

6.1 - Infrastructure Improvements

The following itemized list is an inventory of public works improvements the City of Montclair is expected to undertake during the course of this Plan. This list is provided in a rough order of priority.

A. Arrow Highway Streetscape

Between Central Avenue and Monte Vista Avenue, Arrow Highway will be reconstructed and landscaped as described by the Street Standards. The City should consider extending this reconstruction project east and west of the plan area.

- (1) Proposed traffic lights and crosswalks

B. Fremont Avenue Streetscape

Fremont Avenue will be reconstructed and landscaped as described by the Street Standards.

C. Transit Square

The City will develop a public square at the head of the train station and Fremont Avenue. The Illustrative Plan shows a water fountain / feature at the south end of the Square, intended to screen the square from the noise and traffic of Arrow Highway, and serve as a symbolic identifier of the North Montclair Town Center to vehicles driving on Arrow Highway.

D. Train Station

The combined Metrolink / Gold Line station is expected to be developed as a significant piece of public architecture.

E. Bus Plaza

The bus turn-around and loops will be relocated and reconfigured as a public square located north of the train station.

F. South commuter / Park-Once garages/lots

Parking for commuters and Town Center visitors is expected to be provided in a series of public parking garages located adjacent to the rail tracks. In the short term, parking at these sites can be provided in surface lots, but the City should plan to construct parking structures here over time.

G. North commuter / Park-Once garage/lot

Parking for commuters will also be provided in a public parking garage located north of the rail tracks. In the short term, parking can be provided in a surface lot, but the City should anticipate building a parking structure here if necessary.

H. Richton Street Streetscape

Richton Street will be reconstructed and landscaped as described by the Street Standards.

I. Parks and Squares

Throughout the Plan area, various sites have been allocated for neighborhood parks and squares. The City should assist private developers in creating and maintaining these parks.

J. Huntington Parkway

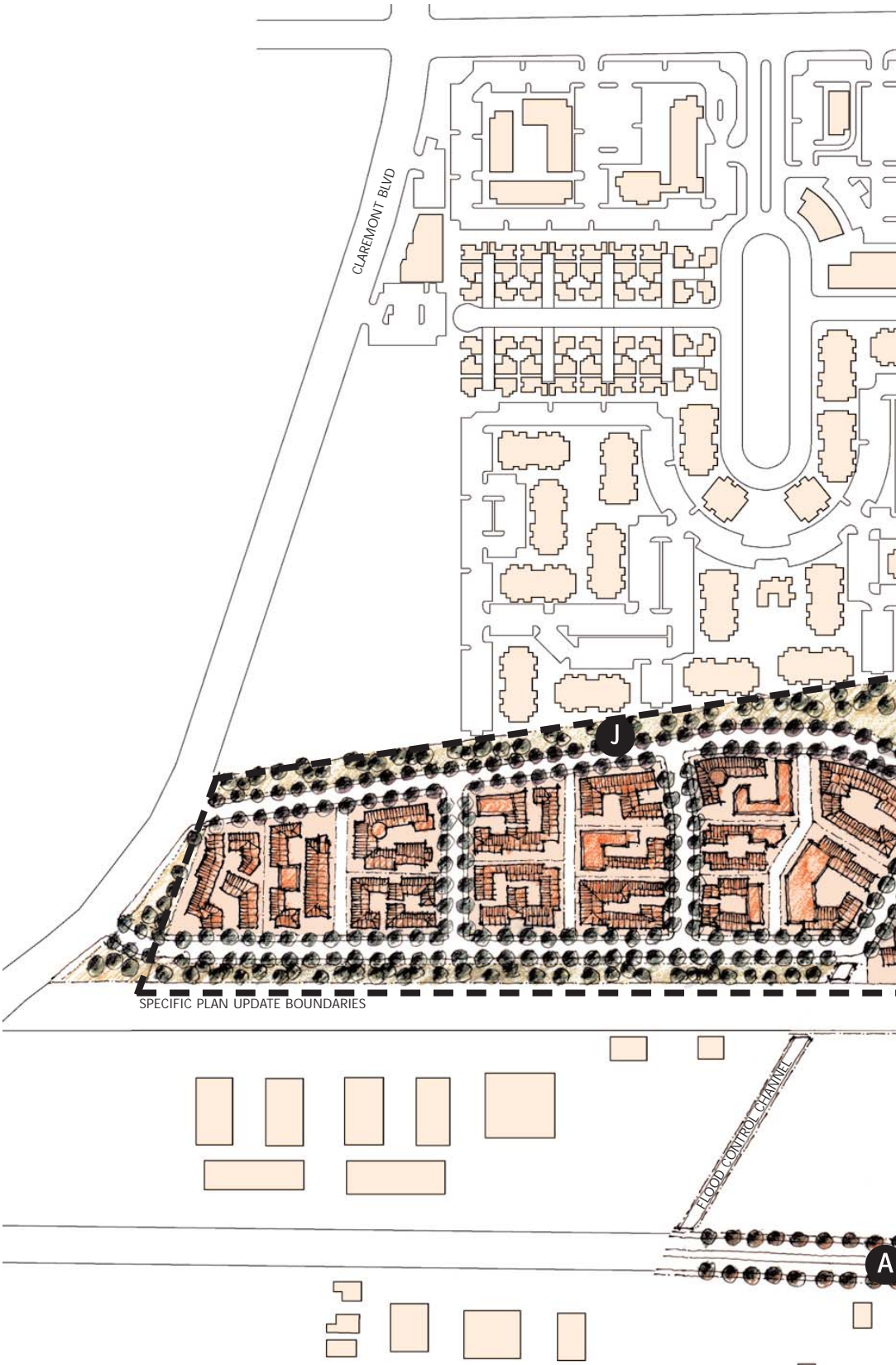
The Huntington Drive right-of-way should be developed as a linear park, with lighted bikepaths and sidewalks. This park should extend from east edge of the Plan area into Claremont Village. The City of Montclair should coordinate with the City of Claremont to make this connection and impose consistent landscape design standards between the two municipalities.

