

SECTION FIVE: Implementation

Achieving the community’s vision for Auburn Boulevard will require the sustained efforts of an effective public–private partnership. Implementing The Boulevard Plan will be an evolutionary process. While significant changes in the quality of the Boulevard should be apparent within the first five years, it may take as many as 20 years or more to achieve the vision set forth in this Plan.

5.1 Introduction

The Boulevard Plan is intended to be developed over a 20-year period. Depending on the market and other factors, it could happen faster or slower. Regardless, *The Boulevard Plan* assumes a very strong public-private sector partnership to carry out implementation.

The following subsections of Section Five provide a framework for the ongoing implementation of the Plan:

- 5.2 Implementation Principles
- 5.3 Roles of Implementation Partners
- 5.4 Administrative and Organizational Actions
- 5.5 Public and Private Development Costs
- 5.6 Sources of Funding
- 5.7 Phasing and Financing Strategy
- 5.8 Follow-Up Studies

5.1.2 Implementation Section Purpose

The implementation section provides a summary of actions by the City, Redevelopment Agency and their private sector partners. It convey priorities and potential financial resources. Like any business plan, it needs to be monitored and adjusted for new opportunities.

5.2 Implementation Principles

Similar to principles for land use, circulation, and community design that appear in the Concepts, Goals, and Principles Section (Section Two), this section sets out several principles that provide overall guidance on implementation for the Auburn Boulevard corridor. These principles provide a framework for the administration of regulatory, capital improvements, and redevelopment activities necessary to carry out this Plan. The implementation principles are as follows:



*Above:
The Boulevard Plan implementation will transform the roadway and surrounding community.*

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IP 1. Public Improvements

Provide a wide variety of public improvements, such as roadway improvements, lighting, landscaping, undergrounding utilities, traffic signals, street furniture, bus turnouts, and enhanced crosswalks, that supports revitalization efforts along the Auburn Boulevard corridor by encouraging new private sector investment.

IP 2. Sequence of Revitalization Efforts

Continue streetscape improvements (e.g., roadway widening, landscaping, crosswalk enhancements) from Sylvan Corners Village Square northward toward I-80. Begin redevelopment efforts at the catalyst sites in the Gateway Commercial Center and the Rusch Park Village Center. Undertake streetscape improvements in the Gateway District based on the availability of outside funding.

IP 3. Land Acquisition and Assembly

Use City redevelopment authority and financing to assist in land acquisition and assembly (including existing leases) to create appropriate sites for redevelopment opportunities.

IP 4. Support for Development Projects

Stimulate private investment in catalyst sites through public investment (e.g., land acquisition and other forms of public support).

IP 5. Every Investor Contributes

Ensure that every public and private sector investment contributes to the vision for Auburn Boulevard.

IP 6. Technical and Financial Incentives

Provide technical and financial incentives to property/business owners to assist them in carrying out property improvements that increase business vitality and implement this Plan's vision for Auburn Boulevard.

IP 7. Connections to I-80

Work closely with the City of Roseville to improve circulation and connections to I-80.

IP 8. Public Art Program

Develop a public art program that encourages placement of art displays (e.g., sculptures, fountains, etc.) in public places along the Boulevard, especially in or near the gateway, public plazas, signature buildings, and other highly visible areas.

IP 9. District Management

Work closely with key property/business owners along Auburn Boulevard to assist in activities such as management, maintenance, promotion, marketing, and special events.

IP 10. Project Coordinator

Create and fill a staff coordinator position to assist in implementing *The Boulevard Plan*, including providing technical assistance to property and business owners, recruiting new businesses, facilitating development review and approval, marketing the Plan to developers, overseeing streetscape

improvements, coordinating financing for public and private improvements, and acting as a liaison between business and property owners.

IP 11. Minimizing Disruption to Businesses

Minimize disruption of existing business operations during construction of roadway and business frontage improvements.

5.3 Roles of Implementation Partners

Implementation of *The Boulevard Plan* will require the sustained effort of an effective public-private partnership. The following describes the roles of the various implementation partners.

5.3.1 City of Citrus Heights

The City of Citrus Heights has provided overall leadership in developing *The Boulevard Plan* and will provide the overall leadership in implementing the plan. The City will formally adopt the Plan and will implement it through regulatory actions including zoning, development approvals, and building permits. The City will also implement the Plan through funding and constructing roadway and other infrastructure projects.

5.3.2 Redevelopment Agency

Created in 1997 under State redevelopment law, the Citrus Heights Community Redevelopment Agency (CRA) will have primary responsibility for implementing *The Boulevard Plan*. The Redevelopment Agency project area boundaries (see Figure 5.1) encompass 112 acres and 133 parcels (including the public right-of-way) within the Auburn Boulevard corridor, including the parcels fronting directly on Auburn Boulevard. The Agency can finance public improvements (such as streetscape improvements) and support private activities through financing of on- and off-site improvements; provide land write downs; provide low interest loans for commercial rehabilitation, redevelopment, and facade improvements; assist in resolving code enforcement issues (e.g., sign enforcement); provide technical assistance to land owners; and assist with lot consolidation.

5.3.3 Property Owners

The 113 private property owners along the Auburn Boulevard corridor will play the key role in implementing *The Boulevard Plan* since they control the land and existing buildings that form the foundation of the future of Auburn Boulevard. While continuing use and future redevelopment of all private property along the corridor must comply with City zoning and development approval conditions, private property owners must invest in their property or in some cases be ready to sell to other owners who will carry out the directives of this Plan. Property owners will be acting collectively through the Auburn Boulevard Association.

