

**CITY OF MERCED
Development Services**

TO: Martin Luther King Jr. Way Ad-Hoc Advisory Committee
FROM: Julie Sterling, Associate Planner
DATE: December 14, 2011
SUBJECT: Martin Luther King Jr. Way Revitalization Strategy – Action Matrix Results

ACTION REQUIRED: Discussion and Feedback Requested

DISCUSSION

On November 15, 2011, staff presented a “draft” Action Strategy Matrix for the Martin Luther King Jr. Way (Highway 59) Revitalization Plan to the Committee. They were asked to assist in prioritizing the 26 Action Items (from the Action Strategy Matrix). There are 3 initiative categories in the Action Strategy Matrix: Physical Improvement, Redevelopment and Economic Development, and Organizational/Administrative. Each Committee Member was asked to place a maximum of three dots on any action item within the categories that each Committee Member felt strongly about. The results of the Actions can be found at Attachment A.

Staff has been preparing the Martin Luther King Jr. Way Revitalization Plan, taking the Committee’s comments from each of the meetings and incorporating them into the document. Probably the most important part of the document is the Strategy and Implementation Plan that can be found at Attachment A. Please note that it is currently in a “Draft” form as we are still adding information to it.

Attachment

- A. Part 5 – Strategy and Implementation Plan

DRAFT

PART 5

Strategy and Implementation Plan

Section 5.1

Recommended Actions

Following the lead of the City’s grant application and award by Caltrans to craft a Plan based on four key objectives, Staff and the Ad-hoc Committee aimed to establish action items to attain those objectives. These actions were based on the findings of the plan’s “Existing Conditions Report” (PART 3), and input received during the Project’s extensive public outreach efforts. A total of 26 action items were identified; NOTE: Some of these actions are applicable in more than one objective.

[add language here describing how these actions came to be]

Total Votes by Plan Objectives		
Key	Objective	Actions
Travel Modes	Improve Transportation Options for Travelers (vehicles, bikes, pedestrians, transit)	7
Safe Movement	Enhance the Safety Performance of the State Highway for all Travelers / Support Economic Growth through Enhancing the Movement of Goods and People	7
Redevelopment	Feasibility Assessment of New Office, Commercial and Residential Uses	16
Crossing	Identify Opportunities to Design and Install Improvements that Provide Safe Crossing Sites	7

DRAFT

5.1.1 *Travel Modes:* Improve Transportation Options for Travelers (vehicles, bikes, pedestrians, transit)

Action Item #1: Provide Handicap Ramps on Street Corners of Martin Luther King Jr. Way.

A significant finding of the Plan's Existing Conditions Background Report was the tremendous number of pedestrian travel that occurs along and across Martin Luther King Jr. Way. It is also important to note here the need to coordinate this improvement with Action Item # [redacted], the widening of the sidewalk along the corridor.

Action Item #2: Repaint Crosswalks, Striping and other Safety Markings.

Caltrans is responsible for striping and other pavement markings with their right-of-way along Martin Luther King Jr. Way (Hwy. 59), however, the City of Merced is responsible for the side streets that intersect with MLK Jr. Way. The Committee felt that street maintenance such as repainting street markings is an immediate need and an inexpensive safety measure for both Caltrans and City-owned roadways.

Action Item #3: Provide Bus Turn-Outs on Martin Luther King Jr. Way.

Despite the corridor's high pedestrian travel and presence of three bus routes, there are no bus pull-outs or bus stop amenities (bench, shelter and trash receptacle) on either side of the road. This action calls for the placement of at least one of these improvements on each side of the road, sited in consultation with THE BUS.

Action Item #4: Strengthen Pedestrian Circulation by Widening Sidewalks along Martin Luther King Jr. Way.

Though a high level of pedestrian traffic already occurs on the road, improvements and widening are requested to address multiple issues facing this travel facility. A variety of pedestrian users including wheelchairs, strollers, large groups often including children and bicyclists use the [redacted]-foot wide sidewalk, which is located immediately adjacent to a curb with no park-strip and not on-street parking. The City Engineer has indicated that there is enough right-of-way along Martin Luther King Jr. Way to widen the sidewalks on both sides of the roadway. The interface of these pedestrian users with a four-lane state highway and truck route speak to the need and benefit

DRAFT

of a wider sidewalk. This improvement should be coordinated with Action Items # [REDACTED] and # [REDACTED].

Action Item #5:

Explore Design Options for Canal Street to be used as a predominantly pedestrian, bicycle, and transit road.

Just as Martin Luther King Jr. Way provides for all transportation modes, but is utilized primarily by car, this action item seeks to provide a transportation corridor in the Plan Area that emphasizes pedestrian and bicycle travel to northern and southern destinations. Anchored by one of the area's landmarks - McNamara Park, Canal Street with its relatively low-vehicle traffic and access under State Route 99 to downtown, affords an opportunity that cannot be achieved on other plan area roadways. The intent of this action is for further analysis, public outreach and design options to be explored to answer whether or not the idea has merit, and if so, what ultimate design and travel options can be deployed.

