BRIDGE DISTRICT (TRIANGLE) IMPLEMENTATION STRATEGY

June 2010

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1.0 EXECUTIVE SUMMARY

1.1 Overview

The *Implementation Strategy* is *Volume 3* of the *Bridge District Specific Plan.* The *Specific Plan* envisions the Bridge District as "a place of civic significance for West Sacramento which establishes it as a river city".

Volume 1: Vision, Plan and Procedures defines planning intent, policies, objectives, and baseline entitlements.

Volume 2: Urban Standards defines streetscape and ground floor design standards.

This ***Volume 3, Implementation Strategy,*** serves as the technical blueprint by which the Bridge District will be redeveloped from industrial uses to residential and commercial uses. It summarizes buildout assumptions, backbone facilities, financing strategies, and a five year capital improvement program for the 2009 to 2014 period. Urban or "smart growth" infrastructure standards for circulation, neighborhood parks, and utilities design are included. Additionally, it defines the scope of improvements eligible for public investment. This report is supported by Appendices A through F which contain the full technical detail that is summarized in the following sections.

The ***Implementation Strategy*** is a living document that will be periodically updated (approximately every five years) to reflect current conditions, technical refinements, and implementation priorities. Regular updates of each Appendix are completed on ongoing basis by the city department responsible for the specific program, infrastructure and or regulatory content, provided the update does not constitute a substantive or policy change. Current conditions and activities are summarized as follows:

De-industrialization: These efforts include relocation of industrial tenants (almost complete), demolition of industrial buildings (in progress), and removal/relocation of rail (in progress).

Pre-Development Planning: These efforts include preliminary engineering, design, and financing studies necessary to implement the Specific Plan. This volume summarizes the result of these studies as well as key assumptions, plans, and strategies.

Urban Standards: These efforts include proposed changes in city regulations, standards and investments that support a higher density, sustainable development model including transit and structured parking.

Early Development: Current planning efforts are focused on catalyzing redevelopment of the Bridge District area east of the Union Pacific rail line. This area requires significant backbone infrastructure and amenity improvements to support initial private development projects.

Early development projects in the Bridge District will be pioneering, higher risk, and will sell/rent at discounted prices relative to comparable projects in the City of Sacramento's downtown, midtown, and railyard neighborhoods (its primary market competitors). Establishing a critical development mass in the Bridge District is a paramount near-term objective as it will mitigate risk, stimulate demand and create value to support additional development.

1.2 Expected Buildout, Current Conditions, and the 2014 Plan

Table 1 provides a development and investment summary for expected buildout, current conditions (March 2009), and the 2014 Plan. At buildout the Bridge District is expected to have approximately 9.6 million square feet of

development, roughly split between residential and commercial development. This development program will require an estimated $135 million in infrastructure and amenity improvements.

Table 1: Bridge District Development and Investment Summary

	Expected Buildout[1]	March 2009 Condition[2]	2014 Plan (stand alone)[3]	2014 Condition	2015+ (remaining)
Development Program					
Total Net Buildable Land Area (sqft)	4,933,597	4,933,597	4,933,597	4,933,597	4,933,597
Developed Buildable Land Area (sqft)	4,933,597	366,200	1,003,600	1,369,800	3,563,797
Percent Developed	*100%*	*7%*	*20%*	*28%*	*72%*
Residential Units	4,000	196	731	927	3,073
Commercial Building Area (sqft)	5,599,989	131,000	35,000	166,000	5,433,989
Total Building Area	***9,599,989***	***366,200***	***912,200***	***1,278,400***	***8,321,589***
Effective Floor to Area Ratio	***1.95***	1.00	0.91	0.93	2.34
Investments (in 2009 dollars)					
Backbone Infrastructure and Amenities[4]	$135,358,705	$0	$49,196,741	$49,196,741	$86,161,964
As percent of total	*100%*	*0%*	*36%*	*36%*	*64%*
Supplemental Infrastructure & Amenities	see Chapter 7	$0	$0	$0	see Chapter 7

[1] As defined in Section 2.2 (Buildout Assumptions); assumes an average of 1,000 square feet per residential unit.

[2] Includes approved residential units that are part of the Ironworks development (average size of 1,200 square feet). Raley Field is equivalent to 130,000 square feet of commercial building area. Does not include existing industrial and related uses that will ultimately be relocated.

[3] Assumes an average of 1,200 square feet per residential unit .

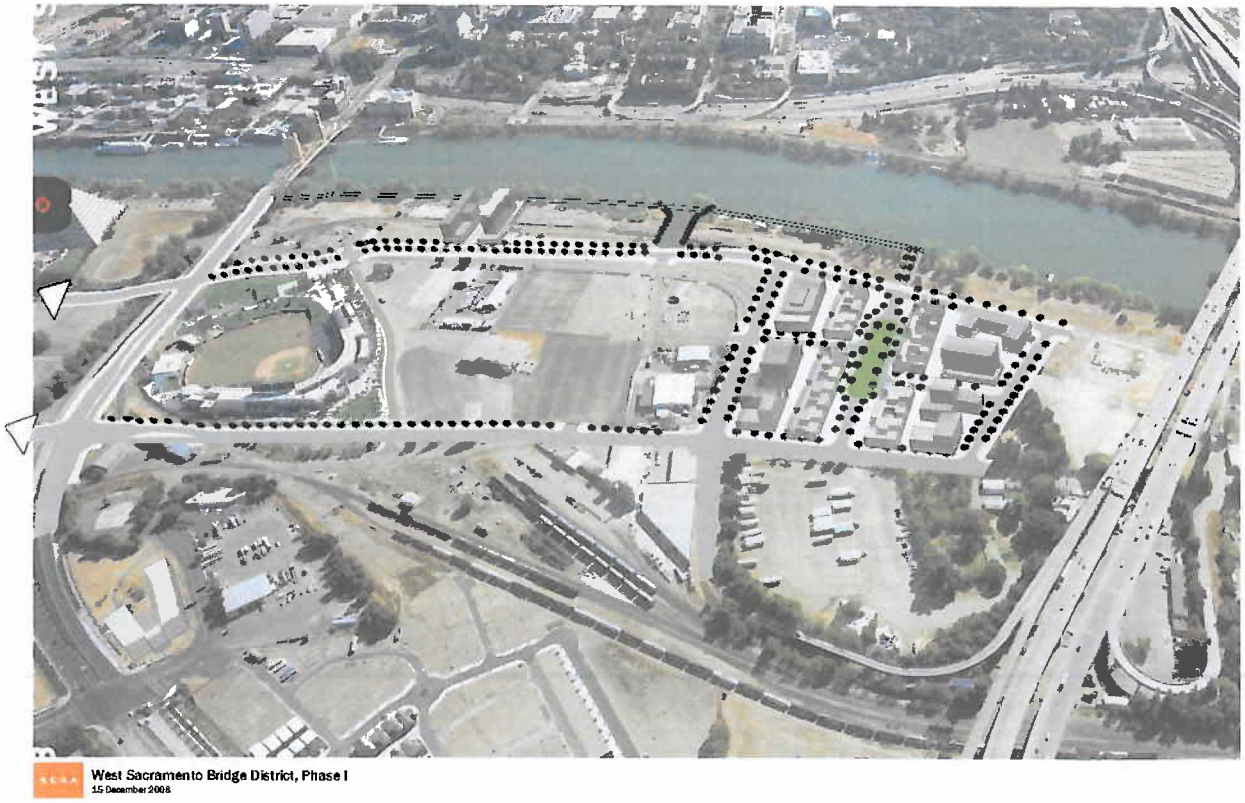
[4] see Section 7

Currently, the Bridge District includes 187 approved residential units and 131,000 square feet of commercial space. Approximately $4 million of investment in pre-construction design, engineering and environmental documentation has been committed to backbone improvements to date.

The 2014 Plan includes 731 residential units and $49.2 million in backbone and supplemental improvements. Exhibit 1 illustratively depicts the 2014 Plan. Residential development and facility improvements are clustered in three locations which will serve as "bookends" for future infill development. Additional private development projects and facility investments are currently being evaluated for potential inclusion in the 2014 Plan or later plans.

After the 2014 Plan is implemented, the Bridge District is expected to have capacity for approximately 8.3 million square feet of remaining development and require $86 million in remaining backbone investments.

Exhibit 1: The 2014 Plan



Five Year Capital Improvement Program (2009 through 2014)

Table 2 summarizes, and Exhibit 1 depicts, the five year capital improvement program (CIP) to implement the 2014 Plan. This CIP focuses on constructing certain public backbone infrastructure and amenities necessary to support the 2014 Plan. Improvements include construction of streets, municipal utilities (i.e., water, sewer, and drainage), parks, and other associated infrastructure and amenities. These investments are intended to serve the sites adjacent to the improvements and to catalyze redevelopment of remaining areas in the Bridge District.

Table 2: 2014 Plan

Improvement	Sources of Funds								
	Prop. 1C	Prop. 50	Tax Increment	CFD 23	CFD 27	Other			TOTAL
						Water Fund	Impact Fees	Kinder Morgan	
Proposition 1C City Admin/Mgmt	$650,000	$0	$0	$0	$0	$0	$0	$0	**$650,000**
Transportation and Circulation									
Roadways and Sidewalks	$12,035,000	$0	$2,212,000	$285,000	$5,253,021	$0	$2,633,200 (1)	$250,000	**$22,668,221**
Transit and Other Circulation	$0	$0	$0	$0	$700,000	$0	$0	$0	**$700,000**
Total Transportation & Circulation	***$12,035,000***	***$0***	***$2,212,000***	***$285,000***	***$5,953,021***	***$0***	***$2,633,200***	***$250,000***	***$23,368,221***
Municipal Utilities									
Water	$860,800	$0	$75,000	$215,200	$0	$5,000,000 (2)	$0	$0	**$6,151,000**
Sanitary Sewer	$3,957,000	$0	$0	$357,000	$0	$0	$0	$0	**$4,314,000**
Storm Drainage	$1,895,200	$0	$100,000	$373,800	$2,000,000	$0	$0	$0	**$4,369,000**
Joint Trench	$252,500	$0	$0	$252,500	$0	$0	$0	$0	**$505,000**
Total Municipal Utilities	***$6,965,500***	***$0***	***$175,000***	***$1,198,500***	***$2,000,000***	***$5,000,000***	***$0***	***$0***	***$15,339,000***
Parks and Other Public Spaces									
Riverfront Promenade	$0	$1,727,741	$3,330,951	$0	$2,940,828	$0	$0	$0	**$7,999,520**
Neighborhood Parks	$1,500,000	$0	$0	$0	$0	$0	$500,000 (3)	$0	**$2,000,000**
Total Parks and Public Spaces	***$1,500,000***	***$1,727,741***	***$3,330,951***	***$0***	***$2,940,828***	***$0***	***$500,000***	***$0***	***$9,999,520***
TOTAL BACKBONE FACILITIES	**$21,150,500**	**$1,727,741**	**$5,717,951**	**$1,483,500**	**$10,893,849**	**$5,000,000**	**$3,133,200**	**$250,000**	**$49,356,741**
Parking and Density Incentives	$1,260,000	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	**$1,260,000**
BACKBONE+SUPPLEMENTAL	**$22,410,500**	**$1,727,741**	**$5,717,951**	**$1,483,500**	**$10,893,849**	**$5,000,000**	**$3,133,200**	**$250,000**	**$50,616,741**
Maximum Prop 1C	**$23,081,000**								

(1) Source is Traffic Impact Fee Fund; to be advanced by tax increment.
(2) Advanced by Water Enterprise Fund; to be repaid by CFD 27.
(3) Source is Park Impact Fee Fund.

