

4.1 Strategy to Achieve Revitalization

Introduction

This chapter identifies and describes how fiscal and financial support of the Specific Plan is addressed.

The plan calls for several capital projects to support and enable revitalization. These projects range from street improvements and civic buildings to infrastructure relocations and improvements. The majority of these projects and Specific Plan elements will be funded through private investment. However, there are several capital improvements and programs that require entire or partial public funding.

4.2 Program Components

The finance program consists of the following components:

- Summary of Development Potential and Anticipated Net Change
- Summary of Projects Required to Carry out the Specific Plan
- Plan-Wide Revitalization (Conceptual Timeline)
- Funding

4.2.010 - Summary of Development Potential and Anticipated Net Change

The following describes the allowable development potential that is anticipated from this Specific Plan. The diagram at right identifies the four geographic districts within the Specific Plan. These areas are known identified below:

- Commerce Avenue
- Northern Gateway
- La Plaza
- Historic Core

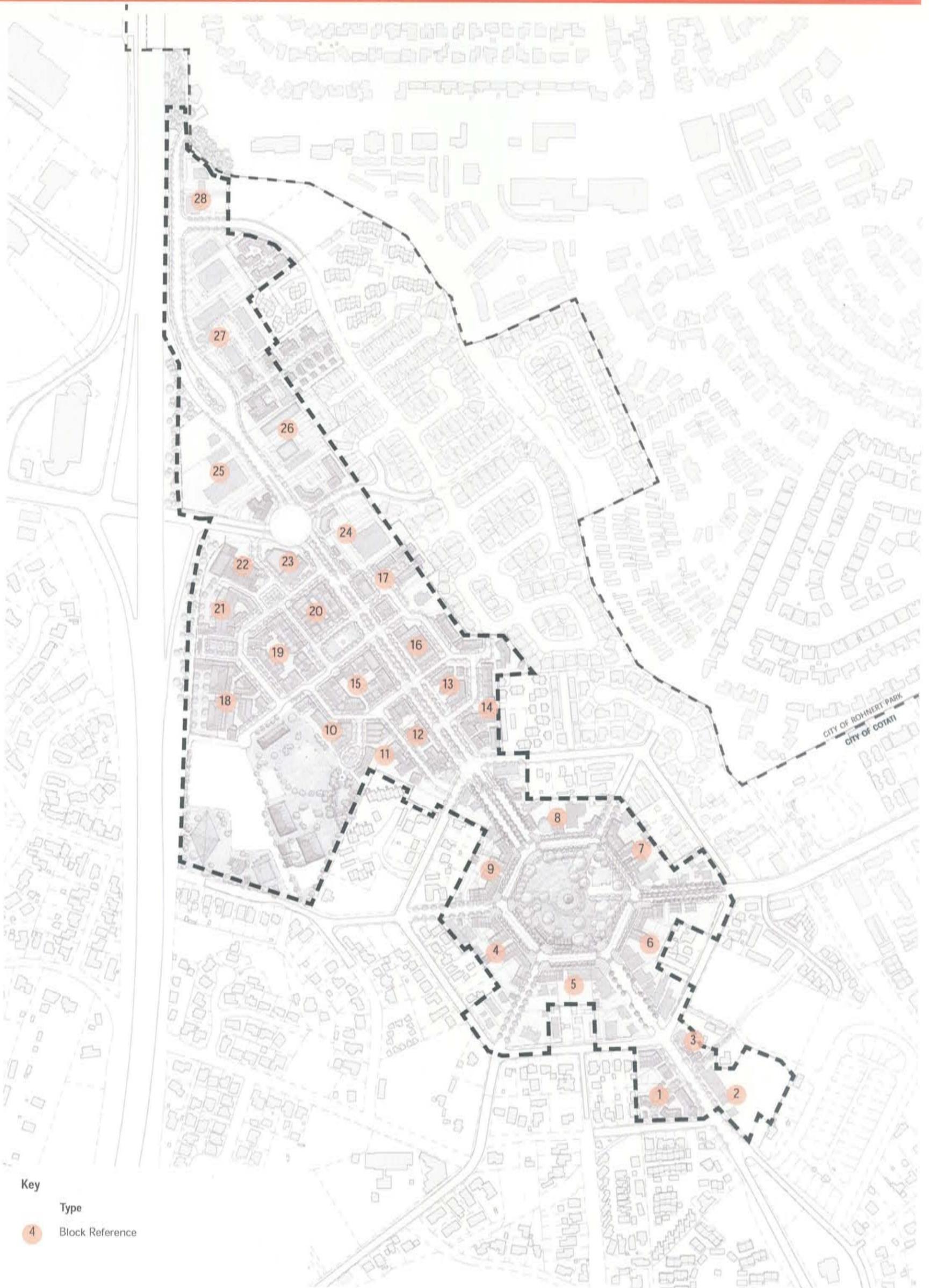
Each of the above districts features new land use zoning that responds to each district's existing and/or intended character. Within each district, there is a range of compatible building types from which owners and developers can choose. For this reason, the range of development potential involves several variables. These variables are predictable as they are physically-oriented and derived from the details of this Specific Plan and the provisions of the Cotati Municipal Code.

