

# Chapter 8 — Implementation

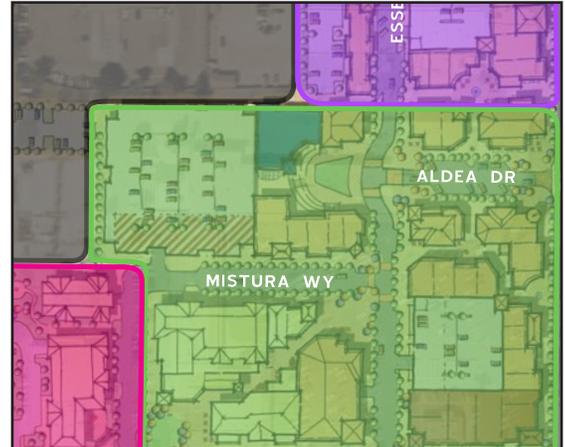
## INTRODUCTION

This chapter addresses the actions that are necessary to implement the Camarillo Commons Strategic Plan (Plan) by both the City and private investment in order to achieve the goals and proposals outlined in the Strategic Plan document. The Plan is a tool to create positive change in this area of Camarillo seeking to establish a mixed-use neighborhood and a true community destination. The implementation plan is supported by an analysis of economic conditions (Chapter 1) to present a realistic plan for the future. The implementation “action plan” outlined in this chapter contains a summary of actions proposed by the Plan. Each of these actions will be guided and in some cases carried out by various City departments over time and included in the capital improvement program. Therefore, benefits to the community from the changes to Camarillo Commons, will be institutionalized as a part of the on-going operation of the City. In certain cases further study and analysis may be required to find realistic and timely solutions to implementation recommendations.

### The contents of this Chapter include:

- An overview of how a strategic plan can bring about economic investment;
- A summary description of Plan recommendations including capital projects and programs;
- The Implementation Action Plan which prioritizes actions, assigns oversight responsibility, and suggests potential funding sources; and
- A summary of potential funding sources that may be available to the City for implementation of various Plan recommendations.

Implementation of the Plan will require a coordinated program of public and private actions. Each of the actions listed below will be carried out by the private sector as development occurs over time and by the City through additional policy initiatives, regulatory guidance, administrative programs, and capital investments. Monitoring of the effectiveness of the implementation program will be conducted commensurate with the City’s established bi-annual budget cycle.



Public improvements are especially important, as they add value to the area and signal to the private sector that the City is committed to improving the Camarillo Commons Plan Area (Plan Area). Public improvements thus lay a foundation for future private sector investment, in a sense “priming the pump”, encouraging property owners, merchants, and investors to do the same.

## HOW THE STRATEGIC PLAN CAN BRING ABOUT PRIVATE ECONOMIC INVESTMENT

An implementation plan must involve both the public and private sectors to be effective. Whereas development of the specific allowable land uses and creation of selected development standards envisioned for a plan area is often initiated by the public sector, the ultimate goal of this type of planning effort is to attract desired private investment. Broadly speaking, there are two major ways that a municipality can facilitate desirable private development:

a. By creating a “conducive development environment” that is consistent with prevailing market demand for various land uses. This may include the following types of actions or policies:

- Zoning that is responsive to forecasted market needs;
- Allowing increased density through specialized form and standard based development standards to encourage redevelopment of underutilized and deteriorated properties;
- Creating incentives in the form of new zoning, streamlined permitting, density bonuses and flexibility in development standards through the Planned Development Permit process that rewards creative projects that support the vision and goals of the Plan;
- Area-wide infrastructure and “amenities” (e.g., drainage improvements, streetscape and landscape) investments;
- Marketing of the Plan Area both to consumers, developers and prospective business tenants; and
- Enhanced code enforcement to improve the visual appeal and function of the urban environment.

b. By providing direct or indirect financial incentives to area businesses, property owners, and key development projects. This can involve the following types of initiatives:

- Providing loans and/or grants for various business and property improvement purposes such as building façade renovations (applies only to areas along the west side of Mobil Avenue and the east side of Arniell Road); and

- Investing in site- or project-specific infrastructure.

**Other options that may be investigated**

In many cases one of the biggest challenges to redevelopment is acquiring the necessary land to create a viable project. While these are actions that the City’s Redevelopment Agency can assist with, there are a number of constraints that must be considered to ensure it is a positive and desirable method of public assistance. For instance utilization of public funds will establish the need for all project costs to be subject to prevailing wage rates, a cost increase of up to 25%. There are many other considerations to be made when involving the powers of the Redevelopment Agency as described below.

- Assisting in land assembly for private developments;
- Land cost write downs;
- Reducing various local fees; and
- Affordable Housing Assistance.

**SUMMARY OF STRATEGIC PLAN RECOMMENDATIONS**

The following list is a summary of the recommended regulatory actions, capital projects, programs and initiatives for the Strategic Plan area. These actions have been developed during the planning process and are outlined in greater detail throughout the Strategic Plan document.

