

# Winchester Boulevard Urban Village

## DRAFT

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### Implementation Chapter

#### INTRODUCTION

This Chapter provides the framework for the implementation of the Winchester Boulevard Urban Village Plan (“Plan”). The private development community will play a key role in the implementation of this Plan as it relies on development investment within the Plan area to achieve the identified improvements and many of the Plan’s goals. While some sites in the Plan may generate early development interest, others could take significantly longer and implementation of the entire Winchester Urban Village (“Urban Village”) could take many years. Continued community interest and political will is needed for the Urban Village to become the engaging, mixed use, walkable, bikeable, and well-designed neighborhood envisioned in the Plan.

With the end of the Redevelopment Agency program in California and San José (“City”), the City does not have the same level of resources from the Redevelopment Agency for capital improvements. Nevertheless, there are other steps the City can take to implement the Plan, including rezoning property within the Urban Village boundary to facilitate development consistent with the land use and urban design policies of this Plan.

Implementation topics covered in this chapter include:

- Consistency with the General Plan
- Land Use Regulation
- Zoning
- Funding Mechanisms for Identified Public Improvements
- Affordable Housing
- Additional Financing and Implementation Strategies
- Implementation Actions

#### Consistency with the General Plan

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The Winchester Boulevard Urban Village is consistent with the Envision San José 2040 General Plan, and furthers implementation of the General Plan’s Urban Village Major Strategy. The Urban Village Major Strategy was established as the policy framework to focus new job and housing growth to create walkable and bike friendly Urban Villages with good access to transit, services, amenities, and other existing infrastructure and facilities.

The General Plan phases the development of Urban Village areas into three development Horizons. This Village was placed in the third Horizon of the Envision San José 2040 General Plan to facilitate long term redevelopment. These Horizons are intended to phase the amount and location of new housing developments in order to achieve a more sustainable balance between jobs and housing; emphasizing new employment opportunities in San Jose, these Horizons do not phase jobs development, and jobs development can move forward in any of the Urban Villages at any time. With City Council approval of this Urban Village Plan, mixed-use residential development can move forward in this Village consistent

with the goals and policies of both the Winchester Boulevard Urban Village Plan and The Envision San José 2040 General Plan. In particular, consideration of a residential mixed use development needs to be consistent with the implementation strategy outlined in this Chapter.

## **Land Use Regulation**

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The Winchester Boulevard Urban Village Plan is a long-term plan for new development within the Plan area and has the same implementation timeframe as the Envision San José 2040 General Plan. New development within the boundaries of the Urban Village must conform to the standards included in this Plan, the most important of these standards being land use. The City of San José has the following two primary land use controls (among others such as specific plans, area development plans, etc.) that guide future development: 1) General Plan Land Use Designations, and 2) Zoning Districts found in Chapter 20 the Municipal Code. With the adoption of this Plan, the land use designations identified on the Land Use Plan of this document are also incorporated into the Envision San José 2040 Land Use/Transportation Diagram. Any future changes to the land use designation in the Plan will require an amendment to the Envision San José Land Use/Transportation Diagram.

The General Plan land use designation identifies locations, types, and intensities of future development. New development is required to conform to the General Plan land use designation, which may require a rezoning of the property as part of the entitlement process for a proposed project; this Plan does not change the Zoning Districts to be consistent with the land use designations in the General Plan and this Plan.

## **Zoning**

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The City does not redevelop properties, but the City can and should take proactive steps to encourage development in the corridor. One key step will be to rezone the corridor with a zoning district that is consistent with the design guidelines and land uses policies of this Plan and will further the goals of this Plan. Rezoning the properties in the Winchester Boulevard Urban Village would clear away a major entitlement hurdle for urban, pedestrian-oriented development. Presently, multiple commercial and residential zoning districts are applied to properties within the Winchester Urban Village boundary. For most properties to develop consistent with the policies of this Plan, a developer would need to rezone to the Main Street or similar urban zoning district before proceeding with other development permits.

To be consistent with the Urban Village Amenities Strategy discussed below, a City initiated rezoning of the Urban Village area would not rezone any property within the Urban Village to allow mixed use residential development and only allow commercial development consistent with the Plan. Any proposed mixed use residential project would be required to rezone consistent with the Plan and meet the requirements of the jobs and housing balance in order to allow for residential uses.