5.3.4 Business Owners

Like property owners, the 132 business owners within the Auburn Boulevard corridor must invest in their businesses, make changes in their businesses to respond to new market opportunities, or be willing to sell their businesses to others who are willing to carry out the directives of this Plan. Business

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owners will be acting collectively through the Auburn Boulevard Association.

5.3.5 Area Residents

Area residents include those families and individuals who live in adjacent residential developments and neighborhoods. They should be the greatest beneficiaries of the reinvention of Auburn Boulevard, but they may also be periodically inconvenienced by the development activities that are necessary in realizing the vision. Area residents will have a major voice in ensuring that future projects conform to the vision of Auburn Boulevard laid out in this Plan.

5.3.6 Developers

Developers are the private entrepreneurs that will be the focal point for assembling land, securing financing, securing development approvals, and actually building projects consistent with the Auburn Boulevard vision. In some cases, they may include not-for-profit developers of affordable housing along the Boulevard.

5.3.7 Other Public Agencies

In addition to the City's private partners, they will need the support and active participation of other public agencies such as the City of Roseville, Placer County, Park District, School District, and Regional Transit.

City of Roseville

There are three properties just south of Whyte Avenue that abut the northern boundary of The Boulevard Plan Planning Area and Gateway Commercial Center subdistrict and are bifurcated by the Sacramento County/Placer County line. All three of the properties have part of the property in the City of Citrus Heights and part in the City of Roseville. The City of Citrus Heights will need to coordinate with the City of Roseville to ensure continuity among these properties as well as promote a harmonious transition to surrounding land uses south of Interstate 80. The City of Citrus Heights will need to encourage the City of Roseville to promote building rehabilitation/restoration, facade improvements, and new private development that complements the Gateway Commercial Center.

Placer County

The Boulevard Plan Planning Area is located adjacent to unincorporated Placer County land. Most of this land, which is just north of the planning area on the east side of Auburn Boulevard, is occupied by existing single family homes. The City of Citrus Heights will need to coordinate with Placer County to ensure that new development and redevelopment in the planning area provides a transition to the surrounding residential neighborhoods within the unincorporated county.

School District

The San Juan Unified School District is one of the largest land holders in the Auburn Boulevard Corridor and manages the largest concentration of people – students, parents, teachers, and school employees – who move through and in and out of the Auburn Boulevard Corridor. Sylvan Middle School and Citrus Heights Elementary School are cultural and recreational centers, as well as educational centers of the community. The school district has a major stake in efficient pedestrian and auto circulation and student safety within the corridor.

Park District

The Sunrise Recreational Park District (SRPD) owns and operates the major open space resource in the Auburn Boulevard Corridor. Rusch Park, with 47 acres, is the largest landscaped asset and serves surrounding neighborhoods with a community center, a swimming pool, and numerous other sports facilities. Like the school district, the park district has a major stake in efficient pedestrian and auto circulation and park visitor safety within the corridor.

Transit Providers

The City of Citrus Heights currently contracts with the Sacramento Regional Transit District (RT) for transit service. The City's transit service provider will be critical in providing access to and through the Auburn Boulevard corridor and providing connections with Roseville Shuttle and Placer County Transit at a transfer stop on Orlando Avenue just outside the Citrus Heights city limits. The accessibility of the Auburn Boulevard corridor will depend on RT and its transit partners providing frequent bus service, coordinating transfers among systems, and upgrading transit stops.

5.4 Administrative and Organizational Actions

The City and Agency will need to undertake a range of administrative and organizational actions to reshape the Auburn Boulevard Corridor and to stimulate private investment. This includes more detailed planning and project review, technical assistance, marketing, and monitoring success.

5.4.1 Development Standards and Project Review

The City of Citrus Heights will use the development standards described in Section Three of this Plan and the project review process as a primary tool to implement *The Boulevard Plan*. The development standards and the project review process are designed to ensure that individual projects comply with the directives of the Citrus Heights General Plan and this Plan. This is accomplished through determination of compliance with City standards and guidelines and conditions of approval. *The Boulevard Plan* will be implemented through development standards that are unique to Auburn Boulevard. In addition, the City will require that the mitigation measures identified in Appendix 9 be made conditions of approval for all projects within The Boulevard Plan Planning Area.

The area within the Auburn Boulevard corridor designated General Commercial in the General Plan Land Use Diagram will be zoned Auburn Boulevard Commercial (ABC). The development standards (allowable uses, heights, and setbacks) for the ABC District are set out in Section 3 of this Specific Plan and are referenced but not repeated in the Citrus Heights Zoning Ordinance.

While the new development standards are intended to be implemented by both existing and new development, it is not the City's intention to create numerous non-conforming uses that will be limited in their ability to operate or upgrade. The City instead will make every effort to assist existing "non-conforming" businesses continue their operations until market forces make it advantageous for the business or property to transition to uses more consis-

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tent with the long-term vision for Auburn Boulevard.

5.4.2 Auburn Boulevard Plan Line

The City will need to adopt a precise plan line establishing the ultimate right of way for Auburn Boulevard. This line will identify property to be acquired by the City either through dedication or purchase for the construction of streetscape improvements.

5.4.3 Technical Assistance

The City and Redevelopment Agency will provide technical assistance for a variety of activities that support revitalization of Auburn Boulevard, such as supporting a merchants and property owner association, creation of a property-based business improvement district (PBID) if appropriate, tenant recruitment, and providing architectural design services as part of a commercial rehabilitation loan program. The City/Redevelopment Agency will create a staff coordinator position to carry out these responsibilities and serve as a primary contact with business and property owners.

