



CHAPTER  
**7**

# Administration, Implementation and Financing

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This chapter discusses the development review procedures by the City of Cupertino applicable to the Specific Plan. A process for modifications and amendments to the Specific Plan is discussed, as well as financing for implementation of the Specific Plan.

# 7.1 Administration

Except as otherwise provided in this section, Development Review is required prior to any new construction, modifications to building exteriors or site improvements, and changes in land use.

Development applications within the plan area shall be reviewed for conformance with the Specific Plan, other applicable plans and ordinances and, as applicable, a Development Agreement.

Any issues not addressed in the Specific Plan shall be subject to the Cupertino Municipal Code (CMC) unless otherwise indicated in this Specific Plan, or, if applicable, a Development Agreement. To the extent any standard or other provision in the CMC conflicts with the Specific Plan, the standard or other provision in the Specific Plan shall control.

## Permits - Applicability

The City will review and consider approval of planning entitlement permits, building and other permits and relocation of public utility and access easements, to implement the Specific Plan.

Demolition of the existing structures and all grading on the site must be done in compliance with the Mitigation Measures, Conditions of Approval and Standard Permit Conditions identified in the certified Vallco Special Area Specific Plan EIR ('Specific Plan EIR').

There are three permit types that are required to prior to development of structures on the site. These are:

### 1. Master Site Development Permit (MSDP)

Any project proposed in the Plan Area south of Perimeter Road will be required to submit an application for a MSDP in order to ensure a cohesive, coordinated development and implementation of the Specific Plan. If a project proposed south of Perimeter Road also includes proposed development in the area north of Perimeter Road, the entire project shall be required to be included in the MSDP application.

### 2. Development Permit (DP)

The outlying parcels north of Perimeter Road may be permitted to submit an application for a Development Permit if they are not proposed for development concurrently with parcels south of Perimeter Road and required to apply for an MSDP.

### 3. Architectural and Site Approval (ASA)

Applicable to all development within the Plan Area subsequent to the approval of an MSDP or DP (as applicable). An application for ASA may be submitted for processing concurrently with an application for an MSDP or DP. Architectural and Site Approval is required prior to approval of building permits for vertical construction to implement the design standards in the specific plan by determining the final architecture, site and landscape improvements, etc. for buildings, and open spaces.

Other permits may be required as follows:

**1. Adjustments (ADJ)**

Applicable when an applicant requests an adjustment to development standards within the Specific Plan. Applications that result in an increase in building height, or a reduction in setbacks along the western boundary of the Plan Area or a reduction in the total acreage of at-grade publicly accessible open space shall require amendment(s) to the Specific Plan.

**2. MSDP Amendment**

Applicable when an applicant wishes to modify aspects of an approved MSDP such as street layout, grades, locations and massing of buildings, the location and size of publicly accessible open spaces, etc.

**3. DP Amendment**

Applicable when an applicant wishes to modify some aspects of an approved DP.

**4. Modification (DIR)**

Applicable when an applicant wishes to modify aspects of an approved MSDP, DP, or ASA and it is deemed to not require an MSDP Amendment, DP Amendment, a new ASA, or Transfers pursuant to Chapter 19.164 of the CMC.

**5. Transfers of Development Allocations (TRN)**

Applicable when an applicant wishes to request that the City consider transfer of development allocations within or between Development Allocation Areas within the Plan Area. Participating properties must be within the boundary of a proposed or approved MSDP. Applications that result in an increase in building height, or a reduction in setbacks around the western boundary of the Plan Area or reduction in the total acreage of at-grade publicly accessible open space shall require amendment(s) to the Specific Plan.

**6. Other**

All other permits, processes and agreements required to implement the Specific Plan shall be processed as required by the CMC, adopted City policy or prevalent practice.

Consistent with state law, a Development Agreement between any person having a legal or equitable interest in the property and the City of Cupertino may also be entered into, but is only required for projects applying for the 'Community Benefits Density Bonus' (Tier 2 development). Any Development Agreement will be processed pursuant to the requirements of Chapter 19.144 of the CMC. A Development Agreement may expedite procedures for consideration and issuance of permits and approvals within this Specific Plan.

## 7.2 Approval Authority

Table 7.1 shows the approval authority, noticing radius, type of public meeting, signage requirements, expiration date and extension dates for projects; provided, however, that if a Development Agreement is processed and approved pursuant to the requirements of Chapter 19.144 of

the Cupertino Municipal Code (CMC), then the project entitlement's expiration date may be modified as set forth in the Development Agreement. For all required permit types not identified in Table 7.1 of this Specific Plan, please refer to the CMC.

