

7 Implementation Strategies

Strategies for implementation and potential funding sources are key components of a successful Master Plan. The Agency, working in cooperation with the City, has a number of tools at its disposal for implementing the Master Plan, including:

- changes to the legal framework for development planning and review, such as revisions to the allowable land uses and zoning designations, implementation of design guidelines, and revisions to the City's General Plan;
- economic development programs that promote, retain and attract existing and new businesses;
- infrastructure improvements to utilities, roadways, and parking;
- expedited development applications;
- partnerships between the City and Agency and interested developers;
- grants and fee waivers for those projects meeting the goals and objectives of the Master Plan; and
- land assembly for redevelopment.

In addition to the powers and funding available through the redevelopment process, a number of additional funding sources and strategies may be utilized for implementation of the Master Plan. These programs and funding sources are identified below.

For more information about Agency programs and resources, see the Agency's web site at:

<http://www.modestorda.com/>

7.1 FUNDING SOURCES CURRENTLY UTILIZED

7.1.A Redevelopment Tax Increment

The City receives a tax increment that is derived from the County's collection of property taxes. After pass-through portions of that revenue is reserved for the County, schools, assessment districts, and 20% is reserved by the Agency for affordable housing, the remaining funds are available for projects in the Redevelopment Area. Approximately one million dollars will be available for Master Plan project implementation in Fiscal Year 2006–2007. These funds may be used for eligible redevelopment activities.

Possible applications: land acquisition and assembly, infrastructure, off-site improvements, facade enhancements, parking lots and structures, marketing, and the promotion of catalyst sites.

7.1.B Downtown Improvement District

Modesto's Downtown Improvement District (DID), located in the northern portion of the downtown, levies a tax on commercial properties within its boundaries. The current tax rates are:

Retail:	0.005 x gross receipts
Service:	0.001 x gross receipts

The DID's revenue has been approximately \$200,000 per year.

Possible applications: marketing and promotional purposes, with a portion potentially allocated to streetscape improvements.

7.1.C Interest and Lease Revenues

The Agency owns property throughout the Redevelopment Area that provides interest and lease revenues. Revenue from this source has been approximately \$230,000, with no restricted uses.

Possible applications: marketing, recruitment, and promotion of catalyst and opportunity sites.

7.1.D Enterprise Zone

The Enterprise Zone Program targets economically distressed areas throughout California. Modesto is part of the Stanislaus Enterprise Zone, which includes most of the Redevelopment Area. Special state and local incentives encourage business investment and promote the creation of new jobs. The purpose of the program is to provide tax incentives to businesses and allow private sector market forces to revive the local economy.

Enterprise Zone companies are eligible for substantial tax credits and benefits, including:

- up to 100% net operating loss carry-forward for up to 15 years;
- \$31,544 or more in state tax credits for each qualified employee hired;
- sales tax credits on purchases of \$20 million per year of qualified machinery and machinery parts;
- up-front expensing of certain depreciable property;
- net interest deduction to lenders that fund businesses located in the Enterprise Zone;
- application of unused tax credits to future tax years; and
- earned preference points on state contracts.

Possible applications: marketing, recruitment, and promotion of manufacturing and business parks in the Redevelopment Area.

7.1.E Success Capital Expansion and Development Corporation

Success Capital Expansion and Development Corporation (SCEDCO) is a private, nonprofit California corporation licensed and regulated by the U.S. Small Business Administration as a Certified Development Company. SCEDCO provides low down payment, fixed-rate financing in the form of U.S. Small Business Administration 504 loans. These loans can be used by small and medium-sized firms for land and asset acquisition, and typically require only a 10% down payment.

Possible applications: recruitment and funding for business in the Redevelopment Area, particularly in the northwest light industrial zone.

7.1.F Entitlement Funds

Community Development Block Grant funds (CBDG) may be used for capital projects in the Redevelopment Area. In general, these funds must be used to revitalize low-income neighborhoods, to assist disadvantaged populations by providing adequate public facilities and services, and to generate affordable housing opportunities.