The Five Year CIP is driven by a $23.1 million grant awarded to the Bridge District as part of the state of California Proposition 1C funding program. This grant was secured by the commitment of 731 residential units (198 affordable) and approximately $28 million in local government and private infrastructure investments.

Action Plan Summary

The Implementation Strategy requires the city and property owners to perform a number of additional actions subsequent to the approval of the Specific Plan. These include, but are not limited to the following:

- Develop and adopt architectural guidelines and sustainability measures and seek appropriate LEED designations.
- Complete comprehensive parking ordinances and implementation of the structured parking financing program including in-lieu fees.
- Implement financing mechanisms including adoption of the street car financing, parking enterprise fund, community financing district and community services district.
- Complete ROW and park acquisitions and dedications, deed covenants and easements.
- Determine timing of west side rail relocation or creation of at-grade crossing for infrastructure improvements west of Fifth Street.
- Implement "urban" fees and standards including: 1) General Plan amendments for noise, light, residential density, heights and levels of service; 2) "density bank" processes; 3) design guidelines for Tower Bridge Gateway.
- Develop Bridge District Transportation Demand Management (TDM) plan

2.0 BRIDGE DISTRICT DEVELOPMENT PROGRAM

This section documents key Bridge District planning concepts, objectives, and assumptions critical to preparing this *Implementation Strategy*. These elements define the development program that will be supported by the public infrastructure and amenities described in following sections. Additional detail on this section is found in *Appendix A: Development Program Technical Materials.*

2.1 Key Planning Concepts

This section summarizes key over-arching *Specific Plan* concepts. These concepts are summarized in the vision to "develop a place of civic significance for West Sacramento which establishes it as a river city". Additional detail on these planning concepts and objectives is found in *Volume 1.*

2.1.1 Developing a Place of Civic Significance

The *Specific Plan* envisions the 188 acre Bridge District as the "urban core" and "focus of West Sacramento". Central to this vision is the development of facilities that provide public benefit and civic identity. These facilities are shown in Exhibit 2 and are incorporated in the *Implementation Strategy* as follows:

River Walk Promenade and Plaza: This open space, pedestrian, and bikeway corridor will provide public access along the length of the Sacramento riverfront as well as an array of recreational and civic facilities. These facilities are described in Section 5.1. The promenade paths lead to the diamond shaped plaza located at the east end of Grand, a regional day and night destination.

Grand Street Corridor: This corridor connects the City of West Sacramento civic center area with the River Walk Promenade. This corridor includes "green" unique botanical landscape treatments (see *Volume 2*), civic design features (see *Volume 2*), and public amenities (see Section 6) along its length.

Ballpark Drive Corridor: This corridor connects the interior of the Bridge District with the River Walk Promenade. This corridor includes civic streetscape treatments (see *Volume 2*) and public amenities (Sections 5.2 and 6) while preserving views of Tower Bridge.

Tower Bridge Gateway Corridor: This corridor is a front door arterial which connects the Bridge District (and the City of West Sacramento in general) with the City of Sacramento urban core. This corridor will include special civic streetscape design features and monuments marking entry into the city and sub-areas that are served by it. This corridor is intended to serve as a grand entry to the city and design treatments and landscaping will reinforce its linkages with the Bridge District, Washington and West Capitol Corridor neighborhoods. Tower Bridge Gateway is not fully within the Bridge or Washington Specific Plans or West Capitol Corridor Area. Specific design guidelines for Tower Bridge Gateway will be developed by the city and adjacent property owners in the future and amended into the Bridge District *Volume 2* upon adoption.

Exhibit 2: Developing a Place of Civic Significance

2.1.2 Developing a "River City"

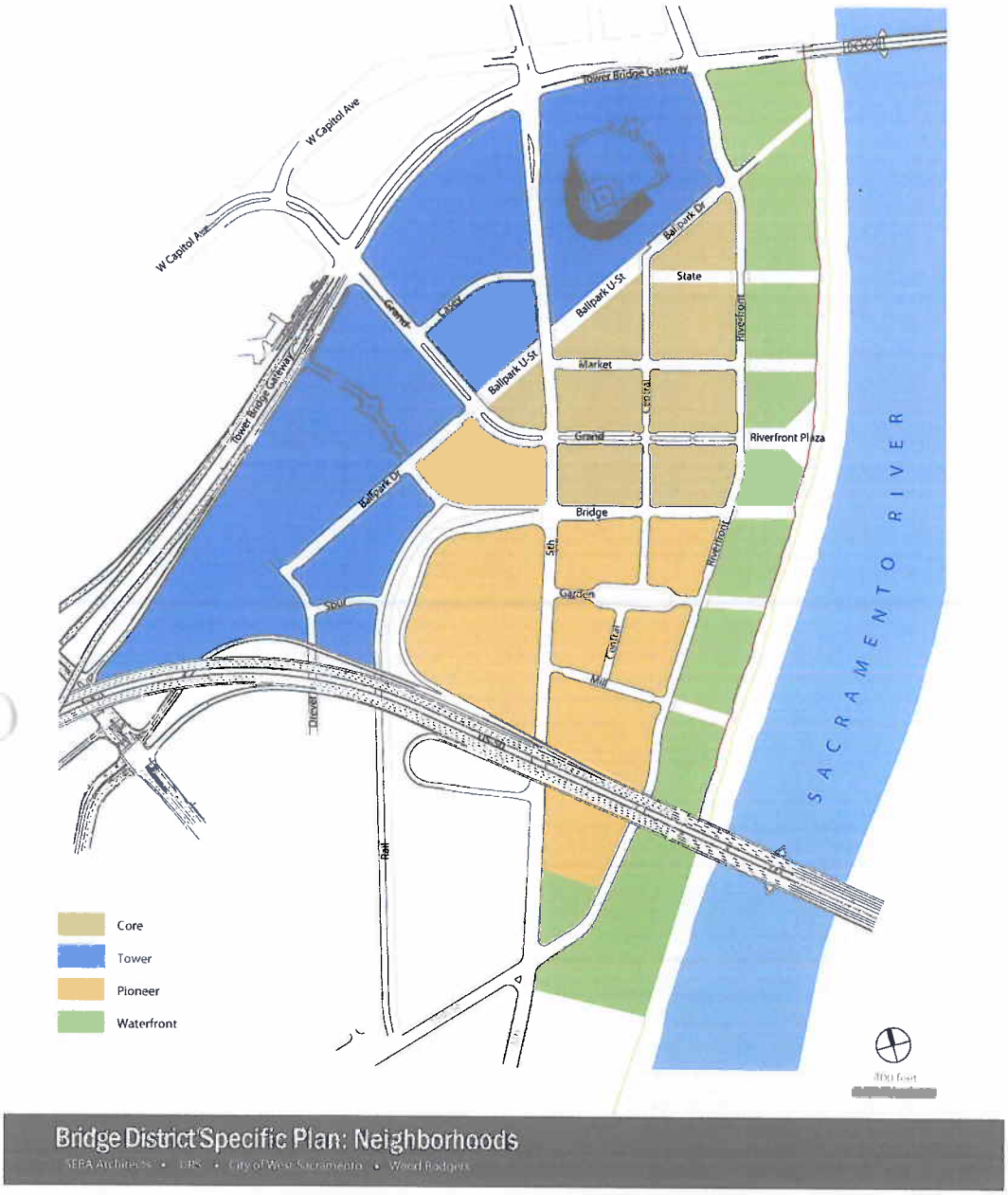
The *Specific Plan* envisions the Bridge District as a vibrant urban district that is connected to the Sacramento River. This concept is incorporated in the *Implementation Strategy* as follows:

Urban Neighborhoods: The Bridge District is subdivided into four distinct but integrated neighborhoods of differing urban character and development intensity (see Exhibit 3). Buildout assumptions for these neighborhoods are described in Section 2.2 and are supported by the infrastructure, amenity, and financing plans described in the subsequent sections.

Urban Grid: The Bridge District street grid creates pedestrian friendly blocks that support high density development and maximize the number of multi-modal routes from one destination to another. *Volume 2* includes urban street hierarchy regulations governing the relationship of the buildings to the street in order to create a unified and cohesive public realm. The grid provides for a mix of vehicular, transit, bikeway, and pedestrian facilities that connect neighborhoods within the Bridge District and connect the Bridge District with the region. Transportation facilities are described in Section 3.

River Form: The Bridge District grid, neighborhoods, parks, and other facilities have strong connections to the form of the river. This form is reflected in the complimentary alignment of the street grid (Section 3), design of public amenities (Sections 5 and 6), and streetscape and building design standards (*Volume 2*). The primary physical elements for making the connection between the riverfront and internal District areas are at least seven east/west access streets between Riverfront and the River Walk Promenade.

Exhibit 3: Bridge District Neighborhoods

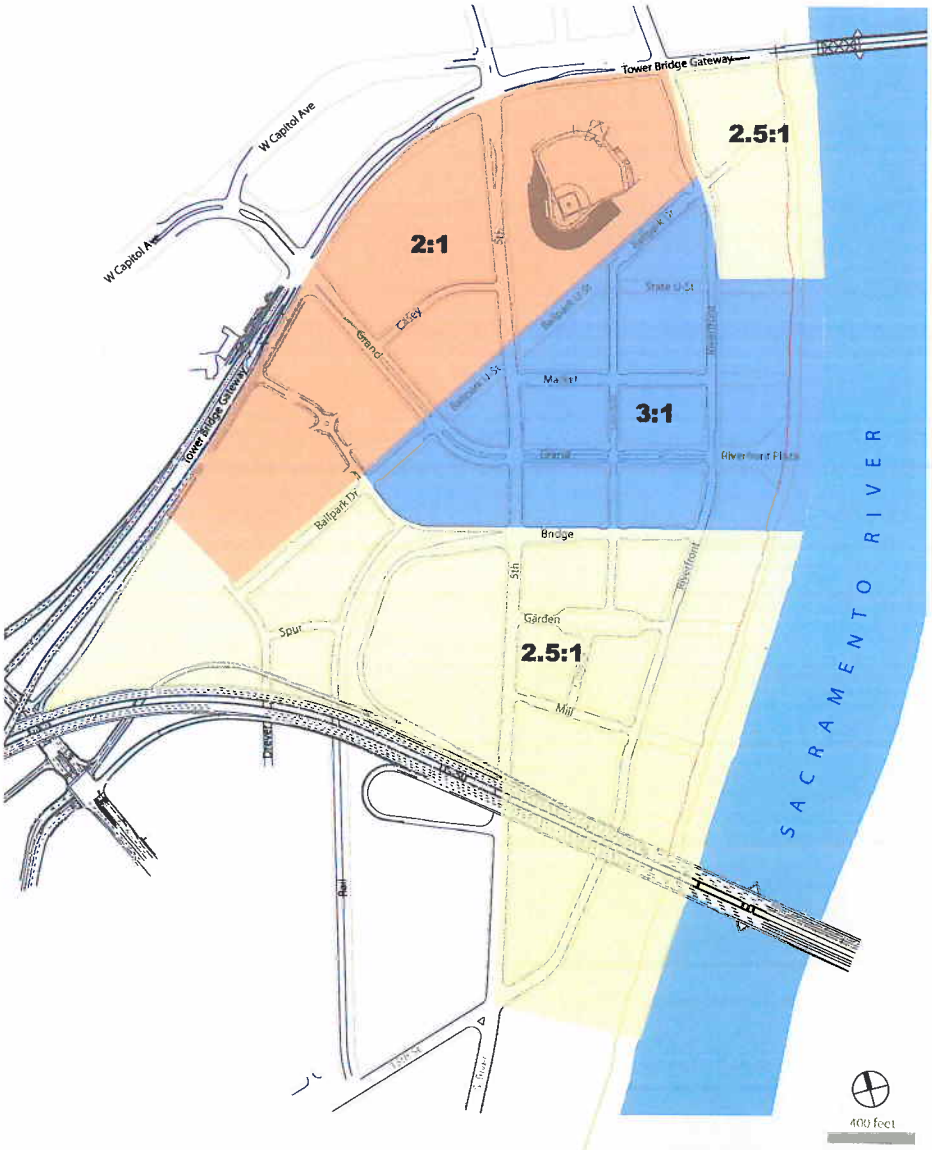


2.2 Buildout Assumptions

A total of 12.5 million square feet of occupied building is programmed for the Bridge District. Of the total occupied building area, 12 million square feet is allocated on a neighborhood basis by type of use (i.e. commercial vs. residential) pursuant to the regulations identified in Appendix A. The remaining 0.5 million square feet is banked as a density incentive accessed through the Density Bank mechanisms (see Section 2.2.2 and Appendix A).