Action Item #6:

Prioritize Infrastructure needed along the Corridor and Pursue Improvements as Funding is Available

The Committee's priority list has been established and is presented in Section [REDACTED] below. The Committee is aware that outside factors may affect the order in which those action items are implemented, and include: 1) limitations or restrictions in funding opportunities; 2) the need for and associated time and costs needed for subsequent project-level environmental reviews; and 3) challenges of interagency coordination and authority. Despite these barriers, Plan implementers will aim to maintain the spirit of the Committee's recommended priority, but will make necessary adjustments. These will be described and explained in the Annual Reports prepared by the City.

DRAFT

5.1.2 **Safe Movement: Enhance the Safety Performance of the State Highway for all Travelers / Support Economic Growth Through Enhancing the Movement of Goods and People**

Action Item #7: Provide a Pedestrian Activated Crosswalk on Martin Luther King Jr. Way.

South Merced is very mobile as was proven when staff and volunteers assisted in data collection in late 2010 over a 4-day period of time where pedestrians, bicyclists and big rig trucks were counted at four locations along Martin Luther King Jr. Way. As explained in the Existing Conditions of the Report, one Zone was reported to have pedestrian movements crossing MLK Jr. Way from 221 times (on 11/30/2010) to over 600 (on 12/11/2010. Zone 2 had from 276 to 435 pedestrian movements on the same dates. Some of the Committee members asked for a subsequent data collection effort take place in the spring/summer months where pedestrian traffic would reportedly be doubled. Safe crossing for pedestrians/bicyclists at MLK Jr. Way was discussed repeatedly at Committee Meetings with the suggestion being a pedestrian-activated crosswalk on Martin Luther King Jr. Way.

Action Item #8: Install Bulb-Outs on Side Streets that Intersect with MLK Jr. Way

Since MLK Jr. Way (Hwy. 59) is under the Department of Transportation "Caltrans" jurisdiction, any proposed requirements need approval from them. However, the City of Merced has jurisdictions on side streets that intersect with Martin Luther King Jr. Way. Therefore, the Committee felt any improvements such as bulb outs on the side streets that can provide a shorter walking distance and include additional lighting and/or landscaping would bring much needed safety and beautification to the area.

Action Item #9: Limit Curb Cuts and Consolidate Access Points along the Corridor.
as opportunities arise for safety purposes

Action Item #10: Improve of Lighting of Alleys and Side Streets

Through an energy grant that the City of Merced received, and a long-term financing program (Siemens contract/energy grant), the City recently went through and changed out the street lights (1 for 1 replacement with energy efficient lighting), however, the grant did not

DRAFT

include adding additional streetlights to an area. The Committed felt that any new lighting should be energy efficient lighting.

Action Item # 6: Prioritize Infrastructure needed along the Corridor and Pursue Improvements as Funding is Available

(see Objective 1 above)

Action Item #11: Coordinate with other agencies to Divert Truck Traffic or Implement Devices for Co-mingling all Corridor Travelers.

The Committee's preference is to divert truck traffic from traveling on Martin Luther King Jr. Way. As found in the study performed as part of the Existing Conditions Report, _____% of the semi-tractor trucks traveling north of Childs Avenue turned northbound onto SR 99. Truck traffic was also successfully diverted temporarily during the emergency repavement project (by Caltrans) in late 2011. If diverting truck traffic is not feasible, then For either method, coordination with Caltrans, the Highway Patrol, and the trucking industry will be needed.

DRAFT

5.1.3 **Redevelopment: Feasibility Assessment of New Office, Commercial and Residential Uses**

Action Item # 12: Install new water/sewer lines to encourage development along MLK Jr. Way

There are commercially-zoned properties within the Focus Area that are currently in need of utilities (water, sewer, etc.) in order for development to occur.

Action Item #___: Improve of lighting of alleys/side streets

(see objective 2 above)

Action Item #___: Undertake streetscape upgrades at key “gateway” entry points to the Corridor

Enhancing both private and public land along the Corridor is important to the Committee. With exception to a few properties, the area is devoid of street trees or landscaping of any kind; some buildings are in a state of disrepair; vacant properties are a continuous magnet for debris and have been used as a collection point for other unwanted items. The Committee recognized that many residents and business owners who take pride in South Merced routinely participate in organized “clean up” events.

Action Item #___: Encourage existing businesses to enhance their buildings and sites to further improve our gateways; Encourage Façade Improvement for businesses along Corridor

Action Item #___: Undertake land assembly to facilitate redevelopment with a focus on key opportunity areas

In order to attract a large scale commercial development along the corridor, efforts are necessary to assemble several parcels.

Action Item #___: Offer streamlined review and permitting for projects that meet pre-determined eligibility criteria which support broad policy goals

Action Item #___: Create a positive “brand” for the Corridor and Focus Area

DRAFT

As new businesses develop or existing businesses improve their buildings and/or sites, the Committee felt it was important to integrate a consistent landscape palette, lighting fixtures, street furniture, and trash receptacles for the Focus Area. They were also in favor of incorporating artwork such as sculptures, a welcome sign, organized murals on building, and other positive artistic means that that reflect positive elements in South Merced.

