, which have been prioritized based on their capacity to transform the plan area into a more vital mixed-use corridor. The sequence of implementation actions described here is based on current assumptions about funding availability and market factors, and is not intended to be prescriptive. Should other opportunities to pursue projects arise out of this anticipated order – due to private investment, changing market conditions or other factors – the timing of improvements can and should be reassessed.

Initially, it is anticipated that public and private investment will be directed to areas surrounding the new Caltrain station to help it become a focal point and catalyst for subsequent development in the plan area. Enhancements to the public realm, such as the façade improvement program along San Mateo Avenue, will be ongoing. Gradually, other key streetscape improvements will be implemented throughout the whole plan area. These improvements might include pedestrian amenities such as sidewalk furniture, street and sidewalk lighting, and landscaping as well as other improvements to enhance pedestrian safety and walkability (e.g. bulbouts, mid-block crosswalks, and raised intersections). Other improvements including the creation of bike lanes and bus stops will benefit alternative modes of transportation and may be considered in the short term.

The implementation actions matrix is organized into different actions, estimated time frames, the responsibility party, and potential funding sources. The time frames are separated into those actions that may be accomplished in the near or short-term, mid-term, and long-term. Though comprehensive, this list does not necessarily include every improvement necessary along the Transit Corridors Area. It should be used as a flexible and evolving guide to direct the timing of major improvements, many of which are tied to market demand and triggered by private investment, estimated time frames, the responsibility party, and potential funding sources. The time frames are separated into those actions that may be accomplished in the near or short-term, mid-term, and long-term. Though comprehensive, this list does not necessarily include every improvement necessary along the Transit Corridors Area. It should be used as a flexible and evolving guide to direct the timing of major improvements, many of which are tied to market demand and triggered by private investment.

Table 9.2: Implementation Actions Matrix

ACTION	RESPONSIBILITY (Lead in bold)	POTENTIAL FUNDING MECHANISMS
<b>Short-Term - 1 to 3 years</b>		
IA-1 TOD Office Development and shared parking solution at Caltrain station on former lumberyard site	<b>SamTrans, Caltrain,</b> Private Development, City of San Bruno	Caltrain, SamTrans, Area developers, tax increment
IA-2 Catalytic mixed-use development on the southwest corner of San Bruno and Huntington avenues.	<b>Private Development,</b> City of San Bruno	BMR In-Lieu Fund
IA-3 Continuation and expansion of façade improvement program throughout the area	City of San Bruno	BID funding
IA-4 Landscaping within setbacks on San Bruno Avenue and El Camino Real	Private Development	Private sources
IA-5 Perform traffic study considering future build out volumes to reassess best urban design for San Bruno Avenue and Huntington Avenue, to reach proper balance between driving, parking, walking and biking interests. Based on study recommendation, develop new street design standards. Installation of bike lanes on Huntington Avenue and San Bruno Avenue (west of San Mateo Avenue).	City of San Bruno	Measure A, development impact fee, dedicated tax increase, General Fund tax increase, General Fund, federal transportation grants
IA-6 San Bruno Avenue streetscape improvements e.g. sidewalk landscaping, sidewalk furniture and lighting (west of San Mateo Avenue to Cherry Avenue), bulbout installation and landscaping, bus stop amenities, special pavement materials for crosswalks and intersections, and bike lanes.	City of San Bruno	Measure A, special assessment district, development impact fees, dedicated tax increase, General Fund, federal transportation, grants
IA-7 San Mateo Avenue streetscape improvements e.g. sidewalk landscaping, sidewalk furniture and lighting, bulbout installation and landscaping, bus stop amenities, special pavement materials for sidewalks, crosswalks and intersections, raised intersection treatment	City of San Bruno	Measure A, special assessment district, development impact fees, dedicated tax increase, General Fund, federal transportation, grants
IA-8 Huntington Avenue streetscape improvements e.g. sidewalk landscaping, sidewalk furniture and lighting, bulbout installation and landscaping, bus stop amenities, and bike lanes	City of San Bruno	Measure A, special assessment district, development impact fees, dedicated tax increase, General Fund, federal transportation
IA-9 Work with Caltrain and City Art Commission to design pedestrian-oriented improvements to railway underpass on San Bruno Avenue and San Mateo Avenue near Caltrain station, and Sylvan, Walnut, and Euclid Avenues	<b>City of San Bruno,</b> Caltrain	BID, dedicated tax increase, General Fund
IA-10 San Mateo Avenue "Northern and Southern Gateways" intersection realignment and Downtown gateway features (public art, wayfinding and signage)	<b>City of San Bruno,</b> Caltrans	Measure A, BID, dedicated tax increase, General Fund, Build Permit Art Fee.