**Regulatory actions:**

***Prepare and adopt new zoning designation and amend General Plan:***

To implement and regulate the recommendations of the Plan, the City will need to amend the General Plan for the Raemere Street residential neighborhood of the Plan Area from a Medium Density Residential Planned Development (18DU/Acre) to a High Density Residential Planned Development (30DU/Acre) and rezone the majority of the Plan Area from Commercial Planned Development to Camarillo Commons Mixed-Use. This designation complements the existing Village Commercial Mixed Use designation but is tailored specifically to support the desired development pattern and characteristics of the Camarillo Commons Plan Area. The provisions of this new zone are focused on:

allowing residential uses in both vertical and horizontal formats at somewhat higher densities, adjusting and fine tuning building height, step-backs, setbacks, coverage, open space requirements, and parking requirements for specific areas. The new zoning will also include a provision to pair commercial development with residential development ensuring desired non-residential uses are constructed at the same time as residential development as outlined in Chapter 3.

**Development Review and Monitoring Program:** Ensure that the Plan regulations and guidelines are carried out pursuant to City procedures. Prepare a system to monitor and track the quantity of new development in the Plan Area such that target densities specified in the Plan are maintained and changes made where deviations are desired.

### **Capital Projects:**

The Plan identifies numerous capital improvements to be made within the Plan Area. These include capital improvement projects such as enhancements to existing public rights-of-way, new public streets, new public spaces, and facilities. It is the intent of the City to implement these improvements through the efforts of private sector redevelopment activity with city assistance only on a case by case basis. These improvements need to be fully coordinated with future private development and the City's overall capital improvement program to ensure that streetscape amenities work with planned infrastructure requirements. Throughout the Plan Area there are; upgrades to existing utilities and infrastructure; rerouting, extension and construction of new water, sewer and storm drain systems; under grounding of overhead utilities; placement of new fire hydrants, and other facilities. All new infrastructure must comply with City engineering standards and where applicable other jurisdictional standards i.e. Ventura County Flood Control District.

### **Post Office Access:**

Specific analysis was conducted by the Plan traffic engineer at the Post Office to assess measures to minimize vehicular turning and traffic conflicts. The recommendations concerning the Post Office in Chapter 4 of the Plan should be implemented through cooperative discussions between the City and the Post Office property owner. Because this is a traffic problem that currently exists, correction of this

problem should be initiated at the earliest possible time.

### **Improvements to Arneill Road, Pickwick Drive, Mobil Avenue, Ponderosa Drive, and Raemere Street:**

These street improvement projects initiated by the City may include a range of activities from the preparation of plans, specifications and estimates, to actual construction of proposed street improvements for various portions of these streets. It is recommended that these street improvements and ROW dedications are implemented by adjacent new development, as street frontage requirements for new projects. The City may chose to assist in the implementation of these projects for areas not directly associated with new development.

Per the design and land-use recommendations of the Plan (Chapters 4, 5, and 7), these projects will include: public outreach and coordination with affected property owners and businesses, traffic control at selected intersections, street reconfiguring, lane geometry and re-striping, lane transitions, transit stops and bus shelters, curb, sidewalk and street engineering modifications, drainage systems/NPDES compliance, utilities, landscaping, and irrigation improvements as necessary.

In addition the streetscape improvements will include such elements as special sidewalk paving, furnishings, lighting, and other amenities as specified by the Plan, and, if applicable, medians; mid-block crossings, etc. All street improvements listed above shall be constructed concurrent with and by adjoining private development and will need to be phased appropriately to ensure a fully functioning street system at all times.

**Specific Improvements:****Arneill Road:**

Based on existing conditions analysis, improvements to Arneill Road should include elimination of the rolled curb along portions of the north side of the street, re-engineering the crown of the street due to multiple repaving activities, addition of street trees and sidewalk enhancements, and installation of raised medians and other streetscape improvements recommended by the Plan.

**Pickwick Drive:**

Based on existing conditions analysis, improvements to Pickwick Drive should include connection of an 8" water main to the water main in Arneill Road, improvement of storm drain facilities, and reconfiguration of Post Office access and drop-off area.

**Mobil Avenue:**

Based on existing conditions analysis, improvements to Mobil Avenue should include selected widening of the street between Daily Drive and Ponderosa Drive. The width of Mobil Avenue is narrower in the southern section eliminating needed on street parking and turn lanes at the approach to Daily Drive. Thus, in the area of the intersection of Daily Drive and Mobil Avenue the street should be widened to match the street section to the north. Improvement of the intersections of Pickwick Drive and Mobil Avenue, and Daily Drive and Mobil Avenue should be followed per Plan recommendations.

**Ponderosa Drive:**

Based on existing conditions analysis, improvements to Ponderosa Drive should include elimination of sections of the existing rolled curb along portions of the western side of the street and the improvement of the intersection of Arneill

Road and Ponderosa Drive per Plan recommendations. Additional access between Arneill Road and Mobil Avenue off of Ponderosa Drive to the Plan Area may be considered during project development including an analysis to alleviate traffic and access impacts. Such consideration shall be made on a case by case basis.

**Barry Street:**

Barry Street is an existing access easement that must be improved to public road standards as recommended in the Plan. In addition it is recommended to eliminate the exaggerated drainage swale at Barry Street and Arneill Road.

**Under Grounding Utilities and the Camarillo Drain:**

There are overhead utilities that traverse a portion of the Plan Area behind Ponderosa North and Ponderosa Center. These lines should be placed underground concurrent with redevelopment of the Plan Area and coordinated with other new infrastructure improvements. One of the more significant infrastructure investments is to cover over the Camarillo Storm Drain along the eastern boundary of the Plan Area adjacent to Ponderosa Drive. Portions of this Drainage system that parallels Ponderosa Drive have already been covered over and provide areas for parking, business access and landscaping which assists in beautifying the Ponderosa Drive corridor. Covering the remaining segment is important to complete street landscaping improvements and to assist redevelopment of the adjoining parcels within the Plan Area. It is recommended that this improvement is implemented by both adjacent new development as a street frontage requirement and the City due to its regional nature.