Action Item #___: Pursue infrastructure and telecommunications upgrades, including the use of renewable energy

Action Item #___: Develop a “Planned Development” with a designation of either Neighborhood Commercial (C-N) or Commercial Thoroughfare (C-T) for properties along the MLK Jr. Way Corridor (Hwy. 59) including one block on either side (including from Canal to Hwy. 59 south of Childs Avenue to the future grocery site on Childs Ave. and Canal Street to Hwy. 59)

As envisioned, the establishment of a Martin Luther King Jr. Way Planned Development is intended to allow for a greater type of land uses than is currently allowed. For example, the Committee noted the need for a greater range of neighborhood commercial services. After adoption of the MLK PD by the Merced City Council, some form of administrative review for subsequent land use proposals, instead of a Planning Commission review, should be further explored. Such action is intended to streamline the review process to incentivize land use change along the corridor. The exact location and types of land uses and subsequent review procedures need to be defined at a later date, and are not part of this Plan. There are smaller lots along MLK that we may want to change the zoning from C-G to C-N or C-T uses to allow the uses to transition over time. It does not mean that the change would have to be immediate, it could change over time. It would take private and public investment, and willing property owners/business owners to want to do something with their property.

DRAFT

Action Item #___: Implement Design Review standards for new construction of businesses

Action Item #___: Develop Form Based Codes

The Committee expressed a desire for a form-based code to apply to the Plan area. A form-based code emphasizes high quality architecture as opposed to a zoning code based primarily on land uses. Additionally, a form-based code has the potential to allow a greater number of land uses, provided the site design and building have high aesthetic and architectural value. The Committee recognized that the effort to establish a form-based code for the Plan area would be part of a larger City-wide effort.

Action Item #___: Review signage flexibility along the corridor and for the proposed grocery store at the SEC of Canal St. and Childs Ave.

Action Item #___: Prioritize infrastructure needed along the Corridor and pursue improvements as funding is available (see objective 1 above)

Action Item #___: Increase police and/or community patrols to discourage criminal activity, neighborhoods working with the City on identification and support

Action Item #___: Encourage Neighborhood Watch Groups

Recreation and Community Services are currently the lead in assisting in this effort.

DRAFT

5.1.4 *Crossing:* Identify Opportunities to Design and Install Improvements that Provide Safe Crossing Sites

- Provide a pedestrian activated crosswalk for safe crossing for pedestrians/bicyclists at MLK Jr. Way (see objective 2 above)
- Provide H/C Ramps on street corners of MLK Jr. Way/Hwy 59
- Evaluate the potential need for a four-way stop along MLK Jr. Way north of the Fairgrounds and south of 13th Street
- Strengthen pedestrian circulation by widening sidewalks along MLK Jr. Way (see objective 1 above)
- Prioritize infrastructure needed along the Corridor and pursue improvements as funding is available (see objective 1 above)
- Pursue coordination with Caltrans, Highway Patrol, and other organizations (including Trucking Industry) to either divert truck traffic to Freeway 99 prior to entering Focus Area or implementing further devices for co-mingling of all travelers (see objective 2 above)

DRAFT

Section 5.2 Action Plan

Upon adoption, the Plan faces the truest test of its worth: implementation. Successful implementation is based on the coordinated action of three elements: 1) implementers; 2) funding opportunities; and 3) incentives and other implementation mechanisms.

5.2.1 Implementers

A key achievement of the Martin Luther King Jr. Way Revitalization Plan is the formation of a coalition of local business owners and residents dedicated to the betterment of their neighborhood. This group is described in detail in PART 4 of the Plan. In addition to this group, numerous local government agencies and nonprofit groups were engaged in the development of the Plan, and are likewise committed to creating a positive change in the community. Many of these groups have provided commitment letters and resolutions (PART 6, Appendix B). As described in this Section, the Redevelopment Advisory Committee (RDAC), and its support staff will be a key implementer of the Plan. A key partner in the development and future implementation is CALTrans, which has the most direct capacity for development of improvement Projects along the Plan corridor, Martin Luther King Jr. Way.

5.2.2 Funding Opportunities

Brownfield Redevelopment and Funding - Numerous funding opportunities and programs exist at the local, state and federal levels, and include the following. A comprehensive description of funding and technical assistance can be found at www.cclr.org/resources/CA

US Environmental Protection Agency

- Environmental Protection Agency Brownfields and Land Revitalization program

Department of Toxic Substances Control (DTSC)

- Targeted Site Investigations
- Revolving Loan Fund Program

DRAFT

State Water Resources Control Board

- Orphan Site Cleanup Fund (OSCF Program)
- California Petroleum Underground Storage Tank Cleanup Fund

State of California Pollution Control Finance Authority

- CAL REUSE Program

Business Improvement District – Also known as business improvement area (BIA), business revitalization zone (BRZ), community improvement district (CID), special services area (SSA), or special improvement district (SID), these area defined areas within which businesses pay an additional tax or fee in order to fund improvements within the district's boundaries. BIDs provide services, such as cleaning streets, providing security, making capital improvements, construction of pedestrian and streetscape enhancements, and marketing the area. These services provided by BIDs are supplemental to those already provided by the municipality.

City of Merced Redevelopment Agency Programs – The Redevelopment Agency offers various structure rehabilitation and affordable in-fill housing programs that can serve to implement some of the actions of the Plan. Due to local and state funding shortages, however, some of these may be suspended during part of the implementation phase of the Plan.