The neighborhood boundaries are depicted in Exhibit 3 and neighborhood allocations of the 12 million buildout are shown in Table 3. The 1993 Specific Plan described a formula for entitlement allocation based on 1) a gross FAR

number (see below "Maximum Development Capacity exhibit"), which depicts the ratio of maximum allowable building area to the gross block area, and 2) the maximum and mix of land uses on a neighborhood basis. The maximum land uses on a neighborhood basis ratio are also described in "Development Entitlements by Specific Plan Neighborhood" table in Volume 1 XXXX. This formula is based on allocating a pro-rata share of entitlements at the neighborhood level. The formulas and additional detail, including the establishment of the density bank is further described in Volume 3, Appendix A.



Bridge District Specific Plan: Maximum Development Capacity

The 1993 EIR for the Triangle Specific Plan studied a build out scenario consistent with the "Development Entitlements by Specific Plan Neighborhood" table in Volume 1. Since that time, two changes to the neighborhoods have been approved: 1) the park blocks neighborhood has been merged into the two adjacent neighborhoods; and 2) the District boundaries have been expanded to include a parcel to the south of the freeway known as the CEMEX parcel which was merged into the Waterfront Neighborhood.

The transportation, circulation, and municipal utilities studies analyzed a build out program that differed from the "Development Entitlements by Specific Plan Neighborhood" table in Volume 1, favoring a more even split of uses and a total build out scenario in excess of 12 million square feet of development. The Buildout Assumptions section of this Volume and its Appendices contain additional information about the studies and the sizing of the infrastructure. The 2009 Bridge District supplemental EIR (SEIR) analyzed a target build out development scenario equal to approximately 75% of the entitlement allocation scenario studied in the transportation, circulation, and municipal studies. Development in excess of the allocation that was studied in the SEIR may require additional review and/or additional mitigation measures pursuant to CEQA regulations.

Projects that enter into development agreements with the City may be eligible to develop at the capacity identified in Chapter 2.2 of this Volume. Additional development density may be secured through the density bank mechanism, up to the maximum prescribed in Appendix A of this Volume, provided compliance with the General Plan density ranges can be demonstrated. Given the urban nature of the plan, compliance with the General Plan density ranges shall be determined on a gross block average basis rather than parcel basis, provided the block is owned by a single property owner at the time of development.

This section summarizes the Bridge District buildout assumptions used to prepare the infrastructure, amenity, and financing plans included in this *Implementation Strategy*. Additional detail on buildout assumptions is found in *Appendix A.*

2.2.1 Public Areas and Net Buildable Areas

Exhibit 4 depicts the location and character of public and quasi-public areas within the Bridge District as well as net buildable areas ("development blocks"). As redevelopment progresses, additional public and quasi-public areas not depicted in Exhibit 3, especially in areas west of 5th Street, may be identified and included in subsequent updates of this report. Public and quasi-public areas are described as follows:

Public Rights-of-Way: This area includes approximately 18.6 acres of roadways, bikeways, walkways, and associated areas that will be part of the public right of way. These facilities are described in Section 3 and in *Volume 2*.

River Walk Promenade: This area includes approximately 18.3 acres of an 0.8 mile length regional park corridor. The Promenade is described in Section 5.1.

Neighborhood Parks: Three neighborhood parks will provide approximately 3 acres of urban park space to serve most of the local needs of District residents and workers. These facilities are described in Section 5.2.

Distributed Neighborhood Recreation Features: These features are intended to provide the recreational service equivalent of a 1.5-acre neighborhood park, yet will be integrated with private development throughout the District. These facilities are described in Section 5.3.

"No Build" Areas: These areas include public, quasi-public and quasi-private properties that are restricted from building development. No build areas include property located within flood easements, view corridors, mandated universal streets, required building setbacks, and other restricted development areas. These areas are described in *Volume 2*.

Exhibit 4: Bridge District Public Areas and Development Blocks

2.2.2 Buildout Assumptions

The infrastructure, amenity, and financing plans included in this *Implementation Strategy* were prepared utilizing the following buildout assumptions:

Maximum Buildout: This scenario assumes that the Bridge District is developed at the maximum intensity permitted by *Volume 1* of this *Specific Plan* (Table 3). This scenario assumes 12.5 million square feet of residential and commercial development that would support 9,378 residents and 20,828 jobs.

Table 3: Maximum and Expected Buildout Assumptions

Neighborhood	Development Intensity			Maximum 100% Development Program		Expected 77% Development Program	
	Net Land Buildable Area (sqft)	Average Floor to Area Ratio	Total Land Building Area (sqft)	Commercial (sqft)	Residential (units)	Commercial (sqft)	Residential (units)
Core	860,933	2.82	2,427,295	1,645,295	782	1,316,236	626
Pioneer	970,547	2.73	2,650,000	1,900,000	750	1,520,002	598
Tower	2,175,043	1.37	2,972,705	954,705	2,018	763,764	1,616
Waterfront	927,074	4.26	3,950,000	2,500,000	1,450	1,999,987	1,160
Density Bank			500,000	290,000	210		
Total	**4,933,597**	**2.53**	**12,500,000**	**7,290,000**	**5,210**	**5,599,989**	**4,000**

Expected Buildout: This scenario assumes that the Bridge District is developed at 77 percent of the Maximum Buildout scenario. This scenario assumes approximately 9.6 million square feet of residential and commercial development that would support 9,378 residents and 16,000 jobs. Both maximum and expected buildout scenarios assume an average residential unit size of 1,000 square feet.

These scenarios represent "best guess" projections on how Bridge District buildings will be developed from a land use and intensity perspective based on:

- the planning direction provided by Volumes I and II;
- the potential developmental constraints and opportunities of specific Bridge District development blocks; and
- proposed Bridge District development plans submitted to the City of West Sacramento as of October 2008

Additional detail is included in *Appendix A*.

Density Bank: The city will establish a "Density Bank" or entitlement bank to provide additional capacity for denser, urban-scale projects and to manage the transfer and exchange of entitlements by use. The Density Bank is a mechanism for ensuring that unused development capacity is not stranded on under-developed parcels, and left unavailable to remaining developable parcels. The Density Bank reserves or banks the difference between the Expected Buildout scenario and the Maximum Buildout scenario while providing certainty to property owners about available baseline entitlements. The city may allocate entitlements from the Density Bank to support very urban dense development and use it to monitor the mix of residential to commercial uses to ensure that infrastructure capacity/thresholds are not exceeded.

The Density Bank mechanism provides that baseline entitlements are allocated to the property for the anticipated or Expected Buildout of 9.6 million square feet or approximately 80 percent of the maximum (see Table 3). The city reserves discretion over approximately 20 percent or 2.4 million square feet which it can transfer or grant to a parcel provided that the project is consistent with the Specific Plan and does not erode or negatively impact neighborhood character as defined in *Volume 1*. When a block has been developed, the "left over" or excess entitlements will automatically "deposit" to the Density Bank, and be managed by the city and made available under the Bank guidelines. Owners may also exchange one type of entitlement for another (commercial or residential) by depositing and withdrawing from the Density Bank. The zoning administrator of the city may approve withdrawal from the Bank or

transfer of entitlements within and between neighborhoods and will not condition reasonable use of it. Property owners may only transfer entitlements among parcels within their ownership and within the same neighborhood. Owners may not transfer entitlements onto a parcel in excess of the 100% or maximum capacity of that parcel. The capacity of a parcel is its pro-rata share of the Maximum Buildout scenario. Conditions for participating in the Density Bank and the character of each neighborhood are covered in *Volume 1* Section 3.3 and *Appendix A* of *Volume 3*.

3.0 TRANSPORTATION PLANS

This section describes how backbone transportation facilities will be developed in the Bridge District based on the Development Program described in Section 2. Facilities have been engineered to support the Maximum Buildout scenario and have been calibrated for the Expected Buildout scenario. Development above the Expected Buildout scenario may require some additional improvements, predominantly within the existing right of way.

Transportation facilities include roadways, walkways, bikeways, transit, parking and other infrastructure. These facilities are described collectively and individually in the following sections but will function as one integrated transportation system. Additional detail on transportation plans is found in *Appendix B: Transportation Plan Technical Materials*.

3.1 Integrated Transportation System

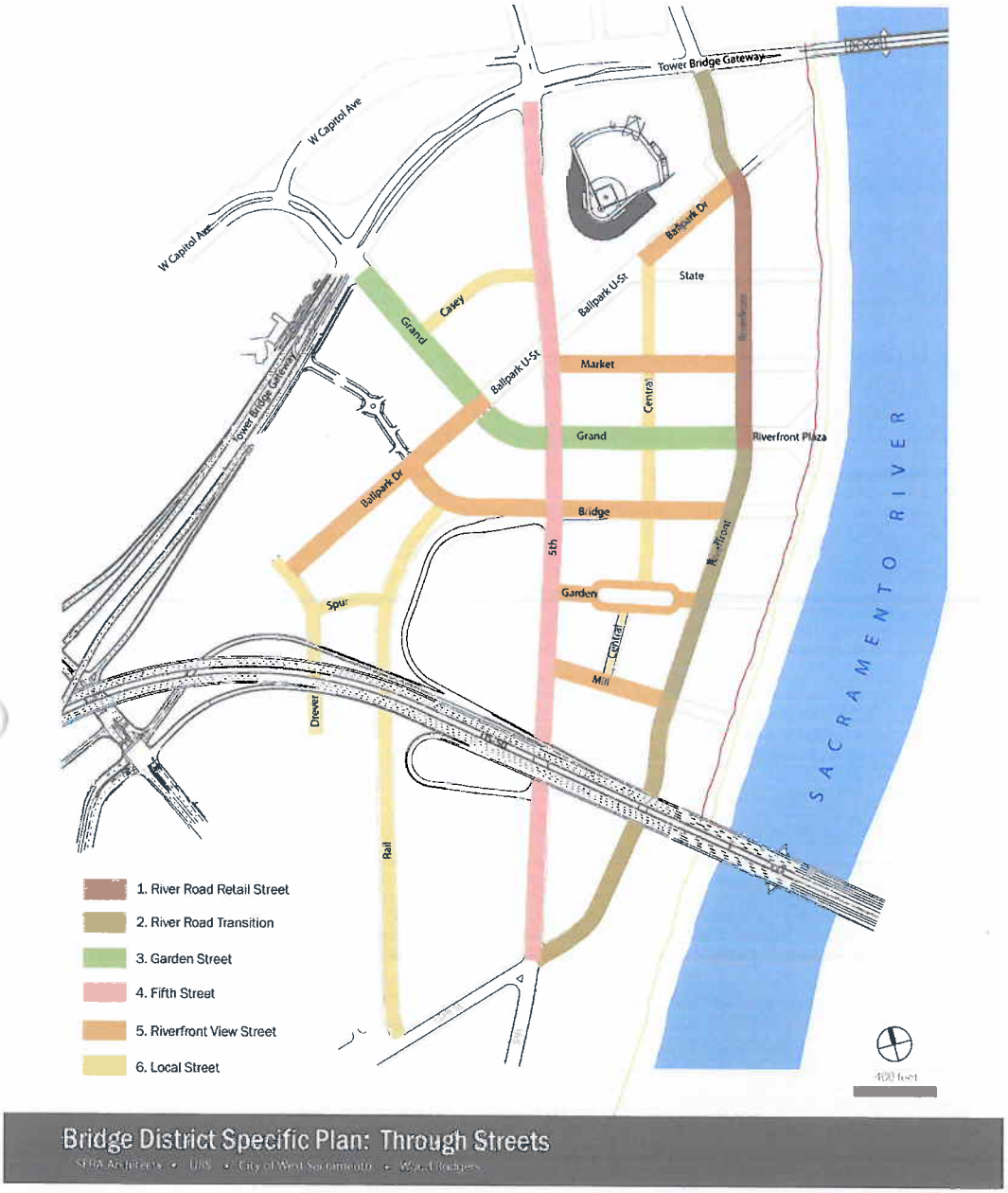
The Bridge District transportation system described in this section has been engineered as an integrated, multi-modal transportation system. It is fundamentally based on creating a pedestrian friendly environment. Other travel modes have been designed to provide pedestrians with safe and efficient choices for travel within the Bridge District and through the District.