Generally, the form-based code consists of typological components as compared with numerically-driven 'use-based' zoning. The intent of the form-based approach is to methodically allocate components which are compatible with each other to eventually achieve the intended character for each of the four districts in the plan area. This distinguishing characteristic makes the corresponding development potential tangible to its physical context in the plan.

DEVELOPMENT POTENTIAL PER DISTRICT [1]

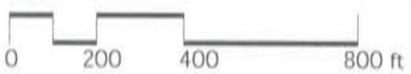
District	Development Type	Potential
<b>COMMERCE AVENUE</b> 3 blocks blocks: 25 - 28	Residential:	61 dwellings
	Commercial/Retail	42,000 sq. ft.
	Open Space	0 ac
<b>NORTHERN GATEWAY</b> 17 blocks blocks: 10 - 26	Residential:	229 dwellings
	Commercial/Retail	217,200 sq. ft.
	Open Space	0.86 ac [2]
<b>LA PLAZA</b> 9 blocks blocks: 4 - 14	Residential:	89 dwellings
	Commercial/Retail	118,000 sq. ft.
	Open Space	3.75 ac in 1 park [2]
<b>HISTORIC CORE</b> 3 blocks blocks: 1 - 3	Residential:	71 dwellings
	Commercial/Retail	41,000 sq. ft.
	Open Space	0 ac
<b>TOTAL</b> [1] Actual change depends upon the specific projects submitted and the public review and approval process.	Residential:	450 dwellings
	Commercial/Retail	418,000 sq. ft.
	Open Space	4.61 ac [2]

[2] exclusive of right-of-way but within the identified district



Key  
 Type  
 4 Block Reference

Illustrative Plan - Development Potential



SP Map 16

CHAPTER 4: FINANCE PROGRAM

4.2.020 - Summary of Projects Necessary to Carry out the Plan

The following comprises the individual projects which may be implemented depending upon funding availability and the level of private development. Each of these projects is described further to identify its particular objectives, needs and benefits. The individual projects in this Chapter are expected to draw from a variety and combination of funding sources such as:

- Private Sector
- Public Sector
- a-Economic Devt Agency
- b-Community Development Block Grants
- c-Rule 20 Funds
- d-Other State / Federal grants
- e-Tax-Increment Financing
- f-Municipal Bond(s)
- g-Air Quality Mitigation Fund
- h-Assessment Districts

Key for Estimated Timelines

- 1: within 3 years of adoption
- 2: within 4-10 years of adoption
- 3: 10 years and beyond