**Public parking facilities participation:**

Concurrent with early development within the Plan Area, the City may chose to participate with private development to study, design, and construct one or more public parking facilities in the area. The need for public parking facilities, the location, size and type will be dependent upon completion of a detailed parking study as outlined below. The City in consultation with the private sector will determine the most beneficial method of participation and financing to accomplish the goals of this Plan.

**Prepare Camarillo Commons Logo:**

Creating identity for this area of Camarillo is a goal of the Strategic Plan. The City should administer preparation of a logo for use in all identity and branding in the Plan Area. This logo will be used at entrance monuments, street signs, directional signage, gateways, banners, and other branding materials.

**Public Plaza:**

A key public space within the Plan Area is the development of a public plaza at the terminus of the new Aldea Drive. The City will work with the developers of Area D (See Opportunity Development Areas, Figure 8.1) to generate a preliminary facility program, conceptual design, quantify site requirements, determine infrastructure needs, define precise site location within the selected Site Development area, and review and assist in preparing design and development plans. The City in consultation with the private sector will determine the most beneficial method of participation and financing to accomplish the goals of this Plan.

**Performing Arts / Activity Center (to be determined):**

The Strategic Plan identifies a future performing arts/activity center adjacent to the central plaza at the terminus of Aldea Drive. The exact program and facility configuration is unknown at this time. The City will work with community members and developers of Area D to generate a financial viability analysis, preliminary facility program and conceptual design, to affirm the range of users and space utilization, quantify building and site requirements, determine infrastructure needs, define precise site location within development area, and review and assist in preparing design and development plans.

**Programs, studies and initiatives:**

Prepare a comprehensive parking management and facility study: Provision of adequate parking within the retail and office districts of the Plan Area is a key element to assist in successful revitalization of this area. However due to the high cost of parking all efforts should be made to maximize the use of all existing parking as a priority measure. Thus, the purpose of this study is to outline methods to effectively use all existing parking within the Plan Area as a priority to constructing new parking facilities, either surface lots or structures. The study will also evaluate the projected demand for parking necessary to support expected new development,

and the location and methods to finance and fund parking. This study should include the following:

- a. Analyze existing parking conditions within the Plan Area; public parking, private parking, on- and off- street, quantities, locations, peak hours of use, duration of occupancy of spaces, and other parking attributes;
- b. Forecast projected parking demand at Plan build out and identify on- and off-street quantity and confirm locations, peak hours of use, duration of parking, priority zones within Plan Area for additional parking, shared parking opportunities, and others;
- c. Prepare plans and negotiations to acquire land and construct facilities for parking pursuant to findings determined in the study; and
- d. Analyze potential for creation of a privately run parking district utilizing in-lieu fees or parking assessment for the purpose of funding parking.

**Development Incentives:**

Investigate possible incentives to spur development investment with elements such as: permit streamlining, selected processing and permit fee adjustments, façade improvement loans/grants, and assistance with the implementation of selected area wide improvements such as infrastructure, traffic improvements, undergrounding overhead utilities, etc. These evaluations will likely occur on a case by case basis through negotiations with individual developers.

**Transit service:**

In order to minimize traffic impacts and to better connect Camarillo Commons to surrounding City neighborhoods and destinations the City should study transit service enhancements to Camarillo

Commons through the preparation of a transit study. The study should consider establishment of a trolley with loop service to areas surrounding the Plan Area. The transit study should consider expansion or alteration of the existing city transit services to this area.

***Sign and Way-finding program:***

Prepare a way-finding directional sign program for the Plan Area. Program shall include incorporation of City logo or other Camarillo Commons identity brand, informational and directional sign designs to facilities such as public parking, public facilities, and other important destinations. The program should include sign hierarchy, conceptual designs and shall be prepared with community involvement and be consistent with the guidelines and recommendations of the Plan (Chapter 5).

***Wireless High Speed Internet***

***Infrastructure:***

It is a goal of the City to work with internet service providers to create a wireless access zone for the Camarillo Commons area upon redevelopment. The City should pursue discussions with responsible communications entities early in the redevelopment process to assist in bringing wireless internet and web access to the Plan Area.

***Public Art:***

Develop and implement a public art program including guidelines for inclusion of public art in new development projects and art in new public improvement projects.

***Post Office and Fire Station potential relocation study:***

During the preparation of the Strategic Plan it was recognized that long term relocation of both the Post Office and Fire Station may have several advantages for the City. The

Post Office currently provides full service delivery, sorting, and customer services from this facility. While it is desirable to retain the retail aspect of the postal services in the Plan Area the balance of the postal functions might very well be better suited located in another location with enhanced access and a differently sized facility. Likewise, moving the Fire Station to another location may allow for expansion and improved area access, which has merits for further study. To this end the City should engage in a comprehensive study to determine if and when relocation of these two facilities would be beneficial to the institutions themselves and how this might best occur in terms of service enhancements, programming, site evaluations, conceptual facilities design, timing, funding, financing, and management

***Relocation Assistance Program:***

The City should evaluate opportunities and costs associated with relocation assistance of existing residents, businesses, and property owners to mitigate relocation impacts. The relocation program should consider the level of financial assistance, effects of public financial assistance on the private sector, and establish criteria to be met that would warrant participation of the Redevelopment Agency and methods to determine the scope of relocation assistance.