5.4.4 Marketing: Business Recruitment and Retention

The City, Redevelopment Agency, and the Auburn Boulevard Association, will need to engage in an active program to recruit new business and to retain existing businesses that are most appropriate to achieving the vision for Auburn Boulevard. Particularly important will be efforts to attract a new anchor, perhaps a supermarket, to the Rusch Park District, and a business hotel to the Gateway District. A market study conducted for *The Boulevard Plan* revealed market opportunities in the following types of businesses:

- Lumber and building material stores
- Nurseries and garden supply stores
- Sporting goods and bicycle stores
- Grocery stores
- Furniture and home furnishing stores
- Restaurants
- Drug stores

5.4.5 Code Enforcement

Particularly in the early phases of implementing the Plan, it will be important that the quality of existing development is maintained through property inspection and code enforcement. The City's Community Development Department will conduct a systematic review of the Auburn Boulevard Corridor to identify existing violations of City codes and standards, with a particular emphasis on those standards that affect the physical appearance of the Boulevard. The City will then undertake an active program that emphasizes voluntary compliance and incentives in resolving code violations.

5.4.6 Public Safety and Security

As the number of people using Auburn Boulevard increases in the future, it is important that pedestrians in particular feel comfortable and safe along the Boulevard during both day and night. Walking along the Boulevard should be an experience free of fear for one's personal safety. Part of creating this security is the thoughtful design of buildings, landscape and lighting. Part of it is also including a mixture of uses that ensures that there are



Above:
The implementation strategy includes efforts to retain and recruit businesses to Auburn Boulevard.

always “eyes on the street.”

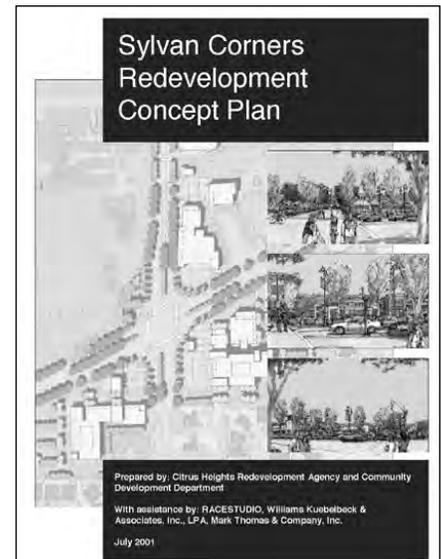
Beyond this, however, the City of Citrus Heights Police Department will provide a regular and visible presence that demonstrates the City’s commitment to creating a comfortable, crime-free environment. A major focus of the Police Department’s program for the Boulevard needs to be ensuring the safety and convenience of pedestrians. This is particularly important as it relates to limiting the impact of the automobile on pedestrians.

5.4.7 Undergrounding

The City will apply for federal funding and work with local private and public utility companies to pay for a portion or all of the undergrounding costs. If the City cannot obtain all of the necessary funding, the City may seek other methods to fund the undergrounding. This may include requiring property owners to sign an undergrounding district agreement where each property owner is required to pay a pro-rata share of the costs. The property owners share will depend on the financial resources provided by utility companies and/or the federal government. To reduce the overall undergrounding costs, the City will attempt to coordinate the undergrounding efforts with those of the roadway construction.

5.4.8 Private Sector Organization: Auburn Boulevard Merchants and Property Owners Association

The successful revitalization of Auburn Boulevard will require the active involvement and strong leadership of the merchants and property owners along Auburn Boulevard. The City and Redevelopment Agency will facilitate the creation of an “Auburn Boulevard Association” or some similar group made up of the property and business stakeholders to provide a collective, private sector voice in the implementation process. These implementation partners would be the advocates for resources for revitalization efforts and would monitor the project approval process to ensure the faithful implemen-



*Above and Left:
The implementation of roadway and facade improvements has begun at Sylvan Corners. The Boulevard Plan incorporates the strategies in the 2001 Sylvan Corners Redevelopment Concept Plan.*

