

ACTION PLAN

Through public and private investment and revitalization, engaging local residents and business owners, and pedestrian-supportive urban design, the Antelope Crossing Transformation Project aims to transform Antelope Crossing into a vibrant community asset. By providing community members with the amenities they want locally, Antelope Crossing can capture local economic activity while creating a place where community members want to gather, socialize, recreate, shop, live, and work, all in the City of Citrus Heights. The following section summarizes the action items that are necessary to realize this vision for Antelope Crossing. These short and long term measures must be implemented by the local government and business community.

Short Term (1-5 Years)

Revise the Existing Antelope I-80 Special Planning Area (SPA) Based on the Concepts and Vision Presented in the Plan

The Antelope Crossing Transformation Plan presents concepts based on a community vision for the area that was expressed during the planning process. An SPA is a regulatory document containing land use and development standards for a specific geographic area and can ensure the vision becomes a reality. An SPA also includes standards for building and signage dimensions, as well as allowable uses. It is part of the Zoning Code and must be adopted as an ordinance. The City of Citrus Heights has indicated their willingness to revise the existing SPA. A SPA is not a Specific Plan, which would include a discussion on financing, infrastructure or phasing and require a full environmental review.

The SPA will support existing uses with additional employment uses and will provide the development standards to support retail and other amenities essential to the Plan's vision and concepts. The SPA will support the location of desired amenities in the Antelope Crossing community by providing clear standards to facili-

tate the development process, while also providing enough flexibility to accommodate the evolution of the community vision over time. The SPA will increase signage opportunities and density. The SPA will only apply to the commercial centers in Antelope Crossing. The SPA will support the Plan Vision advocated by community members during the planning process, including bicycle and pedestrian-supportive design including pedestrian oriented and scaled building design; complete sidewalks and traffic calming measures; good pedestrian connectivity with multiple, direct pedestrian routes between destinations; and transit-supportive land uses including a complementary mix of uses, with a sufficient concentration necessary to support transit.

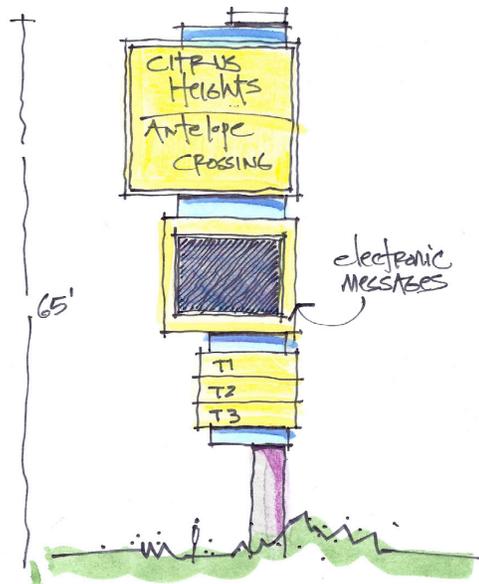
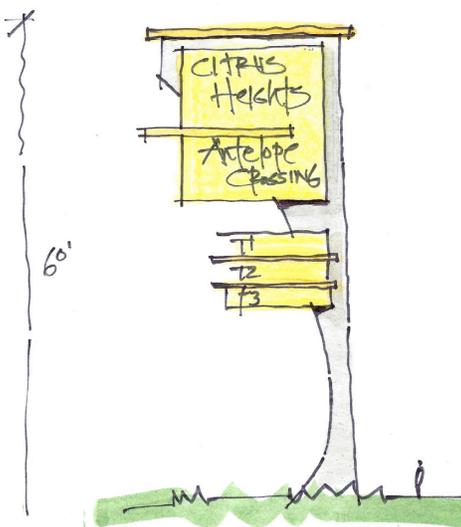
To implement the Antelope Crossing SPA, City staff will work with community members and experts to create an SPA that reflects the vision and concepts presented in the Antelope Crossing Transformation Plan.

Establish a Special Assessment District Steering Committee

The Antelope Crossing business community voiced a need for amenities during public workshops, including signage visible from the freeway, roadway improvements to facilitate multi-modal access, and landscaping to create community space. BIDs and PBIDs are districts where businesses or property owners, respectively, are assessed to fund projects that will benefit their district specifically. The special district assessments are managed by an organization of those being assessed, and stay within the district. Special assessment districts are established through a public hearing and adoption process of the local jurisdiction, in this case the City of Citrus Heights.

First, the Antelope Crossing Business Association and the City of Citrus Heights should determine if a BID and/or PBID is feasible and if there is interest in developing one. Then, if it is feasible and there is interest and support work together to establish a special assessment district or join an existing assessment district to provide up-front, on-going funding for amenities benefitting specific commercial areas. Business Improvement Districts (BIDs) are best suited for marketing, special events, and smaller expenditures like signage; whereas Property Based Improvement Districts (PBIDs) typically generate more revenue and can accommodate more expensive projects like major landscaping and other improvements.