***Raemere Street Special Study:***

Upon completion of the Strategic Plan, the City should undertake a special study of the Raemere Street residential neighborhood to evaluate various property development options, circulation and access improvements, parking solutions, and other factors to achieve the vision spelled out in this Plan.

**IMPLEMENTATION ACTION PLAN**

A number of implementation steps are key to beginning the revitalization of the Plan Area. These include adoption of new zoning designation and development standards for this area and working with property owners and developers to assist in redevelopment of key sites in the area.

**Adopting the Strategic Plan**

By adopting the Strategic Plan (design for development) significant incentives will be given to area property owners and developer/investors. The Strategic Plan provides incentives in the form of:

- New zoning by allowing significant new residential, commercial, and mixed uses in selected areas based on a comprehensive assessment of market conditions. Zoning is supported by supplemental development standards that assist in achieving a higher quality of development thus improving long term investment values.
- Application of the City's Planned Development Permit process which rewards creative and high quality projects that support the goals of the plan while allowing some flexibility in meeting the development standards and guidelines required by the Plan. Flexibility to achieve the goals is a key ingredient in an incentive based plan.

### **Coordinating with property owners and Developers to redevelop key sites**

The City should take a proactive role to work with and guide new development applications. This can be accomplished by providing leadership in the review and comment on submittals, assisting in application of incentives as outlined in the following action plan, and coordinating with responsible agencies such as Ventura County Flood Control to obtain approvals. In general the City should create a conducive development environment and work proactively to ensure that resulting development meets or exceeds the expectations enumerated in this Plan and represents a valuable long term investment for the City of Camarillo. The Development Zone Diagram (Figure 8.2) indicates potential redevelopment site areas to be considered.

#### **Near term**

The following sites appear to have relatively high near term redevelopment potential due to the following factors:

- Low existing FAR;
- Older building stock;
- Good street, utilities and infrastructure access; and
- High net increase in potential building intensity and mix of uses.

#### **Opportunity Development Area B: Pickwick Drive NE**

This 5-acre area consists of 6 existing parcels and is developed with approximately 57,000 square feet of commercial retail

and office space. It is bounded by Pickwick Drive to the south, Arneill Road to the east, Mobil Avenue to the west, and Ponderosa Drive to the north and has very good access to streets and utilities. The Camarillo Drain runs along the eastern border of the site parallel with Ponderosa Drive. The Plan suggests both commercial and residential uses in vertical and horizontal formats with mixed-use development (residential over retail) fronting Arneill Road, Ponderosa Drive, and Pickwick Drive with residential uses located internally in the Plan Area.

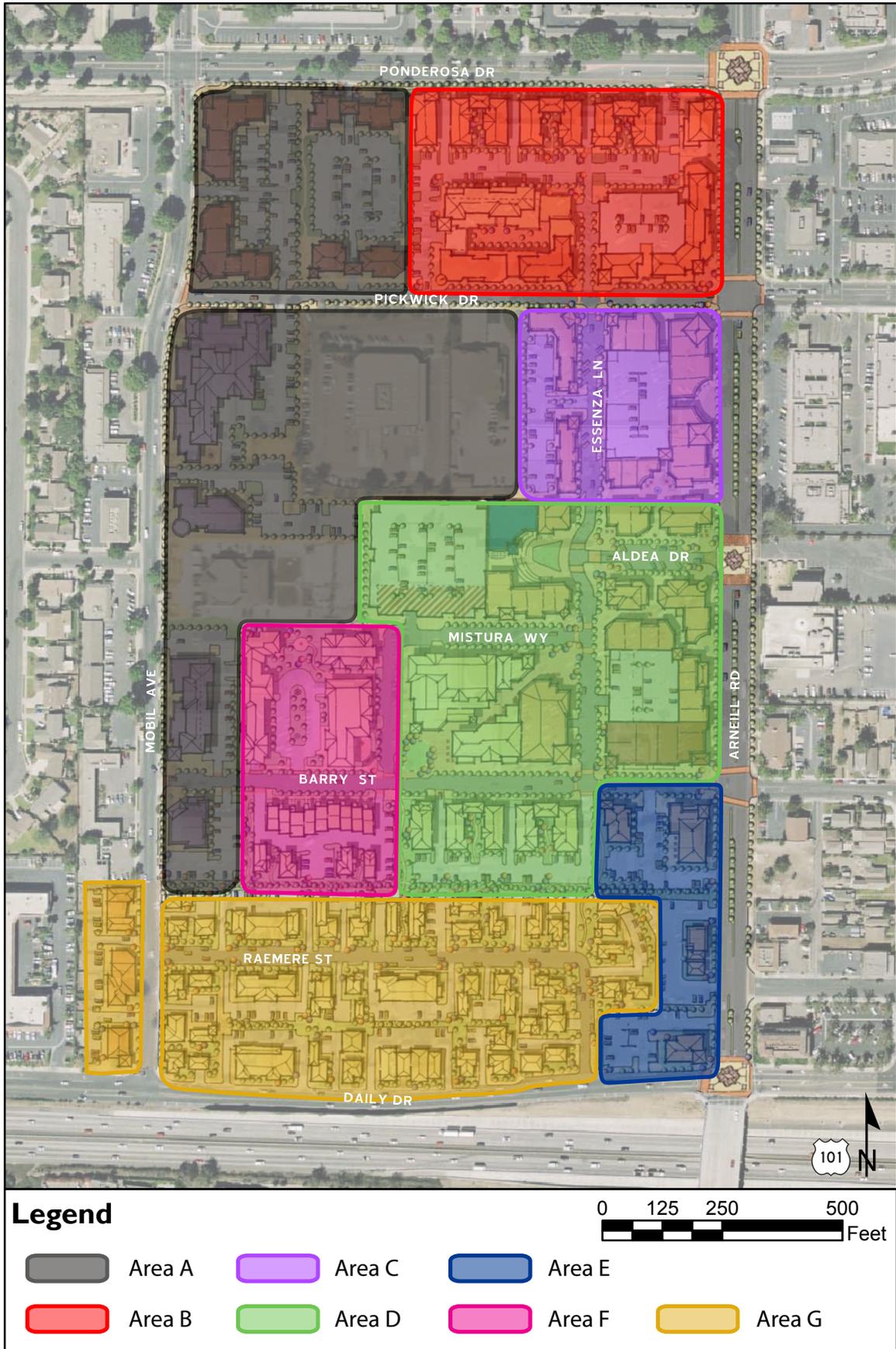
#### **Opportunity Development Area C:**

