

CHAPTER 3 : IMPLEMENTATION

3.1 - Introduction

The vision for Uptown and the Town Center is one of lively, pedestrian-friendly, and diverse neighborhoods that espouse Paso Robles' unique sense of place and are well-connected to Downtown and the Salinas River. Insuring that Paso Robles grows and develops according to this vision will require the concerted efforts of many public and private parties, substantial investment of public and private monies, the best work of many designers and builders, and the sustained attention and support of the community and its leaders.

This implementation chapter of the Specific Plan describes an organized sequence of actions that can, and must, be taken by various players to realize the vision.

Fortunately, compared to many urban areas seeking reinvestment, the Uptown and Town Center have many significant advantages from the outset:

- Paso Robles is located in a world-renowned wine producing region and is consequently a destination for many visitors.
- There are many very valuable buildings, businesses and institutions within Uptown and the Town Center.
- There is a considerable amount of land that is under-utilized and subject to relatively short-term change.
- A number of privately financed, new development projects are in the pipeline. This is both a sign that the market is ready to reinvest in Paso Robles, and a jump-start for neighborhood development.
- The vision and energy of many community leaders – which gained further momentum and direction through the Charrette process – has focused political and economic attention on Uptown and the Town Center.

Thus, the Specific Plan implementation has momentum from the start. The implementation strategy outlined below seeks to take maximum advantage of this head start.

A. The Players. The principal players in the implementation of this Specific Plan will be:

- 1. Private investors, developers, builders, entrepreneurs, home buyers, and tenants.** The vast majority of new investment and construction in the Uptown / Town Center will be made by private sector, for-profit developers, entrepreneurs, investors and property owners. The total cost of the improvements necessary to realize the vision could be over 550 millions of dollars (in 2009 dollars). The only way this kind of investment will occur is if capital is attracted to the Uptown/Town Center based on the opportunity to earn a return on the investment. A key intention of this Specific Plan is to identify and define opportunities for such investment.
- 2. The City of Paso Robles (City).** The City will regulate the design and use of existing and new development, will design and manage urban infrastructure, and in some cases will help to finance infrastructure or other catalytic projects that have a clear public purpose and benefit.
- 3. Non-profit development companies and cultural institutions** will play a critical role in the construction and operation of below-market-rate (affordable) housing and various cultural facilities.

Paso Robles has a wealth of well-supported and well-operated cultural institutions (including the Pioneer Day Committee, the El Paso de Robles Area Historical Society, the County Office of Education, and the Paso Robles School District), great civic buildings (including the Paso Robles City Library, Paso Robles Event Center, the Pioneer Museum, the Children's Museum), and a number of distinguished churches and schools. Increasing and leveraging the value of these existing institutions and structures is a major focus of this Specific Plan. Attracting additional philanthropic and public capital to support the growth of these institutions, and creating opportunities for collateral development surrounding them, is a key strategy for building value in the Uptown/Town Center.

B. Public Leadership. This implementation chapter of the Specific Plan is directed primarily toward the "public sector". Although many public agencies and entities will have important roles in funding and managing specific elements of this implementation, in terms of project leadership the "public" side of the ledger consists mainly of the City of Paso Robles.

The ultimate realization of the vision for Uptown and the Town Center will be implemented mainly by private investment that is guided and supported by the City. The "instructions" for the private investors are found in the Development Code (Chapter 4) of this Specific Plan.

This chapter contains recommendations as to what the "public sector" can do to move the process forward, to help shape and coordinate the private investment, and to support and encourage the private investment through strategic investment of modest amounts of public funds from many sources.

C. Projects and Actions. This Specific Plan is driven by a clear, physical vision. That vision has been developed as an assemblage and synthesis of a number of very specific places – each with particular design and functional characteristics – that together will support a great diversity of activity and create a great amount of value. The strategy for implementing this Plan is based on direct action on those specific places and their operating systems.

Therefore, "projects" or "actions" or "interventions" at many scales are necessary to transform a place like Uptown and the Town Center into great neighborhoods. At the large scale, for instance, the Oak Park Housing revitalization is a "project", and at a smaller scale each street improvement and each new building within it is also a "project". The Specific Plan – particularly Chapter 2, Vision and Plan, focuses on the larger scale "projects", relying on future implementation activities – most led by the City – to define and shape the smaller scale "projects".

D. Catalytic vs. Collateral Projects. The major "projects" are organized into two broad classes. First, those projects that lead private investment and create incentives for the private sector to follow are classified as "catalytic projects". These are projects that provide a good deal of leverage, such that completing them early in the process with significant public funding and leadership would be expected to attract significant amounts of private investment, in turn substantially refilling the public coffers through the tax increment.

The second class of "project" would be primarily public realm (infrastructure) improvements that would need to follow private investment. These "collateral projects" would be the less glamorous but nonetheless necessary utility upgrades, street repair, traffic control devices, and other municipal hardware.

So in a sense, in a prioritized list of all projects that must be completed in order to realize the vision for Uptown and the Town Center, the top part of the list is Catalytic Projects, and the bottom part is Collateral Projects.

3.2 - Catalytic Projects by Plan Area

This Specific Plan is driven by a clear, physical vision. That vision has been developed as an assemblage and synthesis of a number of very specific places – each with particular design and functional characteristics – that together will support a great diversity of activity and generate great value. The strategy for implementing this Plan is based on direct action on those specific places and their operating systems. These interventions are described geographically by where they occur in each of the seven plan areas: Uptown, Midtown, Downtown, South of Downtown, Riverside Avenue Corridor, and the Salinas River. In terms of timing, cost, and potential funding sources, please refer to Table 3.3-1.

Most of the catalytic projects identified in this Implementation section can be divided up into several phases based on demand and available funds. For example, in the short term and at a relatively low cost, Downtown parking supply can be increased by converting parallel parking spaces to angled. As Downtown redevelopment continues and more parking is needed, additional parking will be needed. The City intends to finance additional off-street, structured parking with a combination of funding sources, including pay parking in the Downtown. As parking demand further increases, additional park-once structures can be built. See Section 4.3.1 (Pay Parking) for more information regarding the pay parking strategy.

A. Public Improvements.

- 1. Downtown.** To transform downtown into a restaurant, entertainment, and civic center for the City and the region, a number of shorter term and longer term public improvements need to occur.
 - a. Shorter term projects include:
 - i. The reconfiguration of on-street parking from parallel to angled on selected streets.
 - ii. Traffic-calming 13th Street.
 - iii. Tailoring Paso Robles City Park to better accommodate performances and events.
 - b. Longer term projects include:
 - i. Introducing park-once garages at strategic locations
 - ii. Transforming Railroad Street into a pedestrian *paseo*. See Chapter 4.

2. Revitalize and Connect to the Salinas River. The Salinas River is an invaluable natural and recreational resource that should be made more accessible while at the same time be preserved.

a. Shorter term projects include:

- i. Providing new and better connections to existing trails and extending existing trails, particularly along the east side of the River.
- ii. Developing a habitat preservation and management plan for the Salinas River that ensures the survival of the next generation of vegetation by enacting no-mow protocols and sapling planting; identifying mitigation opportunities for area development that contribute to river restoration; and enacting stormwater best management practices (BMPs) to filter out pollutants and contribute to the recharging of the region's ground-water.

b. Longer term projects include:

- i. The creation of a tree-lined street and pedestrian promenade that runs along the west bank of the River south of 13th Street.
- ii. Building various riverfront destination amenities such as an amphitheater, river outlook, outdoor classroom/interpretive displays, play fields, a wetland boardwalk, and a river discovery center.
- iii. Introducing better pedestrian, bicycle, and equestrian linkages across Highway 101 between Downtown and the River including improving the pedestrian character of the 13th Street Bridge, building a pedestrian bridge at 12th Street, and introducing a tunnel beneath Highway 101 between the Paso Robles Event Center and the River.