K. North Gateway Garden

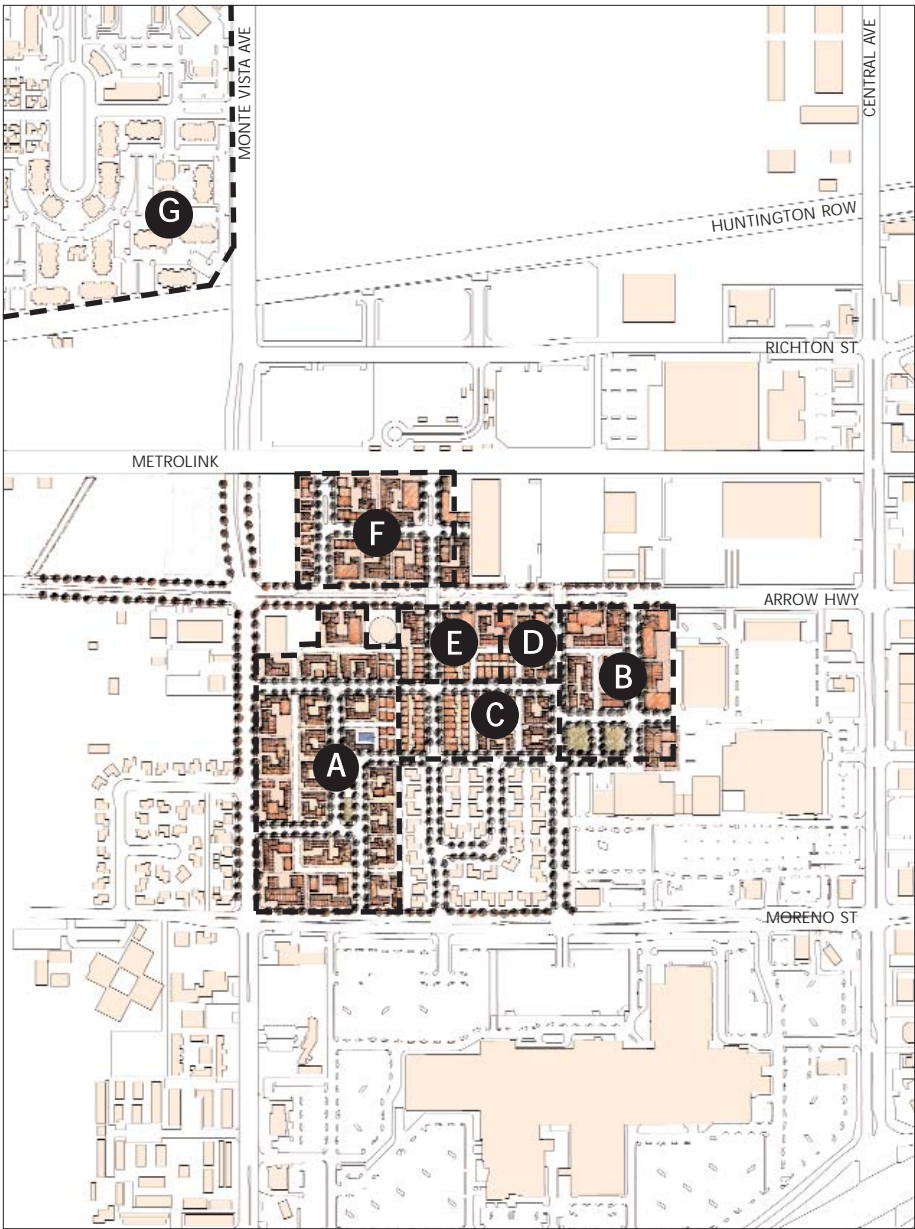
The City should develop and maintain a public garden and signage at Monte Vista Avenue to mark the north gateway of Montclair. This garden should be coordinated with the Huntington Parkway.