This Plan proposes a number of improvements to the Urban Village for which the City has some existing funding and implementation mechanisms. The City's established mechanisms, however, are often not sufficient to implement all of the improvements identified in this Plan. The public projects/improvements identified in the Plan are listed below with a discussion on existing funding and implementation mechanisms.

## **Parks and Plazas**

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The goal of maintaining, enhancing, and expanding parks and plazas within the Plan area is discussed in the Parks, Plazas, and Placemaking Chapter of this Plan. Public parks and plazas are overseen by the City's Department of Parks, Recreation, and Neighborhood Services (PRNS). PRNS has a number of approaches to the development and financing of new public parks and plazas, all of which contribute to the PRNS's Capital Improvement Program (CIP):

- The Parkland Dedication (PDO) and Park Impact (PIO) Ordinances
- Construction and Conveyance Taxes (C&C)
- Outside funding sources from grants, gifts, and other agencies like the County and State.
- Cooperative and Joint Use Agreements (most often with school districts or other public agencies)
- Bond Funding (when available)

The PRNS Capital Improvement Program implements the Parks and Community Facilities component of the City's Adopted Capital Budget, which is approved by Council each June for the following fiscal year. The CIP is comprised of park, trail, and recreation facility projects throughout the City and is planned over a 5 year forecast; the most recent 2016-2021 Adopted CIP includes approximately \$309 million in open space and park projects. Projects within the CIP are financed through a variety of funding mechanisms, described below. The City is, however, constantly in search of new tools to improve the City's park, trail, and recreational facilities, as well as vital services offered through PRNS.

### ***Parkland Dedication and Park Impact Ordinances (PDO/PIO)***

As the Urban Village develops, the primary and most direct funding mechanism for parks and trails is through the implementation of the Parkland Dedication Ordinance (PDO) and Park Impact Ordinances (PIO). Through the PDO/PIO, PRNS will receive In-lieu fees, land dedication, or turn-key improvements or a combination thereof with each new residential development. PDO/PIO land dedication and fees will help fund the development of public parks, and where appropriate, urban plazas, serving the Plan area. However, the PDO/PIO is wholly based on the development of new housing, and therefore it is both a limited and inconsistent funding source. Further, the PDO/PIO are subject to state and federal law limitations on the amount of fee that may be required on each residential project (the "nexus" requirement, which means that that the fees are required to stay within close proximity to the project).

Even if all of the planned housing units in this Plan are built, a significant funding gap will remain for park and plaza development within this Urban Village. Therefore, additional funding sources and community benefit tools will likely be needed in order to finance trail and urban plaza projects in the Urban Village.

### ***Construction and Conveyance Taxes***

The City collects taxes on construction of certain buildings and the conveyance of certain real property located within the City. A limited amount of these Construction and Conveyance Taxes (C&C) are allocated towards the development and rehabilitation of park and recreational facilities on an annual basis. Similar to the PDO/PIO, C&C taxes are somewhat market driven and an unreliable source of funding. While these revenues do not have a nexus requirement providing more flexibility than the PDO/PIO, but C&C taxes that must be allocated for various City facilities and services in accordance to a strict formula in the San José Municipal Code. Because they can be spent more flexibly, C&C taxes are often used to support parks projects in areas not experiencing significant new residential development and where PDO/PIO funds are extremely limited.

### ***Grants, Gifts, and Partnership Funding***

Beyond the application of the PDO/PIO and C&C taxes as described above, PRNS frequently seeks grants from outside agencies and is occasionally the beneficiary of charitable donations or resources bequeathed to the City by private will. Both of these potential resources enable the City to achieve more within its own limited capacities, but are infrequent, often difficult to anticipate, apply to specific projects, and/or require re-allocation of staff resources away from scheduled projects. In addition, grant funding is most frequently awarded on a reimbursement basis and as such, encumbers City funds to front the grant until reimbursement becomes available.

PRNS is also able to enter into partnerships with developers to create privately owned publically accessible open spaces (POPOS). This mechanism leverages private funds to create publically accessible spaces and provides for their long term care. An example of a POPO could be an urban plaza that is developed as part of a private development and then maintained by the property owner, but publicly accessible.