**Table 7.1. Approval Authority**

Type of Permit or Decision <sup>A, B</sup>	Administrative Review	Planning Commission	City Council	Public Hearing/ Public Meeting <sup>C</sup>	Noticing Radius <sup>D, E</sup>	Posted Site Notice <sup>D, F</sup>	Expiration Date <sup>G</sup>
Area south of current Perimeter Road – Master Site Development Permit (MSDP)	-	R	F	PM	300'	Yes	4 years
Parcels north of current Perimeter Road –Development Permit <sup>H</sup>	Processed pursuant to Cupertino Municipal Code Chapter 19.12. If combined with the area south of Perimeter Road, must be processed with a MSDP						
Architectural and Site Approval <sup>I, O</sup>	F	A <sup>1</sup>	A <sup>2</sup>	PM	Adjacent	Yes	Greater of 2 years or life of MSDP
Adjustment(s) <sup>J, O</sup>	F	A <sup>1</sup> /F	A <sup>2</sup>	PM	300'	Yes	Greater of 2 years or life of MSDP
Transfers of Development Allocations <sup>K, L, O</sup>	F	A <sup>1</sup> /F	A <sup>1</sup> /A <sup>2</sup>	PM	300'	Yes	Greater of 2 years or life of MSDP

**Table 7.1. Approval Authority (contd.)**

Type of Permit or Decision <sup>A, B</sup>	Administrative Review	Planning Commission	City Council	Public Hearing/ Public Meeting <sup>C</sup>	Noticing Radius <sup>D, E</sup>	Posted Site Notice <sup>D, F</sup>	Expiration Date <sup>G</sup>
MSDP Amendment, Major <sup>K</sup>	-	F	A <sup>1</sup>	PM	300'	Yes	Greater of 2 years or life of MSDP
MSDP Amendment, Minor <sup>K, N, O</sup>	F	A <sup>1</sup>	A <sup>2</sup>	PM	300'	Yes	Greater of 2 years or life of MSDP
Modification	F	-	A	-	None	No	Greater of 2 years or life of MSDP

**Key**

R - Review and recommendation body	G - Expiration date of an approval processed in a combined application shall correspond to the maximum expiration date allowed for any one of the development applications (not including Subdivision Map Act applications, General Plan Amendments and Zoning Map or Text Amendments.)
F - Final decision-making body unless appealed	H - Type of Development Permit is dependent on the size of the project proposed pursuant to the requirements of Cupertino Municipal Code Section 19.12.030.
A <sup>1</sup> - Appeal Body on first appeal	I - Type of Architectural and Site Approval Permit is dependent on proposed project pursuant to the requirements of Municipal Code Section 19.12.030.
A <sup>2</sup> - Appeal Body on second appeal	J - Planning Commission review is only required for applications that result in adjustments greater than 10% of a numerical development standard.
PH - Public Hearing	K - Subject to any necessary environmental review and incorporation of appropriate mitigations.
PM - Public Meeting	L - Planning Commission review is required for applications with transfers that result in a transfer of greater than 25% of the allocation for that use type in the Specific Plan. Transfers are allowed without amending the Specific Plan.
A - Permits can be processed concurrently with other applications, at the discretion of the Director of Community Development.	M - Applications that result in an increase in building height, or a reduction in setbacks around the west boundary of the Plan Area or reduction in the total acreage of at-grade publicly accessible open space shall require amendment(s) to the Specific Plan.
B - Projects with combined applications shall be processed at the highest level of approval in conformance with Cupertino Municipal Code Section 19.04.090.	N - Minor MSDP Amendments involve amendments to an approved MSDP that substantially conform to the original approval.
C - Public Hearing (PH): Projects types that need noticing pursuant to the CA Government Code; Public Meeting (PM): Project types that need only a mailed notice and no newspaper notices.	O - If a project is subject to a Development Agreement, the City Council will be the first and final Appeal Body.
D - Noticing and Site Signage shall be in conformance with Cupertino Municipal Code Section 19.12.110.	
E - Noticing Radius of an application in a combined application shall correspond to the maximum noticing radius required for any one of the applications.	
F - Posted Site Signage of an application in a combined application shall correspond to the maximum required for any one of the applications.	

## 7.3 Application Process

### Application Materials

Applications may be made by the owner of record (or agent), and must be filed with the Director of Community Development. In addition to the then applicable application or processing fee, applications must include the following materials, unless waived by the Director of Community Development based on the scope of the proposal.