L. Neighborhood Streets

Throughout the Plan area, neighborhood streets created in the process of subdivision and individual development projects will be built constructed and landscaped as described by the Street Standards.



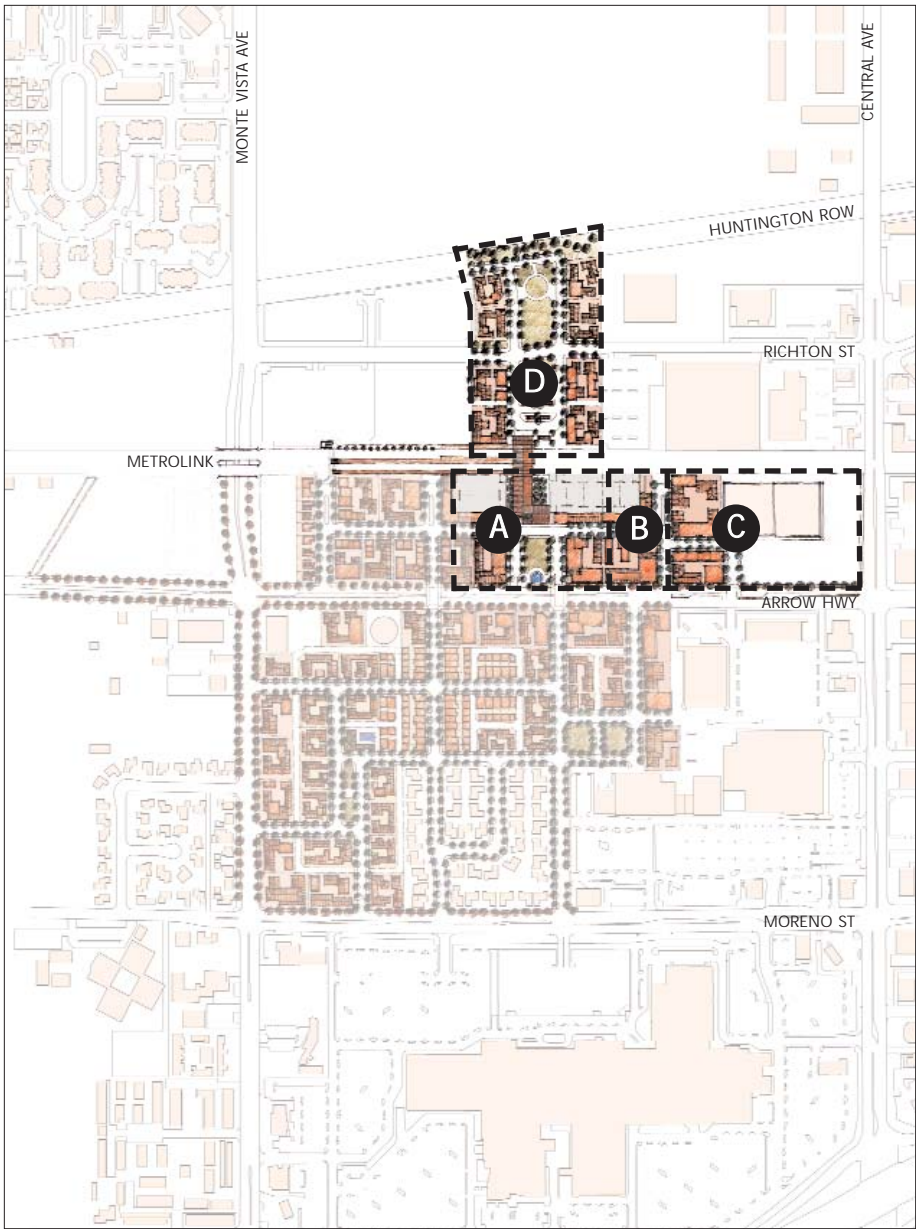




6.2.010 - Phase 1 : Town Center Residential

Timeframe : 0-10 years
Buildout : 1500-1700± residential units / 35,000-40,000± sq ft retail