PROJECT NAME	COST-ESTIMATE	PRIORITY	POTENTIAL FUNDING SOURCES
<b>A</b> Old Redwood Highway (north) Utilities: sewer, storm drain, water streetscape and landscape improvements	\$7,200,000 (1)	1	Development Impact Fees Landscape and Lighting District Mello Roos District MTC TLC Grant Tax Increment (Community Redevelopment Agency) Private Sector
<b>B</b> Bike System Improvements Signage Program Installation of class 1 and 2 improvements	\$100,000 \$250,000	1 1	MTC TLC Grant Tax Increment (Community Redevelopment Agency) Landscape and Lighting District Private Sector
<b>C</b> Facade Restoration/Renovation Incentive program (incl. architect assistance) Assist in historic restoration projects	\$100,000 \$100,000	1 1	Private Sector Tax Increment (Community Redevelopment Agency) California Mills Act (property tax relief) Federal Tax Credits California Heritage Fund Grant
<b>D</b> La Plaza Park Reconfiguration/Improvement of utilities Park improvements (including traffic signals) Farmer's Market Vendor Arbor	\$5,800,000 (1) \$7,700,000 (1) \$1,500,000	3 3 3	Mello Roos District Park Fees (private development) Tax Increment (Community Redevelopment Agency) Development Impact Fees
<b>E</b> Park-Once Garage 1 Interim surface parking (80 spaces) Garage: 350-400 spaces for public use Liner: 10,000 sq. ft. non-res'l + 40 dwellings	\$ 150,000 \$12,000,000 \$ 8,000,000	2 2 2	Private Sector Parking Impact Fees (in-lieu) Permit Fee Program Tax Increment (Community Redevelopment Agency) Partner with private developer
<b>F</b> Park-Once Garage 2 Interim surface parking (120 spaces) Garage: 350-400 spaces for public use Liner: 15,000 sq. ft. non-res'l + 50 dwellings	\$ 200,000 \$12,000,000 \$10,000,000	3 3 3	Private Sector Parking Impact Fees (in-lieu) Permit Fee Program Tax Increment (Community Redevelopment Agency) Partner with private developer
<b>G</b> Commerce Avenue Streetscape and landscape improvements (including class 2 bike program)	\$1,900,000 (1)	3	Business Improvement District MTC TLC Grant Tax Increment (Community Redevelopment Agency) Private Sector
<b>H</b> Old Redwood Highway (south) Completion of sidewalk improvements Traffic improvements	\$1,800,000 (1)	2	Business Improvement District Tax Increment (Community Redevelopment Agency) General Fund Landscape and Lighting District Private Sector
<b>I</b> Potential Civic Building or Performing Arts Center 20,000 sq ft gross program Civic Forecourt/Plaza/Landscape	\$7,000,000 \$1,500,000	3 3	Public / Private Development (i.e. partner with performing arts group) Impact Fees Private Sector
<b>TOTAL:</b>	<b>\$73,300,000</b>	Priority 1: \$ 8,100,000 Priority 2: \$37,200,000 Priority 3: \$32,000,000	

(1) Winzler & Kelly Associates 2006  
includes 'soft costs' and regional escalation factor



Key

Type

- A** Reference to Table on page 4:3
- B** See Bikeway Plan for various improvements throughout plan area

Implementation



SP Map 17

## CHAPTER 4: INFRASTRUCTURE FINANCING PROGRAM

### 4.2.030 - Plan-Wide Revitalization Actions

The following identifies the responsible parties, the implementation steps to be taken, the anticipated cost and funding sources for the various actions in the eight topic areas, as established in section 1.10, Strategy for Revitalization.

#### 1. Mobility and Transit: Reclaim the heart of Cotati for more than traffic circulation

- a. Maintain low traffic speeds throughout the plan area that reinforces the area's historic and pedestrian-oriented context (e.g., relationship of buildings to street, smaller curb radii, streetscape, etc).

The design and ultimate construction of all new and modified streets in the plan area are to reflect the area's village-scale context and the intrinsic need to also accommodate cyclists and pedestrians.

- b. Reconfigure Old Redwood Highway so that it becomes the northern counterpart to the established and visible southern half of Downtown Cotati, setting the stage for pedestrian-focused development. Through its transformation, this road will catalyze numerous private development actions along its new edges. Putting early priority on this action is essential to the success of downtown for Cotati's civic identity and commercial presence.

• Implementing Action: 1) Establish schematic design and actual cost-estimate to pursue necessary right-of-way adjustments with which to finalize construction documents. 2) Partner with the private sector for funding sources/strategies.

- c. Complete/add to the circulation system to enable bicycles and pedestrians.

#### 2. Historic Preservation: Provide purpose and motivation for restoration/renovation

- a. Clear and historically-correct guidance and standards need to inform each new building or addition over the long-term, enhancing Cotati's character.

- b. Inventory all cultural and historic resources within the plan area to appropriately inform near and long-term actions/investment.

• Implementing Action: refine and update existing information as appropriate

- c. Enable the combination of historic preservation and new development.

#### 3. Civic Features: Enhance and/or generate civic space

- a. Realize genuine and varied civic space and/or uses, particularly in the northern planning area where there is a great imbalance of open space.

- b. Promote and expand downtown festivals and events.

• Implementing Action: ongoing support of Farmer's Market, Accordion Festival, etc., through collaborating on event focus, location, organization and promotion.

- c. Enhance La Plaza Park as the community focus for civic activity in Cotati.

• Implementing Action: pursue the reconfiguration of the 4 park pieces into the single space per the vision in chapter 2 and the street standards in section 3.4

#### 4. Shared Parking: Treat Parking as a Public Utility

- a. Reward retail and restaurant activity in mixed use environments through lower parking requirements, including shared parking (park-once).

- b. Provide a variety of shared parking through a balanced approach of on-street and off-street lots or garages strategically dispersed for maximum effect.

#### 5. Housing: Leverage demand for housing into a community-wide asset

- a. Realize a wide variety of housing types and unit types into the various buildings throughout the plan area.