### ***Joint Use, Cooperative, and Partnership Agreements***

Throughout the City, PRNS has a number of Joint Use, Cooperative, and Partnership Agreements, which typically allow for public recreational use of non-City property or in some cases, the provision of recreational services by non-City agencies/organizations on City property. Where opportunities are present within or serving the Urban Village, City staff may work with other agencies to develop mutually beneficial arrangements for the expansion of public parks and recreational facilities.

### ***Bond Funding***

San José has a strong track record of community investment in parks and recreational facilities through voter approved bond measures. Most recently, voters in 2000 approved Measure P for the issuance of \$228 million in general obligation bonds for the improvements of parks and recreation facilities. This bond fund has contributed to major advancements in PRNS facilities, including upgrades to Happy Hollow Zoo, construction or rehabilitation of nine (9) community centers, trail expansion, and improvements to more than 69 neighborhood parks. At the time of adoption of this Plan, the Measure P Bond Fund is engaged with completion of its final two funded projects, both City-wide sports field projects. There are currently no plans for additional parks and recreation bond measures, but it is likely that over the duration of this Plan such options may be presented for voter consideration.

## **Circulation & Streetscape Improvements**

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Many transportation improvements are identified in the Circulation and Streetscape chapter of this Plan. Most of the identified improvements exceed the core services of the City of San Jose's Department of Transportation (DOT) and are not included in the DOT's current Capital Improvement Plans (CIPs).

Most of the identified transportation improvements will need to be funded and implemented through a combination of public and private mechanisms. To achieve the desired outcomes of this plan, new developments will be required to dedicate right-of-way as necessary, improve their frontages, and make nexus-based improvements to the transportation system based on their expected impacts. Regional, State and Federal funds may also be used to implement transportation improvements.

The establishment of a Transportation Management Association (TMA) may also help implement transportation improvements. TMAs are typically member-controlled, area-based, non-governmental, non-profit entities that develop, implement, promote, and monitor policies and programs intended to address transportation issues and problems shared by the members. TMAs may adopt policies and programs that do things like improve transportation system operations, expand the supply and availability of more sustainable alternatives, create and implement incentives and disincentives that encourage more sustainable travel, and support other access, mobility, and safety goals.

To fund maintenance and other capital improvement costs, Special Financing Districts could also be formed. Special Financing Districts are discussed below.

## **Public Art**

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The integration of public art within this Urban Village is a placemaking strategy of the Plan. Public art can play a key role in reinforcing the visual identity of the area and add significant value to both public infrastructure and private development.

The City's public art program allocates one percent of all eligible City of San José capital project costs towards the design, fabrication and installation of public artwork to enhance the design and add to the character of the community served by its capital improvements. Public art funds within the City are managed by the Public Art Program/Office of Cultural Affairs, and specific projects are implemented in collaboration with stakeholders and capital project managers. Public art projects that are developed by outside agencies could also contribute to public art; however, a public arts contribution would have to be negotiated on a case-by-case basis. For example, VTA funded the public art enhancement program as part of the Bus Rapid Transit project along the East Santa Clara and Alum Rock Avenue corridor.

A Special Financing District, such as a Business Improvement District, which has been established in Downtown San Jose and the Willow Glen neighborhoods, could be a resource for the creation and maintenance of public art and other amenities. Forming a Special Financing District for this Urban Village is an option that will be further discussed below in this chapter.

While there is currently no private development funding requirement for public art, the inclusion of public art and public art maintenance into private development projects is highly encouraged, and is a demonstrated benefit for developers. For this Urban Village to meet its public art goals, additional funding sources or strategies need to be identified. As discussed in the Streetscape Chapter, this Plan recommends that the City explore expanding the one percent for public art program to private development by establishing a public art fee in the Urban Village. Similar funding strategies exist nationwide, producing impactful projects for the developments and communities.

## **Affordable Housing**

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Providing more affordable housing is one of the greatest challenges facing San José and providing affordable housing within the Urban Villages is a major goal of the Envision San José 2040 General Plan. In addition, the Plan also contains a policy to integrate affordable housing within the Urban Village. While sources of funding now exist for creating more affordable housing, additional measures are needed to incent its production.

There are both financing and programmatic tools available to increase the amount of affordable housing in San José. The financing tools include Tax Exempt Bond Financing, where developers of mixed-income or 100% affordable rental properties can work with the City to issue tax-exempt bonds, the proceeds of which are administered as loans by conventional lenders. Developers that build 100% income-restricted housing can assemble a variety of funding sources to finance their project, including federal and state low-income housing tax credits, tax-exempt bond financing, federal project-based rental vouchers, and low-cost “soft” financing subsidies from the City, County, State, and the Federal Home Loan Bank. The availability of some tax credits and most subsidy sources is typically very limited and not predictably available in all locations or at a large scale.