**Pickwick Drive SE** This 3-acre area consists of 4 parcels and is developed with approximately 23,000 square feet of commercial retail and office space. This site is bordered by Pickwick Drive on the north, the City Fire station to the west, Arneill Road to the east and the Ponderosa Center to the south. The Plan suggests a mix of stand alone commercial and office space with mixed-use retail, office, and residential occupying the majority of the site.

#### **Opportunity Development Area D:**

##### **Barry Street /Aldea Drive**

This 10.5-acre area consists of 2 parcels and is developed with approximately 128,000 square feet of commercial retail and office space. This site is one of the largest opportunity sites and is bounded by Barry Street to the south, Arneill Road to the east, and the bowling alley to the west. The Plan suggests a mix of both stand alone residential in various densities from town houses to apartments, stand alone commercial, live/work lofts and mixed use retail, office and residential occupying the Arneill Road frontage area. A small plaza and a performing arts facility are part of the suggested land uses for this area.



**OPPORTUNITY DEVELOPMENT AREAS**

**FIGURE 8.1**

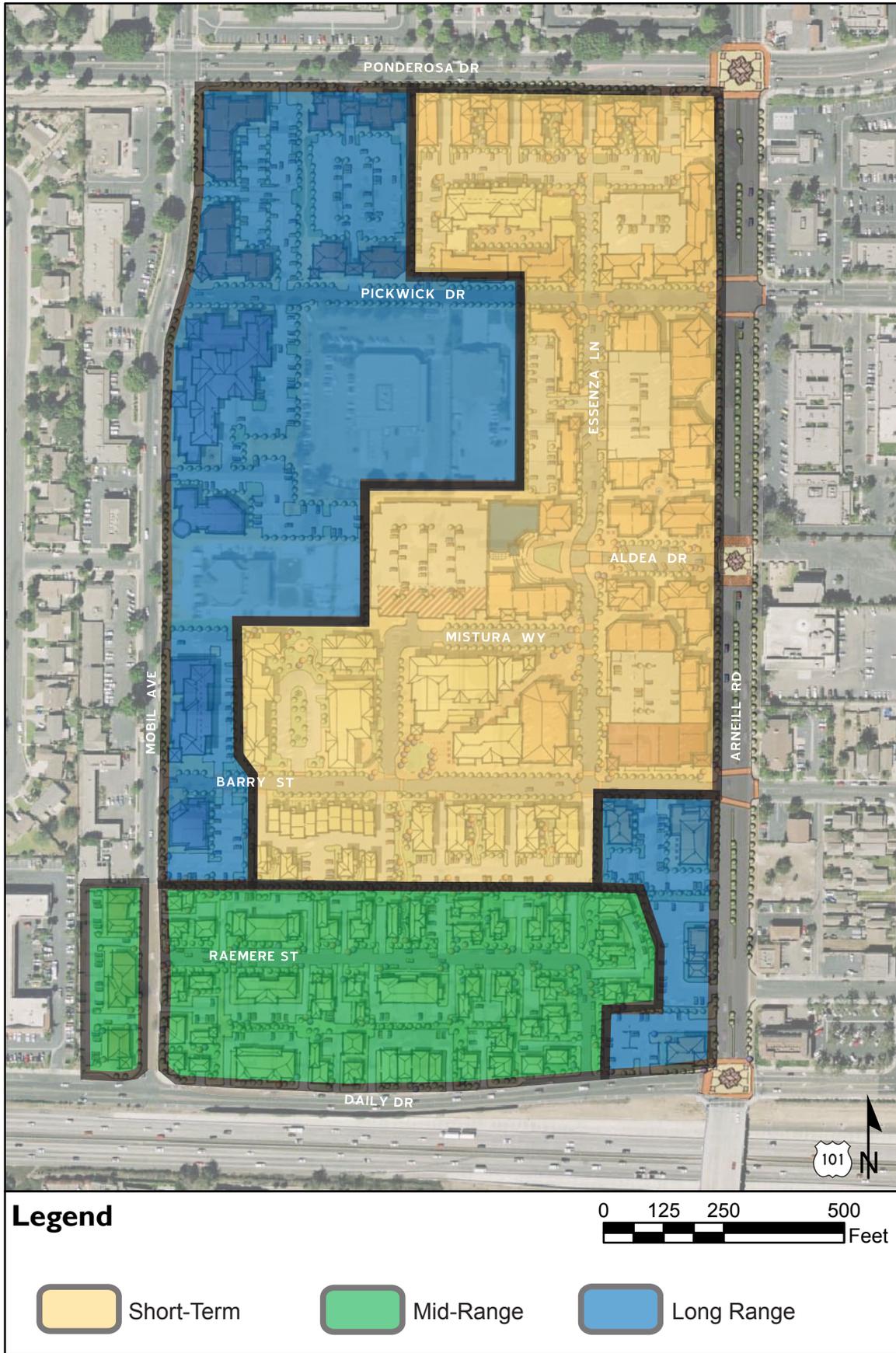


FIGURE 8.2

DEVELOPMENT ZONE DIAGRAM

**Opportunity Development Area F:**

**Bowling Alley**

This 3.5 acre area consists of 1 parcel and is developed with approximately 24,000 square feet of a single use commercial recreation facility (bowling alley). This site is land locked with access via an easement along Barry Street, located interior to the Plan Area. The Plan suggests a mix of stand alone medium and high density residential town houses, condos and apartments.

**Mid-term**

**Opportunity Development Area G: Raemere Street Residential Neighborhood**

**Opportunity Development Area E: Arneill/Daily Drive frontage**

These sites appear to have constraints that would deem them candidates for mid-term redevelopment potential due to the following factors:

- Multiple residential ownerships and limited ability to control a larger project area;
- Fast food pad on a high volume, major intersection;
- Newer building stock including a new gas station; and
- More moderate increase in potential building intensity and mix of uses.

**Long term**

**Opportunity development area A: Mobil Avenue and Pickwick Drive area**

These sites appear to have relatively low near term redevelopment potential due to the following factors:

- Standard existing FAR;
- Newer building stock;
- Multiple ownership of individual office condo units;
- Post office, fire station, church, office buildings, and high quality building conditions;