3. Upgrade and Enhance the Public Service Infrastructure.

- a. The existing stormwater, water distribution, and sewer system needs to be upgraded throughout the Plan Area, albeit more in some areas than others.
- b. Water distribution and sewer capacity will need to be increased as new development occurs, again more in some areas than others. See Chapter 4.

4. Connect Uptown and the Paso Robles Event Center to Downtown.

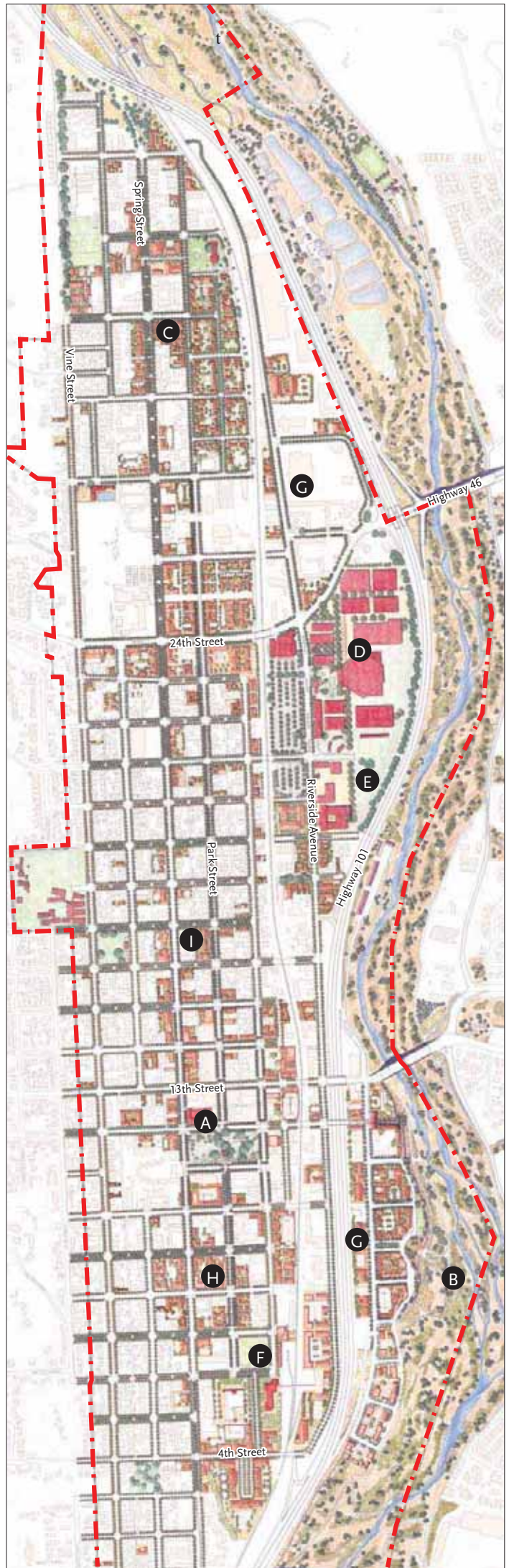
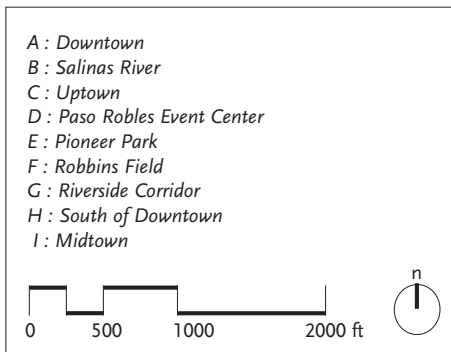
Providing means other than the automobile of bringing residents and tourists to Downtown will, not only help to further revitalize Downtown, but will also reduce the number of automobiles that need to be accommodated Downtown. Such a strategy will also encourage people in Downtown to visit the Paso Robles Event Center and the Pioneer Park historical institutions.

a. Short term public improvement project projects include:

- i. Improving Spring Street and Riverside Avenue as bus and bicycle corridors and introducing or improving sidewalks along Spring Street.

b. Longer term projects include:

- i. Introducing a greenway along Park Street.
- ii. Introducing transit along Spring Street (with a possible loop to the Paso Robles Event Center)
- iii. Introducing or improving sidewalks along Riverside Avenue. See Chapter 4.



CHAPTER 3 : IMPLEMENTATION

5. Revitalize the Paso Robles Event Center. In the short term, the Paso Robles Event Center would like to transform itself into an all-year around facility. In the long term, the Event Center would like to expand its areas of operation. The Event Center will develop further largely under its own auspices.

- a. Shorter term projects that the City may want to undertake include:
 - i. Improving pedestrian access to the event center at 24th Street and Riverside Avenue.
 - ii. Improving the Riverside Avenue and 24th Street streetscapes.
- b. Long Term projects include:
 - i. Identifying adjacent locations for expansion.

6. Rehabilitate Uptown.

- a. Shorter term public improvement projects include:
 - i. Working with the Paso Robles Housing Authority to revitalize and introduce more housing in the Oak Park housing project as well as provide a new playing field and Community Center at the corner of Park Street and 34th Street. A key public improvement project of this revitalization is the connection of Oak Park's street network to the surrounding neighborhood by removing existing cul-de-sacs and introducing new public streets.
 - ii. Working with public agencies including the City to develop a neighborhood center along Spring Street between 32nd and 34th Streets.
- b. Longer term projects include:
 - i. Expanding the existing aquatics complex. Possible projects include introducing classroom space, expanding and/or updating the existing pool, introducing a water slide, and adding additional parking.
 - ii. Enlarging the Georgia Brown Elementary School play field.

7. Revitalize Pioneer Park, Robbins Field, and the Pioneer Park Historical Institutions. Revitalize the Pioneer Park and historical institutions by relocating the Pioneer Park softball field and skate park elsewhere in the Specific Plan area and construct a new History Center at the northeast corner of 19th Street and Riverside Avenue. Much of the financing of the Museum expansion would be through private fund-raising.

8. Connect Uptown Across Railroad Tracks to Riverside Avenue. Provide an at-grade connection across railroad tracks at 28th Street. This will require performing a railroad corridor study to determine what existing at-grade crossings can be closed in exchange for the proposed ones. All new crossing would require the approval of Union Pacific Railroad and the Public Utilities Commission.

9. Develop South of Downtown.

- a. Shorter term projects include:
 - i. Building a new Fourth Street railroad track underpass.
 - ii. Realigning Pine Street.
- b. Longer term projects include:
 - i. Building a new City Hall building and expanding the City Library to occupy the vacated second floor of the existing City Hall/ Library Building.

10. Introduce a Performing Arts Center. Build a performing arts center that serves the needs of the local community. The building could include a fine-arts foyer gallery and integrate a commercial production/post-production audio/visual studio. Possible locations include the southwest corner of 24th Street and Riverside Avenue and the northeast corner of 12th and Spring Streets.

11. Town Architect. Introduce at least one well-qualified architect, whether on City staff or under contract to the City, to review development proposals and insure that proposals are relevant and appropriate to Paso Robles' history, culture, and climate.