This integrated approach incorporates Transportation Demand Management (TDM) strategies to achieve this objective. The city Transportation System Plan Ordinance and Advisory Handbook will apply to this project. A Bridge District TDM Plan will be developed by the property owners and approved by the city by 2014. The Bridge District TDM Plan will incorporate strategies that emphasize efficient use of transportation infrastructure, reduced reliance on the automobile, and increased use of walking, bicycling, and transit for transportation consistent with the City Transportation Systems Management ordinance and guidelines. Additionally, alternative mode share goals will be incorporated into development agreements for owners within the project area.

The transportation system is based on a backbone street grid that is engineered for multi-modal travel. There are two types of public streets that are part of the Bridge District street grid:

Through Streets are the backbone of the Bridge District street grid. They provide multi-modal access to and through the District. These streets have been designed to accommodate public vehicle, bicycle, and pedestrian traffic. Certain streets have also been designed to accommodate streetcar lines and other public transit (see Section 3.5)

Exhibit 5: Through Streets



Access Streets, also known as universal streets, are required streets that are intended to break large blocks into smaller, pedestrian friendly blocks. Access streets include through public walk and bicycle ways, emergency vehicle access, and utility service access. Other access may be limited or controlled. There are 2 kinds of access streets: 1) the access streets in the Waterfront neighborhood are fixed extensions of east-west streets extending to the promenade (see *Volume 2* page 39 for dimensions); and 2) the access streets in the Core neighborhood are required 45 ft wide streets that are located at the discretion of the property owner (see *Volume 2* pages 48-50). With the exception of the Grand Street connection to the Plaza, access streets are privately owned with required 20 ft emergency vehicle, pedestrian and bicycle easements.

Exhibit 6: Access Streets

3.2 Walkways and Pedestrian Circulation

Walkways are areas which exclusively serve pedestrian travel. The most common types of walkways are sidewalks and pedestrian paths. Sidewalks are adjacent to the street and are located between the street and fronting properties. Pedestrian paths are not adjacent to the street, and provide access through or between properties and amenities. Safe, convenient, and accessible walkways encourage and promote pedestrian travel and are crucial in the establishment of pedestrian-friendly developments.

Providing attractive and effective pedestrian facilities encourages walking as an attractive mode of transportation. Walkways enhance the physical safety, comfort, and convenience of the pedestrian envir
aesthetic character and quality of the pedestrian experience.

Bridge District public walkways include pedestrian activity areas associated with through and access streets as well as the River Walk Promenade. As redevelopment progresses, additional facilities may be identified and included in subsequent updates of this report. Walkway cross-sections and standards for these facilities are described in *Volume 2*. *Volume 2* identifies street sections where required ground floor retail uses must include awnings to provide shade and rain protection. Encroachment permits will not be required for awnings prescribed within *Volume 2*.

Sidewalks are divided into three distinct zones: the clear zone, furnishing zone, and building frontage zone. Each zone serves different functions and has different design requirements. The primary function of the clear zone is to accommodate pedestrian circulation. The furnishing zone accommodates public facilities and street furnishings, and the building frontage zone provides access to building frontages and serves as a transition area. The furnishing zone will be constructed with permeable materials that serve to manage Bridge District storm water. The prominence and intensity of each of these zones may vary from street to street. When distributing sidewalk width, priority is given to the three zones in the following order: clear zone, furnishing zone, frontage zone (see *Volume 2* for additional detail on these zones and design standards).

Within the Core and Waterfront neighborhoods, internal universal streets, referred to also as access streets (depicted in Exhibit 6), are prescribed to provide more connectivity. These private streets mix vehicles, bicycles and pedestrians within the same travel zone. The universal streets within the Waterfront Neighborhood are required to be partially constructed with permeable materials to address Bridge District storm water requirements (See Section 4.3).
Sidewalk widths – Sidewalks are primarily intended for pedestrian use. They also function as the interface between buildings and the street, providing both connections and buffers. The design of the sidewalk and the appurtenances within are critical to its effectiveness, function, and safety. The width of sidewalks must be consistent with demand and function and at the same time, be safe and comfortable. In areas of high pedestrian activity or focused retail activity, sidewalk widths are 20 feet. The minimum sidewalk width is 10 feet.

Curb Extensions – To minimize the length of pedestrian crossings and provide adequate sidewalk width where pedestrians are likely to congregate, curb extensions will be constructed at intersections and at connections between mid-block pedestrian paths.

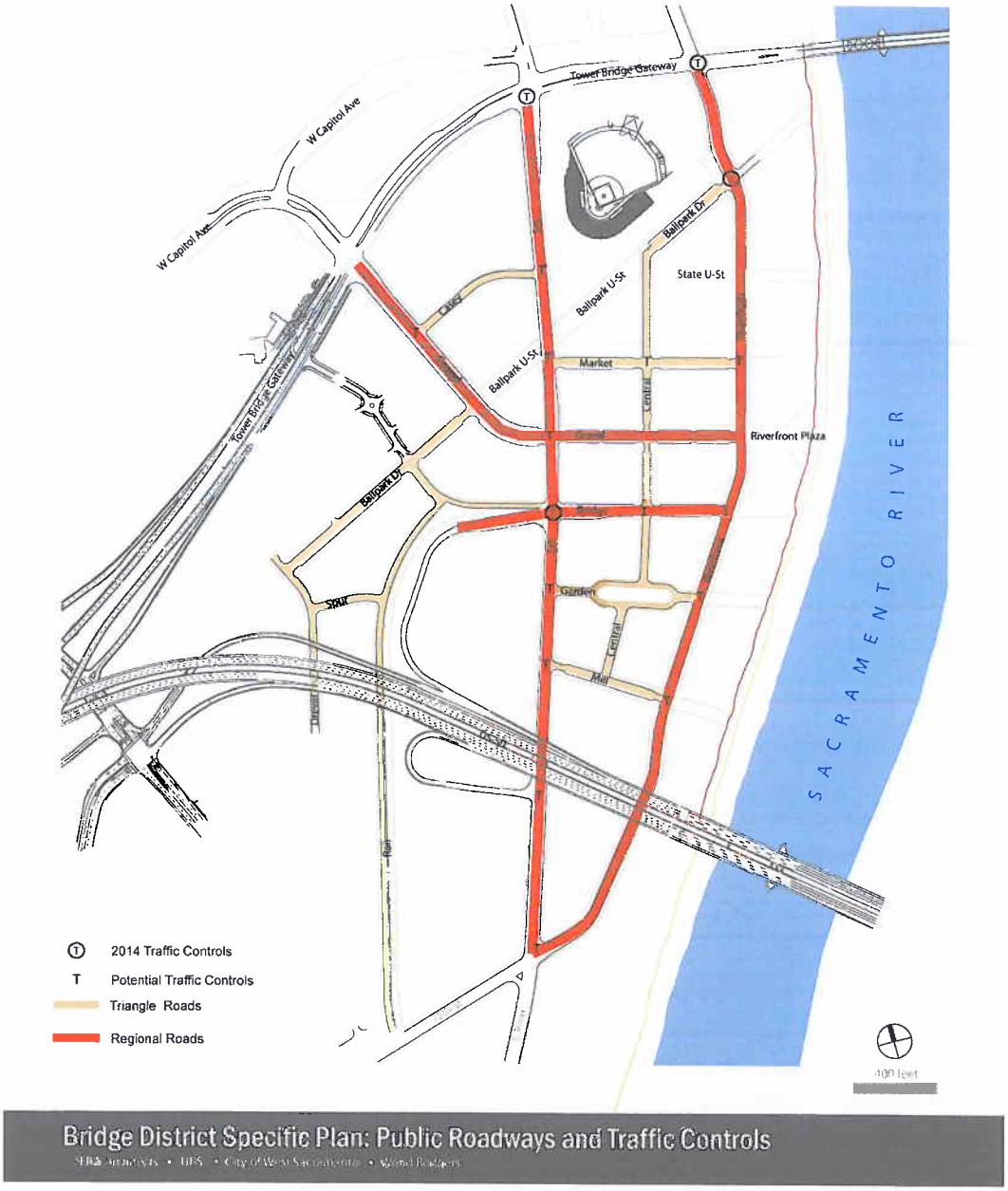
Furnishings – The furnishing zone includes public furnishings that enhance the pedestrian experience and serve the clear zone such as street trees, landscaping, street lights, transit stops, parking meters, fire hydrants, benches, bike racks, news racks, and other amenities. Seating will be provided, particularly in those areas where pedestrians are encouraged to participate or observe outdoor activities.

Pedestrian Comfort – Providing a positive pedestrian experience encourages pedestrian travel. A positive experience requires making pedestrians feel safe and comfortable. This starts with assuring that the clear zone is kept clear and free of obstructions and that transitions to other zones are smooth. The width of the clear zone is least 50% of the sidewalk width and never less than 6 feet, whichever is greater. A vertical clearance of at least 8 feet will be maintained from overhanging tree limbs, awnings, signs, or other obstructions.

3.3 Roadways and Vehicular Circulation

Exhibit 7 depicts public roadways and traffic signals that are part of the *Bridge District Roadway Master Plan* (see *Appendix B3*). Roadways include the vehicular component of streets (i.e., travel lanes, turn lanes, medians, and parking). As redevelopment progresses, additional roadways not depicted in Exhibit 7 may be required west of 5th Street. These will be identified and included in subsequent updates of the *Bridge District Roadway Master Plan.* Roadway cross-sections and streetscape standards for these facilities are described in *Volume 2*.

Exhibit 7: Public Roadways and Traffic Signals



Bridge District Specific Plan: Public Roadways and Traffic Controls

The public roadway system has been engineered to provide safe and efficient vehicular circulation to and through the Bridge District. Vehicles include automobiles, motorcycles, buses, streetcars, delivery trucks, fire trucks, and other

motorized transport (bicycle circulation is described in Section 3.6). Key vehicular circulation strategies are summarized below for each roadway:

US 50: Regional traffic accesses the Bridge District via existing US 50 onramps and off-ramps at 5th Street. US 50 is a Caltrans facility. Through traffic to and from US 50 will be directed along 5th Street.

5th Street: This roadway will include two travel lanes in each direction, dedicated turn lanes and is intended to be the primary north-south arterial through the Bridge District. Free flow speeds are assumed to be 30 miles per hour.