Monitoring of Funding Opportunities - Simultaneous to these efforts, it is important to maintain a constant monitoring of funding opportunities that can be leveraged to implement some of the more costly recommended actions. This will include creating and maintaining a bank of ideas on how any required local match or participation requirement can be met. When funding does become available, the City and other groups will be in a position to capitalize on the opportunity. Funding opportunities to be monitored include _____, special district budgeted funds, state or federal earmarked funds, and grant programs, including those that can serve or support multi-objective applications.

Affordable Housing - The Housing Division of the City of Merced provides multiple funding opportunities for affordable housing, including: 1) Housing Rehabilitation Loan Program; 2) First Time Home Buyer Loan Program; 3) and, the CALHOME Loan Program

Transportation-Related Funds - The

Building Healthy Communities - The

DRAFT

Applicable Transportation Funding by Program and Mode of Travel						
Funding Program	Decision Maker	Regional Improvements	Local Roads	Transit	Control Measures	Bicycle Pedestrian
Federal Funding Sources						
Surface Transportation Program (STP)	MCAG		✘			
Congestion Mitigation Air Quality (CMAQ)	MCAG			✘		✘
Transportation Enhancement Activities (TEA)	MCAG					✘
Federal Transit Administration Section 5307 (FTA 5307)	MCAG			✘		
Federal Transit Administration Section 5311 (FTA5311)	MCAG			✘		
Federal Transit Administration Section 5309 (FTA 5309)	FEDERAL			✘		
Highway Bridge Replacement/Rehabilitation (HBRR)	CALTRANS	✘				
Hazard Elimination/Safety (HES)	CALTRANS		✘			
State Funding Sources						
Interregional Improvement Program (IIP)	CALTRANS	✘				
Regional Improvement Program (RIP)	MCAG	✘				
Local Transportation Funds (LTF)	MCAG		✘	✘		
State Transit Assistance Fund (STAF)	MCAG			✘		
Gas Tax Prop 111	LOCAL		✘			
State Highway Operation and Protection Program (SHOPP)	CALTRANS	✘				
Caltrans Minor Program (Minor)	CALTRANS	✘				
Bicycle Transportation Grants (BTA)	CALTRANS					✘
99 Bond Program		✘				
State Transportation Program (STP)			✘			
State Gas Tax subventions			✘			

DRAFT

Safe Routes to School Program						✘
Highway Safety Improvement Program						
Local Funding Sources						
Regional Transportation Impact Fee	MCAG	✘				
Development Fees, other Local funds	LOCAL		✘			
Transportation Measure	MCAG					
Transit Fare-box Recovery	LOCAL			✘		

DRAFT

5.2.3 Implementation Mechanisms

Not all recommended actions of the Plan are dependent on funding; other tools can be utilized. The City can deploy a variety of incentives and mechanisms to implement the other recommended actions of the Plan. These are briefly described below.

Early Successes / Project Focus - Implementation implies two concepts—action and priority, which are closely related. While this plan puts forth many worthwhile and high priority recommendations, the decision about which action to undertake first will be the first task facing the Redevelopment Advisory Committee (RDAC) and Staff. Two factors will help making that decision. First, there are high-priority items, and second, funding is always an issue. Thus, pursuing low or no-cost high-priority recommendations will have the greatest likelihood of success.

Incorporation into Existing Implementation Mechanisms - Another important implementation mechanism that is highly effective and low-cost is incorporation of the Plan recommendations and their underlying principles into other City plans and implementation mechanisms.

The Plan provides a series of recommended actions - many of which are closely related to the goals and objectives of existing City programs. The City has the opportunity to implement recommended mitigation action items through existing programs and procedures. Therefore, this Plan recommends using existing plans and/or programs to implement projects and actions, where possible, in order to capitalize on the momentum developed through previous and related City efforts and programs. For example, the action items in the Plan may be achieved through activities recommended in the City's Capital Improvement Plans (CIP). Various City departments develop CIP plans, and review them on an annual basis. Other existing suitable plans and programs include:

- *Merced Vision 2030 General Plan*
- City ordinances
- Capital improvement plans and budgets
- _____
- _____
- _____
- Other plans, regulations, and practices with a redevelopment focus

Within a year of formal adoption of the Plan, the recommended actions should be incorporated into the process of existing planning mechanisms at the City level, where appropriate.

DRAFT

Exclusive Right-to-Negotiate – City RDAC Staff could seek to establish an exclusive right to negotiate with developers on behalf of the Merced County Fairgrounds. Such arrangement is attractive to development interests since this affords them a direct connection to redevelopment programs, as well as to knowledge of City development-related issues. It also affords the City the ability to front-load site design options without additional regulatory steps.

Development of Brownfield Sites – The existing conditions report (PART 3) of the Plan described several sites constrained by contamination. Removal of contamination substances is a key action to enable redevelopment and revitalization of the Plan area. The City employs an environmental remediation specialist, who can guide successful approaches to clean-up these sites. The City will need to exercise caution in defining such approaches in order to avoid unintended legal or financial ramifications and avoiding extended or unnecessary clean-up practices.

Community Coalition – Efforts to establish community coalitions that supplement or support the recommended actions in the Plan should be encouraged and promoted. Existing efforts, such as the *Fresno West Coalition for Economic Development* (www.fwced.com), are models of effective partnerships that operate community-spirited programs that facilitates economic and social change in West Fresno. The Plan together with the Martin Luther King Jr. Way Ad-hoc Committee may be the platform upon which a similar coalition can be established in the City of Merced.