To establish districts, business associations or property owners groups organize a steering committee to assess feasibility, endorse a management plan, and then work with the local jurisdiction for public hearing and adoption. Management plans identify district management and geographic boundaries, duration, services to be funded, assessment formulas, and other terms. With the elimination of State Redevelopment financing, special assessment districts are the most promising option to fund the amenities needed to drive community and economic development in Antelope Crossing.



Conceptual freeway signage

There may not be enough businesses or property owners in the Antelope Crossing Plan Area to generate sufficient funds on an annual basis to make it financially worthwhile to support a BID. There is currently a PBID for the Sunrise Marketplace Property Owners. The Antelope Crossing Business Association may want to coordinate with the Sunrise Marketplace PBID to determine if there is potential to join their association or contract with them for management and staffing functions. The Chamber of Commerce is another potential partner.

Host a Community Events Series and a Weekly Farmers Market to Activate Antelope Crossing

The Antelope Crossing Business Association should host programmed community events as a cost-effective way to activate the Antelope Crossing Plan Area. The Halloween Spooktacular event has already demonstrated a potential to put the site's vacant spaces to use in engaging the community and generating retail traffic. Spooktacular's success demonstrates potential for similar community events: fairs with entertainment, games, and booths, as well as events with local leaders. A series of community events held throughout the year can activate Antelope Crossing, not only on Halloween, but also other holidays and festive occasions.

At public workshops, community members expressed strong support for an Antelope Crossing Farmers Market to access fresh, healthy, and local food. A weekly farmers market and a series of regular community events will position Antelope Crossing as a community center and stimulate economic activity while the Transformation Plan undergoes implementation.

Medium Term (5-10 Years)

Market Concept to Brokers and Property Owners

Currently, there are several large tenant vacancies in Antelope Crossing and the shopping center to the south has multiple owners. With this plan, staff will be able to convey and market the vision for the future Antelope Crossing to brokers and property owners that have the ability to transform the vision to reality. Filling tenant spaces as is will not be sustainable due to their configuration, visibility from the street and other factors. Therefore, it is important to develop relationships with property owners and communicate the importance of changing our approach to make this area not only viable but thriving.

Pursue Funding Possibilities for Antelope Crossing Transformation Plan Implementation Measures and Associated Improvements

A special assessment district could provide up-front, on-going funding for amenities and services; and additional funding sources will most likely be necessary to fund physical improvements and other amenities to promote Antelope Crossing SPA implementation. Funding possibilities that the City can pursue are as follows:

Programmed events are an easy and cost-effective way to activate Antelope Crossing in the near-term, putting its vacant spaces to use, engaging the community, and generating retail traffic. At the Antelope Crossing public workshops, community members voiced strong support for farmers markets on site. The Halloween Spooktacular event, hosted by the Antelope Crossing Business Association and the City of Citrus Heights, has already demonstrated the potential of programmed events to activate the space.



Spooktacular activates the Antelope Crossing space every Halloween, with costume contests, carnival games, live entertainment, vendor craft booths and fabulous prizes. Community leaders are available to the public, providing opening remarks, and civic organizations host informational booths. Famously popular in its fourth year, Spooktacular is becoming an annual Citrus Heights tradition.



Community Facilities District

The City may create a Community Facilities District (CFD) to finance Antelope Crossing physical improvements. A CFD is empowered to levy additional property taxes on land located within the district, and create a revenue stream that can be used to issue bonds to pay for the improvements. CFDs require approval by a public vote. They are enabled by the Mello-Roos Law, California Government Code §55311 et seq.

Infrastructure Financing District

California cities and counties may use an Infrastructure Financing District (IFD) to pay for public facilities of “communitywide significance,” using property tax increment. IFDs are empowered to issue bonds to pay for public works and divert property tax increments from other local governments (excluding school districts). Currently, forming an IFD requires an infrastructure plan, a public hearing process, two-thirds voter approval, and several other measures. IFDs are considered a possible replacement for eliminated Redevelopment financing. To date legislation has been attempted to make IFDs more user-friendly for local jurisdictions; more legislation may be pending. IFDs are enabled by California Government Code §53395 et seq.

Development Impact Fees

As Antelope Crossing becomes a more attractive area for businesses to locate, development impact fees can be a dependable way to finance the physical improvements required to make the area a pedestrian-friendly community center. The City can require developers to install or help pay for infrastructure improvements (streets, sidewalks, transit shelters, bike racks, landscaping, etc.) through individual development agreements. This strategy may only be applied where there is a clear nexus between impacts generated by the private project and the facilities to be funded with the fees. This funding source would also be limited because it can only be used on new construction.

Regional: SACOG Community Design Grant

The Sacramento Area Council of Governments (SACOG) Community Design Funding Program provides financial assistance to local government agencies that seek to implement physical development that is consistent with smart growth principles. Approximately every two years, SACOG accepts applications for projects from cities, counties, transit districts and air districts from Sacramento, Sutter, Yolo, and Yuba Counties. The Program has awarded jurisdictions between \$100,000 and \$4 million. SACOG is also responsible for administering State and Federal transportation funding to communities in the Sacramento region, including Citrus Heights (see below.)