The Director of Community Development may reasonably require additional information which is pertinent and essential to the application.

#### A. Master Site Development Permit

- A complete legal description of the subject property and map showing the location of the property for which the permit is sought.
- A preliminary title report of the subject property.
- The proposed conceptual site development plan indicating:
  1. Proposed development program
  2. Site plan
  3. Location of:
    - a) All buildings and structures, including building massing and establishment of building pads.
    - b) Parking facilities for the overall program proposed by type.
    - c) Streets, roads, driveways, alleys and access points.
    - d) Public open spaces by type including conceptual program and

improvements for publicly accessible open space.

- e) Any undeveloped site(s) for future phase(s) including provisions for interim landscaping and other attractive improvements, and security and maintenance of any undeveloped land to be developed under future construction.
- f) Stormwater management facilities
- f) Public Art (conceptual location) in conformance with Chapter 19.148 of the Cupertino Municipal Code (CMC).
- g) Plaques in compliance with the General Plan to recognize the site as a Community Landmark.

4. Location and types of land uses
  5. Location and programming of mobility hub
  6. Modifications to existing buildings
  7. Streetscape and mobility improvements
  8. Utility infrastructure
  9. Grading
  10. General landscaping scheme
- A topographical map of the Plan Area and the neighboring properties.
  - A conceptual construction sequencing plan.
  - Indicate compliance with the adopted Mitigation Monitoring and Reporting Program and the Specific Plan.

### **B. Development Permit**

Consistent with the requirements of Cupertino Municipal Code (CMC) Chapter 19.12 and Section 19.156.010.

### **C. Architectural and Site Approval**

- Architectural drawings of the proposed development, building additions or other structures. Drawings shall indicate square footages, building height, number of stories, parking, exterior materials, colors, window treatment and other architectural features.
- Color Renderings of exterior facades.
- Material boards.
- A landscape plan.

### **Adjustment Applications**

- Plans clearly indicating the location of the adjustment(s) being requested.
- Calculations indicating by what percentage the development standard is being proposed to be adjusted.
- A justification statement for why the adjustment is being requested.
- Why the requested adjustment(s) is the minimum required to achieve the project objectives while complying with the goals and vision of the Specific Plan and all other development standards and guidelines.
- Why the requested adjustment(s) achieve an improvement to achieving the goals and vision of the Specific Plan as well as the architectural design and streetscape experience as compared to the previously approved project.

### **Transfer of Development Allocation Applications**

- Plans clearly indicating the locations to and from which transfers are being proposed.
- The amount of the transfer and change from the Development Allocation Area.

- A statement for why the transfer is being requested.
- Why the requested transfer(s) is the minimum required to achieve the project objectives while complying with the goals and vision of the Specific Plan and all other development standards and guidelines.

### **Action by Director**

Upon receipt of an application for a permit, the Director of Community Development shall act in compliance with the CMC Section 19.12.090.

### **Decision**

The Approval Authority will render a decision in compliance with CMC Section 19.12.100.

### **Noticing**

The City shall cause appropriate noticing by permit type identified in Table 7.1 in Section 7.2 of this chapter in compliance with CMC Section 19.12.110.

### **Action by Approval Authority**

The appropriate Approval Authority identified in Table 7.1, will act in compliance with CMC Section 19.12.120, 19.12.130 and 19.12.140, as applicable.

### **Notice of Decision and Reports**

The Notice of Decision shall be transmitted in compliance with Section 19.12.150A and reporting shall occur pursuant to CMC Section 19.12.150B.

### **Effective Date**

The Effective Date of all permits shall be in compliance with CMC Section 19.12.160.

## Appeals

Appeals may be filed and processed pursuant to Cupertino Municipal Code (CMC) Section 19.12.170. The Appeal Hearing Body shall be determined in accordance with Table 7.1. The Notice of Decision of an Appeal shall be transmitted in compliance with CMC Section 19.12.170.

## Expiration and Extensions

1. **Expiration:** Unless a Development Agreement is entered into that sets forth alternative expiration dates, approval on a permit shall become null and void and of no effect, upon expiration of the time frame specified in Table 7.1, unless a shorter or longer time period is prescribed in the conditions of the permit, unless:

- A building permit has been filed and accepted by the City (fees paid and permit number issued). In the event that a building permit expires for any reason, the permit shall become null and void.
- In the event a building permit is issued, a permit shall be deemed “vested” only when sufficient building activity has occurred and continues to occur in a diligent manner.