- Commercial and office centers that are in good condition and have higher lease rates; and
- More moderate net increase in potential building intensity and mix of uses.

**Implementation Action Plan**

The vision and goals presented in the Camarillo Commons Strategic Plan (Plan) are supported by the following Implementation Action Plan. The Action Plan provides a summary of Plan recommendations and is presented in a table format providing a clear listing of the major actions needed for implementation. The table also identifies the responsible agency or party, suggested timing of the actions and a list of potential funding sources to assist in implementing each action. It should be noted that all actions listed in table 8.1 below must be authorized and initiated by the City Council and/or Community Development Department by policy decision.

**TABLE 8.1: IMPLEMENTATION ACTION PLAN**

Timing: 1 = Short Range (1st year) 2 = Mid-Range (2-5 years) 3 = Long-Range (5+yrs)  
 Responsibility: CD = Community Development, PW = Public Works, RA = Redevelopment Agency,  
 PR= Parks and Recreation, Con= Consultant

	Timing	Responsibility		Funding Sources
		Lead	Support	
<b>REGULATORY ACTIONS</b>				
<u>Adoption of Strategic Plan:</u> Adoption of the Strategic Plan puts into place a new vision for the redevelopment of Camarillo Commons including; recommended land uses and intensities, development standards, design guidelines and other proactive policies designed to spur economic investment and visual enhancement of the area.	Now	CD	RA	General Fund/Tax Increment
<u>Prepare general plan amendment and adopt new zoning ordinance:</u> To implement and regulate the recommendations of the Plan, the City will need to create a new zoning designation for this area.	I	CD	RA	General Fund/Tax Increment
<u>Development Review and Monitoring Program:</u> Ensure Strategic Plan regulations and guidelines are carried out pursuant to City procedures.	I	CD	RA/PW	General Fund/Tax Increment
<u>Enhance Code Enforcement:</u> Adopt a proactive code enforcement program focused on signage and beautification.	I	CD	PW	General Fund/Tax Increment
<b>IMPROVEMENT PROJECTS</b>				
<u>Post Office Access:</u> Coordinate with property owner of the Post Office facility to make recommended access and drop-off modifications.	I	PW	CD/RA/USPS	Development Contributions/General Fund/Tax Increment
<u>Arneill Road Improvements:</u> Survey, design development, and selected improvement plans as coordinated with adjoining private development.	I	PW	CD/RA	Development contributions/SAFETEA-LU/CMAQ/CDBG/Gas Tax/Tax increment