Possible applications: infrastructure improvements that increase pedestrian safety, Paradise Road capital improvements, capital improvements of public or community-based facilities and public rights-of-way in eligible census tracts, and investments that increase the economic viability of commercial districts.

7.1.G Housing Set-Aside

The Agency, by law, must allocate 20% of its tax increment proceeds to affordable housing. The Agency has determined allocation priorities through the adoption of its *2005-2009 Housing Implementation Plan*. The Agency will have approximately \$1.5 million available in fiscal year 2006–2007 to allocate to affordable housing projects in the downtown area.

Possible applications: mixed-use development with a residential component and grants to developers for inclusionary units in market rate projects.

7.2 POTENTIAL FUNDING SOURCES

7.2.A Stanislaus County Economic Development Bank

The County Economic Development Bank has an annual appropriation of \$1.5 million to be used for economic development projects that create and enhance jobs within the county. The Kansas Woodland Business Park has been awarded a total loan amount of \$405,000.

Possible applications: catalyst sites with an employment component and business development in the light industrial zones.

7.2.B Property-based Business Improvement District

The City could provide seed funding for the analysis of a Property-based Business Improvement District (PBID) to raise funds for improvements in the affected area. A PBID might be established along North Ninth Street north of Needham Street to assist with marketing, infrastructure, and streetscape improvements so that the entire North Ninth Street corridor is developed in a comprehensive fashion, along with the Kansas-Woodland Business Park.

Possible applications: marketing, infrastructure, and streetscape improvements on North Ninth Street and Carpenter Road.

7.2.C Parking District

Parking districts could be established in the Downtown Core or extended to other portions of the downtown. Modesto's existing Downtown Improvement District might also expand its mandate to include the funding of parking. In either case, the parking district could levy a tax on established and new businesses to assist the funding of new parking facilities. This funding could be combined with bonds (see Section 7.2.C, page 112) to fully fund publicly owned and operated parking facilities. The parking district could also administer operation of these parking facilities, providing maintenance and security functions.

Possible applications: construction of new parking structures in the downtown and maintenance of and security for existing parking structures.

7.2.D Issuance of Bonds

The Agency may issue bonds to fund improvements in the Redevelopment Area whose costs exceed the annual funds available to the Agency from tax increment and lease and interest income. Before issuing the bonds, the Agency or City must first analyze the feasibility of the proposed project to determine whether the project can earn sufficient revenue to repay the bond's investors.

Possible applications: land acquisition, funding of catalyst projects, infrastructure, street, bicycle, and pedestrian improvements.

7.2.E Benefit Assessment Districts

Benefit Assessment Districts can raise funding through property tax assessments and fees in a targeted area. Assessment district bonds or Mello-Roos bonds can be used for these purposes. Establishment of such a district requires approval of the property owners within the district.

Possible applications: streetscape, signage, lighting, and gateway improvements.

7.2.F Stanislaus Council of Governments

Stanislaus Council of Governments (StanCOG) provides funding for regional transportation improvements, including public transportation, automobile, and bicycle routes and projects that contribute to the achievement of air quality standards. The agency manages State of California transportation funds including those administered under the State Transportation Improvement Program (STIP), Regional Surface Transportation Program (RSTP), Congestion Mitigation Air Quality (CMAQ), Transportation Enhancement Activities (TEA) and other state and federal funds. StanCOG can assist in the identification of funding sources and grant application preparation. A local match is generally required.

Possible applications: regional transportation, including improvements to public transit, streets and highways, and bicycle routes. STIP funds can also be used for roadside landscaping, scenic beautification, and roadside historic preservation, which could be applied to the SR-99 corridor, SR-132 through downtown (Ninth Street), and the West Gateway at Sixth and I Streets.

