



Task Force Meeting #1

July 12, 2005



Meeting Objectives



- Review process
- Discuss initial findings and strategic questions
- Review principles
- Discuss next steps



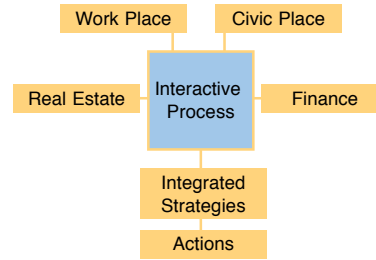
Master Planning Tasks



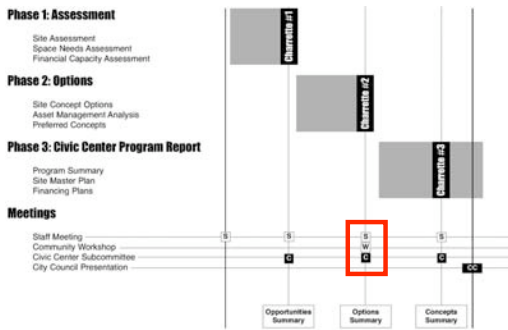
- Facility Planning
 - Space needs and phasing
 - Community access to services
 - Workplace productivity
 - Flexible spaces/adaptable
 - Security
 - Sustainable design and life-cycle costing
- Urban Design
 - Civic framework
 - Public spaces
 - Civic symbol and landmark
- Financing
 - Asset management
 - Phased investment with long term perspective (20 year net present value)
 - Financing sources



Integrated Strategies



Process



Role of Task Force

- Advisory to the City Council
- Sounding board for community values
- Represent various perspectives and interests
- Strategic thinkers
- Assist in community outreach



Initial Findings and Strategic Questions

| | National Trends/Best Practice | Current Conditions | Strategic Questions |
|---|--|---|--|
| Serving Visalia: Staffing and Facilities | <ul style="list-style-type: none"> Technology City size thresholds Community access Organizing the workplace Joint-use facilities | <ul style="list-style-type: none"> Technology City growth Community access Existing facilities | <ul style="list-style-type: none"> |
| Financing Facilities: Funding Sources and Savings | <ul style="list-style-type: none"> Top funding sources for California civic buildings Facility and staff efficiency/savings Private-public ventures | <ul style="list-style-type: none"> Budget overview Current facility budgets Potential funding sources Market conditions | <ul style="list-style-type: none"> |
| Managing Visalia's Assets: Putting City Real Estate to Work | <ul style="list-style-type: none"> Taking the long view—doing a plan Redevelopment, the city, and the private investor Professional real estate management team | <ul style="list-style-type: none"> Existing City-owned property Potential properties for asset management program Market conditions and future outlook | <ul style="list-style-type: none"> |
| Creating Civic Places: Civic Spaces and Connections | <ul style="list-style-type: none"> Civic center as an investment catalyst The community stage—places and connections Indoor-outdoor relationships | <ul style="list-style-type: none"> Existing buildings and spaces Potential civic center locations East Downtown—future context Planning and transit | <ul style="list-style-type: none"> |



Serving Visalia: Staffing and Facilities

- National Trends/Best Practice
 - Technology -
 - increasing expectations
 - City size thresholds -
 - small/medium/large
 - Community access -
 - more not less
 - Organizing the workplace -
 - flexibility & choice
 - Joint-use facilities -
 - yes/no, why/why not



Outside-in and Inside-out



Flexibility



Interaction



Serving Visalia: Initial Findings

- Facilities
 - Historic opportunities storyline
- Technology
 - Bleeding edge...period.
- Operations (key issues)
 - Complexity of problems
 - Increasing workloads
 - Value of face-to-face work
- Workplace
 - Historic opportunities storyline
 - "Unresponsive" to current work



Serving Visalia: Strategic Questions



- Facilities
 - How do we plan for the transition?
- Technology
 - Taking advantage of the opportunities?
- Operations
 - What changes are coming (decentralized to collocated)?
- Workplace
 - The most important aspect of work is face-to-face interaction, how do we support it in the future?