Enterprise Zone –**Enterprise Zones** are intended to encourage development in blighted neighborhoods through tax and regulatory relief to entrepreneurs and investors who launch businesses in the area. EZs are areas where companies can locate free of certain local, state, and federal taxes and restrictions. In Merced, the City allows deferral of capital impact fees until time of occupancy, rather than upon issuance of building permit.

DRAFT

5.2.4 Committee Priorities

The Martin Luther King Jr. Way Ad-Hoc Advisory Committee members were requested to rank their individual preference of the recommended actions. Each member was given 25 colored adhesive dots to place next to their preferred actions, with no more than 3 dots applied to any one action. Each dot represents a vote. City Staff tallied the votes and expressed them in three ways: 1) total votes; 2) total votes by Plan Objectives; and 3) average votes per action, which highlights important categories having few actions. This sub-section describes these priorities so that implementers have a full understanding of the Committee’s wishes. The Committee is also aware that outside factors may affect the order in which the actions and programs are implemented, such as: limitations or restrictions in funding opportunities; the need for and associated time and costs needed for subsequent project-level environmental reviews; and challenges of interagency coordination and authority. Despite these barriers, Plan implementers will aim to maintain the spirit of the Committees recommended priority.

TOTAL VOTES

Action	Votes
Undertake streetscape upgrades at key “gateway” entry points to the Corridor	25
Provide a pedestrian activated crosswalk for safe crossing for pedestrians/bicyclists at MLK Jr. Way	22
Create a “brand” for the Corridor through use of consistent landscape palette and lighting fixtures, street furniture, and trash receptacles for the Focus Area as new businesses	18
Increase police and/or community patrols to discourage criminal activity, neighborhoods working with the City on identification and support	18
Develop a “Planned Development” with a designation of either Neighborhood Commercial (C-N) or Commercial Thoroughfare (C-T) for properties along the MLK Jr. Way Corridor (Hwy. 59) including one block on either side (including from Canal to Hwy. 59 south of Childs Avenue to the future grocery site on Childs Ave. and Canal Street to Hwy. 59)	15
Encourage existing businesses to enhance their buildings and sites to further improve our gateways; Encourage Façade Improvement for businesses along Corridor	13

DRAFT

Strengthen pedestrian circulation by widening sidewalks along MLK Jr. Way	12
Action	Votes
Consider/identify Canal Street as a predominant pedestrian/bicycle/transit road	11
Undertake land assembly to facilitate redevelopment with a focus on key opportunity areas	11
Improve of lighting of alleys/side streets	10
Install new water/sewer lines to encourage development along MLK Jr. Way	10
Pursue infrastructure and telecommunications upgrades, including the use of renewable energy	10
Pursue coordination with Caltrans, Highway Patrol, and other organizations (including Trucking Industry) to either divert truck traffic to Freeway 99 prior to entering Focus Area or implementing further devices for co-mingling of all travelers	10
Provide H/C Ramps on street corners of MLK Jr. Way/Hwy 59	9
Limit curb cuts and consolidate access points along the Corridor as opportunities arise for safety purposes	9
Provide bus stops/bus turn-out on MLK Jr Way (one in each direction of travel) with improvements (including a minimum standard of a concrete pad, between sidewalk and curb, bench / shelter, and trash receptacle)	8
Encourage Neighborhood Watch Groups	8
Repaint crosswalks, striping and other safety markings	7
Review signage flexibility for proposed grocery store at the SEC of Canal St. and Childs Ave.	7
Prioritize infrastructure needed along the Corridor and pursue improvements as funding is available	7
Offer streamlined review and permitting for projects that meet pre-determined eligibility criteria which support broad policy goals	6
Install bulb-outs on side streets that intersect with MLK Jr. Way	5
Evaluate the potential need for a four-way stop along MLK Jr. Way north of the Fairgrounds and south of 13 th Street	5
Develop Form Based Codes	5
Consistently enforce the City's codes (this item will be removed from plan	5