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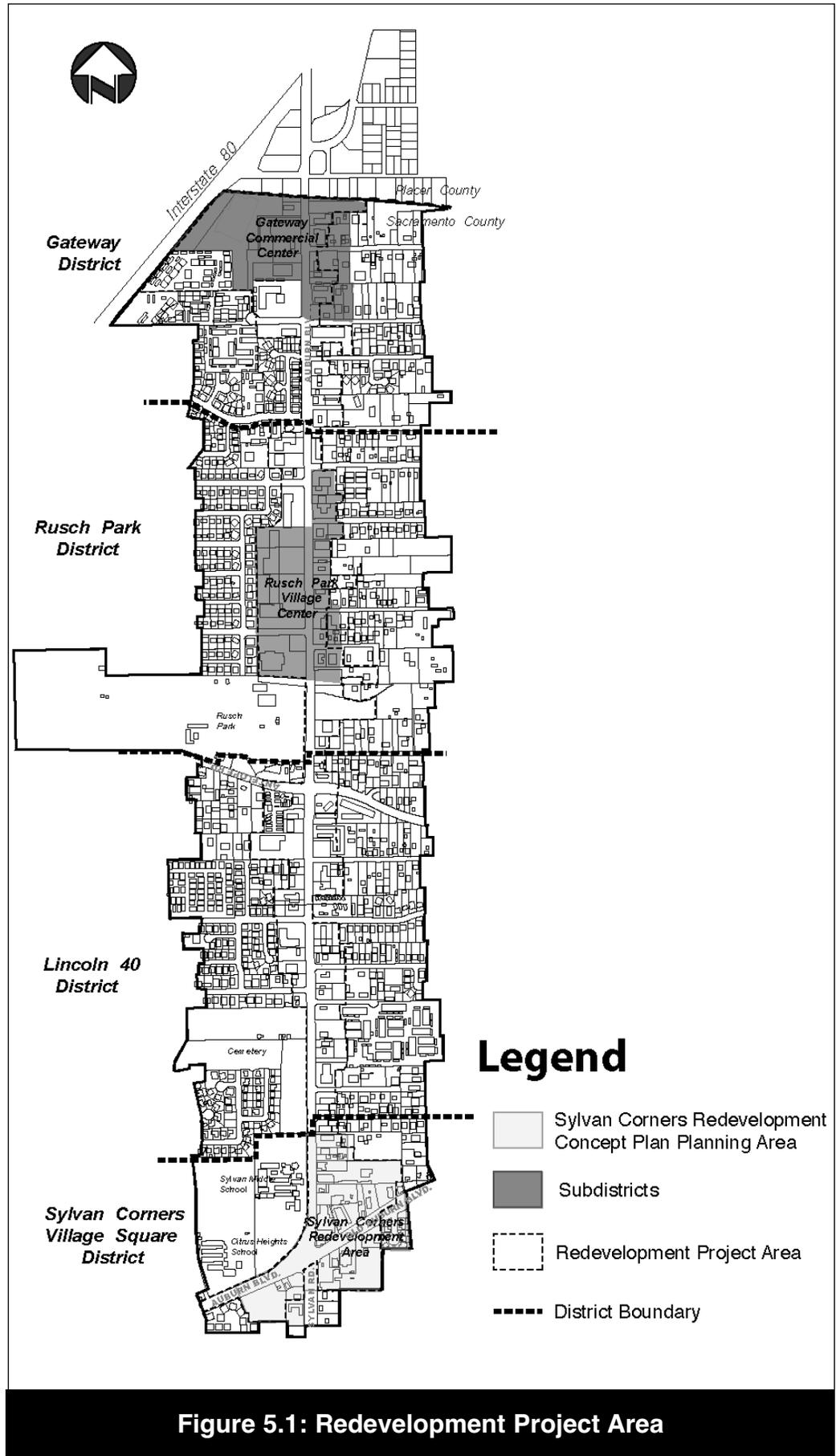


Figure 5.1: Redevelopment Project Area

tation of the Auburn Boulevard vision. The activities of this group may lead to the formation of a property-based business improvement district (PBID). The PBID is a private sector tool for property owners to assist themselves in financing physical improvements and maintenance, security programs, or promotional programs.

5.4.9 Implementation Monitoring

The City will monitor implementation of *The Boulevard Plan* through preparation and review of an annual report on the State of the Boulevard. The report will be prepared by City and Redevelopment Agency Staff and presented to the Planning Commission and City Council in June of every year. The report will focus on the status of the following:

- Roadway improvements and streetscape
- Recruitment of businesses and developers
- Agency assistance to local businesses
- Property acquisition
- Code enforcement and security efforts
- Business promotion activities

5.5 Public and Private Development Costs

This subsection summarizes estimates for public and private investments in implementing *The Boulevard Plan*.

5.5.1 Capital Roadway Costs

Capital improvements are an important responsibility of the public sector in initiating and cooperating in a public/private partnership. Improvements made by the City encourage and stimulate private reinvestment. *The Boulevard Plan* identifies the following capital improvements, as needed to carry out the revitalization efforts along the Auburn Boulevard corridor: roadway improvements (including right-of-way acquisition), landscaping, lighting, undergrounding overhead utilities, traffic signals, street furniture, tree grates, bus turnouts, and enhanced crosswalks. Figure 5.2 shows that the cost to complete roadway improvements in all four districts. A more detailed table containing the costs of the different types of improvements is included in Appendix 5.

Figure 5.2 Roadway Improvement Costs	
District	Cost*
Gateway District	\$4,283,000
Rusch Park District	\$5,502,850
Lincoln 40 District	\$5,247,150
Sylvan Corners Village Square District	\$773,150
TOTAL	\$15,806,150

* Excluding costs for reconfiguring on-site parking



Above:
The roadway planning includes undergrounding of utilities, new sidewalks, lighting, landscaping and improvements to driveway access and parking lots.

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Figure 5.3 shows the costs for reconstructing existing parking lots as a result of roadway and streetscape improvements and associated right-of-way acquisition.

Figure 5.3 On-site Parking Reconfiguration Costs	
District	Cost
Gateway District	\$900,000
Rusch Park District	\$1,325,000
Lincoln 40 District	\$1,247,500
Sylvan Corners Village Square District	\$152,500
TOTAL	\$3,625,000

The City identified costs to realign roadways at Rollingwood Boulevard and Walnut Drive and Linden Avenue and the new entrance to the Gateway Commercial Center (see Figure 5.4). Costs include full and partial property acquisition; roadway excavation; aggregate base; asphalt concrete; and curb, gutter, and sidewalk. The Linden Avenue realignment will cost approximately \$1,000,000 and the Walnut Drive Realignment will cost approximately \$900,000 for a total of \$1.9 million for both realignments. A more detailed table containing the costs of the different types of improvements is included in Appendix 5.

Figure 5.4 Realignment Improvement Costs	
Realignment Location	Cost
Linden Avenue	\$1,083,200
Walnut Drive	\$877,731
TOTAL	\$1,960,931

5.5.2 Development Project Costs

Figure 5.5 estimates private development costs for construction of commercial and residential development on the two catalyst centers: Gateway Commercial Center and Rusch Park Village Center. Private development in the Gateway Commercial Center will cost approximately \$66 million while development in the Rusch Park Village Center will cost approximately \$72 million. New development in these areas will require significant subsidies from the City and Redevelopment Agency.