Financing Facilities: Funding Sources and Savings

- National Trends/Best Practice
 - Top funding sources for California civic buildings
 - Facility and staff efficiency/savings
 - Private-public ventures



Financing Facilities: Example City Hall Projects

| Project Description | Cost | Completed | Funding Sources | Comments |
|---|--|---|--|--|
| Modesto Tenth Street Place <ul style="list-style-type: none"> • 228,000 SF City-County building, with 28 KSF ground floor retail, 700 space parking garage; • 3-story private office building; • 18-screen theater, restaurant & retail | \$36M City-County Bldg; 11.5M Garage & Public Plaza; \$26M comm) \$74M Total | 1999: Civic Center, garage & theater); 2001: Office | <ul style="list-style-type: none"> • County CDP's • City/Redev. Agency lease revenue bonds • Public/Private venture • Sale of old City hall helps fund new police HQ | <ul style="list-style-type: none"> • \$17.5M in "spin-off" investment + 150 jobs; • Over 10 years in planning • Complex legal structure |
| Roseville Civic Center <ul style="list-style-type: none"> • 53,000 SF Civic Center Expansion to existing 17,500 SF City Hall • Utility Relocation, and Streetscape Improvements | \$10M Civic Center; \$4M Public Improvements \$14M Total | 2002 | <ul style="list-style-type: none"> • Public Facility Impact Fees • General Fund CIP • Redevelopment funded streetscape improvements | Assisted in spin-off revitalization of downtown core |
| Sacramento Civic Center Annex <ul style="list-style-type: none"> • New 5-story Civic Center Annex • Refurbishment of Historic City Hall | \$60M New Civic Center; \$11M Refurbishment \$ 71M Total | 2005 | <ul style="list-style-type: none"> • Lease-revenue bonds • Asset management • Half of total annual cost (debt service + operating expense) funded through lease savings | Consolidation of multiple leased locations in City and enhanced civic image |
| Walnut Creek Civic Center <ul style="list-style-type: none"> • 35,000 SF Expansion of existing City Hall; • Renovation of existing facility; • Seismic upgrade of police facilities; | \$11M New Facility; \$11M upgrade existing city hall \$22M Total | 2002: Expansion; 2004: Renovation & upgrade of existing City hall | <ul style="list-style-type: none"> • General Fund CIP | Expansion allowed for consolidation of various departments previously in leased space |

Financing Facilities: Example Funding Sources

| Funding Mechanism | Pros | Cons | Comments |
|---|--|--|---|
| Lease Revenue Bonds/Certificates of Participation (COP's) <ul style="list-style-type: none"> • "Lease financing" mechanism for municipalities • Repaid through annual "lease payments" | <ul style="list-style-type: none"> • Minimizes large upfront expenditures • No voter approval required • Can pool bonds for several public projects | <ul style="list-style-type: none"> • Financing cost increases overall project cost • Higher financing cost than G.O. bonds | <ul style="list-style-type: none"> • One of most common mechanisms for funding civic center improvements and other public facilities |
| General Obligation (G.O.) Bonds <ul style="list-style-type: none"> • 2/3 Voter Approval • Repaid through ad valorem property tax | <ul style="list-style-type: none"> • Less costly than other debt financing • Generates additional revenue to pay debt | <ul style="list-style-type: none"> • Requires 2/3 approval by local voters • Results in increased property taxes for residents/businesses | <ul style="list-style-type: none"> • Commonly used by School Districts • 1996 - Berkeley used for seismic retrofit of civic center/main library (\$49M) |
| Redevelopment Funding <ul style="list-style-type: none"> • For qualified public improvements and infrastructure within a Redevelopment Area | <ul style="list-style-type: none"> • Additional funding source for qualified improvements • Improvements could help stimulate additional development | <ul style="list-style-type: none"> • Limited by redevelopment law in what may be funded (e.g., cannot use for City Hall bldg) • Limited funds in many municipalities | <ul style="list-style-type: none"> • Commonly used to fund parking or public improvements which also benefit civic centers • Can use annual revenues or bond against revenues |
| Public Facility Impact Fees <ul style="list-style-type: none"> • Used to reimburse costs of facilities to serve new development | <ul style="list-style-type: none"> • Spreads cost of funding new improvements to private development | <ul style="list-style-type: none"> • Timing of funds is difficult to predict • Limited to funding costs attributable to new development | <ul style="list-style-type: none"> • Visalia has impact fees for police/fire facilities |
| General Fund Capital Improvement Budget <ul style="list-style-type: none"> • General Fund monies earmarked for specific projects | <ul style="list-style-type: none"> • Maximum City control over funds • Eliminates financing costs | <ul style="list-style-type: none"> • Uncertain source during difficult economic times • Requires funds to be set aside | <ul style="list-style-type: none"> • Commonly used to fund portions of public facilities • Best used in conjunction with other funding sources |