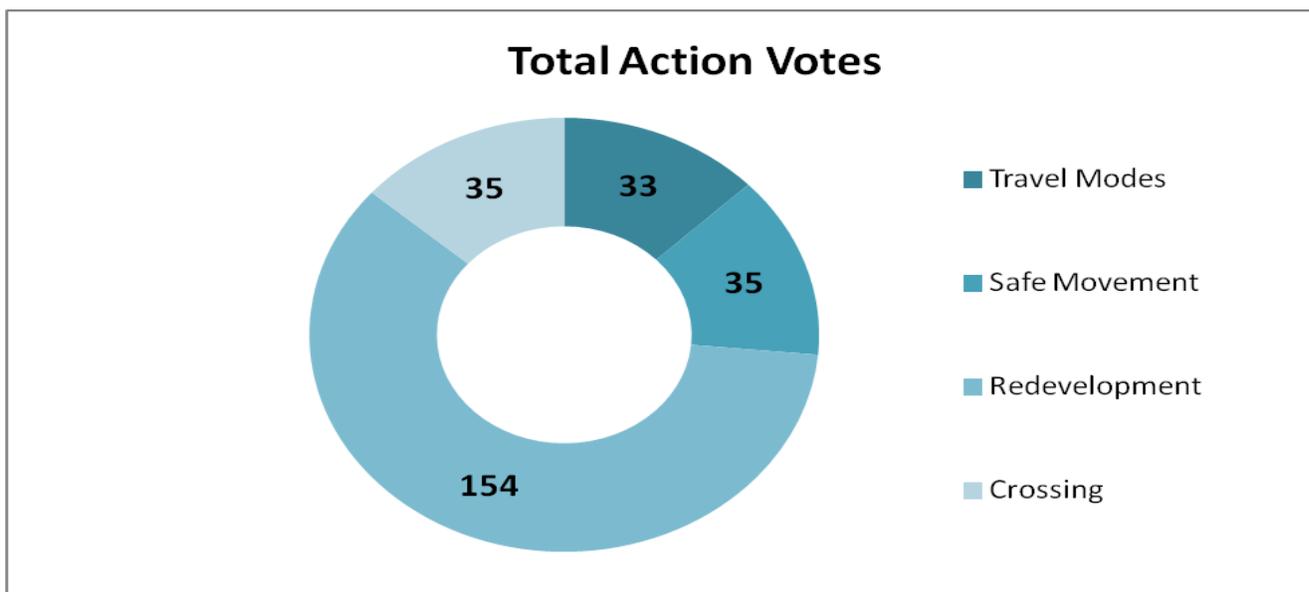
DRAFT

Implement Design Review standards for new construction of businesses	3
--	---

TOTAL VOTES BY PLAN OBJECTIVES

Committee votes were also tallied by Plan Objectives. The “Redevelopment” objective scored high, but this is due to the relatively large number of recommended actions for this category. The four objectives align with the chart below as follows:

Total Votes by Plan Objectives		
Key	Objective	Votes
Travel Modes	Improve Transportation Options for Travelers (vehicles, bikes, pedestrians, transit)	33
Safe Movement	Enhance the Safety Performance of the State Highway for all Travelers / Support Economic Growth through Enhancing the Movement of Goods and People	35
Redevelopment	Feasibility Assessment of New Office, Commercial and Residential Uses	154
Crossing	Identify Opportunities to Design and Install Improvements that Provide Safe Crossing Sites	35



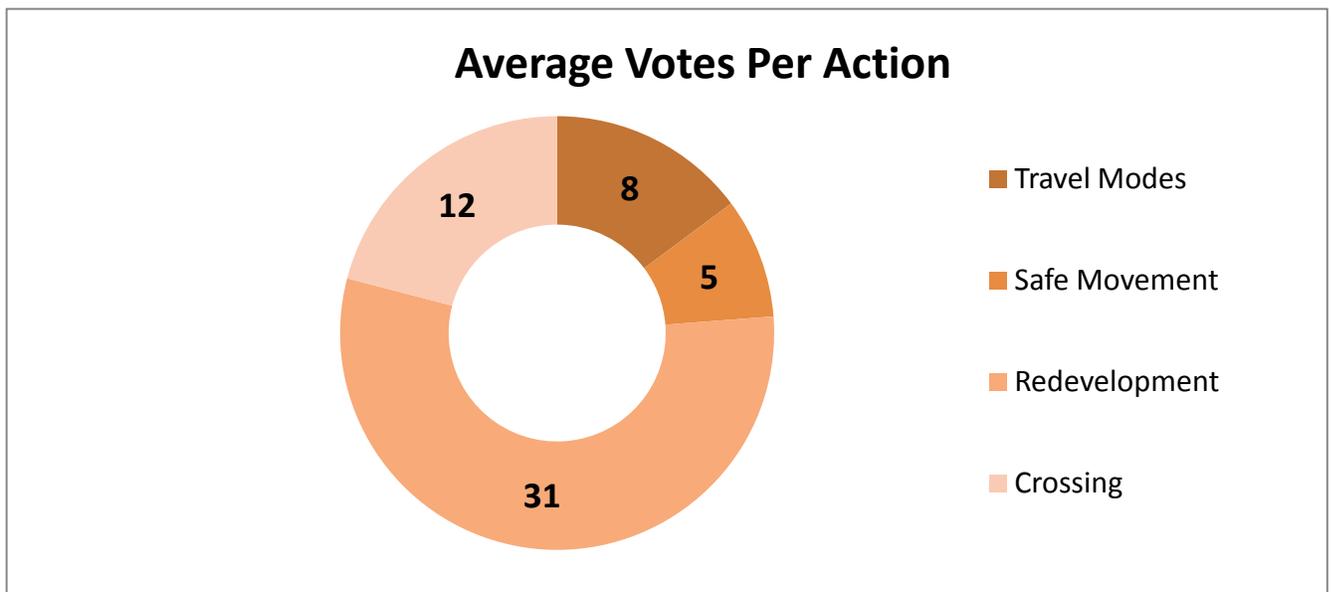
DRAFT

DRAFT

AVERAGE VOTES PER ACTION

Because not all objectives have the same number of recommended actions, the “Total Action Votes” chart somewhat obscures the “objective importance values” of the Committee. The “Average Votes per Action” method aims to account this affect. For example, though “travel modes” received less total votes than “safe modes,” the adjustment shows a stronger voting pattern for “travel modes.” The adjustment below also shows a strong importance value on the “crossing” objective. The important value of the “Redevelopment” objective remains very strong.