12. Introduce Gateways. Improve the various gateways leading into The Uptown and Town Center Specific Plan area, including:

- a. Those outlined in the *2008 Paso Robles Gateway Plan: Design Standards*: North Spring Street, South Spring Street, 4th Street at Highway 101 South, Paso Robles Street at Highway 101 access, 16th Street at Highway 101 South, and 24th Street at Highway.
- b. Working with the appropriate agencies, introduce trees along the existing railroad tracks at important locations.
- c. Design the existing 13th Street bridge and/or the 12th Street pedestrian bridges over Highway 101 as gateways that alert motorists driving on Highway 101 that they are passing through Paso Robles. Conceptual 13th Bridge studies developed at the Charrette are shown at right.

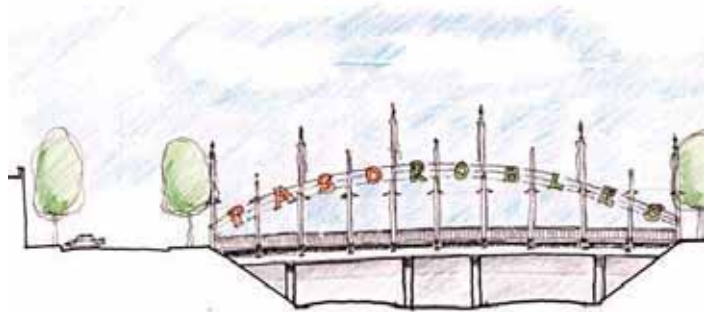
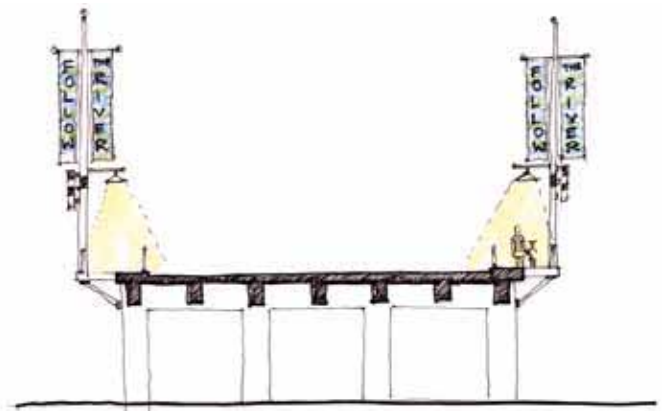
3.3 - Implementation Program

A. Purpose. This implementation program sets forth actions and projects that execute the plan-initiatives established in Chapter 1. It provides information about several infrastructure improvement projects that will assist Paso Robles in achieving plan goals. Potential funding sources for these infrastructure projects are also presented.

B. Regulations and Ordinances. This Specific Plan depends upon the following actions relative to regulations and ordinances:

1. The Specific Plan will need to be adopted by the City of Paso Robles, establishing the Development Code (Chapter 5) as a subpart of the Zoning Code.
2. The plan area will need to be rezoned from the existing zoning;
3. The Land Use Element of the General Plan will need to be amended to revise the types and distribution of land uses, and establish the boundaries of the Specific Plan Area. If the Specific Plan is adopted in a manner that would increase the overall City population in the 2025 horizon year beyond the present 44,000, the General Plan will need to be amended to address this as well.

C. Plan-Wide Initiatives. In response to the goals of this Specific Plan and the plan-area's constraints and opportunities, the following strategy is set forth in two parts: 1) "Catalytic Projects" for each of the seven plan areas that generate strategic momentum and, 2) "Collateral Projects" that also support revitalization or address plan-wide issues, goals and policies.



1. **Catalytic Projects.** In the preparation of this Specific Plan, various individual projects were identified as having the positive effect of catalyzing additional activity and investment. These projects are identified as 'Catalytic Projects' and are given priority in order to generate strategic momentum throughout the plan area. The plan area's Catalytic Projects are listed below in Table 3.3-1 which also shows estimated costs and funding sources.
2. **Collateral Projects.** In order for the plan area to fully realize the vision and potential expressed in this Specific Plan, Collateral Projects have also been identified in Table 3.3-1. Such projects range from the installation of missing streetscape elements on a segment of street to a street-extension to serve new development, to new open space. As with the Catalytic Projects, cost estimates and funding sources are also provided for the Collateral Projects.

D. Infrastructure Projects. The 1,100-acre Specific Plan area requires certain improvements to the existing infrastructure system to accommodate the vision and development potential identified by the Plan. This involves wastewater, stormwater, and water supply. These infrastructure projects are included among the Catalytic Projects and Collateral Projects shown in Table 3.3-1 and are described in greater detail in Chapter 4.

E. Parking Projects. Improving parking facilities in the plan area was identified as a priority during the Specific Plan charrette process and the City is considering options for building structured parking. Structured parking costs are included in the Catalytic Projects and Collateral Projects shown in Table 3.3-1 and assume \$45,000 per space in 2009 dollars. This figure assumes all associated costs (land acquisition, construction costs and soft costs). While construction of a parking structure is seen as critical to continued development and redevelopment in the plan area, in general structured parking facilities are not self-supporting. Even when operating revenues exist, they are often insufficient to cover debt service for the cost of construction. Because of this reality, it is often not possible for a City or any other owner to obtain 100 percent financing on their parking project without subsidies of some kind.

3.4 - Funding Sources

The implementation of the objectives of this Specific Plan will be financed by a number of funding sources, including assessment districts, private investment, direct City financing, and other government funding sources.

A. Property and Business Improvement District (PBID). Assessments established under a Property and Business Improvement District (PBID) are levied on businesses and real property within the PBID boundaries. Under the Property and Business Improvement District Law of 1994, revenues from PBID assessments may be used to fund capital improvements and maintenance costs for projects such as: parking facilities; benches, trash receptacles and other street furniture; public restrooms; fountains; parks; street improvements; sidewalks; plazas. A PBID formation petition, which is initiated by property owners, requires the signature of more than 50 percent of the property owners, weighted by assessment liability. PBIDs are formed with an initial term of five years. When this period expires, the PBID may be renewed for another five years. However, if debt is issued to finance capital improvements, assessments can be levied until the bonds mature. The term of debt service for PBID bonds is not to exceed 30 years. Without bond issuance, the maximum term for a PBID district is 10 years.

B. Lighting and Landscaping District (LLD). Under the Landscaping and Lighting Act of 1972, a landscaping and lighting district (LLD) may be created, with the approval of 2/3 of property owners in the district (required by Proposition 218), to levy annual assessments that are used to fund landscaping and lighting improvements and maintenance within the district's boundaries. Each property's annual levy is assessed proportionally only for improvements and maintenance costs determined to be of special benefit to that property, based on an annual report prepared by an assessment engineer. Paso Robles has an existing landscape and lighting district (Landscape and Lighting Maintenance District No. 1) with 13 zones and 133 sub-areas east of Highway 101. If property owners in the plan area or the City Council initiate the formation of and LLD in the plan area, the City has the option to incorporate the plan area into the existing LLMD No. 1, or to form a new and separate district. LLMD assessment revenues are primarily used to fund maintenance; however, it is also possible to issue bonds to fund the cost of construction for street improvements such as sidewalks and other paving, gutters, curbs, gutters, irrigation systems and drainage facilities.