The two programmatic tools to support the development of affordable housing are the City’s Inclusionary Housing Ordinance and its Affordable Housing Impact Fee. On January 12, 2010, the City Council approved an Inclusionary Housing Ordinance which requires that new for-sale residential developments of 20 or more units include housing affordable and price-restricted for moderate-income purchasers. Developers may satisfy their Inclusionary Housing requirement by providing 15% affordable homes on-site within their projects, or through a variety of developer options including off-site construction of 20% affordable units, payment of the in-lieu fee, dedication of qualifying land in lieu of construction, purchasing surplus inclusionary housing credits from another developer, the acquisition and rehabilitation of existing units, providing deed-restricted units that are available to lower-income households through agreement between the developer and the U.S. Department of Housing and Urban Development, or any combination of these methods that will achieve the requisite amount of affordable housing. Because of litigation over the validity of this ordinance, the City was only able to implement this requirement in 2016 after it prevailed in the lawsuit.

With regard to market-rate rental housing, the City Council adopted the Affordable Housing Impact Fee (AHIF) Program on November 18, 2014, and which took effect on July 1, 2016. AHIF requires new market-rate rental housing developments with three or more apartments to currently pay a one-time Affordable Housing Impact Fee of \$17 per finished livable square foot. The City will use collected fees to subsidize the development of restricted affordable housing in San José for units serving prescribed income levels.

### **ADDITIONAL IMPLEMENTATION STRATEGIES**

Given that the existing funding mechanisms by themselves will not be adequate to implement many of the identified improvements and amenities in this Plan, additional funding mechanisms or other tools are needed. While future tools could include those authorized by the State using local tax increment financing for community development purposes, this Plan focuses on two currently available mechanisms. This Plan supports establishment some form of community facilities district or special assessment district for the Urban Village and each property that redevelops within the Urban Village would be required to be annexed into the district and assist in paying for the additional City facilities and

services. This Plan also establishes an Urban Village Amenities Program as a strategy to provide Urban Village Amenities, such as, public art, affordable housing, additional open space or parkland and street improvements, all as further discussed below.

### **Special Financing Districts**

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As many of the streetscape and circulation improvements identified in this Plan are outside the Department of Transportation's (DOT) core services, and are typically not included in DOT's Capital Improvement Plans (CIPs), an additional funding mechanism will need to be established. The establishment of a Special Financing District could help finance the construction and/or maintenance of public infrastructure improvements within the Urban Village. A Special District Financing Strategy could take many forms, including a Property & Business Improvement District (PBID), a Community Business Improvement District (CBID), or a Business Improvement District (BID).

PBID's, CBID's, and BID's are Special Financing Districts established by local businesses and/or property owners as a "special benefit assessment" to fund maintenance and capital enhancements in a defined area ("District"). Special Financing District funds can not only be used for these purposes, but also for marketing, small business assistance, maintenance, supplemental security services, public art and special events. The assessments must be based on the benefit received and only special benefit can be assessed that are above and beyond the services already provided by the City. The funds are collected annually through the tax collector and distributed to an operating entity, typically a nonprofit organization or public/private enterprise established for this special purpose. The funds can be used on a "pay-as-you-go" basis, or can be used as the basis for a larger bond to be used over time.

Special Financing District assessments may be placed upon businesses or on property owners or both depending on the type of district. In either case, the formation of the District must be approved by a simple majority of affected parties. Establishing a Special District is a two-step process. The first step is an affirmative petition to the City of over 50 percent of affected property and/or business owners in the District, with the votes weighted according to what each property and/or business owner would pay. The City would then prepare a ballot initiative to enact the special district, which will pass if more than 50 percent of returned ballots indicate support, again weighted by each assessment.

The City of San José supports the formation of Special Districts when the work within the District will contribute to the City's economic, social, environmental or aesthetic enhancement, the amount of the assessment is supported by the benefit derived, and the operating entity is financially responsible and accounts for funds received and expended in the manner required by law. The City's special districts group in the Department of Public Works facilitates the formation and ongoing administration of these districts. The cost to form these Special Districts must be covered by the applicant and is typically around \$30,000.