Financing Facilities: Initial Findings

- Budget Overview
 - Creative and proactive
- Current Facility Budgets
 - Decentralized facility management
- Potential Funding Sources
 - Usual suspects
 - Forward thinking about potential partners



Financing Facilities: Strategic Questions

- What are the current facility occupancy and operating costs?
- What will the future facility occupancy and management costs be?
- How can alternative funding sources and asset management be optimized to support private investment?
- Other:
 - _____
 - _____



Managing Visalia's Assets: Putting City Real Estate to Work

- National Trends/Best Practice:
 - Taking the long view—having a plan
 - Redevelopment, the city, and the private investor
 - Professional real estate and asset management team approach



Managing Visalia's Assets: Opportunities



Managing Visalia's Assets: Initial Findings

- Deep Opportunities
- Existing City-owned property
 - Facilitate private development
- Potential properties for asset management program
- Market conditions and future outlook
 - Significant growth in value



Managing Visalia's Assets: Strategic Questions

- Using city-owned assets to facilitate private sector investment
- Joint development opportunities
 - Public-public
 - Public-private
- Coincide public financing (CIP) to support infrastructure that supports private investment
- Other:
 - _____
 - _____
 - _____



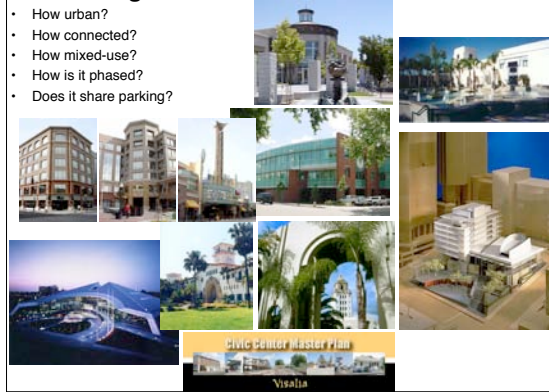
Creating Civic Places: Civic Spaces and Connections

- National Trends/Best Practice
 - Civic center as a investment catalyst
 - The community stage—places and connections
 - Indoor-outdoor relationships
 - BONUS: Practical funding and implementation solutions



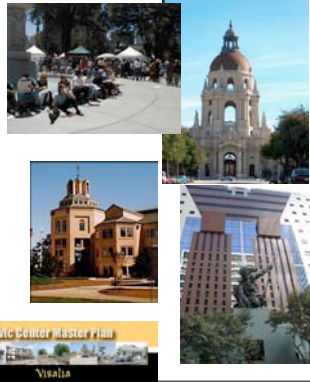
Creating Civic Places: Types of Civic Centers

- How urban?
- How connected?
- How mixed-use?
- How is it phased?
- Does it share parking?



Creating Civic Places: Types of Civic Centers

- Types
 - Civic Squares
 - Sacramento
 - Pasadena
 - Oakland
 - San Francisco
 - Main Street anchor
 - Modesto
 - Roseville
 - Mountain View
 - Suburban Campus
 - San Jose
 - Livermore
 - Objects
 - Fresno
 - Portland



Civic Center Master Plan
Visalia

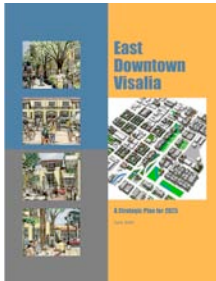
Creating Civic Places: Types of Civic Centers

- What types of open spaces will support land uses? Are they passive or actively programmed spaces?
- Where are spaces located? Are they connected together into a system?
- How is the creek used? Is it part of the open space system?