C. Assessment District (AD). Under the Improvement Act of 1911 and the Improvement Bond Act of 1915, a city may establish an assessment district to levy additional taxes in order to issue bonds to fund public facilities and improvements that directly benefit property owners in the

district. An AD is a useful tool in financing public facilities and infrastructure, and maintenance and services costs that benefit a specific area. Eligible projects may include: street paving and grading; curbs, gutters, streetlights and landscaping; water supply systems; storm drains; sanitary sewers; parks and recreation facilities. Unlike a Mello-Roos district (see below), the formation of the AD requires a majority vote of property owners that is proportionate to their assessment. In addition, AD bonds may only fund improvements within the district, and a nexus must be established between the improvements to be financed and benefits to the district's property owners. ADs are typically used as financing mechanisms for installing public improvements in areas of new development, but it is also possible to use them for existing development if a nexus can be established between the amount of the assessment, the public facility or improvement to be funded, and the benefit to property owners in the AD.

D. Mello-Roos Community Facilities District (CFD). Under the 1982 Mello-Roos Community Facilities District Act, a city may establish a CFD to levy taxes and issue bonds in order to fund public facilities and infrastructure, and public services. Formation of the CFD, which may be initiated either by the City Council or by a petition from property owners, must be approved by a 2/3 majority of registered voters in the district. In contrast to an assessment district (see above), Mello-Roos districts do not have a benefit nexus requirement and tax levies can be used to fund projects with general benefit. Mello-Roos bonds may be used to pay for public infrastructure projects such as: street and roadway improvements, including traffic signals and lighting; landscaping; bridges; water and sewer facilities; parks; libraries; police and fire stations. Mello-Roos can also be used to fund public services such as police, fire and emergency, public works, storm drainage maintenance, parks and open space maintenance, recreation, and library services. Public facilities and infrastructure projects that are financed under Mello-Roos must have a useful life of five years or more. Mello-Roos bonds, which are tax-exempt, are usually not rated. The debt is secured by taxes levied on property within the CFD and the bonds are not fiscal obligations of the city or county where the CFD is located.

E. Downtown Parking District. The City has established a Downtown Parking District to provide financing for the development of parking facilities. The annual assessment levied on property within the district can be used to fund new construction, pay debt service, and pay operations and maintenance costs. New commercial development in the district that create parking impacts have the option of paying an in-lieu fee as a substitute for providing on-site parking. Revenue generated by the in-lieu fee program can be used to fund the construction of parking facilities as well as maintenance and operations. See Section 3.5 (Parking Costs and Financing Strategies) for more information.

F. User Fees. Many jurisdictions have been able to partially finance construction of new facilities such as parking structures using bonds funded through parking user (meter) revenues and fines. The ability to generate net revenues from meters (after accounting for enforcement and capital costs) depends upon local parking demand and supply dynamics as well as public policy objectives. For example, larger cities with high parking demand are generally capable of charging higher meter rates and spreading enforcement cost over a larger area. Meter revenues could also provide funding for a portion of ongoing O&M costs. User fees can also provide supplemental funding for museums and parks whose principal source of financing is a public or non-profit agency. Many museums and parks charge for selected programs and services, usually at a subsidized rate that is lower than the fee users would pay in the private sector for similar services. In these cases, the pricing of fees is often tiered for different users such as seniors and youth. By providing a sliding scale, user fees can be set in a way that ensures access to all segments of the community. The potential revenue generation by a user fee program depends on the support of the user base, and also on the extent to which the facilities charging user fees face competition from other recreational opportunities in the community.

G. Impact Fees. The City charges impact fees on new private development in order to offset the cost of growth to City facilities. Under the impact fee program, new development pays its "fair share" of the additional facilities costs created by new residents and businesses. Development impact fees in Paso Robles are used to finance street improvements, drainage improvements, general government facilities, police and fire facilities, library facilities, and parks and recreation facilities.

H. Developer Financed Public Improvements. A local government may agree to reimburse a private developer for all or a portion of the construction costs for public improvements when those improvements benefit other properties and are turned over to the City for operation and maintenance upon completion. For example, a city may reimburse a developer for constructing street improvements or improvements to existing drainage facilities in infill areas along with the proposed project. The reimbursement can be paid from general fund revenue; however,

CHAPTER 3 : IMPLEMENTATION

many cities provide the reimbursement to the developer by giving a credit for impact fees. In rare cases, private developers may build parking facilities. This generally occurs in dense urban areas, where parking is at a premium and operators are able to charge extremely high parking fees. Potentially, City-owned land could be provided to a developer with the requirement that development of the property include a parking facility. However, this option could limit the City's control and flexibility. Selling City-owned land and using the revenues to cover a portion of parking structure costs would produce similar results while allowing the City greater involvement in project implementation.