State/Federal: Regional Funding Programs

SACOG allocates Federal and State transportation funding for most of the Sacramento region, including Citrus Heights, through its Regional Funding Programs. This includes funding for transit, local roadway, bicycle, and pedestrian projects. Once the SACOG Board approves projects, they are included in the Metropolitan Transportation Improvement Program (MTIP). Adoption of the MTIP must be accompanied by an evaluation and finding of conformity with Federal air quality standards. Local jurisdictions should monitor the funding programs closely to track and potentially secure State and Federal transportation funding. Projects are generally programmed every two years. SACOG completed its last funding round in December 2011; there is one more funding round remaining. As a separate program, SACOG also administers its Community Design Grant program to provide financial assistance to local government agencies in the Sacramento Region that seek to implement physical development that is consistent with smart growth principles (see above.)

State: Proposition 84

The Proposition 84 Bond Act provides funds to local jurisdictions for sustainable planning, including urban greening and local planning. The Strategic Growth Council administers these funds and anticipates three funding cycles. Sustainable local planning projects help implement California's Sustainable Communities and Climate Protection Act (SB 375); urban greening projects preserve, enhance, increase, or establish community green areas, including community space. Projects have generally received funding between \$100,000 and \$1 million. Proposal submissions for the second funding cycle concluded in summer of 2011.

State: Caltrans Transportation Planning Grants

The Environmental Justice (EJ) and Community-Based Transportation Planning (CBTP) Grant Programs provide funding for local jurisdictions to plan for closer connection between transportation and land use. EJ and CBTP grant funded projects should demonstrate a smart growth - livable community approach to collaborative planning. Requests for proposals are typically released in December, and grant applications are typically due late March or early April. Grant awards have been up to \$250,000 or \$300,000.

State: Bicycle Transportation Account (BTA)

The BTA is an annual program providing State funds for city and county projects that improve safety and convenience for bicycle commuters. Projects must be designed and developed to achieve the functional commuting needs and physical safety of all bicyclists. Local agencies first establish eligibility by preparing and adopting a Bicycle Transportation

Plan (BTP), which must be approved by its regional transportation planning agency. The City of Citrus Heights has previously applied for and been denied funding to improve bicycle safety on the Freeway overpass. This Plan may help to strengthen future BTA funding applications.

Redevelopment 2.0

Redevelopment 2.0 is proposed California legislation to fill the financing gap left by the recent elimination of California Redevelopment agencies. Redevelopment 2.0 legislation (SB 1156) would authorize cities and counties to form a joint powers authority (JPA) to carry out Community Redevelopment Law using the assets of the former redevelopment agency and other new revenues that the legislation authorizes. In its current iteration, the legislation authorizes the JPA to exercise the powers of an infrastructure financing district to divert property tax increment revenues and issue bonds to pay for public works. The legislation has not yet been adopted as law, as of this writing.

Long Term (Over 10 Years)

Establish a Business Recruitment Team

The role of a business recruitment team is to recruit businesses that will meet community needs, complement and strengthen existing businesses, and support the community vision. Participants at public workshops for the Plan envisioned a community with public spaces surrounded by outdoor cafes and shopping; and amenities within walking distance, including dining venue options and specialty retail such as health food stores. Business recruitment teams develop a market position statement to describe the retail mix and shopping environment, creating an excellent opportunity to promote the community vision in economic development efforts.

Business recruitment teams typically consist of community members with skills in economic development and real estate, such as business owners, real estate professionals, elected officials, and representatives from business associations and economic development. Teams identify means of creating a more attractive business environment, such as permit streamlining and work with local government to implement them. Teams identify magnet retail and opportunities to capture retail leakage, ensuring community members can get their needs met locally.

The Antelope Crossing Business Association and the City of Citrus Heights should work together to establish a business recruitment team that will actively market Antelope Crossing to businesses that complement and strengthen existing businesses, as well as capture retail leakage. The Antelope Crossing SPA complements this effort through built environment standards necessary to attract businesses consistent with the community vision.

Partner with Affordable and Senior Housing Developer(s) to Provide for a Mix of Uses.

An important aspect of this Transformation Plan is to provide for a mix of uses such as retail, office and housing. With a variety of uses, Antelope Crossing will be able to better sustain success during changes in the market.

The City Municipal Code creates zoning and other incentives to develop affordable housing. The City keeps a Housing Trust Fund using fees assessed on the construction of commercial structures. With this fund the City can incentivize the construction of affordable housing as necessary by providing loans and grants to create new affordable housing.

In addition, the City can partner with affordable or senior housing providers to apply for State and Federal housing financing options and grants as they become available. Under current economic conditions, the primary option for grant assistance is the Federal Department of Housing and Urban Development's (HUD) HOME Investment Partnerships Program. HOME provides formula grants to States and localities that communities can use in partnership with local nonprofit groups to fund a wide range of activities to create affordable housing opportunities. HOME funds are awarded annually.