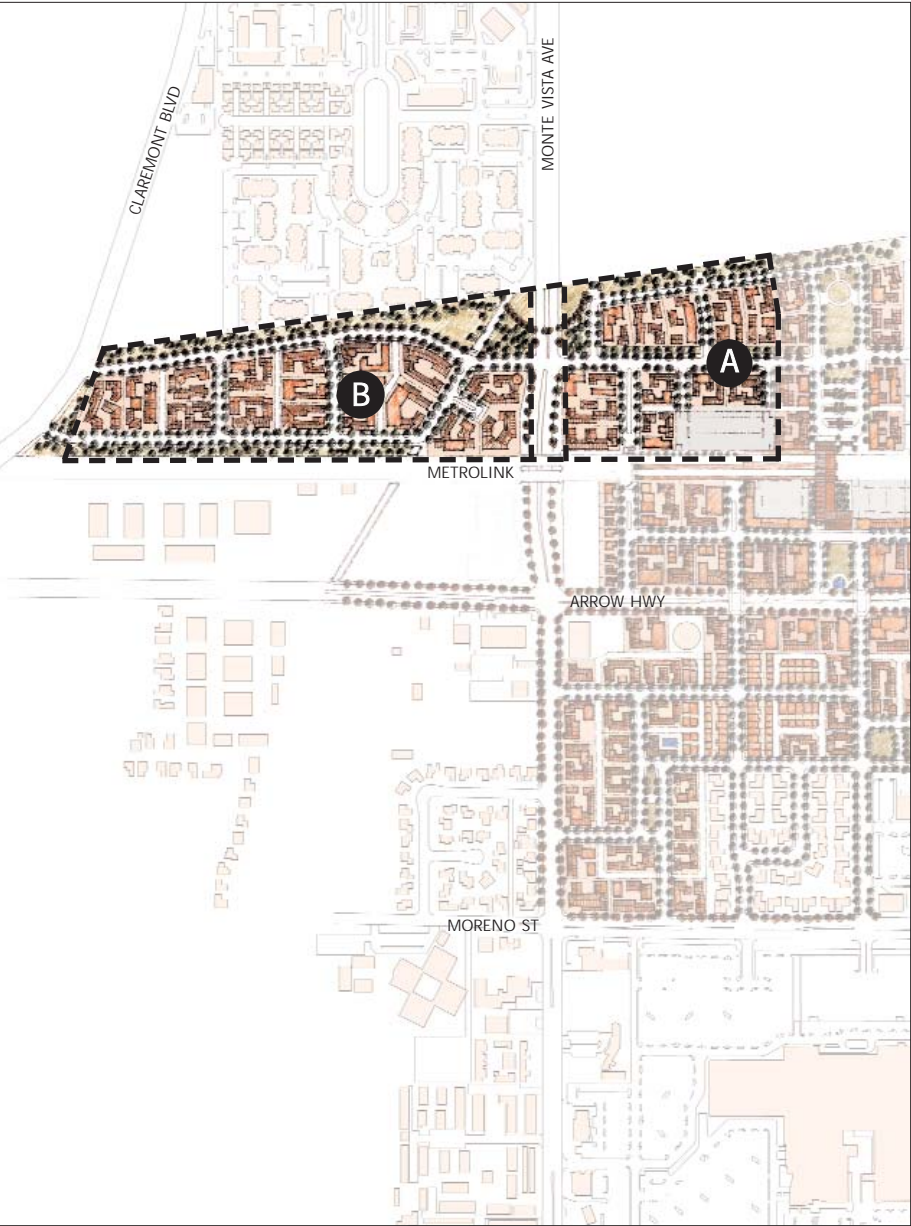
- A. 400± total units (owner: M&H Reality)
215± units in 40du/acre courtyard housing (8 courts x 20-30 units each)*
180± units in 20du/acre courtyard housing (12 courts x 10-15 units each)**
6± townhouses
* Moreno frontage could be mixed use
** 1 court is shown substituted as a community recreation center
- B. 185± total units (owner: Jeff & Ying Chen)
15± units in 20du/acre courtyard housing (1 court x 10-15 units each)
170± units in live/work lofts, townhouses, stacked apartments, hybrid courtyard housing*
* Arrow frontage could be mixed use and/or retail (25,000± sq ft of retail)
- C. 67± total units (owner: Anne Cheng)
22± townhouses
45± units in 20du/acre courtyard housing (3 courts x 10-15 units each)
- D. 55± total units (owner: Mu-Wang Liu)
15± units in 20du/acre courtyard housing (1 court x 10-15 units each)
40± units in live/work lofts, townhouses, stacked apartments, hybrid courtyard housing*
* Arrow frontage could be mixed use and/or retail (13,500± sq ft of retail)
- E. 90± total units (owner: Multiple Parcels)
55± units in 40du/acre courtyard housing (2 courts x 20-30 units each)*
14± townhouses
21± units in live/work lofts, townhouses, stacked apartments*
* Arrow frontage could be mixed use and/or retail
- F. 200-250± units (owner: Larry Michael / Western Rock Company)
in live/work lofts, townhouses, hybrid courtyard housing
- G. 498 units (owner/site: College Park development in Upland)



6.2.020 - Phase 2 : Town Center at Transit Station

Timeframe : 5-10 years
Buildout : 500-680± residential units / 120,000-150,000± sq ft of retail