Riverfront Road: Along most of its length, this roadway will include one travel lane in each direction and is intended to be a secondary north-south facility (i.e. for local vehicle traffic). The segment between Ballpark Drive and Tower Bridge Gateway will include two travel lanes in each direction as a transition to the existing roadway north of Tower Bridge Gateway. Free flow speeds are assumed to be 20 miles per hour. To encourage lower speeds, Riverfront Road will include various traffic calming measures such as textured pavement treatments, raised crosswalks, and curb extensions.

Market Street: This roadway will include one travel lane in each direction and is intended to be a primary east-west connector between 5th Street and Riverfront Road. Free flow speeds are assumed to be 25 miles per hour.

Mill Street: This will include one travel lane in each direction and is intended as a secondary east-west facility between 5th Street and Riverfront Road. Free flow speeds are assumed to be 25 miles per hour.

Harden Street: This roadway will include one travel lane in each direction and is intended as a secondary east-west facility between 5th Street and Riverfront Road. Free flow speeds are assumed to be 25 miles per hour.

Grand Street: West of 5th Street, this roadway will include two travel lanes in each direction and is intended as a primary east-west arterial that connects West Capitol Avenue and Tower Bridge Gateway with 5th Street. Free flow speeds are assumed to be 35 miles per hour. East of 5th Street, this roadway will include one travel lane in each direction and is intended as a secondary east-west facility between 5th Street and Riverfront Road. Free flow speeds are assumed to be 25 miles per hour.

Bridge Street: Traffic from the US 50 westbound off-ramp will enter the Bridge District at the intersection of Bridge Street and 5th Street. Bridge Street will be an east-west facility and have two travel lanes in each direction between 5th Street and Riverfront Road. Free flow speeds on Bridge Street will be 35 miles per hour.

Automobiles will be the primary vehicles using Bridge District roadways. Table 4 summarizes automobile trip generation rates assumptions. These assumptions were used to analyze, size, and design the roadways depicted in Exhibit 5. Additional detail on these assumptions and associated traffic analyses are included in *Appendix B.*

Table 4: Peak Hour Automobile Trip Generation Rate Assumptions

Land Use	Morning Peak Hour			Evening Peak Hour		
	Trip Rate	Percent In	Percent Out	Trip Rate	Percent In	Percent Out
Residential	0.30	25%	75%	0.35	61%	39%
Office	1.55	88%	12%	1.49	17%	83%
Retail	1.03	61%	39%	3.75	48%	52%

1) "Trip Rate": Institute of Transportation Engineers (ITE) trip generation rate for respective peak hour period (i.e., A.M. peak hour, P.M. peak hour)
2) "Percent In" and "Percent Out" represents the percentage of trips arriving and departing during the respective peak periods.

The automobile trip generation rates depicted in Table 4 are based on Institute of Transportation Engineers data that have been adjusted to reflect the specifics of Bridge District development. These adjustments include:

A 25 percent discount in automobile trip generation rates based on the 1) availability of alternative travel modes provided by transit, pedestrian facilities, and bicycle facilities, and 2) a mixed-use urban environment where housing, jobs, retail, and amenities are located in close proximity to each other.

An additional 15 percent discount for properties located within ¼ mile of proposed streetcar stops. This proximity of, and the higher level of service provided by, this type of transit provides additional incentives for non-automobile trips.

A 25 percent discount in automobile trip generation rates for retail pass-by trips. This discount is applied to reflect automobile trips where retail is an intermediate destination of a primary trip (e.g., commute). This discount does not apply for automobile trips where retail is the primary destination.

Streetcar or alternate transit service is an integral component of the circulation plan. The level of service required is described in Section 3.5. The financing of transit is defined within Section 7.1 as a required "Backbone" transportation improvement in order for the roadways to support the expected development program capacity described in Section 2.2.

3.4 Parking

A key aspect of vehicular circulation will be the provision and management of parking facilities. Parking will be accommodated in the Bridge District via on-street parking (see Exhibit 8), shared parking areas, and exclusive use parking areas. Additional detail on parking facilities and strategies is included in *Appendix B4*. This section addresses demand projections, demand management, supply, and financing of parking for the commercial properties in the Bridge District. Residential parking is not addressed as a public resource or policy matter as it is assumed to be largely exclusive to residential developments.

Parking is an integral component of the overall transportation program for the Bridge District. It is influenced by surrounding land uses and is a major land use element itself. The parking strategy must support the overall vision for the Bridge District of providing a compact, urban, mixed use, walkable, transit-oriented environment. The primary challenge is to provide enough early structured parking to prevent spillover parking effects in residential areas and neighborhoods and meet demand for commercial uses without oversupplying parking such that it counteracts the land use, transportation, and urban design objectives. A further challenge is economic and financial: to provide enough parking to assure market acceptance and marketability of the commercial and residential properties, without overburdening the public and private financial resources available to develop and operate the parking.

As development takes place, it is likely that some residential parking will be integrated with structures that also serve commercial uses; the management arrangements will be worked out on a case by case basis.

Existing Conditions

Raley Field is presently the only real generator of demand for parking in the Bridge District. The bulk of parking for events and baseball games is accommodated in temporary surface parking lots that have limited improvements (gravel surfaces, chain link fencing, mobile lighting). In its Local Baseball Agreement, the city agrees to make future parking facility spaces developed within three quarters of a mile of the stadium, and to which the city has rights, publicly available for event parking if such parking or redevelopment causes a loss of stadium parking spaces.

In spite of its proximity and the ease of access for pedestrians over the improved Tower Bridge, the Bridge District does not serve as commuter parking for downtown and Old Sacramento workers. Time limitations on on-street parking and effective enforcement appear to be working to prevent commuter parking. There is an interest, on both sides of the river, that parking resources in the Bridge District be used to benefit the Bridge District and not draw commuters from the Sacramento side. As the Bridge District develops, management policies, parking pricing, and enforcement will be adapted to achieve this objective.

Parking Demand Projections

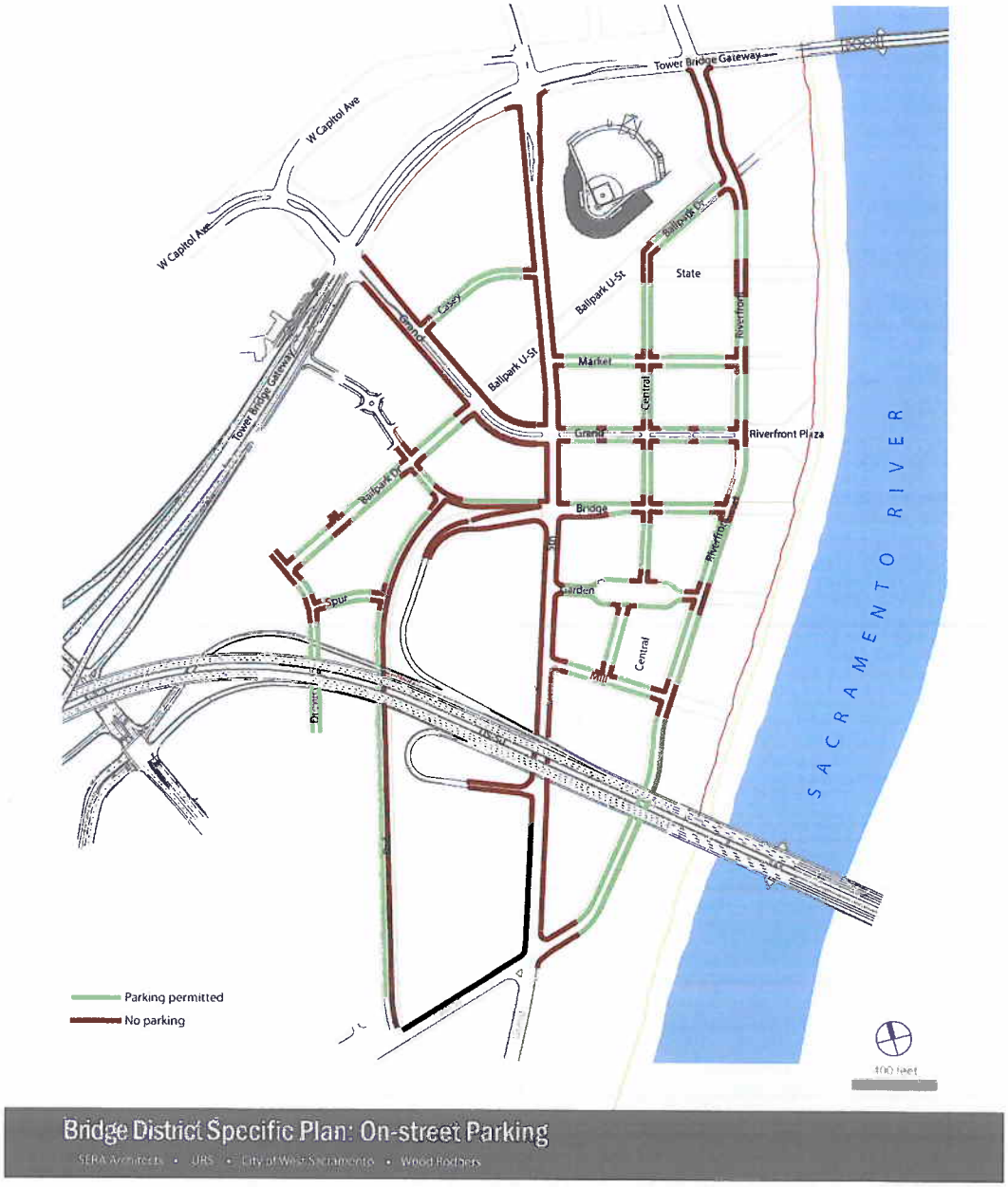
Future parking demand in the Bridge District is based on development projections using generation rates that account for a number of factors present or planned for the Bridge District:

- Shared use of parking; multiple properties using the same parking resource
- Captive market effect from mixed uses
- Availability of convenient, cost effective, frequent transit service
- A relatively high rate of pedestrian and bicycle commuting
- Accommodations for carpooling
- An active Transportation Demand Management (TDM) program

The parking demand rates were also adapted according to the phase of development. Parking demand is assumed to be highest in the first phase of development, before 40% of the area is built out, due to the more sparse development pattern, a narrower range of uses and services available, and more limited transit service. As the project evolves into a more mature urban environment with a full mix of uses, the captive market effect becomes more pronounced, transit service can improve, and parking becomes more expensive. These will have the effect of reducing demand for parking.

With later stages of development having much lower demand rates, this means that most of the parking supply must be provided earlier. Later developments will "buy in" to an existing parking supply without significantly adding to the amount required or supplied.

Exhibit 8: On-street Parking



Parking Management Policies

Management of the parking resource will be critical to success of the parking plan. The key elements of the management program consists of a group of policies and practices including

- A minimum shared parking and maximum parking requirement
- An emphasis on shared parking, by creating a pooled parking supply that is managed for the benefit of multiple properties, thereby reducing the overall amount of parking needed;
- Using public financing to assist in development of the shared parking resource;
- Placing limits on surface parking, allowing it only under the freeway and on an interim basis; and

- Creating a parking authority or management entity to oversee finance and management of the parking program.

A variety of policies and practices will need to be implemented in the Bridge District, including enhanced transit service, pricing strategies, information provision, demand management techniques, enforcement practices, and frequent monitoring. They are outlined here in this segment.