2. **Extensions:** A permit may be extended for the time frame specified in Table 7.1, upon timely submittal of an application with the Director of Community Development, prior to expiration and indicating the reasons for the delay in project commencement.

## Parcelization

Limited parcelization is permitted in connection with approval of a Master Site Development Permit to promote a mix of rental and ownership residential options, and facilitate the development of subsidized affordable housing and senior housing.

Consideration may be given to accommodate development phasing and financing. If a Development Agreement is entered into, the Development Agreement may include additional details regarding a specific parcelization plan.



## 7.4 Findings for Permit Approval

**In approving the Specific Plan, the City has determined that the Specific Plan is in the public interest and will advance the health, safety, and general welfare of the City of Cupertino and is consistent with the City's Comprehensive General Plan (Community Vision 2040).**

### Findings for Master Site Development Permit Approval

The Master Site Development Permit may be approved if all of the following findings can be made:

1. The proposed development includes at least eighty-five percent (85%) of the maximum residential units permitted under the Specific Plan.
2. The proposed development and land uses are consistent with the goals, policies, purpose, vision, and development standards contained in the Vallco Town Center Specific Plan.
3. The proposed development and land uses, at the proposed locations, will not be detrimental or injurious to property or improvements in the vicinity, and will not be detrimental to the public health, safety, general welfare; provided, however, that if a project is eligible for the 'Community Benefits Density Bonus' and subject to a Development Agreement, this finding shall not be used as a basis to reduce the development program shown in Table 3.3, condition a project such that it is physically or financially infeasible to develop the development program shown in Table 3.3, or frustrate the implementation of the goals, policies, purpose, vision, development standards

and guidelines contained in the Vallco Town Center Specific Plan.

4. The proposed development and land uses will be located and conducted in a manner that is in accordance with the Cupertino General Plan, this Specific Plan, and applicable regulations.
5. The proposed development and land uses comply with the California Environmental Quality Act (CEQA) by incorporating all measures identified in applicable adopted environmental documents.

### Findings for Architectural and Site Approval

The Architectural and Site Approval Permit may be approved if all the following findings can be made:

1. The application conforms with the Specific Plan and applicable regulations.
2. The proposed project conforms with the standard conditions of approval and environmental mitigations.
3. The proposed design, appearance, and general quality of the proposed development and the proposed materials, textures, colors and details of construction and plant material meet or exceed the design standards and guidelines in the Specific Plan.

### Findings for Development Permit

The Development Permit may be approved if the findings in CMC 19.156.040 can be made.

### Findings for Modification

The Modification may be approved if proposed development is otherwise consistent with the City's General Plan and with this Specific Plan.

### Findings for Adjustment

In order to provide design flexibility in situations where unique circumstances make it impossible to adhere to the development standards and where all efforts to meet the standards have been exhausted, an applicant for development may file an application for adjustment to seek approval to deviate from the standards. The possibility of consolidation of lots under the same ownership, if an adjustment(s) is needed for a substandard parcel, shall be evaluated.

An adjustment from development standards can be approved if the final approval authority for a project makes all of the following findings:

1. The proposed development is otherwise consistent with the City's General Plan and with the goals of this Specific Plan.
2. The proposed development requires an adjustment, which involves a minor modification of, or deviation from, the development standards in this Specific Plan, and still promotes the vision of the General Plan and Specific Plan.
3. The proposed development will not be injurious to property or improvements in the area nor be detrimental to public health and safety.

4. The proposed development will not create a hazardous condition for pedestrian, bicycle and vehicular traffic.
5. The proposed development has legal access to public streets and public services are available to serve the development.

### Findings for Transfer of Development Allocation Permit

A Transfer of Development Allocation Permit may be approved only if the following findings can be made:

1. The proposed development is otherwise consistent with the City's General Plan and with the Specific Plan (except for the development program shown in Tables 3.2 and 3.3 of Chapter Three: Vision).
2. The proposed transfer will not be injurious to property or improvements in the area nor be detrimental to public health and safety.
3. The proposed development will not create a hazardous condition for pedestrian, bicycle and vehicular traffic.

### Enforcement

The City shall enforce the provisions of this Specific Plan consistent with City customary practices and consistent with the provisions of the General Plan and Cupertino Municipal Code (CMC). It shall be unlawful for any person to initiate any vertical development work within the Plan Area without first obtaining permits.

