

# Implementation

5.1 Introduction

5.2 Potential Funding Sources and Financing Mechanisms

5.3 Implementation Action Plan





## 5.1 Introduction

This chapter includes a series of potential funding sources and financing mechanisms to implement the Town Center Specific Plan. Ultimately, as the Specific Plan is implemented over the years, a variety of tools for financing public infrastructure improvements, incentivizing private development, and maintaining public facilities and improvement will be utilized. This approach will also be defined depending on the availability of specific programs and funding opportunities, public funding opportunities change over time, and are subject to evolving economic, environmental, legal, and political conditions.

## 5.2 Potential Funding Sources and Financing Mechanisms

Table 5-1 describes potential funding sources that could be utilized for implementing the improvements as well as supporting annual operations and maintenance.

## 5.3 Implementation Action Plan

The vision for the Town Center Specific Plan area is supported by the following Implementation Action Plan included in Table 5-2. The Implementation Action Plan provides a summary of the improvement projects recommended in the Specific Plan. The table also identifies the suggested timing priority of the improvements, indicates the responsible parties for their implementation, and includes a series of potential funding sources. The table groups improvements under the following categories: public spaces within new development, high priority projects, circulation improvements within the public right-of-way, streetscape improvements within the public right-of-way, and open space connectivity improvements.

Table 5-1 identifies the suggested timing priority as short range (1-3 years), mid range (3-10 years), and long range (10-20 years).

**Table 5-1: Potential Funding Sources/Mechanisms**

<u>Potential Funding Sources/Mechanisms</u>	<u>Descriptions</u>
General Fund	<p>The City’s primary General Fund revenue sources are property taxes and sales tax, which combined provide more than 72% of the General Fund revenues. The City is responsible for providing or procuring a range of municipal services that includes law enforcement, fire and life safety, street maintenance, traffic circulation, planning and community development, park and landscape maintenance, code enforcement, building inspection and recreation programs for all ages. General funds are also used to pay for a sizable portion of replacement infrastructure and some new capital facilities.</p>
Special Assessment Districts	<p>California law provides procedures to levy assessments against benefiting properties and issue tax exempt bonds to finance public facilities and infrastructure improvements. Assessment districts, also known as improvement districts, are initiated by the legislative body (e.g. city), subject to majority protest of property owners or registered voters. Assessments are distributed in proportion to the benefits received by each property and represent a lien against property. The assessments are fixed dollar amounts and may be prepaid. Only improvements with property-specific benefits (e.g. roads, and sewer and water improvements) may be financed with assessments.</p>
Area of Benefit Fees	<p>Area of benefit fees may be enacted by the legislative body (e.g. city) through adoption of an ordinance, without voter approval. The fee must be directly related to the benefit received. It does not create a lien against property, but must be paid in full as a condition of approval. Its principal use is for encumbering properties that will not voluntarily enter into an assessment, so that they pay their fair share at the time they are ready to be developed. Proceeds may be used to reimburse property owners who pay up-front cost for facilities benefiting other properties. Benefiting properties may be given the option to finance the fees by entering into an assessment district.</p>

<u>Potential Funding Sources/Mechanisms</u>	<u>Descriptions</u>
<p>Business Improvement Districts (BID)</p>	<p>In California, there are two different types of business improvement districts, one created through assessments on business licenses within the district (including landowners who lease property), and the second created through assessments of property owners alone.</p> <p><b>Business-based BIDs</b> - The Parking and Business Improvement Area Law of 1989 provides the legal basis for what is commonly known as business improvement districts (BIDs). Business improvement districts utilize an annual assessment levied against business owners based on a measure of benefit to each participating business, and can support a limited range of ongoing activities, including streetscape and sidewalk improvements, trash and cleanup activities, promotion and advertising and public safety. Special assessments within this type of business improvement district cannot be used to secure loans or bonds, thus limiting financing strategies to a pay-as-you-go basis.</p> <p><b>Property-based BIDs</b> - The Property and Business Improvement District Law of 1994 provides funding for a wide range of improvements and activities. Assessments are levied against property owners rather than businesses - a key difference from the business-based Parking and Business Improvement District Law of 1989, as previously described. Property owners are often more willing to assess themselves if the result may directly benefit their investment in real property. Any assessments must be reauthorized by a majority vote in proportion to their assessment every five years. Compared with a business-based business improvement district that requires annual reinstatement, this longer five-year period also allows for minor capital improvements to be funded through loans.</p>