In addition, there are other similar funding mechanisms under State law that could also be explored to assist in the funding of City facilities and services.

### **Urban Village Amenities Program**

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This Plan establishes an Urban Village Amenities Program as a tool to provide additional public benefit to the community with new or redevelopment of property located within the Urban Village. The Urban Village Amenities Program provides a way for San José to derive greater benefit from new development in exchange for granting planning entitlements that increase the value of the property, as further discussed below. For mixed use residential development to be approved and developed in the Urban

Village, the development will need to provide Urban Village Amenities that are above the and beyond the contributions or improvements that are required by the City's existing funding requirements, described above. The Urban Village Amenities that would be sought are discussed below.

In addition to providing the Urban Village Amenities listed below, mixed-use residential development would also have to conform to the Plan's land use and urban design policies, and include at least the minimum amount of commercial space prescribed in the Plan. Additionally, the project would have to exhibit high quality architectural and site design features that create an attractive pedestrian-scale street presence which enhances the character of the area and encourages further private investment and economic activity.

To be consistent with the goals and policies of this Plan and land use designations under this Plan and the General Plan, development proposals that include residential uses will require a rezoning. The process for proposing and agreeing upon the required community benefits to meet the requirements of this section of the Plan will occur as part of the property rezoning process. In order to determine the appropriate level of community benefit to be provided by a project, the applicant/developer shall fund the City's financial analysis of value added to the project with allowance of residential uses versus that of a commercial only project. Community benefits provided by a development would be secured through the rezoning and will be included as part of the development standards for the rezoning, or as a part of a development agreement, as required by the City's Planning Department. The rezoning ordinance and/or development agreement with the agreed upon community benefit shall be considered by the City Council concurrently.

### ***Identified Urban Village Amenities***

The following are the identified Urban Village Amenities that will be sought as a part of the entitlement process for a residential or residential mixed use development.

- **Affordable Housing**

Affordable Housing is one of the highest priority Urban Village Amenities that may be secured by the City through this Urban Village Amenities program. The City's goal, as supported by the General Plan and the Housing Element, is to integrate well-managed restricted affordable housing in neighborhoods throughout the City, particularly in Urban Villages with their walking access to transit, and community, and commercial amenities. This Plan therefore strongly encourages residential mixed-use developments to include deed restricted housing units on-site as one of their primary Urban Village Amenities. The amount and type of affordable housing units provided would depend on the particulars of a given development proposal and site, to be determined by the City as part of the rezoning process based on the increased value to the developer/property owner if the City approves the rezoning either allowing residential or residential mixed use to be constructed prior to 75% full construction of commercial space or deviation of any development standards.

To be considered a community benefit, developments would need to integrate more deed restricted affordable housing units than the current baseline below, or above what would be required by future amendments to City policies, programs and ordinances, whichever is greater. The current baseline, for which developers would need to materially exceed to meet this community benefit, are as follows:



- For-sale residential projects would need to create more affordable units and/or a deeper level of affordability, compared to the baseline standard of 15% of homes affordable to moderate-income households with maximum incomes at 120% AMI.
- Rental residential projects would need to provide more affordable units and/or a deeper level of affordability, compared to the baseline standard of 9% of apartments affordable to moderate-income households with maximum incomes at 80% AMI and 6% of apartments affordable to very-low income households at or below 50% AMI. Note that certain deed restricted affordable rental units earn reduced housing impact fees, as outlined in the City’s Affordable Housing Impact Fee program.

Individual developments that offer 100% restricted affordable housing are considered a community benefit in and of themselves; therefore, development of this housing is encouraged wherever possible in locations close to transit, commercial, and other community amenities. Projects that are 100% affordable would not need to provide additional Urban Village Amenities, but would still need to be consistent with the goals and policies of this Plan, and would need to provide at least the minimum amount of employment/commercial space identified for a given area by the Plan.

Further, as development in Urban Villages will often focus on sites with existing uses and occupants, developers should seek to minimize or mitigate permanent displacement of residential occupants, particularly those with lower- and moderate-incomes. When permanent displacement is part of a project’s plan, the baseline requirement is for developers to provide relocation assistance including moving costs, security deposits, and a minimum of three months’ housing costs at then-current market rents for locations and amenities comparable to their existing homes, or as required by any applicable City ordinances, policies or guidelines, whichever provides more benefits to the displaced occupants. Additionally, if residents are elderly or disabled, the baseline package adds nine more months of rent payment for a total of 12 months plus moving and security deposit costs. Other commensurate anti-displacement strategies could be negotiated.