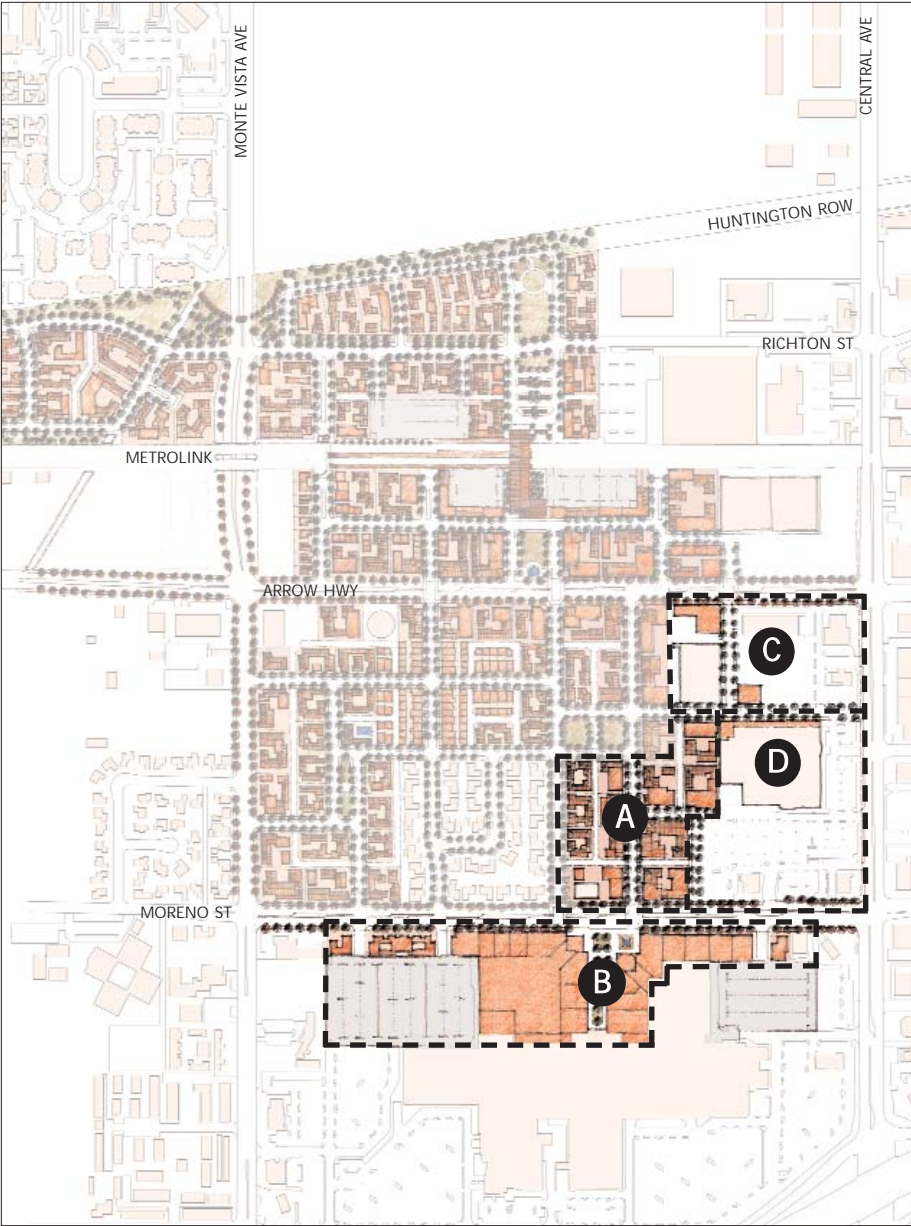
- A. 100-150± units (owner: Thomas and Miriam Kendall)
in live/work lofts, townhouses, apts over retail, hybrid courtyard housing*
* Transit plaza and Arrow frontage is required retail (36,000± sq ft of retail)
** Property includes the transit plaza and train station
*** Addition of a hotel will increase unit total to: 400-450±
- B. 50-80± units (owner/site: Eugene and Judy Flamma / Pep Boys)
in live/work lofts, townhouses, apts over retail, hybrid courtyard housing*
* Transit plaza and Arrow frontage is required retail (27,000± sq ft of retail)
- C. Commercial only (owner/site: Former House-to-Home parcel)
* Arrow frontage is required retail
** Also includes 60,000± sq ft grocery store anchor
- D. 200-250± units (owner/site: Metrolink Park-n-Ride lots)
in live/work lofts, townhouses, apts over retail*
* Bus plaza frontage could be mixed-use (22,500± sq ft retail)



6.2.030 - Phase 3 : North Gateway Residential

Timeframe : 10+ years
Buildout : 800± residential units

- A. 315± units (owner/site: Metrolink Park-n-Ride lots)
in townhouses, courtyard housing, hybrid courtyard housing
- B. 500± units (owner/site: multiple parcels)
in live/work lofts, townhouses, courtyard housing, hybrid courtyard housing