- I. Non-Profit Capital Campaign.** Funding for non-profit organizations is usually divided into two types: funding for operating expenses and funding for capital projects. While operating expenses such as salaries, programs, and rent are funded by an annual budget, a capital project, such as the construction of a new facility, is a one-time expenditure that is typically significantly greater than the organization's operating budget. Once a plan is developed for a new facility, it provides the basis for raising capital funds. While the development of a non-profit facility is often accomplished with assistance from public sources, the non-profit's ability to raise private funds is an important source of leverage in its partnership with public entities. Contributions of in-kind goods and services such as donated architectural services, contributed construction materials, or pro bono legal or construction management services are also a significant source of support. Adopt-a-bench and brick programs (where donors' names are inscribed on bricks or paving blocks) are popular ways to generate individual support. During the capital campaign, an endowment can be raised to provide for the long-term maintenance of the new facility. A capital campaign requires both professional staff and dedicated volunteers. If successful, the capital campaign will reduce the amount of debt financing required for the new facility and will thereby ensure the financial viability of the non-profit organization
- J. Local Transportation Fund (LTF).** Under the the Transportation Development Act (TDA) of 1971, 0.25% was added to the statewide sales tax rate in order to fund local transportation. Known as the Local Transportation Fund (LTF), the State returns this revenue to its county of origin for use in operating transit systems. In regions with populations below 500,000, such as San Luis Obispo County, the LTF funds may be used for street and road improvements. In San Luis Obispo County, the San Luis Obispo County Council of Governments (SLOCOG) is the designated Metropolitan Planning Organization (MPO) and the Regional Transportation Planning Agency (RTPA) and is responsible for administering transportation grants for the region. While LTF funding can vary depending on how much annual sales tax revenue is generated in the County, SLOCOG distributes approximately \$2.2 million to \$2.8 million annually to local governments in the County for street and road improvement projects.
- K. Proposition 1B Funds.** Under Proposition 1B, the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006, approximately \$20 billion in general obligation bonds were issued by the State to fund transportation projects including congestion reduction, highway improvements, road improvements, public transportation, goods movement, air quality, and safety and security. Prop. 1B funds are available to fund improvements to local transportation facilities that will repair and rehabilitate local streets and roads, reduce local traffic congestion, improve traffic flow, or increase traffic safety. In San Luis Obispo County, the San Luis Obispo County Council of Governments (SLOCOG) is the designated Metropolitan Planning Organization (MPO) and the Regional Transportation Planning Agency (RTPA) and is responsible for administering transportation grants for the region. SLOCOG distributes approximately \$7 to \$8 million annually in Prop. 1B funds to local governments in the County for street and road improvement projects.
- L. Proposition 40 Local Assistance Funds.** Under Proposition 40, the California Clean Water, Clean Air, Safe Neighborhood Parks, and Coastal Protection Act of 2002, approximately \$800 million has been allocated to Local Assistance Grant programs that are targeted to improve, protect, develop, acquire, restore and enhance park and recreational facilities and open space. Prop. 40 funds can be used to fund projects that: protect rivers, lakes, streams and beaches; preserve open space and farmland; protect wildlife habitat; restore historical and cultural resources; and repair and improve park safety. While the State has frozen funds for new projects in response to the current budget crisis, the City has previously been successful in obtaining Prop. 40 funds for the Salinas River Parkway Project to acquire and restore river frontage, and enhance riparian habitat, water quality, flood control measures, and ground water recharge
- M. Proposition 42 Funds.** Under Proposition 42, the Transportation Congestion Improvement Act of 2002, revenue from the State sales and use tax on the sale of motor vehicle fuel is dedicated to transportation improvements and services including public transit and mass transportation, city and county street and road improvements (including road reconstruction and storm drainage repair), and state highway improvements. For several years after its approval, Proposition 42 funds were diverted to the State's general fund; however, under Proposition 1A, the Transportation Funding Protection Act of 2006, restrictions have been placed on the diversion of Prop. 42 funds. Currently, 40% of the total Prop 42 funds are allocated for local streets and roads purposes with 20% going to counties based on miles and vehicles and 20% allocated to cities based on population. Prop. 42 funds are among the most flexible transportation funding sources and can be used for road reconstruction, storm drainage repair, upgrading highway interchanges, bridge improvements, transit improvements, and street maintenance. The San Luis Obispo County Council of Governments (SLOCOG) is the designated Metropolitan Planning Organization (MPO) and the Regional Transportation Planning Agency (RTPA) and is responsible for administering transportation grants for the region. While Prop. 62 funding can vary depending on how much annual gas tax revenue is generated, SLOCOG distributes approximately \$4.7 to \$5.2 million annually in Prop. 42 funds to local governments in the County for street and road improvement projects.
- N. American Recovery and Reinvestment Act (ARRA).** The American Recovery and Reinvestment Act (ARRA) was signed into law in February 2009 and provides Federal funds for local street and road improvement as well as for capital improvements to transit systems. According to the San Luis Obispo County Council of Governments (SLOCOG), the designated Metropolitan Planning Organization (MPO) and the Regional Transportation Planning Agency (RTPA), the region is expected to receive approximately \$11.6 million in street and road funding and \$3.1 million in transit capital funding in in FY 2009-10. It is expected that this funding is being provided on a one time only basis and its allocation will occur over a two-year period.
- O. Redevelopment Agency Tax Increment Bonds.** Because the plan area is located within the City's Redevelopment Project Area, many of the plan's infrastructure improvements are eligible for tax increment financing (TIF). TIF is a useful financing tool that allows the City to invest in infrastructure and other improvements and then pay for them by capturing the tax revenue, or increment, above the initial assessed value during the life of the district. TIF can be used to finance a variety of improvements pertaining to public infrastructure, land acquisition, demolition, utilities and planning costs. A TIF is an increasingly viable solution to funding the development of needed infrastructure, including structured parking. Other eligible infrastructure projects include: sewer expansion and repair; storm drainage; street construction and expansion; water supply systems; park improvements; curbs and sidewalks; street lighting; landscaping; environmental remediation; bridge construction and repair; libraries; and emergency service facilities. TIF districts do not generate tax revenues by increasing tax rates. Rather, the TIF district generates revenues by permitting the municipality to temporarily capture the tax revenues generated by the enhanced valuation of properties resulting from various redevelopment projects.
- P. Community Development Block Grant Funds.** Under Title I of the Housing and Community Development Act of 1974, the Community Development Block Grant (CDBG) program was established to provide Federal assistance to local communities to finance the development of housing, public facilities, and other improvements for the benefit low- and moderate income persons. Prior to the CDBG Program, Federal funding was made available for specific categories of community development. In contrast, CDBG funds, which are administered by the U.S. Department of Housing and Urban Development (HUD), give local communities a wide degree of latitude in using funds for a variety of development activities. In terms of infrastructure and public facilities improvements, CDBG funds may be used for activities which include, but are not limited to: acquisition of real property; relocation and demolition; rehabilitation of residential and non-residential structures; construction of public facilities and improvements, such as water and sewer facilities, streets, and neighborhood centers. The City of Paso Robles annually receives approximately \$273,000 in CDBG funds from HUD. The American Recovery and Reinvestment Act (ARRA), which was signed into law in February 2009 (see above), has supplied an additional \$1 billion in funds to the CDBG Program, \$74,160 being entitled to the City Paso Robles.
- Q. General Obligation (GO) Bonds.** General obligation bonds obtain the lowest possible interest rate of cost of borrowing for any given municipality. Because the full faith and credit of the municipality is pledged to such bonds, the rate of interest will reflect the best that the community has to offer. The primary way for a municipality to improve on its own full faith and credit pledge to a bond issue is to purchase municipal bond insurance. The general obligation bonds of local governments are most commonly paid from ad valorem property taxes and other general revenues. These bonds are considered the most secure of all municipal debt and are limited in California by Proposition 13 to debt authorized by a vote of two thirds of voters in the case of local governments.

R. Revenue Bonds. The issuance of tax-exempt revenue bonds by local governments is a common financing source for the construction of public facilities and infrastructure improvements. Debt is secured by a dedicated revenue stream rather than by the taxing power of the municipality. Common sources of revenue include service fees for sewer and water systems, parking garages, stadiums, auditoriums, golf courses, and recreation facilities. Because these fees are viewed as less secure than the municipality's taxing authority, revenue bonds typically carry higher interest costs than general obligation (GO) bonds (see above). When revenue bonds are issued to finance a parking project, the bond issuer pledges to the bond holders the revenue generated by the parking project. Revenue bonds are payable only from specifically identified sources of revenue, including pledged revenues derived from the operation of the financed parking facility, grants, and excise or other taxes. Parking revenue bonds secured solely by the revenues from a single, standalone, municipality-owned parking facility are acceptable at a reasonable tax-exempt rate only when irrefutable evidence is presented.

S. General Fund. The General Fund is the City's most flexible and accessible source of funding for public facilities and infrastructure improvements. General Fund revenue is mainly derived from property tax, transient occupancy tax and sales tax and is used to pay for basic municipal services such as police, fire, and public works. Because the City's General Fund revenue is limited, it should be viewed as a secondary source of financing for public facilities and infrastructure improvements.

3.5 Parking Costs and Financing Strategies

A. Parking Costs. Paso Robles intends to build structured parking and the per-space cost assumed in finance planning is \$45,000 in 2009 dollars. This figure assumes all associated costs, summarized below. Parking costs are typically divided into two general categories – capital costs for construction of parking infrastructure, and operations and maintenance costs which are typically combined together. Both kinds of cost need to be considered for funding and each may require separate funding sources because of the timing for when the financing is needed. Capital costs are infrequent, but may be large sums. Operations and maintenance costs are regular (typically budgeted for annually), smaller costs. Capital (or development) costs and operating/maintenance costs vary widely. Land acquisition costs, construction costs, soft costs, and operating expenses are types of costs that should be considered during the planning phase of a parking project.

Estimating the cost of construction a new parking structure is dependent upon several variables, including the number of spaces needed, the number of levels, the size/dimensions of the site and the architectural features for the structure. Other variables that affect parking structure costs include the type of flow system (one-way or two-way drive aisles), the number of access points, the amount of underground levels, and the size and shape of the site. Certain site dimensions and topography can make one site more efficient and less costly than other sites. In the event that the City chooses to build parking structures on multiple sites, the cost per space may vary depending on site characteristics and structure size. These factors need to be considered in the site selection process.