5.5.3 Administrative Costs

The first step in implementing *The Boulevard Plan* will be to address administrative actions, including establishing a technical assistance program to support the merchants and property owners with legal and architectural assistance and recruiting a part-time project coordinator to manage the development of the Boulevard. The City estimates that this will cost \$100,000 annually and approximately \$1,000,000 over the first 10 years of Plan implementation (see Figure 5.6).

Figure 5.5 Development Costs for Gateway Commercial Center and Rusch Park Village Center

Realignment Location	Residential	Commercial	Total
Gateway Commercial Center	\$38,150,000	\$28,200,000	\$66,350,000
Rusch Park Village Center	\$51,875,000	\$19,650,000	\$71,525,000
TOTAL	\$90,025,000	\$47,850,000	\$137,875,000

It is difficult to estimate the total need for facade improvements for existing businesses along the Boulevard. The City intends to earmark \$50,000 per year, beyond the \$100,000 for administrative costs, to support such facade improvements.

Figure 5.6 Annual Administrative Costs

Administrative Action	Annual Cost
Project Coordinator	\$50,000
Architectural Technical Assistance	\$25,000
Legal Technical Assistance	\$25,000
TOTAL	\$100,000

5.6 Sources of Funding

Revitalizing Auburn Boulevard and improving its appearance and function will require continued public and private investments in the physical structure of the corridor. There are several financing methods that are appropriate for implementation within The Boulevard Plan Planning Area. The following is a summary of possible methods for financing the capital improvements identified in earlier in this section. An expanded discussion of the financing

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strategies can be found in Appendix 6.

Financing the public and private improvements required to transform Auburn Boulevard will involve the strategic and creative use of numerous funding sources. The five sources most likely to be utilized include the following:

1. A combination of federal, state, and local funding.
2. Tax increment financing through the Redevelopment Agency.
3. Formation of one or more land-secured financing districts.
4. Developer equity, conventional financing, and other forms of private financing.
5. Formation of a property-based business improvement district.

5.6.1 Federal, State, and Local Funding

These sources of funding include grants, loans, and other financing from federal, state, and local agencies. Some of these potential funding sources have been utilized in Citrus Heights already and may become available for Auburn Boulevard improvements, especially if other forms of matching funds can be raised. A brief description of these types of funding is provided below:

Measure A-Construction Fund

This funding source was approved by Sacramento County voters in the form of a 1/2-cent sales tax in the late 1980s to fund specific transportation projects. When Citrus Heights incorporated, Measure A funds programmed for County transportation projects within Citrus Heights became available to the City as a funding source for those projects previously under County jurisdiction. Measure A funds could be used During FY 2003 and 2004, the City allocated \$1.5 million of Measure A funds to Auburn Boulevard. The City has since reallocated approximately \$750,000 to other projects within the city, so the City has \$750,000 remaining to fund eligible improvements projects within Auburn Boulevard Planning Area.

TEA-3

In 1991, Congress passed the Intermodal Surface Transportation Efficiency Act (ISTEA) and renewed it in 1998 through the Transportation Equity Act for the 21st Century (TEA-21). TEA-3, which is the third iteration of the transportation law, provides a large source of transportation improvement project and maintenance funding. The City has \$1.1 million available for right-of-way acquisition for the southern half (Sylvan Road to Antelope Road) of the Auburn Boulevard Corridor.

SACOG Community Design Program

In July 2002, the Sacramento Area Council of Governments (SACOG) adopted the Metropolitan Transportation Plan for 2025. This 23-year, \$22 billion plan for the six counties of the Sacramento region includes a \$500 million program called Community Design, directly funded by SACOG, that supports many of the goals of the Plan. Public agencies are periodically given the opportunity to apply for these funds, either separately or with partners from the private sector or non-profit organizations. Financial support for Community Design comes primarily from federal funding sources expected to be available to the region and continuing throughout the life of the Metropolitan Transportation Plan for 2025.

In November 2002, the SACOG Board of Directors approved \$12 million of funds for Community Design in the first two years of TEA-3 funding (2003-04

and 2004-05). The City of Citrus Heights applied for \$2 million in funds, but was not selected for the 2003 to 2005 application period. The City intends to keep reapplying for the Community Design Program funds over the next twenty years.

Redevelopment Agency Financing

Most of the properties that front Auburn Boulevard fall within the Redevelopment Agency's project boundaries. The City's Redevelopment Plan outlines a series of activities to be implemented, including the following:

1. Reconstruct, replace, or install needed infrastructure and related improvements.
2. Selectively assemble parcels of land, including acquisition, demolition, environmental remediation, and other site preparation activities.
3. Strengthen and expand existing land uses, and participate in funding new developments, through an owner participation program.
4. Conduct business attraction, retention, and expansion through business improvement districts, special zone designations, public-private partnerships, advertising, joint marketing programs, and other business development efforts.
5. Establish a commercial rehabilitation loan and grant program.
6. Provide new affordable housing units, loans and grants for rehabilitation of existing units, and a first-time home buyers assistance program, all for very low-, low-, and moderate-income households.
7. Provide technical assistance to landowners using City and Redevelopment Agency staff.

The source of funding for these activities is tax increment revenue, which is equal to annual property tax revenue generated inside the project area above the amount generated in 1997-98 when the redevelopment plan was adopted. The annual incremental assessed valuation inside the project may increase due to property ownership transfers, new construction activities, and statutory maximum allowable inflationary increases of two percent per year. Property tax levies are equal to one percent of the assessed valuation.