6.2.040 - Phase 4 : East of Fremont Avenue and Montclair Plaza

No time frame
Buildout : 400-500± residential units / 500,000± sq ft of retail

- A. 400± units (owner/site: General Growth North Plaza)
45± units in 20du/acre courtyard housing (3 courts x 10-15 units each)
350± units in live/work lofts, townhouses, apartments over retail, and/or hybrid courtyard housing*
* Moreno frontage should be mixed use and/or retail (110,000± sq ft retail)
- B. 30-60± units (owner/site: General Growth Montclair Plaza)
in live/work lofts, townhouses, apartments over retail
350,000± sq ft of retail including 140,000± sq ft anchor tenant
- C. (owner/site: Best Buy)
- D. (owner/site: Target)

NOTE : All buildout numbers are based on the Illustrative Plan as shown, and are provided to indicate relative magnitude of possible development. These numbers do not represent development caps, mandates or guidelines.

6.3 - Parking

Fundamental to the successful revitalization of North Montclair is the creation of a Park Once environment. The typical suburban pattern of isolated, single-use buildings requires two vehicular movements and a parking space to be dedicated for each visit to a shop, office, or civic institution. For three tasks, this requires six movements and three parking spaces. With virtually all parking held in private hands, spaces cannot be efficiently shared between uses, and each building's private lots are therefore typically sized to handle a worst-case parking load. Most significantly, when buildings in a proposed mixed-use district are required to provide such worst-case parking ratios, the result is often stagnation and decline. Proposed multi-story buildings often fail to materialize, as the cost of parking structures or underground garages required, at \$20,000 per space or more, becomes prohibitive. When new buildings are built, they come in the form of free-standing office and retail boxes surrounded by cars, or pedestrian-hostile buildings that hover above parking lots; and the resulting low-density fabric generates too few pedestrians to let the district reach critical mass.

By contrast, the compactness and mixed-use nature of a transit-oriented development lends itself to significant savings in daily trips and required parking spaces, for three reasons:

- 1: Park Once** - Those arriving by car follow a Park Once pattern, generating just two vehicle movements, parking just once, and completing multiple daily tasks on foot.
- 2: Shared Parking Among Uses with Differing Peak Times** - Spaces can be efficiently shared between uses with differing peak hours, peak days, and peak seasons of parking demand (e.g., offices experience peak demand during the day, while restaurants see peak demand in the evening)
- 3: Shared Parking To Spread Peak Loads** - The downtown parking supply can be sized to meet average parking loads (instead of the worst-case parking ratios needed for isolated suburban buildings), since the common supply allows shops and offices with above-average demand to be balanced by shops and offices that have below-average demand or are temporarily vacant.

Studies indicate that the parking required for mature mixed-use districts typically ranges from 1.4 to 2.5 spaces per 1,000 square feet of non-residential built space, or approximately one-third to one-half that required for conventional suburban development. The traditional downtown pattern also generates more pedestrian traffic accompanied by less vehicular congestion. Daily vehicle trips can be reduced by half or more. But most importantly, the transformation of drivers into walkers is the immediate generator of pedestrian life: crowds of people animate public life on the streets and generate the patrons of street friendly retail businesses. It is this "scene" created by pedestrians in appropriate numbers that provides the energy and attraction to sustain a thriving Main Street environment.