7.2.G Certified Local Government Status

Certified Local Governments (CLGs) are eligible to receive special matching grants in furtherance of programs for historic preservation that include surveys of historic properties, preparation of historic plans, review of historic properties seeking federal tax developments, and other programs. CLG status would allow the City to participate in and compete for funding from the federal and state historic preservation programs. The City can apply for CLG status with the State Office of Historic Preservation.

Possible applications: historic preservation, and marketing of the benefits of historic preservation.

7.2.H California Department of Transportation

The California Department of Transportation's (Caltrans') Office of Community Planning under its established guidelines, *Main Streets: Flexibility in Design and Operations*, provides guidance for any state route that serves as a main street, gateway, or commercial strip, and that serves pedestrians, bicyclists, businesses and public transit with traffic speeds typically between 20 and 35 miles per hour. The City should work with Caltrans District 10 for the planning and design of such routes.

Possible applications: The design of improvements to SR-132 (Ninth Street) in the downtown.

7.2.I State of California Per Capita Grants Programs (Proposition 12)

Grants for the acquisition, development, improvement, restoration, enhancement, and development of parks and interpretive facilities are available through the California Department of Parks and Recreation.

Possible applications: acquisition and development of parks, and/or improvements to parks and recreational facilities in the Redevelopment Area.

7.2.J California Infrastructure and Economic Development Bank (I-Bank)

Administered by the State of California's Commerce and Economic Development Program, the California Infrastructure and Economic Development Bank (I-Bank) finances public infrastructure and private investment that promotes economic growth and community revitalization. Several revenue bond programs and financing mechanisms, as well as tax-exempt interest rates, are available for industrial development and infrastructure improvements.

Possible applications: recruitment efforts and infrastructure improvements in the light industrial area and business parks.

7.3 MARKETING STRATEGIES

The Agency's Business Development Division (Business Division) provides several programs aimed at retaining and attracting business to Modesto and the Redevelopment Area. The Business Division markets the city to recruit and retain businesses and stimulate job creation. Two incentive programs are currently offered to target businesses.

7.3.A Local Incentive Zone

The Local Incentive Zone (Modesto Code Section 8-7.01 - Local Enterprise Zone) applies to City properties with the zoning of light or heavy manufacturing or business park (M1, M2, or BP). New or expanding businesses may qualify based on increased jobs per acre and are eligible for the following incentives:

- rebate of the water main connection charge;
- rebate of the building inspection and plan check fees; and
- accelerated inspection and plan check if the building and capital investment exceeds \$500,000.

7.3.B Capital Facilities Fees Deferral

The City administers a special Capital Facilities Fee (CFF) deferral program. Two categories of projects qualify for this deferral:

Category A: Projects without industrial warehouses, where the CFF exceeds \$150,000 and projects with industrial warehouses, where the CFF exceeds \$50,000. Ten percent of the CFF must be paid when the building permit is issued, with the remaining 90% paid in equal installments over 10 years plus interest. The fee may apply to one parcel or a group of contiguous parcels.

Category B: Projects without industrial warehouses, where the CFF is between \$25,000 and \$150,000, and projects with industrial warehouses where the CFF is \$25,000 to \$50,000. Twenty percent of the CFF must be paid when the building permit is issued, with the remaining 80% paid in equal installments over 5 years plus interest. The fee may apply to one parcel or a group of contiguous parcels.

7.4 ACTION MATRIX

The Action Matrix (Section 7.4) presents a summary of implementation strategies for the Modesto Redevelopment Area. The Action Matrix lists each strategy by category, its relative priority for implementation, a time frame for implementation (short term, 1-3 years; medium term, 3-5 years; and long term, 5-10 years), and the appropriate lead agency or organization responsible for implementation.