1. Land Acquisition Costs. Land (property) costs are often not included during the preparation of a parking project's economic analysis. In many cases, an agency or institution planning for the parking facility already owns the land that serves as the site for the proposed parking facility. However, in those cases where land costs do need to be recouped, land costs become a significant part of the equation. There is no rule of thumb for typical land value (cost). The value can vary significantly from one location to another and depend upon a multitude of issues including access, density of development, surrounding land uses, income potential, etc. Efforts to acquire the land also cost, between \$15 to \$100 or more per square foot of land area.

Construction Costs - The most significant variable impacting construction or "hard" costs is the type of parking improvement. Surface parking lots can be constructed for as little as \$1,000 per space or less for a basic paving and striping project, and as much as \$6,000 or more per space for a grander project featuring an elaborate drainage systems, premium light fixtures, signage and graphics, and landscaping. Structured parking costs represent comparatively higher costs per space than surface parking, and typically range anywhere from \$25,000 to \$45,000 or more per space, depending on the project particulars. The low end of this range will likely buy a simple concrete parking structure with limited aesthetic appeal. More unique architectural features can drive the cost upward significantly.

2. Soft Costs. To derive a total project cost, other costs must be added to the construction and land costs. These additional costs are referred to as "soft" costs, and may include items such as a construction contingency, architectural/engineering fees, soils and materials testing, soil clean-up (hazardous material abatement), business relocation, demolition, debt service reserve funds, legal fees, and financing costs. Soft costs can vary significantly but typically fall within 15 to 35 percent of construction costs.

3. Operating Expenses. Operating expenses of parking facilities also vary dramatically. Variations are due to geographical location, size of facility staffing patterns, method of operation, local legal requirements, whether or not the garage is free or for pay (which would require personnel), whether or not there are rest rooms, and how large the structure is or how many levels of parking it provides. Annual costs per space range from about \$200 for basic maintenance, up to \$800 for a facility with attendants. These figures exclude parking, property, and sales taxes. The expenses can include security, enforcement, the cost of utilities, supplies, daily maintenance, lighting, cashiering, management and accounting services, structural maintenance, landscaping and insurance. Multi-story structures may require additional costs for fire control equipment and elevators, and underground parking may require mechanical ventilation. Public parking facilities typically do not pay taxes. Types of insurance coverage include comprehensive liability, the garage operator's legal liability, fire and extended coverage, workers' compensation, equipment coverage, money and security coverage (theft occurring on the premises), blanket honest coverage (employee theft), and rent and business interruption coverage, (structural damage resulting from natural phenomena).

B. Financing Strategies. Paso Robles is not unique in its objective to provide efficient parking without yet knowing how all of the costs will be paid. And like many cities, construction of a parking structure is seen as critical to continued development and redevelopment activity. Most structured parking facilities are not self-supporting and even when operating revenues exist, they are often insufficient to cover operating expenses and debt service. Because of this reality, it is often not possible for a City or any other owner to obtain 100 percent financing on their parking project without subsidies of some kind. Many municipalities are in the process of eliminating parking from their budgets and intend to remain to be involved in managing the parking without being the sole provider of funding and financing for parking.

But there are many other cities similar to Paso Robles that intend to remain responsible for a majority of the cost of providing public parking. There are a number of strategies that have been successfully used to finance parking facility capital projects. Common financing methods include federal grants, tax-increment financing, taxes from business improvement districts or parking tax districts, and net revenues from other facilities. To determine the most appropriate means of financing for Paso Robles, a market and financial analysis study was completed. When user fees (pay parking revenues) are a part of the financing equation, the projected demand and revenues of a proposed parking facility project are quantified, and so is the extent to which the user fees will cover the operating expenses and debt service. However, for those projects that do not "pencil out" a subsidy is required.

The financing strategies presented below have been used by cities similar to Paso Robles. The strategies are summarized as options, and are based in-part, upon the EPS study completed for the City in 2006. The decision-making process for parking facility financing should begin with a general agreement regarding basic principles and end with a more detailed approach for resolving funding, management, and cost allocation issues. A number of guiding principles that can guide future actions and decisions regarding the sources and use of funds for parking facilities are described below. A consensus among key stakeholders on general principles will help guide and resolve financing-related issues as they arise throughout the implementation process.

The City's financing strategy should be guided by the following principles:

- The improvement program that is ultimately adopted must be financially feasible, i.e., funding sources must be identified, and quantified that match programmed expenditures. In addition, maintenance, operations and depreciation must be considered prior to project development. Given the significant cost associated with construction of parking facilities, it will be important to develop a strategic approach to project financing and prioritization of investments. As a general principal, the investment in new parking facilities should occur only after adequate funding sources have been identified and committed for both one-time and ongoing costs. Consequently, the actual project schedule and phasing will need to be adapted to funding realities. In addition, since the construction of parking facilities generally leads to Operations and Maintenance (O&M) costs, capital investment must be matched with increased operation revenues.
- Innovative ways of covering project costs should be pursued based on a concerted public-private partnership and leveraging the diverse spectrum of potential sources available. The large cost of meeting the parking needs suggests that existing sources and standard techniques will need to be leveraged and expanded in a number of ways. Private funding through fees and assessments will also be required, and the support of stakeholders will be critical for success. Under some proposed financing scenarios, voter approved funding mechanisms

CHAPTER 3 : IMPLEMENTATION

may be necessary. In addition, funding mechanisms and programs should be established early on so as to build up reserve accounts that grow over time. In general, it is anticipated that the financing program will be based on a concerted public-private partnership.

- The costs associated with parking facilities should be allocated in a proportional and equitable manner and, to the extent possible, across a range of potential beneficiaries and user groups associated with the facilities. No single financing mechanism is expected to cover the full cost of construction and operating a parking structure. Rather, a combination of sources will be required in order to provide adequate funding and allocate costs among different groups. The section below outlines several financing scenarios developed to illustrate the range of financial responsibilities that could be assigned to various entities. It provides further detail on the nature and potential applicability of various funding mechanisms. In lieu fees are not addressed below, but are in the policy recommendations section, since the Paso Robles already has an in lieu program.

1. Federal Grants. At least two potential funding sources are available at the federal level. Location, intended use of the facility, and availability of grant money are the variables that typically govern whether a project receives federal grant money. The U.S. Department of Transportation offers two types of grants that may be applicable to a parking project: Federal Transit Capital Investment Grants and Federal Transit Formula Grants. The capital grant can be applied to virtually any infrastructure improvement pertaining to the establishment or improvement of mass transit systems. Qualified applicants include: public agencies, states, municipalities, public corporations, boards and commissions, and private agencies through contractual agreements with a public agency grantee. Qualifying parties must submit an application with detailed requirements and approval of the project by the Federal Transit Administration (FTA) and Federal Highway Administration (FHWA).

2. Tax Increment Financing. Implementation of a tax increment finance ("TIF") district is a common financing mechanism employed by municipalities. Tax increment financing is a way to use tax revenue growth produced by an increase in the tax base of a specified area to fund improvements. A TIF is an increasingly viable solution to funding the development of needed infrastructure, including structured parking. Projects are taxed through an anticipated increase in the area's property tax revenues. TIF districts do not generate tax revenues by increasing tax rates. Rather, the TIF district generates revenues by permitting the municipality to temporarily capture the tax revenues generated by the enhanced valuation of properties resulting from various redevelopment projects.