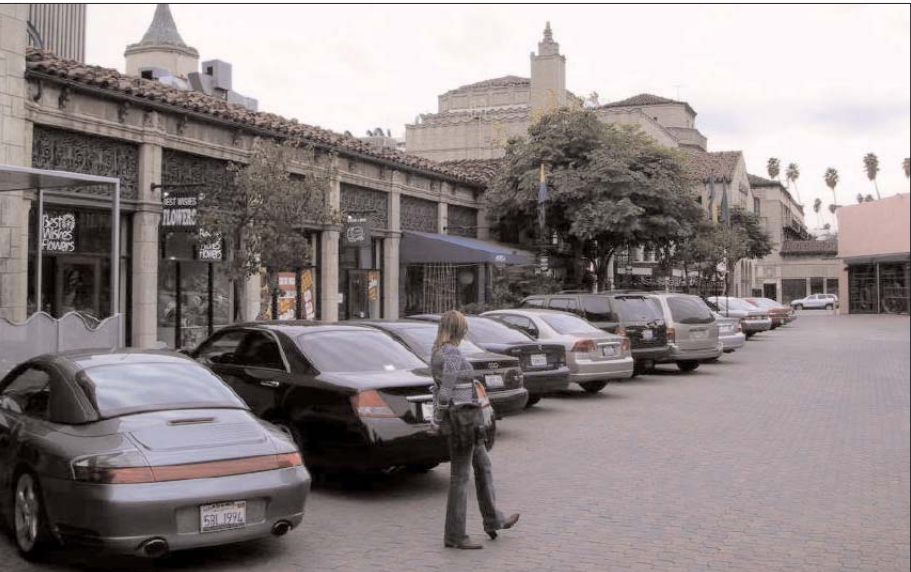
Park Once Garage: Boulder CO

Parking Design - A critical element of the Park Once environment is the presence of on-street parking on both sides of nearly all blocks, and the concealment of other parking from view from the street with a "wrapper" of shops and offices. This is achieved by locating parking in the interior of blocks, or by fronting parking decks with a veneer of retail floor space and by designing the exterior of the parking structures to disguise their interior use. Additionally, it is important that the pedestrian landing is into a public space such as the sidewalk, an arcade, or public building lobby.

For the past century, no dictum has been more descriptive of the fate of our cities than "form follows parking." The proposed resolution of the parking load for North Montclair is based on the proposition that parking is not an end in itself. Its purpose is to generate a pedestrian environment where people and cars mix under controlled circumstances that favor the person on foot. The consequence of this change in policy and design will be the kind of vitality and prosperity that is within North Montclair's potential, but cannot be achieved under existing codes.



The Present: Conventional Single-Use Parking Standards and Policies



The Desired Future: Shared, Park-Once Standards and Policies



Parking Signage



Residential Parking District



Parking Meter: Pasadena



Sidewalk signs: Pasadena

Priority	Type of parking
Most convenient spaces for customers	2-hour on-street parking near retail destinations
	3-hour parking in mid-block parking lots
Least convenient for employees & park-and-ride commuters	All day parking on upper garage floors or the periphery

To achieve these savings on parking demand, allow desired development and enliven North Montclair, several steps must be taken. The following strategy is modeled after the successful precedents of downtown Boulder, Colorado, and Old Pasadena (both described in *Technical Memorandum #1, Peer Review of Parking and Transportation*) and other thriving mixed-use centers:

1: Form a Transportation Improvement District - Parking must be managed as a public utility, just like streets and sewers, with public parking provided in strategically placed municipal lots and garages. Parking should not be dedicated to a single building or use but rather shared between nearby uses. A District, with authority to determine parking rates, collect parking revenue, and to allocate parking revenues, is essential for this purpose. The District should be able to allocate parking revenues for a wide range of improvements within the District's boundaries, including parking construction and operations, streetscape improvements; transit, bicycle and pedestrian improvements, Transportation Demand Management programs, and other programs that benefit the District, such as security, street cleaning, and marketing.

2: Abolish minimum parking requirements and establish a market for parking - Developers should be allowed to build as much or as little parking as they choose, subject to design standards. If they choose to build little or no on-site parking, they must be able to purchase permits for public lots from the District for resale to their tenants' employees. Whether parking is built on-site or rented in public lots, each development's conditions of approval must require that parking costs are "unbundled" from the cost to buy or lease building space: that is, parking spaces are required to be sold or rented at full cost, as a separately charged item, so that building tenants can buy or rent as much or as little parking as they choose. Conditions of approval must also require that building tenants make the true costs of parking visible to their employees: tenants must either charge their employees full market-rate for parking, or if they choose to offer employees free parking, then they must also offer employees the option of taking the cash value of the parking space instead.

Park-and-ride commuters, no less than any other users, must be required to pay for the cost of the parking that they use, with parking charges phased in over time as the District develops. If a transit-oriented development attempts to simply replace existing surface park-and-ride lots with parking garages, which are then given away free to commuters, its prospects of being financially feasible become remote indeed: the high capital costs of garages which generate no revenue cannot be borne.

3: Provide public parking - Public parking lots are an essential component of the Park Once strategy. There are several options for providing them in North Montclair:

- a. The City buys the land for the Town Center outright, and issues a request for proposals to develop the train station, public square, parking structures and lots, and related development parcels.
- b. The City, acting via the Transportation Improvement District, leases or purchases the proposed future garage sites and operates them as surface parking lots until funds can be accumulated to build the actual garages. To provide initial funding, the district could assess commercial properties in the plan area. This funding would later be supplemented by parking revenues from both tenants and park-and-ride commuters.
- c. The City leaves it to private developers in the plan area to build the initial surface parking lots, but uses the requirements in this Specific Plan for the placement of parking to ensure that the sites for the future parking garages are kept free of buildings. Via development agreement or similar arrangement, the City can either require that developers make these surface lots available to the public, or can lease these lots and make them available as public parking.
- d. The City brokers a land swap between Caltrans, which owns the current park-and-ride lots, and the current owners of the proposed parking garage sites. In this arrangement, the current owners of the garage sites would become the owners of the park-and-ride lots, which are far more suitable for residential development, while Caltrans would become the owners of the town center garage sites. This would place the garages where they can advantageously serve both park-and-ride commuters and the town center. A final step in the swap could be for Caltrans to relinquish ownership of the garage sites to the City of Montclair, which has a strong local interest in seeing that the garages are built, and then successfully managed and operated.