<u>Mobil Avenue Improvements:</u> Survey, design development, and selected improvement plans as coordinated with adjoining private development.	3	PW	CD/RA	Development contributions/ SAFETEA-LU/CMAQ/ CDBG/Gas Tax/Tax increment
<u>Pickwick Drive Improvements:</u> Survey, design development, and selected improvement plans as coordinated with adjoining private development.	3	PW	CD/RA	Development contributions/ SAFETEA-LU/CMAQ/ CDBG/Gas Tax/Tax increment
<u>Raemere Street Improvements:</u> Survey, design development, and selected improvement plans as coordinated with adjoining private development.	3	PW	CD/RA	Development contributions/ SAFETEA-LU/CMAQ/ CDBG/Gas Tax/Tax increment
<u>Ponderosa Drive Improvements:</u> Elimination of rolled curb	3	PW	CD/RA	Development contributions/ SAFETEA-LU/CMAQ/ CDBG/Gas Tax/Tax increment
<u>Under Ground Overhead Utilities and Cover Over Camarillo Drain:</u> Prepare studies and engineering for the covering over of Camarillo Storm Drain concurrent with adjoining private development activity.	2	PW	CD/RA	Development contributions/Gas Tax /Tax increment/Rule 20A funds
<u>Public parking facilities participation:</u> Concurrent with early development, the City may choose to assist in the provision of parking facilities. Study parking financing and participation strategies to determine if this would be a benefit to the City. The City will not be responsible for collecting the funds to run such a program.	1	CD	PW/RA	Development contributions/ CDBG/ Tax increment/Parking District Fund
<u>Prepare Camarillo Commons Logo:</u> Create Camarillo Commons Logo for use on signs, banners, monuments, marketing, and promotional materials and other media.	1	CD	PW	Tax Increment/ General Fund/PBID

<p><u>Public Plaza:</u> Preliminary facility program, conceptual design, quantify site requirements, determine infrastructure needs, define precise site location within the selected Site Development area, review and assist in preparing design, and development plans.</p>	2	CD	PW/RP/ RA	Development contributions/ Development Impact fees/ Tax increment/ Donor/ General Fund/ Quimby Fees
<p><u>Performing Arts / Activity Center:</u> Preliminary facility program and conceptual design, to affirm the range of users and space utilization, quantify building and site requirements, determine infrastructure needs, define precise site location within development area, and review and assist in preparing design and development plans.</p>	2	CD	PW/ PR/ RA	Development contributions/ Tax increment/ Donor/ General Fund

**PROGRAMS, STUDIES AND INITIATIVES**

<p><u>Prepare a comprehensive parking management and facility study:</u> Prepare a parking analysis including: review of parking supply, estimated demand and time of use, management of existing parking, shared parking opportunities and recommended parking strategies. (i.e. in-lieu fees, shared parking policies, etc.)</p>	I	RA	PW/ CD	General Fund/Tax increment/ CDBG/ Development Impact Fees
<p><u>Formation of PBID:</u> Investigate the formation of a property owners and business based improvement district that would include both business and residential properties.</p>	I	RA	PW/ CD	General Fund/Tax Increment
<p><u>Development Incentives:</u> Investigate possible incentives to spur development investment with elements such as: permit streamlining, selected processing and permit fee adjustments, façade improvement loans/grants, etc.</p>	I	CD	RA/ PW	General Fund/Tax Increment

<u>Transit Service:</u> City should study transit service enhancements to Camarillo Commons through the preparation of a transit study.	3	PW	RA/ Transit Provider	General Fund/Tax increment/ Gas Tax/ CQMA/Development Impact Fees
<u>Storefront and Façade Improvement Program:</u> The City should prepare a new storefront and façade improvement program for the Plan Area. Funding for storefront and façade improvement projects may be provided through provision of grants and/or loans in compliance with adopted and/or modified program	1	CD	RA	Tax Increment/CDBG/ General Fund/PBID
<u>Sign and Way-finding program:</u> Prepare a way-finding directional sign program for the Plan Area.	2	RA	CD	Tax Increment/PBID
<u>Wireless High Speed Internet Infrastructure:</u> The City should pursue discussions with responsible communications entities early in the redevelopment process to assist in bringing wireless internet and web access to the Plan Area.	2	CD	PW/RA / Service provider	N/A
<u>Relocation Assistance Program:</u> The City should evaluate opportunities and costs associated with relocation assistance of existing residents, businesses, and property owners to mitigate relocation impacts.	1	RA	CD	Tax Increment/General Fund
<u>Raemere Street Special Study:</u> Upon completion of the Strategic Plan, the City should undertake a special study of the Raemere Street residential neighborhood to evaluate various property development options, circulation and access improvements, parking solutions and other factors to achieve the vision spelled out in this Plan.	1	RA	CD	Tax Increment/General Fund

<p><u>Public Art:</u> Develop and implement a public art program including guidelines for inclusion of public art in new development projects and art in new public improvement projects.</p>	<p>2</p>	<p>CD</p>	<p>RA</p>	<p>Tax Increment/ Developer Cost/ Grants/PBID</p>
<p><u>Post office and Fire Station relocation study:</u> City should engage in a comprehensive study to determine if and when relocation of these two facilities would be beneficial to the institutions themselves and how this might best occur in terms of service enhancements, programming, site evaluations, conceptual facilities design, timing, funding, financing, and management.</p>	<p>3</p>	<p>RA</p>	<p>CD/PW</p>	<p>Tax Increment</p>

**POTENTIAL FUNDING MECHANISMS**

Several major categories of funding mechanisms are potentially applicable to the Plan Area:

**Potential Funding Sources:**

1. Redevelopment Tax Increment Funds available through the Redevelopment Agency. Tax increment funds are typically used to fund redevelopment projects as specified in the adopted redevelopment plan. Tax increment funding includes a 20% set aside for investment in housing programs and projects. In many cases capital reserves are leveraged through bond indebtedness to fund larger redevelopment initiatives thereby adding new tax increment revenue to the Redevelopment Agency from new development projects. Tax increment financing is one of the most powerful and accessible forms of funding and financing available to local government. The Agency must assess its future earnings to determine capacities for new bond funding.
2. Development Impact Fees (ABI600) for city wide public projects such as water, sewer, drainage, traffic improvements, and others where there is a demonstrated need for project funding to serve new development and a clear nexus and demonstrated benefit to new development.
3. Development Contributions to public improvements through conditions of approval, Development

Agreements, or other exactions and agreements.