Total Votes by Plan Objectives		
Key	Objective	Average Votes
Travel Modes	Improve Transportation Options for Travelers (vehicles, bikes, pedestrians, transit)	8
Safe Movement	Enhance the Safety Performance of the State Highway for all Travelers / Support Economic Growth through Enhancing the Movement of Goods and People	5
Redevelopment	Feasibility Assessment of New Office, Commercial and Residential Uses	31
Crossing	Identify Opportunities to Design and Install Improvements that Provide Safe Crossing Sites	12



DRAFT

5.2.3 Action Plan Matrix

MARTIN LUTHER KING JR. WAY REVITALIZATION PLAN ACTION STRATEGY MATRIX \ PHYSICAL IMPROVEMENT INITIATIVES						
Action	Objective	Implementation Number of Years			Organization(s)	Potential Funding Sources
		1 to 2	3 to 4	5+		
Provide a pedestrian activated crosswalk for safe crossing for pedestrians/bicyclists at MLK Jr. Way	2 and 4	√			Caltrans and City Engineering	Safe Routes to School; Caltrans grant
Provide H/C Ramps on street corners of MLK Jr. Way/Hwy 59	1 and 4	√				Caltrans grant; Safe Routes to School
Repaint crosswalks, striping and other safety markings	1	√				
Provide bus stops/bus turn-out on MLK Jr Way (one in each direction of travel) with improvements (including a minimum standard of a concrete pad, between sidewalk and curb, bench / shelter, and trash receptacle)	1	√				MCAG
Install bulb-outs on side streets that intersect with MLK Jr. Way	2		√			CIP
Evaluate the potential need for a four-way stop along MLK Jr. Way north of the Fairgrounds and south of 13th Street	4		√		Caltrans and Cit Engineering	CIP; Safe Routes to School

DRAFT

Install new water/sewer lines to encourage development along MLK Jr. Way	3		√		Engineering	SB375/CDBG Grants
Strengthen pedestrian circulation by widening sidewalks along MLK Jr. Way	1 and 4	√				
Limit curb cuts and consolidate access points along the Corridor as opportunities arise for safety purposes	2			√		
Improve of lighting of alleys/side streets	2 and 3		√		50/50 Façade Improvement Program	Gateway Project Area
Undertake streetscape upgrades at key “gateway” entry points to the Corridor	3					
Consider/identify Canal Street as a predominant pedestrian/bicycle/transit road	1			√	City	

DRAFT

MARTIN LUTHER KING JR. WAY REVITALIZATION PLAN ACTION STRATEGY MATRIX \ ECONOMIC DEVELOPMENT INITIATIVES						
Action	Objective	Implementation Number of Years			Organization(s)	Potential Funding Sources
		1 to 2	3 to 4	5+		
Encourage existing businesses to enhance their buildings and sites to further improve our gateways; Encourage Façade Improvement for businesses along Corridor	3	√			50/50 Façade Improvement Program	Gateway Project Area
Undertake land assembly to facilitate redevelopment with a focus on key opportunity areas	3		√		Redevelopment & Economic Development	Grants
Offer streamlined review and permitting for projects that meet pre-determined eligibility criteria which support broad policy goals	3				Development Services	
Create a “brand” for the Corridor through use of consistent landscape palette and lighting fixtures, street furniture, and trash receptacles for the Focus Area as new businesses	3		√			
Pursue infrastructure and telecommunications upgrades, including the use of renewable energy	3					

DRAFT

MARTIN LUTHER KING JR. WAY REVITALIZATION PLAN ACTION STRATEGY MATRIX / ORGANIZATIONAL & ADMINISTRATIVE INITIATIVES						
Action	Objective	Implementation Number of Years			Organization(s)	Potential Funding Sources
		1 to 2	3 to 4	5+		
Develop a “Planned Development” with a designation of either Neighborhood Commercial (C-N) or Commercial Thoroughfare (C-T) for properties along the MLK Jr. Way Corridor (Hwy. 59) including one block on either side (including from Canal to Hwy. 59 south of Childs Avenue to the future grocery site on Childs Ave. and Canal Street to Hwy. 59)	3		√		Planning	
Implement Design Review standards for new construction of businesses	3	√			RDAC	
Develop Form Based Codes	3	√			Planning Dept.	Grant
Review signage flexibility for proposed grocery store at the SEC of Canal St. and Childs Ave.	3	√			Planning Dept.	
Prioritize infrastructure needed along the Corridor and pursue improvements as funding is available	1, 2, 3, 4		√		Caltrans and RDAC	
Pursue coordination with Caltrans, Highway Patrol, and	2 and 4	√			Caltrans, Hwy	

DRAFT

other organizations (including Trucking Industry) to either divert truck traffic to Freeway 99 prior to entering Focus Area or implementing further devices for co-mingling of all travelers					Patrol, City	
Increase police and/or community patrols to discourage criminal activity, neighborhoods working with the City on identification and support	3	√			Public Safety	
Encourage Neighborhood Watch Groups	3	√			Public Safety	

DRAFT

Section 5.3 Accountability Plan

This plan includes a formal process to insure that the Martin Luther King Jr. Way Revitalization Plan remains an active and relevant document. This “Accountability Plan” includes a method and schedule for regular assessments and reporting. This section also outlines the City’s continuing public participation efforts for the Plan.