Shared Parking

The basic premise of the implementation strategy is that a core or basic amount of parking will be publically financed and operated on a shared basis, so that all properties and users within the Bridge District can take advantage of it. Rather than requiring each new development project to provide parking facilities on its site, the shared parking concept will provide a single parking structure that can be used by multiple properties and users. A minimum requirement for private development of one stall per thousand square feet of office space, and comparable rates for restaurant and retail uses, will be used for this first increment of parking. Only shared parking structures will be eligible for public investment.

Not every property will be able to contribute land or a structure, have a feasible garage site available, or generate enough parking demand to make improvement of a parking lot or structure feasible. An in-lieu fee option must be available for these circumstances. The amount of the fee should be proportional to the private sector share of the cost of constructing the required number of stalls in a parking structure.

Beyond this minimum, additional parking supply may be provided to meet the projected or perceived demand. This additional parking supply would not be required to be shared or contributed to the pooled supply, though it could be included in the shared resource. Developers can provide this additional parking in temporary surface lots or in structures, but no public financing would be available to assist in paying for this additional increment of parking.

Minimum and maximum parking standards are established in *Volume 1* (see *Volume 1* page 25). However, if the parking supply is provided as surface parking, it will require a conditional use permit, and the use permit would be subject to frequent review (on two to five year intervals), with no guarantee of renewal. Exceptions to the surface parking limitations would be available for short-term (less than 90 minutes) and handicapped accessible stalls, and for surface lots on property not otherwise developable (e.g., under the Pioneer Bridge approach).

TDM Measures

Transportation Demand Management (TDM) includes all policies and design features that contribute to more efficient use of transportation infrastructure, reduced reliance on the automobile, and increased use of bicycling, walking and transit for transportation. Parking management is one category within TDM and includes a variety of strategies to encourage more efficient use of parking facilities:

- Pricing. On-street parking must be priced such that commuters will use garages and parking lots, and the most convenient on-street spaces will be available for short term visitors. Rates for parking in garages must be high enough to make alternative modes competitive, yet not so high as to push parking on to local and nearby streets.
- Unbundled parking. Most of the parking in the Bridge District will be provided in a separate location. Paying for parking as a separate transaction presents the opportunity to offer cash out programs, giving a rent discount or offering cash to employees if they don't drive and park.

- Wayfinding and parking information systems. In a shared parking environment, wayfinding signage that directs drivers to parking garages is critical. Information systems that inform drivers of the number and location of empty stalls that are available within a structure can also ensure more efficient use of a structure, and allow occupancy rates to approach maximum without adding time delays or congestion to the parking experience.
- Transportation Management Plans. New developments may be required to join a Transportation Management Association (TMA), provide an employee transportation coordinator, offer employees subsidies for transit passes, accommodate carpools and provide incentives, contribute to the cost of providing transit service to the worksite, and include provisions for walk and bike access.
- Transit, walk, bike, and urban design. Provision of high quality, convenient, frequent transit at competitive cost is a key component of a TDM effort, and critical to reducing demand for parking. Similarly, providing a walk and bike friendly environment, based on appropriate urban design principles, will reduce the need to drive and demand for parking.

Monitoring and Enforcement.

The vision for the Bridge District will require both metered on-street parking and regular enforcement to effectively manage supply and demand for parking. Monitoring will have the further benefit of providing data about parking demand and use, identifying where more parking is needed or excess supply is available, and will also contribute to safety and security of remote parking areas.

Parking Design Guidelines

Design guidelines that provide parameters for locating entrances and requiring ground floor treatment are provided in *Volume 2* page 75 "Allowable Building Frontages".

Parking Supply

Future parking supply in the Bridge District was examined at three stages of development. As the Bridge District develops, parking supply will evolve and ultimately nearly all the parking will be accommodated in parking structures. At later stages, new development will generate less demand for additional parking due to the density and variety of land uses and quality of transit service that will be available.

The following table outlines projected total parking demand at each phase.

Table 5: Parking Supply

Parking Supply (stalls)	Structure	Surface	Curb	Total
Phase 1	1,750	3,200	150	5,100
Phase 2	3,350	2,950	260	6,560
Phase 3	4,450	350	260	5,060

The potential location of parking garages and surface lots, and the capacity of each at each stage of development, is included in the full Parking Program (*Appendix B4* excerpts *Urban Parking Plan*).

Parking Financing

Public investment in structured parking is critical to achieving the development density necessary to support street car and transit circulation elements. The Financing Plan for the Bridge District (Section 7.2 Table 11) indentifies the funding sources and assumptions about the public investment in shared parking structures based on per space

construction costs and anticipated buildout of commercial space (see Section 2.2.2 Table 3). It assigns a 50% share of cost for the required shared space per 1000 square feet of commercial to both the city and the developer. The Bridge District financing plan does not include a cost estimate for public investment in shared parking as it will be driven by future commercial development. However, public investment in shared parking is a density incentive primarily financed with tax increment and as such the Redevelopment Agency must manage tax increment revenues accordingly. The financing projections assumed that for the surface parking lots, the developers would be responsible for the total cost. The additional cost of the ground-level commercial space for parking structures was not included in the financing plan.

Although an in-lieu fee option needs to be available, financing the required parking cannot rely solely on a fee program and tax increment investment. When development is slow, small scale or sporadic, the fee fund will likely not grow enough to undertake new construction. The city will need to consider creation of a parking authority and development fund utilizing additional sources of public and private revenue.

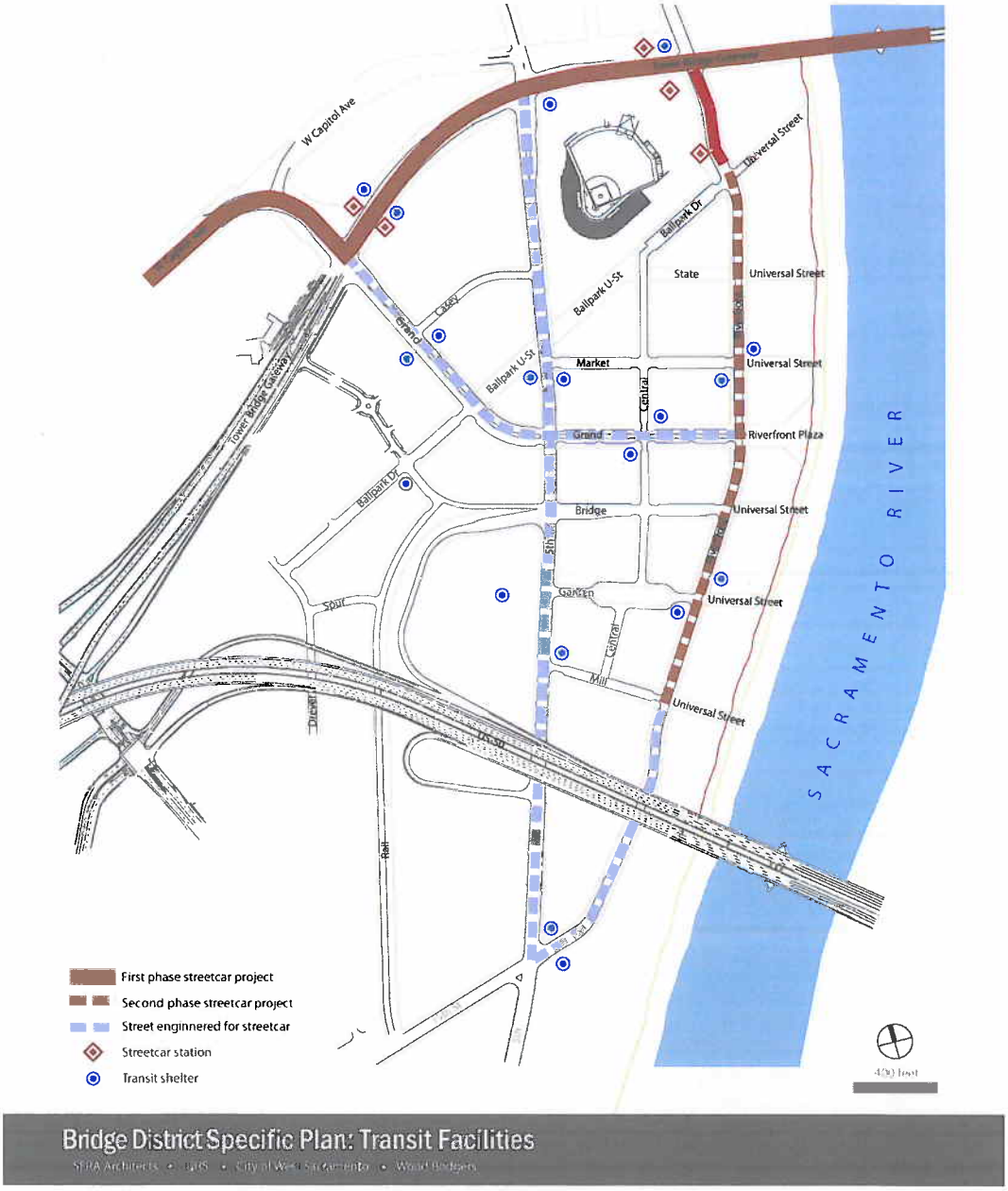
3.5 Transit

The integrated transportation system discussed in Section 3.1 and the vehicle trip generation assumptions discussed in Section 3.3 depend on providing a high level of transit service. This section outlines the desired transit level of service in the Bridge District and how it will be provided.

Rather than describing specific modes (streetcar or other rail versus bus or shuttle service), transit is described in terms of level of service. The desired level of transit service in Bridge District is to have service available within 3 blocks (approximately one quarter-mile) of any location (meeting operational ridership requirements), with a frequency of no less than every 15 minutes during peak hours on weekdays. The service should provide connections to the regional transportation network as well as to important local destinations. Peak hour and workday service should be augmented by baseline service during evenings and on weekends, with frequency of no less than once per hour, and by event-related service to handle crowds visiting Raley Field and other major attractions.

Streetcar and other transit service will serve the Bridge District. The Bridge District roadway grid has been engineered to accommodate potential streetcar service on the following streets: Tower Bridge Gateway, Riverfront Road, Grand Street and 5th Street. However, the desired level of service will likely be achieved with a combination of buses, van shuttles, and rail.

Exhibit 9: Transit Facilities



Transit pricing should also be coordinated with parking pricing. The objective is to make using transit a rational economic choice that compares favorably with auto use. In other words, the total cost of taking transit, including a factor for any additional time that may be involved, should be comparable to the cost of driving and parking in the Bridge District. Achieving this price parity may be done through employer subsidies for monthly pass purchases, participation in a Transportation Management Association (TMA), subsidies for shuttle operations, or other measures described in the TDM program.

Transit is also supported by design of buildings and pedestrian areas, convenient and comfortable bus stops and transit waiting and boarding areas. Access to transit and incentives to use it will also be integral to the TDM program employed in the Bridge.

Some background level of service is already planned for the Bridge District. Several bus lines operate along West Capitol Avenue, within easy reach of the northern portions of the Bridge. Future service plans outlined in the enhanced service scenario in the 2006 Short Range Transit Plan (SRTP) prepared by Yolo County Transportation District include two bus lines along Riverfront Road, connecting to downtown Sacramento via the Tower Bridge. Both of these routes would operate in peak periods only, and serve primarily as commute lines for the eastern portion of the Southport area.

All of the first phase development projects designated within the Bridge District Development Area are located within 0.5 mile walking distance of the planned streetcar stop at Tower Bridge Gateway and Third Street/Riverfront Road. This planned stop is part of the 2.5 mile initial leg of a streetcar line that links West Sacramento's City Hall and transit center with downtown and midtown Sacramento, the Capitol building, and the Sacramento Convention Center.