4. Assessment Districts: community facilities district i.e. Mello-Roos, LLMD, CSD, etc. established by voter approval are used to supplement capital and Operation and Maintenance costs associated with public benefit projects. Lighting and Landscape Districts to assist in covering initial capital costs and on-going maintenance and operations of selected improvements related to a geographic area of benefit. Establishment of a Lighting and Landscape District requires voter approval for inhabited areas.
5. Formation of a Property owner based Camarillo Commons Improvement District (PBID) In 1994, California State legislation authorized, for the first time, the formation of business improvement districts through property owners. A PBID may be formed for up to five years, and may be renewed continually for additional five-year periods. The mandatory assessment, if voted upon by a majority of the property owners, is based upon a formula not connected

with the actual assessed value of the property. Usually, the formula is based on lot area, improvement floor area, street frontage length, and the level of benefits which will flow to the particular location of the property. PBIDs may have gross assessment collections ranging from \$50,000 to more than \$2.2 million per year in contemporary Southern California experience. A “norm” is usually more than \$200,000 per year.

The principal activities funded by a PBID, which may also include residential properties and higher density districts and corridors, include the following:

- “Clean and safe” program (i.e. Supplement standard City services to clean the public realm and augment police services with on-site public security);
- District marketing and targeted tenant and business capture outreach;
- Seasonal/calendar of events and special attraction initiatives; and
- Maintenance of unique signage, banners, landscape materials.

It is not common for PBIDs to enter into public infrastructure financing obligations, high cost street lighting or street furniture and replacements, or direct financial partnerships in property rehabilitation/facade improvements/public space or public parking partnerships development costs.

More recently, as infill housing has been added to already existing PBID districts, the renewal formulas and participation have changed to accommodate the property owners, residential condominium owners, and other interests engaged as direct owners. This

may also include commercial condominiums. In a “new urbanism” development area, usually as a redevelopment initiative, it is becoming more common to blend the property based improvement district as a mix of land users because all owners must be represented and are assessed. All must agree on the district management plan.

6. Transportation Enhancement Activities through SAFETEA-LU a federal funding program focused on transportation enhancements such as street landscaping alternative transportation, bike and pedestrian enhancements, street beautification efforts etc.
7. Congestion Management Air Quality funds for alternative transportation, bicycle, and pedestrian enhancements and other programs and projects to improve air quality, as promoted by the local Air Quality Management District.
8. Local gasoline tax revenues for improvements to local roads and streets.
9. Community Development Block Grant (CDBG) funds are another source of annual grant money that accrue to the City on annual basis for the purposes of investing in a variety of eligible community projects designed to benefit low and moderate income neighborhoods and to provide opportunities for affordable housing. Projects include a range of improvements from street and facade improvements to housing projects.
10. California Tax Credit Allocation Committee. This entity, now in practice for more than a decade, provides the allocation of tax credits to developer entities seeking to create low and moderate income and affordable housing. The tax credits can be resold to sophisticated firms and organizations seeking tax relief by purchase of the tax credits. The funds which are generated from sale of tax credits are then used to cover the “gap financing” of the proposed low and moderate income housing development. This technique, which is intensely competitive, goes through two rounds of applications each year. Use of these funds by developers would need to be directed toward the provision of low and moderate income housing units within residential developments and mixed-use projects within the Plan Area.
11. California Infrastructure and Economic Development Bank (IBANK) This institution is relatively recent, roughly five years old. It provides loan funding to public agencies

seeking lower interest rates for good quality public infrastructure and for which the city or public agency can pay back the amortization obligations. The program is focused toward cities and entities that do have financial problems but can reasonably forecast and commit to timely, durable amortization schedules. The principal intent is to fund infrastructure which will generate permanent jobs. The IBANK also provides somewhat lower interest loans to firms seeking expansion that are committed to employment retention, growth, and opportunities in “under employment” areas. Thus, the IBANK has several programs.

Camarillo might be an eligible applicant for infrastructure funds via a loan should it be able to confirm the employment retention/growth in the Camarillo Commons program development. The California IBANK website provides much more explicit detail.

12. General Fund allocations for planning efforts, capital improvement projects and program administration. General Fund revenues are monies collected by the city from property taxes, sales and use tax, transit occupancy tax, and other forms of revenue and are used by the City to fund municipal operations such as fire, police, development services, public works, recreation, and a wide variety of other municipal services.
13. General obligation bonds for city wide purposes, a portion of which may be eligible for necessary upgrades of the Plan Area, to be used as financing mechanisms by local government to pay for various public improvements.
14. Donor programs. Some of the proposed improvements may lend themselves to a public campaign for donor gifts. Donor programs have been used very successfully in many cities in the United States for providing funds for streetscape and community design elements. Such programs can be tailored to solicit contributions from individuals, corporations, local businesses, and community and business associations. Many improvements could be funded by donor gifts for items such as: benches, trash receptacles, street trees, street tree grates, public art elements, and information kiosks. Donors could be acknowledged with a plaque on the element itself or other prominent display such as a “wall of fame” with donors’ names.

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