<u>Potential Funding Sources/Mechanisms</u>	<u>Descriptions</u>
Landscaping and Lighting Districts	Landscaping and Lighting Districts (LLD) may be used for installation, maintenance and servicing of landscaping and lighting, through annual assessments on benefiting properties. LLDs also may provide for construction and maintenance of appurtenant features, including curbs, gutters, walls, sidewalks or paving, and irrigation or drainage facilities. They also may be used to fund and maintain parks above normal park standards maintained from general fund revenues.
Enhanced Infrastructure Financing Districts	In 2014, with Senate Bill (SB) 628 the State revamped existing Infrastructure Financing Districts into Enhanced Infrastructure Financing Districts (EIFDs). EIFDs are a type of tax increment financing (TIF) district cities and counties could form to help fund economic development projects. With these modifications, EIFDs are currently able to fund infrastructure maintenance and housing development, economic development, transportation infrastructure, sewage treatment, and climate adaptation projects, among other uses.
Street Furniture Dedication Program (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.

<u>Potential Funding Sources/Mechanisms</u>	<u>Descriptions</u>
<p>Quimby Fees</p>	<p>The “Quimby fee” provision of the Subdivision Map Act permits cities to require that developers either dedicate parkland or pay an equivalent fee that allows the City to buy land for parks. The fee applies to residential subdivisions and is based upon the number of units multiplied by a density factor.</p> <p>This fee must be used to purchase land for parks in order to meet the City’s standards of 3 acres of parkland per 1,000 population.</p>
<p>SDG&amp;E Undergrounding Funds</p>	<p>Utility companies are required to budget funds each year for undergrounding. These budgets are approved by the Public Utilities Commission and assigned to specific projects in each area based on priorities developed by the City of Santee.</p>

**Table 5-2: Implementation Action Plan**

<u>Improvement Projects</u>	<u>Timing Priority</u>	<u>Responsibility Lead</u>	<u>Potential Funding Sources</u>
<b>Public Spaces Within New Development</b>			
Art trail	Short range <sup>1</sup>	Private Development	Developer funded
Privately developed public space (site 16)	Short range <sup>1</sup>	Private Development	Developer funded
Privately developed public space (site 20)	Short range <sup>1</sup>	Private Development	Developer funded
<b>High Priority Public Improvements</b>			
Community space at theater site	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Quimby (Park In-Lieu) Fees, DIF Funds, General Fund
Intersection Improvements at Town Center Pkwy (south of Theater Site)	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
MTS site (south of Theater Site)	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building) / MTS	Gas Tax (RMRA), DIF Funds, General Fund
New driveway from hotel site at Town Center Parkway	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	DIF Funds, General Fund
<b>Circulation Improvements within the Public Right-of-Way</b>			
Town Center Parkway Roundabout Improvements	Mid range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	General Fund
<i>New roadways (including pedestrian and bicycle facilities)</i>			
Main Street - Riverview Pkwy to Cottonwood Ave	Short range <sup>1</sup>	Private Development	Developer funded
Edgemoor Drive - Park Ave to Riverview Pkwy	Short range <sup>1</sup>	Private Development	Developer funded
Cottonwood Avenue - Claudia Ave to Park Ave	Short range <sup>1</sup>	Private Development	Developer funded