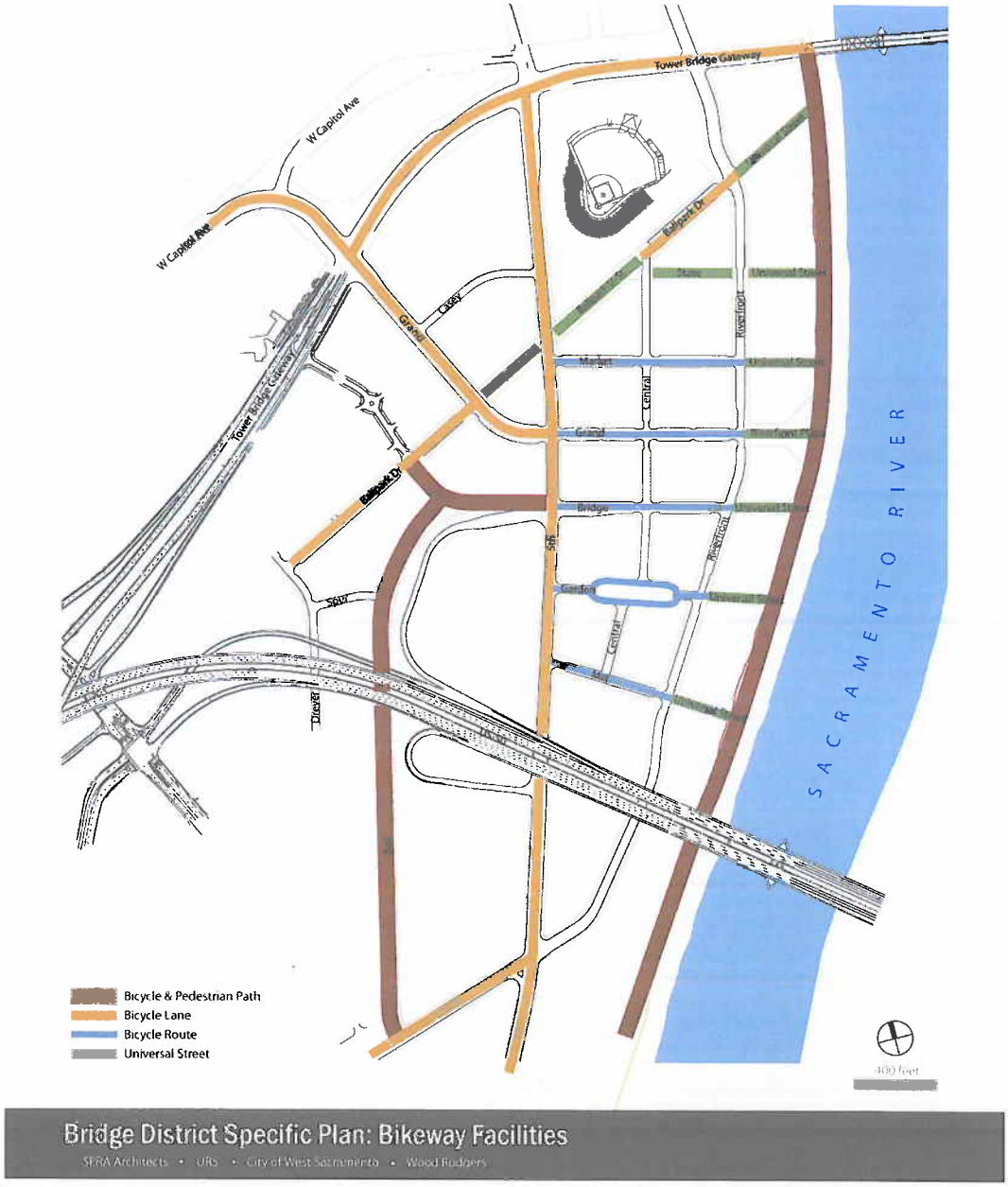
The Downtown/Riverfront streetcar project is currently in the preliminary design and environmental review stage. The current work phase is paid for by federal statewide transportation improvement (STIP) allocated funds, and the project is also included in the recently approved Metropolitan Transportation Plan (MTP). A financing plan for the final design and construction phases has been outlined and approved by the policy body overseeing the streetcar project, comprised of elected officials from each of the four agencies cooperating on the project). The required Bridge financing associated with streetcar project is included within the Bridge financing plan provided in Section 7.

.6 Bikeway Facilities

The Bridge District will accommodate bicyclist travel by on- and off-street facilities. The location and configuration of bicyclist facilities are intended to minimize trip distance, seamlessly connect with other bicyclist facilities at the District boundaries, accommodate different trip types and traveler skill levels, assist wayfinding and minimize conflicts with other travel modes and adjacent land uses.

Bridge District bicycle facilities are shown in Exhibit 10. The configuration of these facilities follows the trip orientation and mode mix of the street network. Bicycle lanes will be striped on streets intended for through-District trips (e.g., 5th, Grand west of 5th), as illustrated in the roadway cross-sections in *Volume 2*. The east-west streets that connect the District interior to the riverfront will be designated as bicycle routes (e.g., Grand east of 5th, Market, Garden). Bicyclists will have open access to the seven east-west connections between Riverfront and the River Walk Promenade, where the low level of vehicle traffic in these corridors makes specific bicycle designation unnecessary. Streets that are oriented to local neighborhood traffic, such as Garden, will operate at slow vehicle speeds and can accommodate bicyclists without specific designation. The River Walk Promenade will provide an off-street pathway shared by pedestrians for bicyclists travelling to this community destination.

Exhibit 10: Bikeway Facilities



3.7 Rail Removal and Relocation

As a former industrial area the Bridge District contained several heavy rail facilities that were demolished in 2009 as a result of Bridge District property owners, city and Redevelopment Agency efforts to relocate industrial uses in the District (see Exhibit 11). The remaining heavy rail facilities require removal or relocation (see Exhibit 11). The recently removed and existing facilities include:

Cemex Rail Spur: This rail spur connected the former Cemex parcel with the Union Pacific main line. Most Cemex industrial operations were relocated from the Bridge District in 2007 and the rail spur has been removed.

Wye Rail Spur: This rail spur connects the Weyerhauser parcel with the Union Pacific main line. Weyerhauser industrial operations were relocated from the Bridge District and the rail spur has been removed.

Union Pacific Main Line and Rail Yard: The remaining Union Pacific main line and Rail Yard are obstacles to completing the circulation improvements as designed (see Exhibits 5 and 9) and achieving the level of development anticipated in the financing plan (See Table 3). The existing rail infrastructure within the Bridge District is one element of a rail system serving the region which poses transportation, redevelopment and public safety challenges for the cities of Woodland, Davis, West Sacramento and Yolo County. These jurisdictions began partnering in 2009 to develop a phased relocation strategy for rail infrastructure including efforts to secure a $75 million congressional authorization in 2009 as the first step towards seeking federal financial assistance for the project.

The full project includes relocating the existing Yolo Shortline rail route to the west side of the Yolo Bypass through Conaway Ranch to the Union Pacific Railroad (UPRR) main line that is located on the north side of Highway 80 with a connection point just east of Davis. This will allow for removal of the trestle that crosses the Yolo Bypass at I-5 and will lessen the existing rail interchange traffic with UPRR in West Sacramento. Improvements planned for the interchange yard just east of the City of Davis will eliminate the need for the UPRR-SNR Westgate interchange track in West Sacramento Bridge District. The project, when completed will eliminate major rail freight traffic through the residential/commercial areas of Davis and the Bridge District. In the interim the city could seek Public Utilities Commission approval for additional at-grade crossings on Casey and Grand given the elimination of at grade crossings associated with previous rail removal. The relocation of the UPRR main line track and rail yard is not included within the scope of the Bridge District financing plan.

Exhibit 11: Bridge District Rail Facilities to be Removed

4.0 MUNICIPAL UTILITY PLANS

This section describes how backbone water, sewer, and drainage facilities will be developed for the Bridge District based on the Development Program described in Section 2. Underground facilities have been engineered and sized to support the Maximum Buildout scenario (see Section 2.2: Table 3). Phasing of construction will consider the Expected Buildout scenario where possible. In general, improvements constructed underground and those which are not readily retrofitted in the future will be constructed to accommodate the Maximum Buildout scenario. Improvements such as water storage tanks, lift stations, and storm water detention facilities may be phased.

Additional detail on municipal utility plans can be found in *Appendix C: Municipal Utility Plan Technical Materials*.

4.1 Backbone Water Distribution System

4.1.1 Water Demand Assumptions

The backbone underground water distribution system is sized to serve domestic and fire service demands based on the Maximum Buildout scenario. It is intended that every development block in the Bridge District be served by a looped distribution system.

This system has been engineered to support the Maximum Buildout scenario based on urban demand factors. A construction phasing plan will be analyzed at the time of final design which considers the Expected Buildout scenario. Pipelines, pumps, and tanks have been sized to accommodate water demands from urban product types (e.g., stacked flats, towers, mixed-use), and limited irrigated landscaping. Table 6 summarizes daily water demand assumptions.

Table 6: Water Demand Assumptions

Land Use	Daily Water Demand
Residential - Less Dense	290 gpd/du
Residential	225 gpd/du
Office and Retail	0.075 gal/sf
Restaurants	1.00 gal/sf

These assumptions yield an Average Daily Demand (ADD) of 1.95 million gallons based on the Maximum Development scenario.

Other design assumptions used to size backbone water infrastructure includes the following:

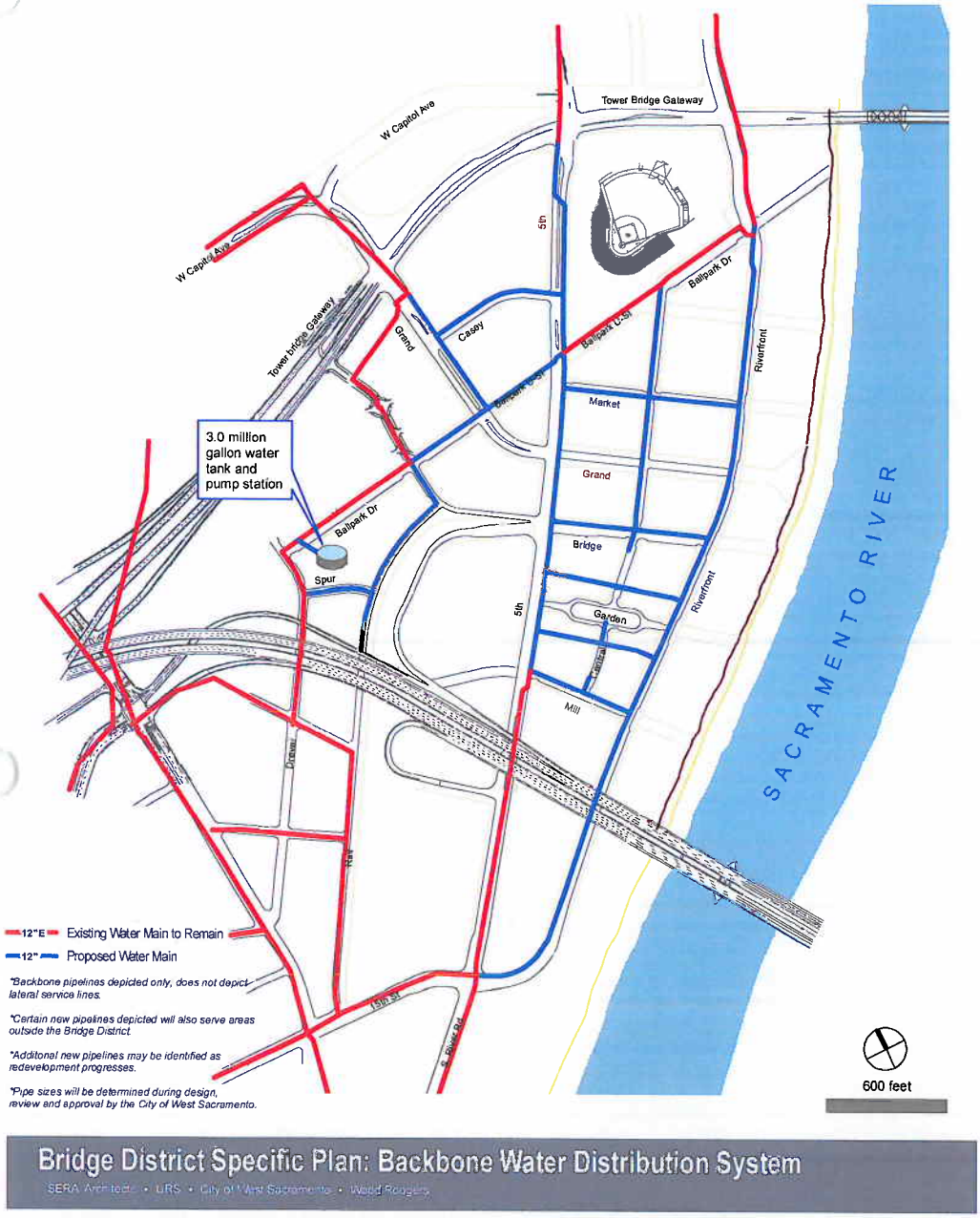
- Persons per household = 1.8*
- All buildings will be sprinkled (as necessary)
- Maximum Daily Demand (MDD) = 2 x ADD = 3.9 MG
- Storage Criteria:
  - Operational Storage = 0.25 x MDD = 0.970 MG
  - Emergency Storage = 0.50 x MDD = 1.95 MG
  - Fire Storage = Fire Demand x Duration = 4000 gpm x 5 hours = 1.20 MGD
  - Total Storage Requirement = 4.12 MGD