MODESTO REDEVELOPMENT AREA MASTER PLAN ACTION MATRIX

Action	Priority	Timeframe (in years)			Responsible Agency
		1-3	3-5	5-10	
MARKETING, PROMOTION, AND BUSINESS RECRUITMENT					
Facilitate the development of a Modesto image that promotes Modesto's strengths					
Promote Modesto's agricultural and viticultural products to attract visitation a la Napa/Sonoma	High	√	√	√	RDA/CC
Promote City's tradition of urban forestry and horticulture	High	√	√	√	RDA/CC
Emphasize the proximity of the downtown to the Tuolumne River Regional Park	High	√	√	√	RDA/CC
Promote Modesto's recreational opportunities: Virginia Avenue Corridor, TRRP, Dry Creek Regional Park	High	√	√	√	RDA/CC
Promote City history through varied events, not strictly themed art and architecture	High	√	√	√	RDA/CC
Stress Modesto's position as the arts and entertainment destination for the northern San Joaquin Valley	High	√	√	√	RDA/CC
Highlight Modesto's affordability compared with similar destinations/locations	High	√	√	√	RDA/CC
Use Marketing Tools to Promote Modesto					
Develop and maintain an information package that promotes Modesto to new businesses	High	√	√	√	RDA
Feature local and potential businesses in City media to keep residents informed	High	√	√	√	RDA
Target businesses for corporate visits and maintain a schedule of visitation	High	√	√	√	RDA
Coordinate with Chamber of Commerce and Visitors Bureau to maximize visitor contributions to the City	High	√	√	√	RDA
Implement a quarterly Mayor's business roundtable	High	√	√	√	RDA
Recruitment and Development of Targeted Businesses					
Encourage a concentration of new retail in the downtown core in the area bounded by I, J, 9th & 11th Streets	High	√	√	√	RDA
Facilitate the development of 200,000 sq. ft. of additional eating and drinking venues	Med	√	√	√	RDA
Facilitate the development of 500-750,000 sq. ft. of office space	Med	√	√	√	RDA
Attract high-end retail stores to the Downtown Core	Low		√	√	RDA
Conduct a survey of commercial areas, identify niche and cluster businesses, and develop recruitment plan	High	√	√		RDA
Recruit an upscale food store to the downtown	Low		√	√	RDA
INFRASTRUCTURE COORDINATION					
Coordinate water, stormwater drainage, and sewer master plan update priorities with Master Plan	High	√	√		RDA/PW
Develop a plan to fund capital improvements which remove constraints to development	High	√	√		RDA/PW
Responsible Agency Acronym Definitions: RDA Modesto Redevelopment Agency PLNG City of Modesto Community & Economic Development, Planning					
PW City of Modesto Public Works PARKS City of Modesto Parks, Recreation and Neighborhoods					
CC Chamber of Commerce					