Civic Center Master Plan
Visalia

Creating Civic Places: East Downtown Context



- Establishes a future design and land use context
- Identifies a framework of connections and places
- Provides an implementation strategy for:
 - Sequence of public and private investment;
 - Potential costs for streets and opens spaces; and
 - Potential funding sources.

Civic Center Master Plan
Visalia



Civic Center Master Plan
Visalia

Creating Civic Places: East Downtown Phasing



Civic Center Master Plan
Visalia

Creating Civic Places: Strategic Questions

- Potential civic center facility locations
 - Real estate and financing connection
 - Urban design
- Creating public and common spaces
 - Purpose of interaction
 - Quality of interaction
- Parking and transit
 - Regional access (transit, road system and trail system)
 - Shared parking (facilities and funding)
- Other
 - _____
 - _____
 - _____

Civic Center Master Plan
Visalia

Civic Center Guiding Principles

- Image and design
- Land use
- Open space
- Potential partners



July 12, 2005

Civic Center Planning and Design Principles

Preliminary Draft Goals and Principles
The following summary encompasses the discussion in a set of preliminary planning and design goals/principles to be used by the consulting team and Civic Center Subcommittee in preparing a master plan for the area. The preliminary draft goals and principles will be expanded and refined in the master planning process.

On February 22, 2005, the Visalia City Council held a public session to discuss desired features for a new civic center complex to be located in the East Downtown. The study session discussion covered a wide range of topics including image and design, land use, open space, and potential partners. On May 2, 2005, the City Council reviewed and commented on the principles. The following summary includes City Council's May 2 comments in bold.

Image and Design
Goal: To create a distinct and lasting, reflecting Visalia's architectural and cultural heritage and aspirations to create an exciting urban place in the Southern San Joaquin Valley.

- Principle 1: The civic center should contribute to Visalia's image as an urban center with modern buildings.
- Principle 2: Oak Street should become civic street of Visalia to be exciting.
- Principle 3: The design of the civic center should reflect Visalia's existing architectural traditions while establishing a precedent for design quality.
- Principle 4: The design should result in a sustainable, healthy civic center district.
- Principle 5: The civic center plan should have a clear circulation system.

Land Use
Goal: To include a mix of uses which result in an active civic hub for the greater downtown and west community.

- Principle 1: Land uses should reinforce the civic center as an important focal point for Visalia.
- Principle 2: The civic center should be part of a mixed-use urban district with public and cultural facilities, commercial offices, retail services, residential and park uses.
- Principle 3: The civic center district uses should be compatible, providing a mixed-use district.
- Principle 4: Parking should be included in structures and hidden from view.
- Principle 5: The civic center master plan should create strong visual and physical connections to Downtown, East Downtown and neighborhoods.

Civic Center Guiding Principles

- Image and design
- Land use
- Open space
- Potential partners

Open Space
Goal: To develop a significant open space that is a destination and central gathering place for Visalia.

- Principle 1: The civic center should include a significant central park feature.
- Principle 2: Oak Street should be part of a tree system that links the civic center to downtown and surrounding neighborhoods.
- Principle 3: There should be a variety of open spaces that are connected, shaped and defined by local and private development.
- Principle 4: The water system should include an art in public spaces program and provide a view setting for future cultural facilities.

Potential Partners
Goal: To create opportunities for other public agencies and private sector partners to benefit from existing in the civic center district.

- Principle 1: The master plan should anticipate including other interested public agencies, educational buildings or facilities.
- Principle 2: Private sector involvement should be anticipated as an integral part of the civic center plan.
- Principle 3: Shared facilities, such as parking and infrastructure, should be featured in the civic center master plan.



Summary and Next Steps

- Data collection and summary
- Workshop objectives
 - Provide an overview of facility needs, real estate and financing issues
 - Discuss how the civic center fits into the East Downtown Plan
 - Provide an opportunity for participants to test the preliminary program and create a civic center master plan (the results will be used to formulate alternatives to be evaluated by the team and task force)
- Civic center alternatives