ACTION	RESPONSIBILITY (Lead in bold)	POTENTIAL FUNDING MECHANISMS
IA-11 San Mateo Avenue pedestrian alley and surface parking lot improvements, e.g. screen trash and recycling receptacles	City of San Bruno	Measure A, development impact fees, BID, dedicated tax increase, General Fund
IA-12 Develop infrastructure improvement plans	<b>City of San Bruno</b> , Private Development	Special assessment district, development impact fees, dedicated tax increase, General Fund, area developers
IA-13 Develop a plan to identify sites and pursue opportunities for property acquisition and/or land assembly and disposition for the following uses: <ul style="list-style-type: none"> <li>▪ San Bruno public facilities master plan, including potential additional rights of way for gateway and activity nodes</li> <li>▪ Catalytic private mixed-use developments, hotels and affordable housing</li> </ul>	City of San Bruno	Dedicated tax increase, General Fund, Park In-Lieu Fees
IA-14 Catalytic mixed-use development on south corner of San Mateo Avenue and El Camino Real	<b>City of San Bruno</b> , Private Development	Special assessment district, development impact fees, dedicated tax increase, General Fund, area developers
<b>Mid-Term - 4 to 6 years</b>		
IA-15 Installation of additional El Camino Real mid-block crossings consistent with the El Camino Real Grand Boulevard Initiative street design guidelines	<b>City of San Bruno</b> , Caltrans	Measure A, development impact fee, dedicated tax increase, General Fund, federal transportation grants
IA-16 El Camino Real pedestrian-friendly streetscape improvements, e.g. sidewalk landscaping, bike lanes, sidewalk furniture and lighting, bulbout installation and landscaping, bus stop amenities consistent with El Camino Real Grand Boulevard Initiative street design guidelines	<b>City of San Bruno</b> , Caltrans	Measure A, special assessment district, development impact fees, dedicated tax increase, General Fund, federal transportation, grants
IA-17 Pedestrian promenade on Memory Lane linking Linden Avenue with El Camino Real	City of San Bruno	Measure A, development impact fees, dedicated tax increase, General Fund
IA-18 Plaza at El Camino Real and San Mateo Avenue	<b>City of San Bruno</b> , Private Development, Property Owners	Measure A, BID, dedicated tax increase, General Fund, property owners
IA-19 Outdoor dining / displays on sidewalks on San Mateo Avenue	City of San Bruno, Property Owners, Tenants	Low interest loans, BID, dedicated tax increase, General Fund, property owners, tenants

ACTION	RESPONSIBILITY (Lead in bold)	POTENTIAL FUNDING MECHANISMS
IA-20 Enhancement of existing shuttle service with connections to SFO, the BART station, the Caltrain station, San Mateo Avenue and Bayhill Office Park	<b>City of San Bruno,</b> SamTrans, SFO	Measure A, BID, dedicated tax increase, General Fund
IA-21 Implementation of the city's 2030 Water Master Plan and additional water line upgrades (exact recommendations under analysis)	<b>City of San Bruno,</b> Private Development	Special assessment district, development impact fees, dedicated tax increase, General Fund, area developers
IA-22 Sanitary sewer pipe upgrades (exact recommendations under analysis) to be incorporated into new master plan to be started next year	<b>City of San Bruno,</b> Private Development	Special assessment district, development impact fees, dedicated tax increase, General Fund, area developers
IA-23 Storm water improvements (exact recommendations under analysis) to be incorporated into new master plan to be started next year	<b>City of San Bruno,</b> Private Development	Special assessment district, development impact fees, dedicated tax increase, General Fund, area developers
IA-24 Develop Parking Management Plan to make better use of existing municipal parking facilities, parking meters and pricing, shared parking, unbundled parking. Also, evaluate need and identify potential sites for a centrally located parking structure.	<b>City of San Bruno,</b> Private Development	Special assessment district, development impact fees, dedicated tax increase, General Fund, area developers
Long-Term - 6 to 10 years		
IA-25 Enhancement of existing shuttle service with connections to SFO, the BART station, the Caltrain station, San Mateo Avenue and Bayhill Office Park	<b>City of San Bruno,</b> SamTrans, SFO	Measure A, BID, dedicated tax increase, General Fund
IA-26 Provide incentives for additional affordable housing in new mixed-use developments.	City of San Bruno	BMR In-Lieu Fund