Whenever in this Specific Plan any act is prohibited or is made or declared to be unlawful, or the doing of any acts required, or the failure to do any act is determined to be unlawful, the City of Cupertino retains its authority under the CMC to enforce such violation or offense.

### **Severability**

If any provision of this Specific Plan or the application thereof to any person or circumstance is held to be unconstitutional or otherwise invalid by any court of competent jurisdiction, the invalidity shall not affect the Specific Plan provisions, clauses or applications which can be implemented without the invalid provision, clause or application, and to this end the provisions and clauses of this Specific Plan are declared to be severable as set forth in this Specific Plan.

## 7.5 Construction Sequencing

The Specific Plan may be implemented over time and in a sequenced approach as approved in the MSDP or DP as applicable.

The anticipated sequence of Plan Area construction is as follows

**Stage 1.** Retail and Entertainment/ Mixed-Use District.

**Stage 2.** The Neighborhood/ Mixed-Use District and the Office/ Mixed-Use District are expected to be completed in a similar time frame.

**Stage 3.** Streets/ at-grade level publicly accessible open spaces are expected to be completed within 12 months of completion of construction in each district. This will provide time to complete the paving and landscaping work after construction trucks and material have been moved off the site.

**Stage 4.** Below Market-Rate units. The phasing of such units shall be consistent with the City's BMR Mitigation Manual unless otherwise approved as part of the MSDP or DP. For example, tax-credit BMR projects or those requiring multiple funding sources may be allowed to be sequenced based on the funding source requirements and schedule.

It should be noted that this sequencing may be subject to change to accommodate phasing plans approved in an MSDP or DP or Development Agreement.

Other provisions and requirements include:

1. Except as described in this section and consistent with the approved MSDP, DP or Development Agreement, all or any portion of the existing development is permitted to remain in place and continue in commercial use, such that at any time the Plan Area may be improved partially with all or some of the existing buildings and partially with new development. Any undeveloped site(s) for future phase(s) shall include provisions for interim landscaping and other attractive improvements, and security and maintenance of any undeveloped land to be developed under future construction.
2. Parking shall be provided consistent with the requirements of the Specific Plan such that adequate parking is provided for each of the phases as they occur.
3. Staging of construction equipment and vehicles would primarily be required to be on-site with some staging within the public right-of-way for any improvements in the right of way subject to the review and approval of traffic control plans by the Department of Public Works

## 7.6 Financing and Maintenance of Public Improvements

Implementation of the Specific Plan requires the Specific Plan applicant(s), property owner(s) or their designee(s) to assure that all on- and off-site infrastructure, facilities, and services (improvements) required by this Specific Plan are installed, constructed, and completed prior to or concurrent with need. The improvements include, among others, enhancement, and ongoing maintenance of open space and private roadways.

The improvements contemplated for the Plan Area may consist of elements for use by the general public, as well as for exclusive use of the property owner, tenants, or occupants. Once constructed, long-term maintenance of improvements will be required, and the party responsible for maintaining those improvements may vary depending on whether they are dedicated for general public use or privately owned within the Plan Area.

While a variety of financing techniques are available, Specific Plan development components will be installed or constructed using private financing for the majority of the development costs. Certain elements of the improvements, however, may use assessments or community facility district mechanisms.

If used to fund improvements, the assessment or community facility district will only apply to the Plan Area and only be assessed against the property owners, tenants, or occupants thereof. No resident or property owner outside of the Plan Area will be included in any proposed assessment or community facility district

providing required facilities to the Plan Area. These provisions ensure that the Specific Plan pays its own way.

This section identifies potential financing methods that may be used individually, collectively, or in combination to fund implementation and maintenance of various improvements identified in the Specific Plan. The Specific Plan's implementation will be complemented by these improvements and directly serve and benefit not only the Plan Area, but also the greater community.

This section of the Specific Plan identifies a mix of financing mechanisms applicable to future development in the Plan Area. These mechanisms are important to assure the timely financing of new improvements concurrent with Specific Plan development.

The Specific Plan allowable financing mechanisms may include offers of dedication, fee dedications, and/or easements; assessment districts; infrastructure financing districts (for example: open space management/maintenance, lighting and landscaping, bridge and thoroughfares), reimbursement agreements.

Allowable Specific Plan financing mechanisms also may include offers of dedication, fee dedications, and/or easements, assessment districts, infrastructure financing districts (for example open space management/maintenance, lighting and landscaping, bridge and thoroughfares), and reimbursement agreements.

The primary financing mechanisms to be used within the Plan Area are described further below.