7 IMPLEMENTATION STRATEGIES

**MODESTO REDEVELOPMENT AREA MASTER PLAN
ACTION MATRIX**

	Action	Priority	Timeframe (in years)			Responsible Agency										
			1-3	3-5	5-10											
LAND USE AND ECONOMIC DEVELOPMENT																
Policy	Area 1															
	North Carpenter Road															
4.1	Work with the County to promote land assembly in the portion of the County Island adjacent to North Carpenter Road	Low		√		RDA										
4.2	Apply Highway Commercial (C-3) zoning to the North Carpenter Road Corridor	High	√			PLNG										
4.3	Conduct land use and business interest surveys	High	√			RDA										
4.4	Recruit up to 200,000 to 300,000 square feet of additional commercial development	High	√	√		RDA										
	Light Industrial Area															
4.5	Coordinate with County to facilitate land assembly in the light industrial area	Med	√	√	√	RDA										
4.6	Identify desirable businesses and actively recruit them	Med	√	√	√	RDA										
4.7	Rezone Heavy Industrial (M-2) to Light Industrial (M-1) near downtown gateway	High	√			PLNG										
4.8	Implement design guidelines and initiate design review in light industrial area	High	√			PLNG										
	Area 2															
	North Ninth Street															
4.11	Promote a collaborative relationship between MJCE and businesses in Area 2	Med	√	√	√	RDA										
4.12	Promote the development of live-work units	Med		√		RDA										
4.13	Adopt Light-Industrial Mixed-use zoning standards and apply to Area 2	High	√			PLNG										
4.14	Recruit an extended-stay hotel	High	√			RDA										
	Area 3															
	Downtown Core															
4.15	Concentrate commercial frontage along 10th, 11th, and J Streets	High	√	√	√	PLNG										
4.16	Housing constructed on 10th, 11th, and J Streets should only be constructed above ground floor retail/commercial uses	High	√	√	√	PLNG										
4.17	Facilitate the development of market-rate and inclusionary housing	High	√	√	√	RDA										
4.19	Implement a specific area plan that encourages mixed-use development in the Downtown Core	High	√			PLNG										
4.20	Implement design guidelines that foster a pleasant, human-scaled walking environment	High	√			PLNG										
4.21	Facilitate Catalyst Site 2, with residential development on Ninth Street between G and H Streets	Med	√	√		RDA										
4.22	Facilitate expansion of the convention center as part of Catalyst Site 3	Med	√	√		RDA										
4.23	Facilitate expansion of a conventional hotel as part of Catalyst Site 3	Med	√	√		RDA										
4.24	Facilitate mixed-use development on 11th and 12th Streets as part of Catalyst Site 3	Med	√	√		RDA										
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			1-3	3-5	5-10											
<i>Downtown North Neighborhood District</i>																
4.25	Implement a Neighborhood Mixed-use zoning designation	High	√			PLNG										
4.26	Coordinate with the County to identify alternatives for the healthcare site	Med	√	√		RDA										
<i>Downtown East Preservation District</i>																
4.27	Establish a Downtown East Preservation District	Med	√			PLNG										
4.28	Adopt design guidelines that promote the preservation of older structures	Med	√	√		PLNG										
4.29	Consider funding sources that support the preservation of older structures in the District	Med	√	√		PLNG										
<i>Downtown South Neighborhood District</i>																
4.30	Apply Neighborhood Mixed-use zoning code and development standards to the District	High	√			PLNG										
4.31	Facilitate Mixed-use development with ground floor commercial along 10th Street	Med	√	√	√	RDA										
4.32	Identify sites for redevelopment adjacent to the TRRP and facilitate residential development	Med	√	√	√	RDA										
4.33	Facilitate the development of a shared use trail with public access adjacent to the TRRP	Med	√	√	√	RDA										
<i>Paradise Road District</i>																
4.34	Identify sites for investment of the Agency's affordable housing funds	High	√	√	√	RDA										
4.35	Facilitate land assembly along Paradise Road to encourage new commercial development	Med	√	√	√	RDA										
4.36	Actively implement the Agency's facade improvement program for commercial structures	Med	√	√	√	RDA										
ENHANCING THE APPEAL OF PUBLIC SPACES																
Policy	<i>Parks and Plazas</i>															
5.1	Develop linkages across the Redevelopment Area to connect public parks and open space	High	√	√	√	Parks										
5.2	Create additional public open space in the downtown to serve as pedestrian gathering places	High	√	√	√	RDA/ PARKS										
5.3	Encourage the development of private open space through new setback standards	High	√			PLNG										