3. Parking Tax Districts. A parking tax district typically addresses a narrow selection of issues directly related to parking. In cases where the municipality is the sole provider of parking, the collection of parking taxes tends to be applied in a uniform manner on an assessed value basis or as a fee per space based on zoning parking standards or requirements, and typically with a partial exemption for parking spaces provided above a threshold percentage. Typically, no commercial property is 100 percent exempt unless its owner provides 100 percent of the parking requirements mandated through the zoning ordinance within the district. Single-family residential property is usually exempt, but multi-family apartments usually are not exempt. Examples of some California cities with this strategy are provided below.

Covina, California has a vehicle Parking District Tax. This tax is assessed only on the difference between the number of spaces provided and the number required by the zoning ordinance. There are no exceptions to this tax for owners who provide parking.

Alhambra, California includes parking within a Business Assessment District Tax. This tax is assessed uniformly on all commercial property based on the gross receipts of the business. Because this tax supports functions other than parking, such as beautification, cleaning signage, etc., there are no exceptions for parking provided.

Fullerton, California owns almost all of the off-street parking within the city, and all businesses within the parking district were assessed a parking district tax to retire bonds for the construction of parking. No exemptions were offered as almost no properties supplied their own parking needs. Because the bond debt was retired several years ago, the parking tax district was also retired.

4. General Obligation Bonds. General obligation bonds obtain the lowest possible interest rate of cost of borrowing for any given municipality. Because the full faith and credit of the municipality is pledged to such bonds, the rate of interest will reflect the best that the community has to offer. The primary way for a municipality to improve on its own full faith and credit pledge to a bond issue is to purchase municipal bond insurance. The general obligation bonds of local governments are most commonly paid from ad valorem property taxes and other general revenues. These

bonds are considered the most secure of all municipal debt and are limited in California by Proposition 13 to debt authorized by a vote of two thirds of voters in the case of local governments.

5. Revenue Bonds. When revenue bonds are issued to finance a parking project, the bond issuer pledges to the bond holders the revenue generated by the parking project. Revenue bonds are payable only from specifically identified sources of revenue, including pledged revenues derived from the operation of the financed parking facility, grants, and excise or other taxes. Parking revenue bonds secured solely by the revenues from a single, stand-alone, municipality-owned parking facility are acceptable at a reasonable tax-exempt rate only when irrefutable evidence is presented.

6. Parking District / Special Assessments. Special assessments are charges to real property based upon a benefit conferred by a public improvement, in this instance, parking. In order to collect special assessments from Historic District property owners, the City would need to establish a Parking District. A special assessment would require the support of the owners of a majority of the proposed district. Alternatively, the City could generate similar revenues through an increase in the business license tax without voter approval. It is assumed that in either case residential development would be excluded from this fee. Business license taxes can be assessed based on the land use of the business.

For example, an annual assessment of \$0.62 per square foot of retail restaurants, \$0.42 per square foot of office/light industrial, and \$0.31 per square foot of lodging could be charged to the businesses. These fees would be based on future land use projections and would be charged as the land develops. If parking facilities are built before all projected development occurs, the City may experience a funding gap period during which General Fund loans or alternative short-term funding mechanisms would be required to pay for capital costs and operations.

7. Certificates of Participation. A Certificate of Participation (COP) allows the public to purchase a share of the lease revenues paid by a municipal entity for the acquisition or construction of specific equipment, land, or facilities. COP proceeds are then used to fund the project or acquisition. The technique provides long-term financing that does not constitute indebtedness under the state constitutional debt limit and does not require voter approval. Repayment of COPs can come from a variety of sources, including general fund revenues or earmarked funds in the general fund such as special tax proceeds or fees. Potential revenues from tax increases and parking meter fees are discussed below. These sources could also be used to cover operations and maintenance costs.

8. Conventional Debt Financing. Conventional loans are loans that are not insured or guaranteed by a government agency. This method of obtaining funds for a capital improvement project involves a lending process that is often rigorous, and may result in higher financing costs incurred by the borrower. Banks want to lend to parties that have a clear record of profitable operations, that generate a cash flow sufficient to repay the loan, and that have enough collateral or assets to secure the loan. Conventional financing requirements include a clean credit record and no bankruptcies or foreclosures.

Sales Tax Increase - A voter-approved, City-wide sales tax increase could provide a revenue stream to make lease payments on parking structure capital construction. If intended to provide dedicated funding for parking-related projects, this type of sales tax measure would require a two-thirds majority vote of residents and would depend on significant public support. A general tax increase, in contrast, would require only a simple majority but would not be earmarked specifically for parking-related projects and might be subject to changing budget priorities.

Transient Occupancy Tax Increase - A transient occupancy tax (TOT) is similar to a sales tax increase as it requires two-thirds voter approval if it is to be dedicated to a specific purpose, or simple majority approval if it is to be a general tax. A TOT increase could provide a revenue stream to secure COP financing or other form of debt financing.

9. User Fees and Enforcement Fines - Many jurisdictions have been able to partially finance construction of parking structures using bonds funded through parking user (meter) revenues and fines. And some jurisdictions utilize meters as a parking management tool to encourage turnover and control employee parking. Ultimately, the ability to generate net revenues from meters (after accounting for enforcement and capital costs) depends upon local parking demand and supply dynamics as well as public policy objectives. For example, larger cities with high parking demand are generally capable of charging higher meter rates and spreading enforcement cost over a larger area. Meter revenues could also provide funding for a portion of ongoing O&M costs.

10. Redevelopment Agency Funds. Downtown is a redevelopment area

and as new redevelopment occurs, tax increments will accrue to the Redevelopment Agency. While a substantial portion of Redevelopment funds are already committed to existing projects, some share of tax increment funding may be available for parking structure financing. In addition, RDA-owned land could be sold to generate revenues for parking structure construction and operations.

11.Private Funding. In rare cases, private developers may build parking facilities. This generally occurs in dense urban areas, where parking is at a premium and operators are able to charge extremely high parking fees. Potentially, City-owned land could be provided to a developer with the requirement that development of the property include a parking facility. However, this option could limit the City's control and flexibility. Selling City-owned land and using the revenues to cover a portion of parking structure costs would produce similar results while allowing the City greater involvement in project implementation.