Since *The Boulevard Plan* incorporates residential development that could meet the needs of lower income households, the LMI Set Aside funds are included as a potential funding source. In addition, the Stock Ranch development is located within the larger redevelopment project area that includes the Auburn Boulevard Specific Plan area, and tax increment generated by Stock Ranch may be applied to the funding needs along Auburn Boulevard. Finally, because of the project's high priority, the City intends to earmark all other available Redevelopment Agency resources for Auburn Boulevard revitalization.

Figure 5.7 presents estimates of the tax increment and sales tax revenues generated under *The Boulevard Plan* at buildout. (It should be noted that it may take 20 years or more to build out the Plan.) The four districts are projected to create an annual stream of \$948,000 in tax increment when fully developed. Coupled with an estimated \$409,000 per year from Stock Ranch upon its completion and \$248,000 in other available Redevelopment Agency revenues (other tax increment less Agency costs), annual tax increment revenues available to address Auburn Boulevard Specific Plan funding needs amount to \$1,605,000. A total of \$48,000 in additional sales tax revenue is estimated to be collected by the City annually when the Auburn Boulevard

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Specific Plan area builds out. Sylvan Corners and Lincoln 40 produce a positive sales tax impact with additional retail development and nominal amounts of displaced land uses, while Rusch Park and Boulevard Gateway generate a negative sales tax impact as new residential and hotel development displace existing sales tax-producing land uses.

Figure 5.7 Tax Revenue at Buildout	
Tax Increment	
Redevelopment Fund	\$1,202,000
Low/Moderate Income Fund	\$403,000
<i>Subtotal</i>	<i>\$1,605,000</i>
Sales Tax	
Sales Tax Revenue	\$48,000
<i>Subtotal</i>	<i>\$48,000</i>
TOTAL	\$1,653,000

Figure 5.8 illustrates the amount of money that could be generated from a tax allocation bond issue based on the tax increment revenue expected when development is completed. (Again, it should be noted that it may take 20 years or more to build out the Plan.) A bond issue will include costs of issuance and a debt service reserve fund, so the net proceeds will be less than the total amount of bonds sold. Bonds are assumed to be sold at 6.5 percent for 30 years based on 125 percent debt service coverage. Total net bond proceeds for infrastructure are estimated to be \$14.6 million, including Stock Ranch and other available Redevelopment Agency resources. Applying Stock Ranch tax increment revenues and other available Redevelopment Agency revenues to Auburn Boulevard will facilitate the area's ability to achieve its public improvement objectives.

Figure 5.8 Net Bond Proceeds	
Redevelopment Fund	\$10,968,000
Low/Moderate Income Fund	\$3,677,000
Subtotal	\$14,645,000

Land-Secured Financing

Land-secured financing for capital improvements generally involves either Assessment Districts or Community Facilities Districts. Given the flexibility that would be required to meet the unique needs within the specific plan area, a Community Facilities District would likely be the selected form of land-secured financing. The Mello-Roos Community Facilities Act (the "Act") [Section 53311 et. seq. of the Government Code] was enacted by the California State Legislature in 1982 to provide an alternate means of financing public infrastructure and services subsequent to the passage of Proposition 13 in 1978. The Act complies with Proposition 13, which permits

cities, counties, and special districts to create defined areas within their jurisdiction and, by a two-thirds vote within the defined area, impose special taxes to pay for the public improvements and services needed to serve that area. The Act defines the area subject to a special tax as a Community Facilities District (CFD).

5.6.2 Property-Based Business Improvement District (PBID)

The Property and Business Improvement District Law of 1994 [Section 36600 et. seq. of the Streets and Highways Code] allows a city or county to adopt a resolution of intention to form a property-based business improvement district (PBID). Signed petitions from property owners who would pay more than 50% of the proposed assessments must be received by the public agency to initiate PBID formation proceedings. Within 15 days of receiving the petitions, the public agency must appoint an advisory board that will make recommendations about the proposed assessments.

5.6.3 Private Financing

Revitalization of the Gateway and Rusch Park District of *The Boulevard Plan* will involve significant amounts of new development, which means participation by sophisticated private developers is likely. Private developers may construct many of the public facilities that are required to serve these areas, using cash, funds from private investors, lines of credit, conventional lending sources, and other sources of private financing.

5.7 Phasing and Financing Strategy

The Boulevard Plan has a four-phase plan for implementing its revitalization efforts over a 20+ year period. This includes actions by the City, Redevelopment Agency, and private property owners. The sequencing of public and private investment is an important feature in the planning of Auburn Boulevard. At a practical level, it provides an orderly implementation process lessening impacts on existing businesses and residents. At a strategic level, it can increase the market interest and quality of investment. It can also reduce costs and time required to make improvements.

5.7.1 Phasing

Figure 5.9 and 5.10 show the phasing features in both the Gateway Commercial Center and the Rusch Park Village Center.

Phase 1 (Years 2004 through 2008)

In the first phase, the City will focus on administrative actions, catalyst projects at both village centers, and the roadway improvements from the Sylvan Corners Village Square District to Antelope Road. The first two years of Phase 1 will address administrative actions, including establishing a technical assistance program to support the merchants and property owners with legal and architectural assistance; recruit a part-time project coordinator to managing the development of the Boulevard; establish a facade grant program; and perform a financial feasibility analysis for the two catalyst sites.