### **Recorded Covenants among Plan Area Owners**

Covenants, conditions and restrictions (CC&Rs) and reciprocal easement agreements are private agreements among property owners used to allocate payment for certain costs among various property owners, most frequently used for the maintenance of common areas. The recording of CC&Rs against a property creates a permanent obligation that can be enforced against the property owner by other owners.

For example, the CC&Rs could require that maintenance of the open space and stormwater facilities in the Plan Area be funded by development throughout the Plan Area. The CC&Rs would not be susceptible to unilateral amendment by the owner of the burdened property, and in the event of a breach by the burdened property owner, the other parties to the CC&Rs would have an array of enforceable remedies. The CC&Rs would be approved by the City and would include provisions to require City approval prior to any changes to the CC&R's.

### **Development Impact Fees**

The City requires payments of impact or development fees to finance public improvements. These fees compensate the community for the extra costs of public improvements caused by new development. These fees are often payable either upon recordation of a final subdivision map, issuance of a building permit, or at a different time if negotiated in a Development Agreement, with the proceeds placed in a fund designated by the City for the construction of certain improvements.

Generally, fees are collected to fund traffic mitigation, parks and recreation facilities, fire facilities and services, schools, drainage and flood control facilities, and water and sewer facilities. The fee schedule is generally updated annually through a consumer price index adjustment.

### **Private Financing**

Most typically, developers receive private debt and equity financing from a variety of lenders to pay for public improvements as part of the construction of a project. Terms vary greatly depending on current interest rates, type of lender and other factors. This financing mechanism will pay for the majority of the public improvements required for the implementation of the Specific Plan.

All developments shall be required to join the Plan Area Transportation Management Association (TMA), and property owners shall ensure that all tenants are TMA members in perpetuity. Private financing will be used to establish the TMA and to fund its ongoing operation, with cost allocations divided under agreements between the project users.

### **Financing for Below Market Rate Units**

These may include a variety of sources including private financing, tax credit financing and other governmental sources, etc.

Below Market Rate housing financing often requires layering of multiple sources of funds. Federal, state, and local government funding sources can include the U.S. Department of Housing and Urban Development (HUD), the California Department of Housing and Community Development, the California Housing Finance Agency, and local funding mechanisms such as County

Measure A funds and housing trust funds. HUD-administered programs that may be available include: Section 8 Certificates and Vouchers, Community Development Block Grant (CDBG), HOME Investment Partnership (HOME), and the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH) Programs.

Common state funding programs include: Multifamily Housing Program (MHP), State Proposition 1C programs (including the Infill Infrastructure Grant Program, and the Transit Oriented Development Housing Program), and the Affordable Housing Sustainable Communities grant program.

In addition, federal and state low income housing tax credits provide a significant source of funding for private development of affordable housing.

# 7.7 Financing Plan

Table 7.2: Improvements and Financing, summarizes on- and off-site improvements required to be in place prior to, or concurrent with need, as well as a description of the allowable financing mechanisms. This summary of allowable

financing mechanisms is provided as a guideline; actual implementation of specific financing mechanisms will be accomplished pursuant to established procedures, laws, and regulations applicable to such financing mechanisms.

Table 7.2: Improvements and Financing	
Improvements	Allowable Mechanism(s)
Parks and Open Space	<ul style="list-style-type: none"> <li>• Private financing</li> <li>• Private Endowment</li> <li>• Dedication</li> <li>• CC&amp;Rs</li> </ul>
Traffic Improvements	<ul style="list-style-type: none"> <li>• Traffic impact fees for projects in TIF program</li> <li>• Reimbursement agreement(s)</li> <li>• Private financing</li> <li>• TMA user agreement(s)</li> </ul>
Community Benefits	<ul style="list-style-type: none"> <li>• Private financing</li> <li>• Private endowment</li> </ul>
Drainage and Stormwater Management	<ul style="list-style-type: none"> <li>• Private financing</li> <li>• Impact fees</li> <li>• CC&amp;Rs</li> </ul>
Water and Sewer Systems	<ul style="list-style-type: none"> <li>• Private financing</li> <li>• Capacity and connection fees</li> <li>• CC&amp;Rs</li> </ul>
Schools	<ul style="list-style-type: none"> <li>• Impact fees</li> <li>• Private financing</li> </ul>
Below Market-rate units	<ul style="list-style-type: none"> <li>• Tax credit financing</li> <li>• Private financing</li> <li>• Other non-profit sources</li> <li>• Government sources</li> </ul>