CHAPTER 3 : IMPLEMENTATION

Table 3.3-1

Planning Area	Project / Action	Cost Estimate (Includes total constructions cost, design fees, and contingency fees in 2009 dollars. Does not include land costs, except for parking structures)	Project Type (Catalytic or Collateral)	Timing
Uptown	Street Improvements (including street tree, planters, irrigation)			
	Spring Street between 24th and 36th Streets (Street Section 1)	\$2,614,450		
	Vine Street between 24th and 32nd Streets (Section 30)	\$185,550		
	Park Street extension (including the acquisition of right-of-way)	\$2,650,000 - \$2,900,000		
	24th Street Bridge Pedestrian Improvements	\$1,800,000 - \$2,000,000		
	28th Street at-grade pedestrian crossing at railroad tracks	\$110,000		
	Transit			
	Utilities			
	Domestic Water			
	Upgrade	\$1,210,000		
	Proposed	\$700,000		
	Sanitary Sewer			
	Upgrade	\$200,000		
	Proposed	\$820,000		
	Stormdrain			
	Upgrade	\$180,000		
	Proposed	\$1,250,000		
	Parks and Open Space			
Aquatics Complex Expansion (11,000 sf)	\$5,000,000			
Georgia Brown Elementary School playfield improvements	\$2,214,495			
New playing field between 24th and 26th Streets at railroad tracks	\$6,534,000			
Oak Park Community Center (11,000 sf)	\$5,000,000			
Midtown	Street Improvements (including street tree, planters, irrigation)			
	Spring Street between 21st and 24th Streets (Street Section 1)	\$826,744		
	Spring Street between 15th and 21st Streets (Street Section 1)	\$918,800		
	Park Street between 15th and 24th Streets (Street Section 7)	\$2,824,569		
	180 additional angled on-street angled parking spaces	\$25,000		
	Transit			
	Utilities			
	Domestic Water			
	Upgrade	\$1,490,000		
	Proposed	\$110,000		
	Sanitary Sewer			
	Upgrade	\$0		
Proposed	\$0			
Stormdrain				
Upgrade	\$230,000			
Proposed	\$330,000			
Urban Stream	\$1,997,692 - \$2,707,692			
Downtown	Street Improvements (including street tree, planters, irrigation)			
	Spring Street between 10th and 15th Streets (Street Section 5)	\$861,260		
	Park Street tree planters (between 12th and 15th Streets)	\$119,000		
	Tree grates for Park Street Farmers Market	\$98,640		
	11th - 15th Street bulbouts	\$346,500		

CHAPTER 3 : IMPLEMENTATION

Table 3.3-1

Planning Area	Project / Action	Cost Estimate (Includes total constructions cost, design fees, and contingency fees in 2009 dollars. Does not include land costs, except for parking structures)	Project Type (Catalytic or Collateral)	Timing
Downtown	Transit			
	Off-street Parking Improvements			
	Southeast Corner of 13th and Railroad Streets			
	Improved surface lot	\$700,000		
	3-story park-once structure	\$23,100,000		
	4-story park-once structure	\$30,700,000		
	3-story park-once structure + one floor subterranean	\$28,200,000		
	Southeast Corner of 10th and Pine Streets			
	Improved surface lot	\$700,000		
	3-story park-once structure	\$23,100,000		
	4-story park-once structure	\$30,700,000		
	3-story park-once structure + one floor subterranean	\$28,200,000		
	10th Street Between Spring and Park Streets (City Hall Lot)			
	Improved surface lot	\$595,000		
	3-story park-once structure	\$19,635,000		
	4-story park-once structure	\$26,095,000		
	3-story park-once structure + one floor subterranean	\$23,970,000		
	Utilities			
	Domestic Water			
	Upgrade	\$190,000		
	Proposed	\$0		
	Sanitary Sewer			
	Upgrade	\$490,000		
	Proposed	\$68,250		
	Stormdrain			
	Upgrade	\$240,000		
	Proposed	\$760,000		
	Parks and Opens Space			
	City Park Improvements	\$4,629,760		
	Hot Springs Plaza (11th and Spring Streets)	\$1,150,800		
	Buildings			
	City Library Expansion	\$6,000,000		
Performing Arts Center (alternate location is in Riverside Corridor)	\$21,000,000			
Street Improvements (including street tree, planters, irrigation)				
Spring Street between 6th and 10th Streets (Street Section 1)	\$567,907			
Spring Street between 4th and 6th Streets (Street Section 1)	\$991,993			
7th Street between Park and Pine Street (Street Section 6)	\$771,390			
4th, 6th, 8th - 10th Street bulbouts	\$282,500			
4th Street Railroad Underpass	\$3,000,000 - \$4,000,000			
Pine Street Realignment between 4th and 6th Streets	\$21,150,000			
Transit				

CHAPTER 3 : IMPLEMENTATION

Table 3.3-1

Planning Area	Project / Action	Cost Estimate (Includes total constructions cost, design fees, and contingency fees in 2009 dollars. Does not include land costs, except for parking structures)	Project Type (Catalytic or Collateral)	Timing
South of Downtown	Utilities			
	Domestic Water			
	Upgrade	\$190,000		
	Proposed	\$380,000		
	Sanitary Sewer			
	Upgrade	\$580,000		
	Proposed	\$170,000		
	Stormdrain			
	Upgrade	\$0		
	Proposed	\$460,000		
	Urban Stream	\$4,420,000 - \$6,630,000		
	Buildings			
	New City Hall (40,000 sf)	\$18,000,000		
	Public Safety Building Center Addition (15,500 sf)	\$7,000,000		
Parks and Open Space				
Relocation of Robbins Field	\$2,722,500			
Robbins Field Transformation to Civic Park	\$4,843,725			
Robbins Field improvements	\$1,000,000			
Riverside Avenue Corridor	Street Improvements (including street tree, planters, irrigation)			
	Riverside Avenue between Black Oak Drive and 24th Street (Street Section 9)	\$331,384		
	Riverside Avenue between 19th and 24th Streets (Street Section 9)	\$508,776		
	Riverside Avenue between 13th and 19th Streets (Street Section 10)	\$586,736		
	Riverside Avenue south of 13th Street (Street Section 11)	\$1,512,360		
	Paso Robles Street (Street Section 12)	\$460,432		
	12th Street Pedestrian Bridge	\$2,500,000 - \$5,000,000		
	13th Street Bridge Pedestrian Bridge Improvements	\$1,800,000 - \$2,000,000		
	Equestrian Underpass Beneath Highway 101	\$2,500,000 - \$3,000,000		
	Landscape Improvements to Paso Robles Event Center			
	Utilities			
	Domestic Water			
	Upgrade	\$0		
	Proposed	\$510,000		
	Sanitary Sewer			
	Upgrade	\$100,000		
	Proposed	\$250,000		
	Stormdrain			
	Upgrade	\$200,500		
	Proposed	\$1,030,000		
	Urban Stream	\$610,000 - \$920,000		
	Parks and Open Space			
	Pioneer Park Transformation, including Historical Institutions	n/a		
	Paso Robles Event Center			
	Grounds	\$10,275,00		
Parking lot	\$82,200			
24" box trees and irrigation, landscape perimeter and fencing	\$622,429			

CHAPTER 3 : IMPLEMENTATION

Table 3.3-1

Planning Area	Project / Action	Cost Estimate (Includes total constructions cost, design fees, and contingency fees in 2009 dollars. Does not include land costs, except for parking structures)	Project Type (Catalytic or Collateral)	Timing
Salinas River	River restoration			
	Riverfront Promenade	\$5,829,500		
	Playfield on east side of the river	\$3,930,000		
	Amphitheater	\$2,682,225		
	River Discovery Center (7,500 sf)	\$3,400,000		
	Hot Springs Pedestrian Bridge	\$2,000,000 - \$6,000,000		
	Charolais Road Pedestrian Bridge	\$2,000,000 - \$6,000,000		

Potential Funding Sources																			
Assessment Districts					Private Investment				Other Government Sources				Direct City Financing						
Property and Business Improvement District (PBID)	Lighting and Landscape Assessment District (LLD)	Assessment District (AD)	Mello-Roos Community Facilities District (CFD)	Downtown Parking District	User Fee	Impact Fee	Developer Financed Public Improvements	Non-Profit Capital Campaign	Local Transportation Fund (LTF) Program	Proposition 1B Funds	Proposition 40 Local Assistance Funds	Proposition 42 Funds	American recovery and Reinvestment Act (ARRA) Funds	Redevelopment Agency Tax Increment Bonds	Community Development Block Grant Funds	General Obligation Bonds	Revenue Bonds	General Fund	