The City will also focus its efforts on recruiting a hotel on the K-mart site in the Gateway District. This site will serve as an initial catalyst and develop the highway image of the Gateway District. The other catalyst project site is the existing 10-acre Grand Oaks Center in the Rusch Park Village Center,

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*Above:
The large parcels at the northern end
of Auburn Boulevard become impor-
tant catalyst opportunities for the
Gateway District.*

which will assist in the transformation of the district. This site is the core of the village center and will help to create a place and destination.

The roadway project has already begun in the Sylvan Corners area. The City will finish the first segment (Sylvan Corners to Antelope Road) of the roadway improvements and enhancements including right-of-way acquisition, landscaping, lighting; undergrounding overhead utilities; street furniture; bus turnouts; enhanced crosswalks; and on-site parking reconfiguration.

Phase 2 (Years 2009 through 2013)

In Phase 2, the gateway “image” commercial sites will be developed at the north end of the Gateway Commercial Center. In the Rusch Park Village Center, the City and the Agency will focus replacing the bowling alley with a townhouse neighborhood that connects to Rusch Park should the site

Gateway District Program Summary

<u>Land Use</u>	<u>Development Program</u>	<u>Parking</u>
Hotel	150 rooms	146 in lots (10 on-street)
Office	93,000 SF	278 in lots (3 per 1000 SF)
Storefront Commercial	40,000 SF	105 on-street (3 per 1000 SF)
Apartments	250 units	375 in structures (1.5 per unit)
Live-work Townhouses	26 units	52 tuck-under spaces (2 per unit)

Gateway District Phasing

Phasing Features:

- Kmart site as initial catalyst and highway image
- Gateway “image” commercial sites in Phase 2
- Office employment and park in Phase 3
- Housing and mixed-use in later phase reflecting market and financial feasibility

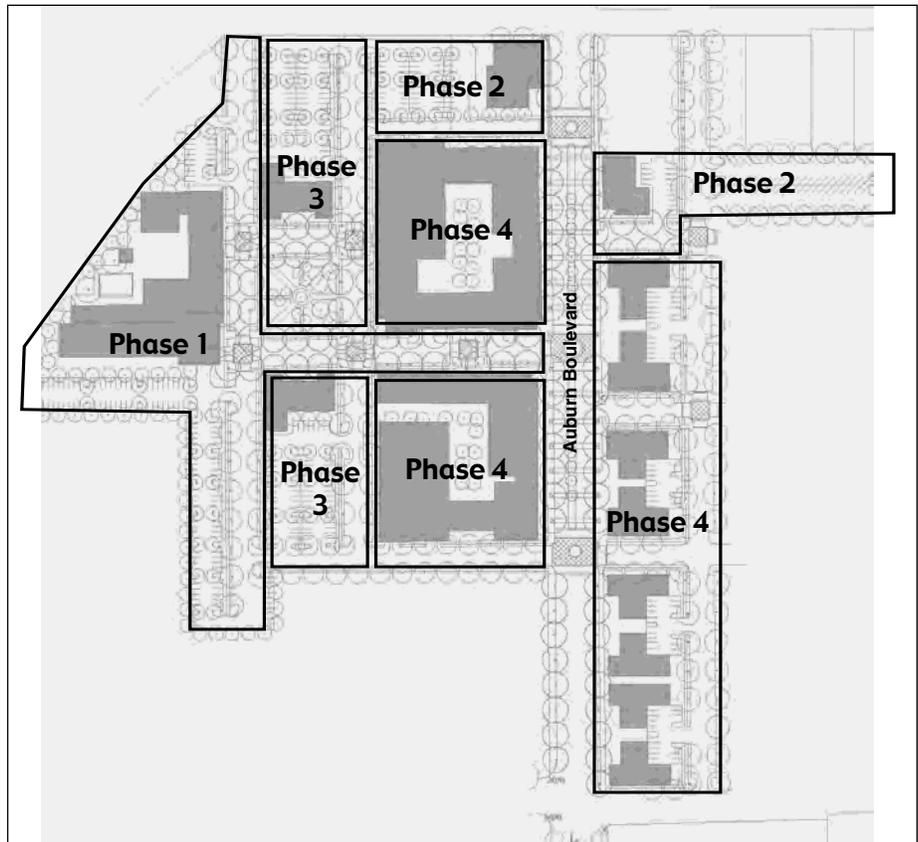
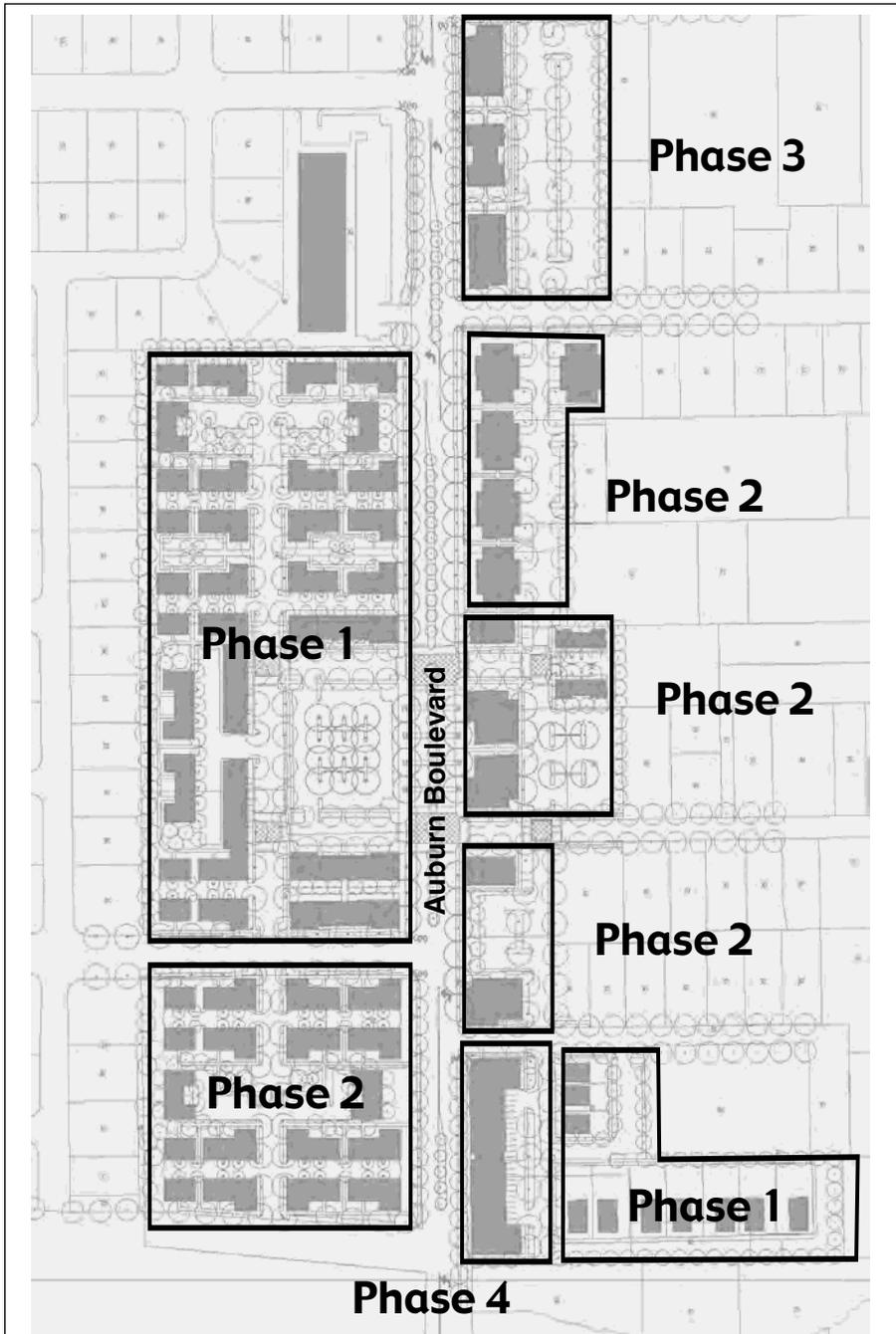