- b. Reposition underutilized land for housing, preferably in mixed use buildings

- c. Provide a variety of housing choices at the smallest scale of development: the building.

#### 6. The Public Realm: Enhance and complete the public realm

- a. Streetscapes and public spaces need to be designed and executed to reflect their particular context, adding dimension, variety and interest.

- b. Enhance or complete streetscapes as appropriate; and

- c. Treat streetscapes as multi-modal, flexible and practical

#### 7. Sustainable-Building Practices: Incentivize Best Practices

- a. Provide applicants with information about sources and performance of green-building products/techniques; and

- b. Provide examples of executed green-buildings for reference.

• Implementing Actions: 1) continue to update and refine the publications provided to the public; 2) engage the school system in the City's efforts, and results, toward sustainable buildings

- c. Require all development within the plan area to comply with media campaign on Cotati's sustainable building program.

• Implementing Actions: 1) prior to submittal of the project for processing, an approved Green Professional will review the applicant's preliminary project plans to provide an estimate of points per the Green Points Checklist.

#### 8. Lodging: Capture sales and hotel taxes

- a. Locate hotel(s) along Old Redwood Highway, particularly in the northern gateway area.

• Implementing Action: 1) work with Chamber of Commerce to attract appropriate visitor-serving uses to this area of the plan; 2) work with property owners to incorporate visitor-serving uses here in a manner consistent with the intent of shared parking and proximate village-scale retail for maximum community benefit.

- b. Leverage hotel activity through immediate proximity to village-scale retail and services.

#### 4.2.040 - Financing and Phasing Plan

Implementation of this plan will be completed through a variety of public and private financial mechanisms. These will possibly include the following:

- a) Private investment and new private development
- b) Public/private partnerships
- c) Development impact fees
- d) Tax increment financing and Redevelopment bonds
- e) Benefit Assessment Districts / Community Facilities Districts
- f) State and Federal Grants

Successful Downtown Plan implementation is usually stimulated by a major private investment in the area. New development in the Northern Gateway will create momentum for the Downtown Cotati Specific Plan by adding new residential units and enhancing the market for retail and office space, creating a climate for reinvestment in the area, providing on-site improvements that enhance the connection between Highway 101 and the La Plaza area, and by possibly leveraging additional public tax increment revenue and other potential sources of public revenue, used to finance other projects and programs throughout Downtown Cotati.

Implementation of other capital projects outlined below will enhance property values in the area, creating an incentive for private property owners to reinvest in structures throughout the Downtown districts. Programs described below will provide further incentive for private reinvestment, including public grants and loans designed to stimulate physical improvements to private structures. This cycle of public and private reinvestment in the Downtown is designed to create long term momentum towards a vital commercial and residential center for Cotati. This is proposed in two parts:

Initiating Revitalization - those projects and efforts that will stimulate private sector investment early in the life of this Plan and,

Long-term Implementation - the entire catalog of individual implementation items that will ultimately be required to carry out every aspect and detail of this Specific Plan over its anticipated 20-year planning-horizon.

Adjustments to this component of the plan are inevitable and subject to the needs and priorities of the community over time.

#### 4.2.050 - Funding

To arrive at the appropriate funding strategy for public investments, the City should make decisions about the implementation process of each of the catalytic projects. Some of the possible funding strategies include:

Pay-As-You-Go or Debt Financing - The first step in deciding how to finance a catalytic action or project is to determine whether the appropriate financing strategy is pay-as-you-go, or debt financing. In the pay-as-you-go approach, the improvement would only be made once a sufficient amount of tax or fee revenue is gathered to fund the improvement. For example, the City could create a Parking District to collect revenue for parking improvements over time. This contrasts with the debt financing approach, where the money for an improvement is borrowed now by issuing bonds, the improvement is made now, and is paid for over time through tax or fee revenue. Because the associated assessment district financing structure is based on property tax revenues, the resulting increased property values from the improvements reduce the risk associated with debt financing.

Benefit Assessment District or Tax Increment Financing - Two of the more prominent methods of collecting local revenue are the benefit assessment district, and tax increment financing: A benefit assessment district is formed to include a geographical area in which all property owners would equally benefit from the proposed improvement. Property owners or businesses within the district area would pay an additional tax or fee in the amount necessary to pay for the improvement in the desired time frame. The individual tax or fee would be lower if the district encompassed a large area, or had a long financing time frame.

Tax increment financing is administered at no additional cost to the property owner or individual businesses, by freezing the property tax revenue at its "base rate" in the current year, and diverting any additional tax revenue each year into a separate pool of money used to finance the improvements. Tax increment financing is only implemented through Cotati's Community Redevelopment Agency.