<i>Streetscape Improvements</i>																
5.4	Implement streetscape improvements on 10th Street	High	√	√		PW										
5.5	Develop standards that protect the 10th Street view corridor	High	√			PLNG										
5.6	Install streetscape improvements on North Ninth Street	High	√	√		PW										
5.7	Install traffic calming devices on I Street to promote pedestrian safety	Med	√	√	√	PW										
5.8	Implement traffic calming and streetscape improvements on Paradise Road	High	√	√		PW										
5.9	Consider alternative truck routes for truck traffic using Paradise Road	High	√			PW										
5.10	Extend the North Carpenter Road streetscape improvements to Kansas Avenue	Med	√	√		PW										
5.11	Seek funding to beautify the SR-99 right-of-way	Med	√	√	√	RDA/PW										
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			1-3	3-5	5-10							
Public Art												
5.12	Identify and implement a funding mechanism for public art	Med	√	√		RDA/PLNG						
CREATING EFFICIENT CIRCULATION AND LINKAGES												
Policy Automobile Circulation												
4.9	Support auxiliary uses at the MJCW campus by ensuring adequate access	Med	√	√	√	PW						
6.1	Coordinate with Caltrans to improve traffic circulation at the North Carpenter Road/Briggsmore Avenue/SR-99 interchange in Area 1	High	√	√		PW						
6.2	Coordinate with Caltrans to improve the efficiency of the Briggsmore Avenue/North Ninth Street intersection in Area 2	High	√	√		PW						
6.3	Explore alternatives to improve automobile and bicycle circulation at the Woodland Avenue overcrossing of SR-99 in Area 2	Med		√	√	PW						
6.4	Coordinate with StanCOG to mitigate the impact of SR-132 on the downtown and to explore alternative truck routes in Area 3	High	√	√		RDA/PW						
Ensure Adequate Parking												
4.18	Facilitate the construction of adequate parking in the Downtown Core while maintaining ground floor retail on 10th, 11th, and J Streets	High	√	√	√	RDA/PLNG						
6.5	Assist new development to develop parking on-site or in the immediate vicinity	High	√	√	√	RDA/PW						
6.6	Initiate a parking study to explore possible reductions in parking ratios in the downtown	Med		√		RDA/PW						
6.7	Design parking structures to contribute to the positive character of the downtown	High	√	√	√	PLNG						
6.8	Consider the creation of a parking district to assist in the funding of new parking facilities	High	√	√		PW						
6.9	Coordinate with the Downtown Improvement District to install new parking meters	High	√	√		PW						
6.10	Consider the application of parking fees for all users of parking facilities	High	√			PW						
6.11	Facilitate shared parking arrangements to better distribute the supply of existing parking	High	√	√	√	RDA/PW						
Bicycle Circulation												
6.12	Install Class II bike lanes on Woodland Avenue to promote bicycle circulation	Med		√	√	PW						
6.13	Coordinate with the Union Pacific Railroad to create a bicycle crossing at Blue Gum Avenue and North Ninth Street	Med	√	√		PARKS						
6.14	Extend the Class II bicycle lanes on North Carpenter Road between Woodland and Kansas Avenues as part of the proposed streetscape improvements	Med	√	√		PW						
6.15	Implement Class II bike lanes on 11th and 12th Streets as a one-way bicycle couplet	High	√	√		PW						
6.16	Implement Class II bike lanes on 7th and 8th Streets as a one-way bicycle couplet	Low		√	√	PW						
6.17	Implement Class II bike lanes on G and H Streets as a one-way bicycle couplet and coordinate with streetscape improvements on Paradise Road	High	√	√		PW						
6.18	Implement bicycle and pedestrian safety measures on Yosemite Boulevard at Morton Boulevard	High	√			PW						
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			1-3	3-5	5-10													
Gateways																		
6.19	Install wayfinding and identification signage and landscaping improvements at the six priority gateways	High	√	√	√	RDA												
Signage																		
4.10	Provide additional wayfinding signage	High	√			RDA/PW												
6.20	Develop one or more distinctive, informative styles of signage for the city and its districts	High	√	√	√	RDA												
6.21	Install pedestrian information kiosks at high pedestrian traffic areas such as 10th and I Streets	High	√	√		RDA/PW												
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ACKNOWLEDGEMENTS

Agency Officers

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Assistant Executive Director H. Brent Sinclair
General Counsel Susana Alcala Wood
Assistant General Counsel Roland Stevens
Treasurer Wayne Padilla
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