4: Put customers first - Always available, convenient, on-street customer parking is of primary importance for ground level retail to succeed. The Transportation Improvement District, which will have the authority to operate and enforce both on street parking and public parking lots, has a critical role to play in ensuring that short-term parking is readily available. Short-term parking that is strictly enforced creates rapid turnover and gives the motorist a reason to stop on a whim, adding to the retailers' profits. Business owners and their employees (and park-and-ride commuters) must therefore relinquish the best spaces to customers, and park instead in upper garage floors (if they are willing to bear the cost) or in all-day spots at the periphery, where spaces can be less expensively provided. As downtown grows, thrives and transitions from free to paid parking, parking prices and validated parking programs must be set to reward short-term, sales-tax generating customer trips (e.g. free parking for the first 30 minutes), while discouraging long-term employee parking in the best spots.

Invest in All Transportation Modes

The cost to construct parking garages in North Montclair can be expected to exceed \$20,000 per space gained, resulting in a total cost to build, operate and maintain new spaces of more than \$125 per month per space, every month for the expected 40-year lifespan of the typical garage. These dismal economics for parking garages lead to a simple principle: it can often be cheaper to reduce parking demand than to construct new parking. Therefore, Montclair should invest in the most cost-effective mix of transportation modes for access to North Montclair, including both parking and transportation demand management strategies.

By investing in the following package of demand reduction strategies, the City can expect to cost-effectively reduce parking demand in North Montclair (and the resulting traffic loads) by one-quarter to one-third. The Transportation Improvement District for North Montclair should invest a portion of parking revenues (and other fees, assessments, and/or transportation funds, if available) to establish the following transportation services and policies for the benefit of all North Montclair employers and residents:

1: Provide a Universal Transit Pass for every employee and resident. Universal transit passes will give every employee and resident of a district a free annual pass for local transit, with the passes purchased at a deeply-discounted bulk rate by the Transportation Improvement District. For the transit agency, universal transit passes can provide a stable source of income, while helping them meet their ridership goals.

2: Provide ride-sharing services, such as a carpool and vanpool incentives, customized ride-matching services, a Guaranteed Ride Home program (offering a limited number of emergency taxi rides home per employee), and an active marketing program to advertise the services to employees and residents.

3: A Transit Resource Center, a storefront office that provides personalized information on transit routes and schedules, carpool and vanpool programs, bicycle routes and facilities and other transportation options. The center would also house the Transportation Improvement District's staff, and would take responsibility for administering and actively marketing all demand management programs. (Parking operations and administration could be housed here as well.)

4: Bicycle facilities, such as clothes lockers, secure bike parking, and shower facilities.

5: Parking charges, structured so that they primarily reduce drive-alone employee trips and reduce resident car ownership, while accommodating shoppers and diners (as described in the Parking section), provide the major financial incentive for drivers to choose other modes. Rather than monthly fees, which encourage employees to drive every day to "get their money's worth", modern fee-collection systems can be set to bill employees by the day or hour for parking, allowing them to save money every day that they choose an alternative mode. For apartments, developers must be required to "unbundle" the full cost of parking from the cost of the apartment itself, by creating a separate parking charge. This provides a financial reward to households who decide to dispense with one of their cars, and helps attract that niche market of households, who wish to live in a transit-oriented neighborhood where it is possible to live well with only car, or even no car, per household.

6: Parking Cash Out - When employers do buy or lease parking and then offer it to employees free of charge, the District should require that these employers offer employees who do not drive the cash value of the parking space. Santa Monica is one example of a California jurisdiction that actively enforces this policy on leased parking for many employees, providing a strong incentive to reduce single occupancy vehicle use.

7: Residential Parking Permits, limiting on-street parking in the primary residential areas to residents' cars only, will prevent overspill parking from commuters trying to avoid parking time limits and charges in the center of the District. However, allowing a limited number of commuters to buy on-street parking permits in these areas (e.g., limited to four per block face, on blocks where average occupancy is lower than 75%), allows excess parking to be used efficiently by commuters, while the commuter fees can pay for the costs of the residential permit program.

8: Car Sharing - Companies such as City Carshare provide car rentals by the hour, using telephone and Internet based reservations systems to allow their members to make hassle-free rentals. This strategy has proven successful in reducing both household vehicle ownership and the percentage of employees who drive alone because of the need to have a car for errands during the workday. However, because these programs work best in fully built out, mature districts, they should be seen as a longer-term strategy to be implemented later.

9: Improved Transit - Higher frequency transit into North Montclair can serve a number of needs: providing feeder transit to the rail station, serving as a park-and-ride shuttle to more remote parking areas, and taking employees and residents to work.