5.3.1 POST-PLAN ADOPTION OVERSIGHT

Merced has established a Redevelopment Agency (RDA) that is separate from other City entities. The RDA Commission consists of the City Council members, which oversee the activities of the Agency. The goal of the redevelopment program is to stimulate economic investment by participating in real estate-based development projects and public improvements such as streets, curbs and gutters, and sidewalks. These projects increase economic vitality and improve physical conditions in target redevelopment project areas. The Plan area is located entirely within RDA’s “Gateways Project Area,” which expires in 2027.

The RDA Board of Directors has established a Redevelopment Advisory Committee (RDAC). RDAC assists the Agency in establishing priorities within the Project Areas. RDAC consists of representatives from local business, residential owner-occupants, residential tenants and community organizations within the City’s Project areas. All representatives must own property, live or own a business within one of the project areas. RDAC has the experience, capacity and governance authority to promote and implement the Martin Luther King Jr. Way Revitalization Plan. RDAC will serve as an accountability commission, helping to ensure that the associated member agencies and organizations follow through on any commitments made in the Plan.

Throughout the development of the Plan, RDAC was regularly updated and informed as to its status and content. Upon adoption of the Plan by the City Council, RDAC filled the role to lead the implementation effort. With adoption of this plan, RDAC and its support staff will be tasked with plan implementation and maintenance, which may include the following activities:

- Act as a forum for Plan-related issues;
- Disseminate action ideas and activities to Plan participants;
- Pursue the implementation of recommended actions;

DRAFT

- Keep the Plan at the forefront of community decision making by identifying plan recommendations when other community goals, plans, and activities overlap, influence, or directly affect the recommendations of the Plan;
- Maintain a vigilant monitoring of multi-objective cost-share opportunities to help the community implement the plan's recommended actions for which no current funding exists;
- Report annually on plan progress;
- Inform and solicit input from the public.

Relative to the Plan, RDAC's primary duty is to see the plan successfully carried out and to prepare an annual report on the status of plan implementation. The annual report will be prepared for the community and be provided to various news outlets. Discussion of the Plan may occur at any of the regularly scheduled RDAC meetings. These meetings will provide an opportunity to discuss the progress of the action items and maintain the partnerships that are essential for the sustained implementation of the Plan.

5.3.2 ANNUAL ASSESSMENT REPORT

Planning is an ongoing process and as such, the Martin Luther King Jr. Way Revitalization Plan should be treated as a living document that must grow and adapt in order to keep pace with changes. An annual assessment and report will be completed to track and record such changes. To thoroughly track the status of the Plan's actions, the City will continuously monitor and document the progress of the implementation of the actions. Though actions may be delegated to different departments within the City, RDAC staff will be responsible for monitoring and evaluating the following:

- to examine the progress of the recommended actions in Plan;
- to determine the effectiveness of actions, and to reflect changes in the Plan area or City programs that may affect Plan implementation priorities;
- to document changes in the Plan area (i.e. land use; contamination clean-up; truck routes, etc.) to determine whether or not these would impact the conclusions or recommended actions associated with the Plan.

The evaluation process includes a firm schedule and timeline, and identifies the local agencies and organizations participating in plan evaluation. The coordinating organizations responsible for the various action items will report on the status of their projects, the success of various implementation processes, difficulties encountered, success of coordination efforts, and which strategies should be revised. RDAC will meet twice a year to review progress on completing the action items delineated in the Plan.

To facilitate this assessment and reporting process, Table : "Martin Luther King Jr. Way Revitalization Plan Action Item Implementation" (Appendix) has been developed to provide

DRAFT

a mechanism for monitoring the overall implementation progress. Each recommended action in the Plan is included in the table. The table is designed to monitor actions according to City project managers, project status, and project milestones on an annual basis.

Adjustments may be made to accommodate for projects that have failed or are not considered feasible after a review of their consistency with established criteria, time frame, community priorities, and/or funding resources. Priorities that were not ranked high but were identified as potential actions will be reviewed as well to determine feasibility of future implementation.

The results of these evaluations should be folded back into the planning process and should yield decisions on how best to implement the Plan. For example, RDAC will review action items and make recommendations for any alternative scheduling or funding that may eventually arise.

5.3.3 CONTINUED PUBLIC INVOLVEMENT

Continued public involvement is also imperative to the overall success of the plan's implementation. The plan assessment and reporting process will include continued public and stakeholder involvement and input through attendance at designated RDAC meetings, web postings, and press releases to local media. Members of the former Martin Luther King Jr. Way Ad-hoc Advisory Committee will be invited to the meetings, and be provided with copies of the annual report. The assessment and reporting process provides an opportunity to publicize success stories from the plan implementation and seek additional public comment.

The public will also have the opportunity to provide feedback about the Plan. Copies of the Plan will be catalogued and kept at all of the appropriate City Departments. The existence and location of these copies will be publicized in the City newsletter which reaches every utility customer in the City.