Figure 5.9 Gateway District Phasing

Rusch Park District Program Summary

<u>Land Use</u>	<u>Development Program</u>	<u>Parking</u>
Commercial	121,000 SF	385 in lots (3 per 1000 SF)
Mixed-use Commercial	10,000 SF	shared on-street
Mixed-use Apartments	75 units	75 tuck-under (1 per unit)
Walk-up Apartments	40 units	60 spaces (1.5 per unit)
Live-work Townhouses	150 units	300 tuck-under spaces (2 per unit)



Rusch Park District Phasing

Phasing Features:

- Grand Oaks Center as initial phase to create a place and destination
- Bowling alley site as continuation of townhouse neighborhood and connection to park
- Commercial frontage in Phases 2 and 3
- Mixed-use project in later phase reflecting market and financial feasibility



*Above:
The 1958 vintage Grand Oaks Center is the principal catalyst site for the Rusch Park District.*

Figure 5.10 Rusch Park District Phasing

Implementation

become available. The City will begin road improvements on the last segment (Antelope Road to the County boundary line) of Auburn Boulevard.

Phase 3 and 4 (Years 2014 and beyond)

Phase 3 emphasizes implementation of office development and the plaza in the Gateway Commercial Center and the second wave of commercial development within the Rusch Park Village Center. The fourth phase of activities includes implementing the two mixed use developments and live-work townhouses in the Gateway Commercial Center and the mixed-use development on the southern part of the Rusch Park Village Center. These projects are addressed in the last phase to reflect market and financial feasibility.

5.7.2 Financing Strategy

The focus of implementation for this Plan is on the first phase (2004-2008). Phase 1 will require a the City's commitment of approximately \$11.2 million to pay for administrative costs, roadway construction and parking reconfiguration from Sylvan Road to Antelope Road, catalyst site support at both village centers, and facade improvements (see Figure 5.9).

Figure 5.9 Phase 1 Conceptual Financing Strategy (2004-08)	
Administrative Costs	\$500,000
Roadway Construction – Sylvan Rd. to Antelope Rd.	\$6,020,300
Parking Reconfiguration - Sylvan Rd. to Antelope Rd.	\$1,400,000
Catalyst Site Support	\$3,000,000
Facade Improvements	\$250,000
TOTAL	\$11,170,300

5.7 Follow-up Studies

There are several sites along Auburn Boulevard that will require further study to determine their feasibility for future development. The two catalyst sites (Gateway Commercial Center and Rusch Park Village Center) will require a pro forma analysis to assist in developing a financing strategy for the sites. The pro forma shall be carried out during Phase 1. Should there be development interest along Cripple Creek or at southwest corner of Auburn Boulevard and Antelope Road, the City should consider preparing a development feasibility study for both sites. The City will also need to prepare a detailed implementation plan for each district to identify staffing levels for technical assistance and coordination, implementation priorities, and allocating funds to finance improvements and development projects.

The City shall prepare the following studies/plans:

- Pro Forma Analysis for Catalyst Sites (Gateway Commercial Center and Rusch Park Village Center)
- Development Feasibility Study of Parcels along Cripple Creek
- Development Feasibility Study for Southwest Corner of Auburn Boulevard and Antelope Road
- Implementation plan for each district