<u>Improvement Projects</u>	<u>Timing Priority</u>	<u>Responsibility Lead</u>	<u>Potential Funding Sources</u>
Park Center Drive - Mast Blvd to Magnolia Ave	Short range <sup>1</sup>	Private Development	Developer funded
<i>Missing sidewalks facilities</i>			
Cuyamaca St (east side) - Town Center Pkwy to River Trail bridge (overpass)	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Riverview Pkwy (east side) - Town Center Pkwy to North end	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Riverview Pkwy (south east side) - Town Center Pkwy to ~400ft south of Town Center Pkwy	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Magnolia Ave (west side) - Cottonwood Ave to Park Ave	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Riverview Pkwy (north side) - Magnolia Ave to West end (culdesac)	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Park Center Dr (east side) - Riverwalk Dr to South end (culdesac)	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Cottonwood Ave (west side) - Annie Ln to Claudia Ave	Mid range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Park Ave (both sides) - Cottonwood Ave to 1st St	Mid range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
3rd St (both sides) - Cottonwood Ave to 1st St	Long range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Cottonwood Ave (both sides) - Mission Gorge Rd to North end	Short range	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Edgemoor Dr (both sides) - Mission Gorge Rd to North end	Mid range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
1st St (west side) - Mission Gorge Rd to Park Ave	Long range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund



Improvement Projects	Timing Priority	Responsibility Lead	Potential Funding Sources
<i>Proposed bicycle facility improvements</i>			
Class I Path along River Trail Crossing - North side of Walmart to River Rock Ct	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Class I Path along River Trail (south) - North of Town Center Roundabout to Town Center Pkwy	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Class I Path along River Trail (north) - Cuyamaca St to Cottonwood Ave	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Class III Bike Route (Sharrows) along Park Center Dr - Riverwalk Dr to Park Center Dr	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Class III Bike Route (Sharrows) along Cottownwood Ave - Palm Glenn Dr to Park Center Dr	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Class II Bike Lanes along Cottonwood Ave (extension) - Park Center Dr to Riverview Pkwy	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Class III Bike Route (Sharrows) along Riverview Pkwy - Mission Gorge Rd to Town Center Pkwy	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Class III Bike Route (Sharrows) along Riverview Pkwy - Town Center Pkwy to Cottonwood Ave (extension)	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Class II Bike Lanes along Riverview Pkwy - Cottownood Ave (extension) to Magnolia Ave	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Class III Bike Route (Sharrows) along Town Center Pkwy - Cuyamaca St to Parc One Driveway	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Class III Bike Route (Sharrows) along Main St - Riverview Pkwy to Cottonwood Ave	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
<i>On-street parking improvements</i>			
Town Center Parkway - Cuyamaca Street to Parc One (parallel parking on both sides of the roadway)	Mid range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Town Center Parkway - Cuyamaca Street to Parc One (angled parking on northeast side of the roadway)	Mid range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund

Improvement Projects	Timing Priority	Responsibility Lead	Potential Funding Sources
Riverview Parkway - Cottonwood to Magnolia Avenue (parallel parking on both sides of the roadway)	Mid range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Riverview Parkway - Mission Gorge Drive to Meadow Way (parallel parking on both sides of the roadway)	Short range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
<b>Streetscape Improvements within the Public Right-of-Way</b>			
Signage in key locations identified in Specific Plan	Mid range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	DIF Funds, General Fund
Additional street lighting	Mid range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Additional street furniture (benches, bicycle racks, trashcans)	Mid range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	DIF Funds, General Fund
Landscaped parkways	Mid range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Landscaped medians	Mid range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
Additional street trees	Mid range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Gas Tax (RMRA), DIF Funds, General Fund
<b>Open Space Connectivity Improvements</b>			
San Diego River bridge	Long range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Quimby (Park In-Lieu) Fees, Gas Tax (RMRA), DIF Funds, General Fund
Trailheads	Mid range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Quimby (Park In-Lieu) Fees, DIF Funds, General Fund
Trails	Mid range <sup>2</sup>	City of Santee (Community Services, Engineering, Planning & Building)	Quimby (Park In-Lieu) Fees, DIF Funds, General Fund

Footnotes:

<sup>1</sup> Private development will happen at market rate pace

<sup>2</sup> Priority to be determined as part of the CIP process and ranking is outlined within Active Santee Plan