- Urban Parks and Plazas

Fully publicly accessible urban plazas are desired in the Plan for which there is limited funding. Through the Urban Village Amenities Program, new development could pay additional fees to the City, provide or finance maintenance on City facilities, or improve and/or dedicate land for public plazas. Development could also incorporate plazas into their development that are publicly accessible, but privately maintained. These spaces are often called Privately Owned Public Open Space (POPOS).

- Transportation Improvements

Specific transportation improvements are identified in the Circulation & Streetscape chapter; they include:

- Communication network and other technology improvements
- Major corridor improvements
- Neighborhood traffic management improvements
- Bike and pedestrian network, facility, and amenity improvements
- Transit network, service, and facility improvements
- Implementation of transportation and parking management strategies

- Installation of complete street elements like street trees, landscaping, green infrastructure, street furniture, lighting, wayfinding, and gateways.

Transportation improvements that are not required by the City of San Jose may be considered Urban Village Amenities. The City typically prefers that development construct amenities as part of their project, but monetary contributions may also be considered. Street tree and landscaping improvements require a written agreement that states that these improvements will be maintained by the development or an established maintenance district.

- Public Art

To encourage the integration of Public Art within the Urban Village, development could incorporate public art within the given project, or contribute money to fund public art elsewhere within Urban Village area. Developers that include public art within their project should engage the community on the design and content of the artwork. Another option is to include a public artist on the project development design team for a more integrated approach to aesthetic enhancements. The Office of Cultural Affairs can provide developers with assistance on the design and selection process. For art pieces on public property, the Office of Cultural Affairs would manage the Public Art process and engage the community in the selection of artists.

- Commercial Development

Should a residential mixed use project construct commercial space at 50% or more above the minimum commercial space requirement under this Plan, it can be considered as a community benefit that goes towards meeting the community benefit requirements. Other potential community benefits could include; designing and building commercial space that is specifically affordable to small businesses, providing the space and infrastructure for a farmer's market, providing a space specifically for food trucks, or development of a small business retention program.

As with all Urban Villages throughout San José, entirely commercial development that is in keeping with the applicable Zoning Code and General Plan Land Use Designation can go forward at any time and is exempt from providing the additional Urban Village Amenities described in this section.

- Special Financing District

If it is demonstrated that a majority of the property and/or business owners within the Urban Village are interested in establishing a Special Financing District, a developer could fund establishment of this District as an Urban Village Amenity.

- I-280/Winchester Boulevard Overcrossing

- Widen the deck of I-280/Winchester to accommodate continuation of the Winchester streetscape design included in this Plan, including wide sidewalks, bike lanes, landscaping,
- Fund an engineering and economic analysis and financial feasibility study of capping I-280 for development of or a mix of land uses such as a park, commercial, residential or parking structure.

## IMPLEMENTATION POLICIES AND ACTIONS

### Implementation Policies

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Implementation Policy 1: Significant commercial development is planned to occur prior to the development of residential mixed use projects; however, mixed use residential development could be considered prior to the construction of 75% of the planned commercial capacity if such a development provides specified and exceptional Urban Village Amenities that further the vision and goals of this Plan.

Implementation Action 2: Support formation of a Special Financing District.

Implementation Action 3: Support formation of a Transportation Management Association (TMA).

### Implementation Actions

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Implementation Action 4: Propose a Director initiated rezoning of properties within the Winchester Boulevard Urban Village that will codify the design goals and policies of this Plan and will implement its Urban Design goal.

Implementation Action 5: Actively market the Winchester Boulevard Urban Village to potential developers who build urban walkable commercial and mixed-use development.

Implementation Action 6: Develop detailed streetscape and other transportation improvement plans.

Implementation Action 7: Explore the development of a neighborhood traffic management plan.

Implementation Action 8: Develop a Development Agreement template for the Winchester Boulevard Urban Village that would provide the development community with more clarity on the development agreement process and the level of contributions that would be sought by the City through the negotiation process.

Implementation Action 9: Actively seek external funding to finance and implement advancement of these Plans.