*Waterfront Mixed Use Zoning: 2.2 persons per household (1.8 persons is urban standard and applies only in the Bridge District)

4.1.2 Backbone Water Distribution System

Exhibit 12 depicts backbone water pipelines, pump stations, and storage facilities that are part of the *Bridge District Water Distribution System Master Plan* (see *Appendix C*). Studies of the Maximum Buildout scenario have not identified any additional off-site improvements to citywide water distribution systems. As redevelopment progresses, additional backbone water facilities not shown on Exhibit 12 may be identified and included in subsequent updates of the *Master Plan*.

Exhibit 12: Backbone Water Distribution System



The water pipelines depicted in Exhibit 12 are sized to accommodate maximum buildout of the Bridge District. The Bridge District water distribution system will ultimately include two new water storage tanks and pump stations. The principle purpose of storage is to provide a reserve supply of water for operational equalization, emergency needs, and fire events. One 3 million gallon storage tank and pump station will be immediately constructed in order to accommodate initial phases of development. The location of this facility is depicted in Exhibit 12. This storage facility would support approximately 9 million square feet of new development assuming; 1) this program is approximately 50 percent residential and 50 percent office, and; 2) the water demand factors described in the previous section.

The second tank and pump station will be sized and constructed as necessary to support additional development, up to the Maximum Buildout scenario. The location of this storage facility has not been determined at this time. The financing plan (Section 7) does not include the cost of a second water tank. It is presumed that it will be part of a shared facility which also provides storage for areas located outside the Bridge District.

4.2 Backbone Sewer Collection System

4.2.1 Sewer Flow Assumptions

The backbone sewer collection system is sized to serve domestic sewer demands based on the Maximum Buildout scenario. It is intended that every development block in the Bridge District will be served by at least one sewer collector.

This system has been engineered to support the Maximum Buildout scenario based on urban demand factors. The city will explore opportunities to phase construction of the new sewer lift station in recognition of the differential between the Expected and the Maximum Buildout scenarios. Pipelines and pumps have been sized to accommodate sewer collection demands from urban product types (e.g., stacked flats, towers, mixed-use) based on 90% of the water demand factors summarized in Table 6. Design criteria used to calculate sewer flow rates are as follows:

Table 7: Sewer Design Assumptions

Unit Flow Rates	
Land Use Type	Average Daily Flow (90% of Water Demand)
Residential	202.5 gpd/du
Office/Commercial/High Rise	0.0675 gpd/sf
Retail/Restaurants	0.0675 gpd/sf

Peaking Factors	
Average Flow (mgd)	Peaking Factor
<0.75	3.0
0.75-1.20	2.9
1.20-1.75	2.8
1.75-2.50	2.7
2.50-3.75	2.6
>3.75	2.5

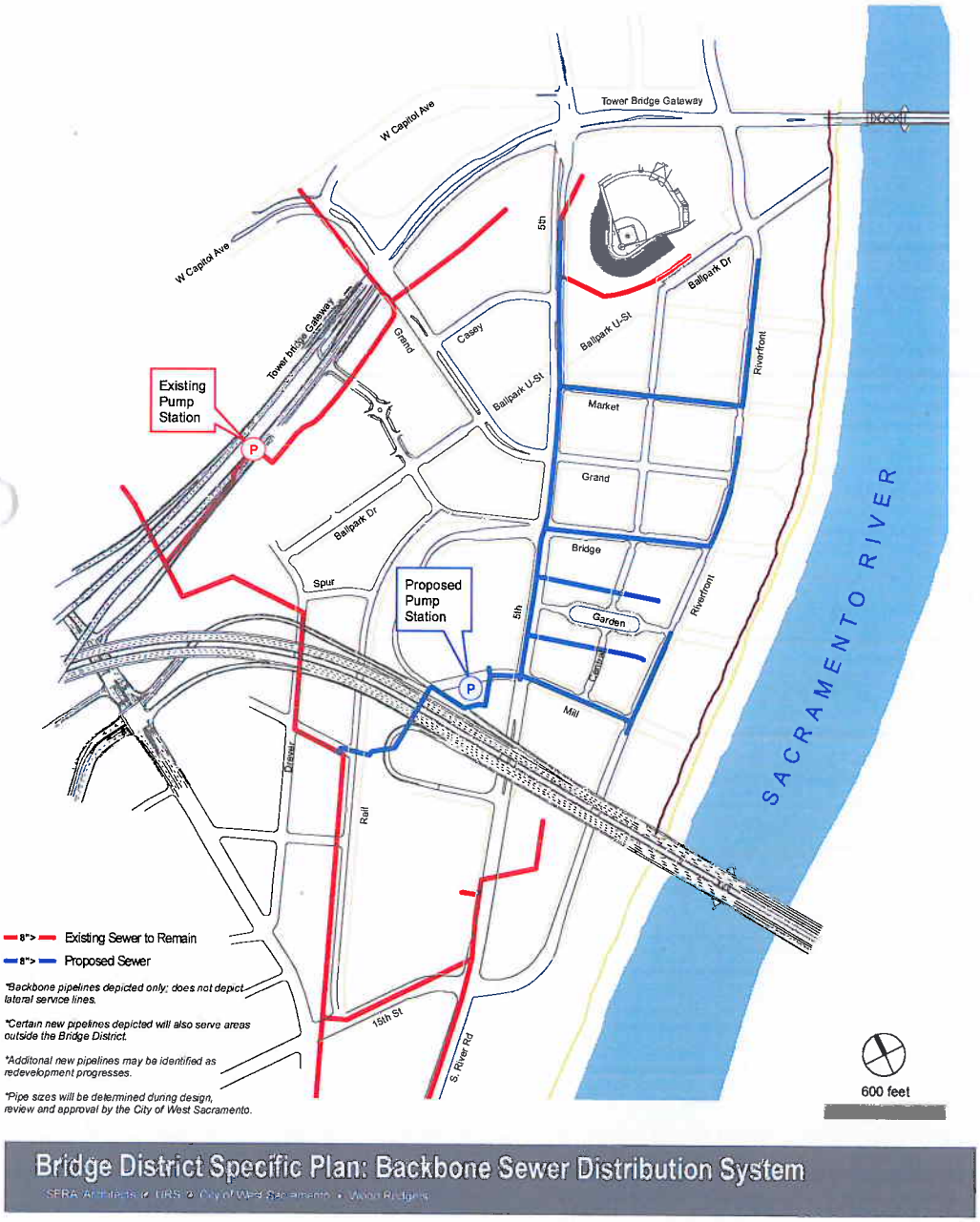
- Peak Wet Weather Flows (PWWF) = Peaking Factor x ADWF
- PWWF includes Infiltration and Inflow (I&I)

These assumptions yield a peak wet weather sewer flow of approximately 3.2 million gallons per day at the proposed sewer lift station based on the Maximum Development scenario.

4.2.2 Backbone Sewer Collection System

The water backbone sewer pipelines depicted in Exhibit 13 are sized to accommodate maximum buildout of the Bridge District. Exhibit 13 depicts the backbone sewer collection system that is part of the *Bridge District Sewer Collection System Master Plan* (see *Appendix C*). Studies of the Maximum Buildout scenario have not identified any required additional off-site improvements to citywide sewer collection systems. As redevelopment progresses, additional backbone sewer collection facilities not shown on this exhibit may be identified and included in subsequent updates of the *Master Plan*.

Exhibit 13: Backbone Sewer Collection System



The backbone collection system includes a system of sewer trunk lines which gravity flow to a new sewer lift station. The flow is then pumped to an existing 18" sewer force main which originates at the Jefferson Pump Station and

ultimately ties into the Lower North West Interceptor. The initial phase of the new sewer lift station will need to be constructed prior to the next phase of private development in the Bridge District and is included in the Five Year Bridge District Capital Improvement Program 2009-2014.

4.3 Backbone Storm Drainage Collection System

4.3.1 Drainage Collection Assumptions

The backbone drainage collection system is sized to serve drainage demands and provide water quality treatment based on the Maximum Buildout scenario and the following assumptions:

- All drainage infrastructure will be sized in accordance with the City of West Sacramento Standard Specifications.
- Storage facilities will be sized to accommodate the 100 year storm event and maintain post development flows at pre-development levels.
- The design shall incorporate Best Management Practices to prevent pollutants from storm runoff from entering the downstream conveyance system, meeting all regulatory limitations.

4.3.2 Backbone Storm Drainage Collection System

Exhibit 14 depicts the proposed alternative for providing a backbone drainage system as part of the Bridge District Drainage Master Plan (see *Appendix C*). The drainage system consists of a pipeline collection system, and measures for providing water quality treatment and attenuation of pre-project versus post-project flows to the existing downstream system. Design criteria will be dependent upon the outfall location(s) and attenuation plan. Flows are to be directed to the west, as they currently flow, therefore peak flows will be attenuated to pre-development levels so that downstream infrastructure is not adversely affected.

4.3.3 Peak Flow Attenuation

Peak flow attenuation shall be accommodated through either detention and/or infiltration means. Due to the unique characteristics of the existing soils in the Bridge District, porous concrete and aggregate infiltration facilities (infiltration system) appear to be a viable alternative to reduce storm drainage flows from the Bridge District to the existing downstream facilities.

Current options include a) use of the infiltration system within the entire roadway right of way, b) use of infiltration system within the sidewalk and furnishing zone areas only, and c) detention. These options may be combined depending on feasibility, cost and maintenance considerations. The final Master Drainage Study will detail the proposed drainage system. The community services district will provide funding for routine maintenance of infiltration systems if incorporated into the Bridge District.

If required, a suitable site for the proposed storm detention basin will be determined. This alternative would provide peak flow attenuation and water quality treatment all in one facility. However, because of land requirements a detention basin may not represent the most cost effective means of attenuation. Peak flow attenuation shall be accommodated through either detention and/or infiltration means.

4.3.4 Parcel Requirements

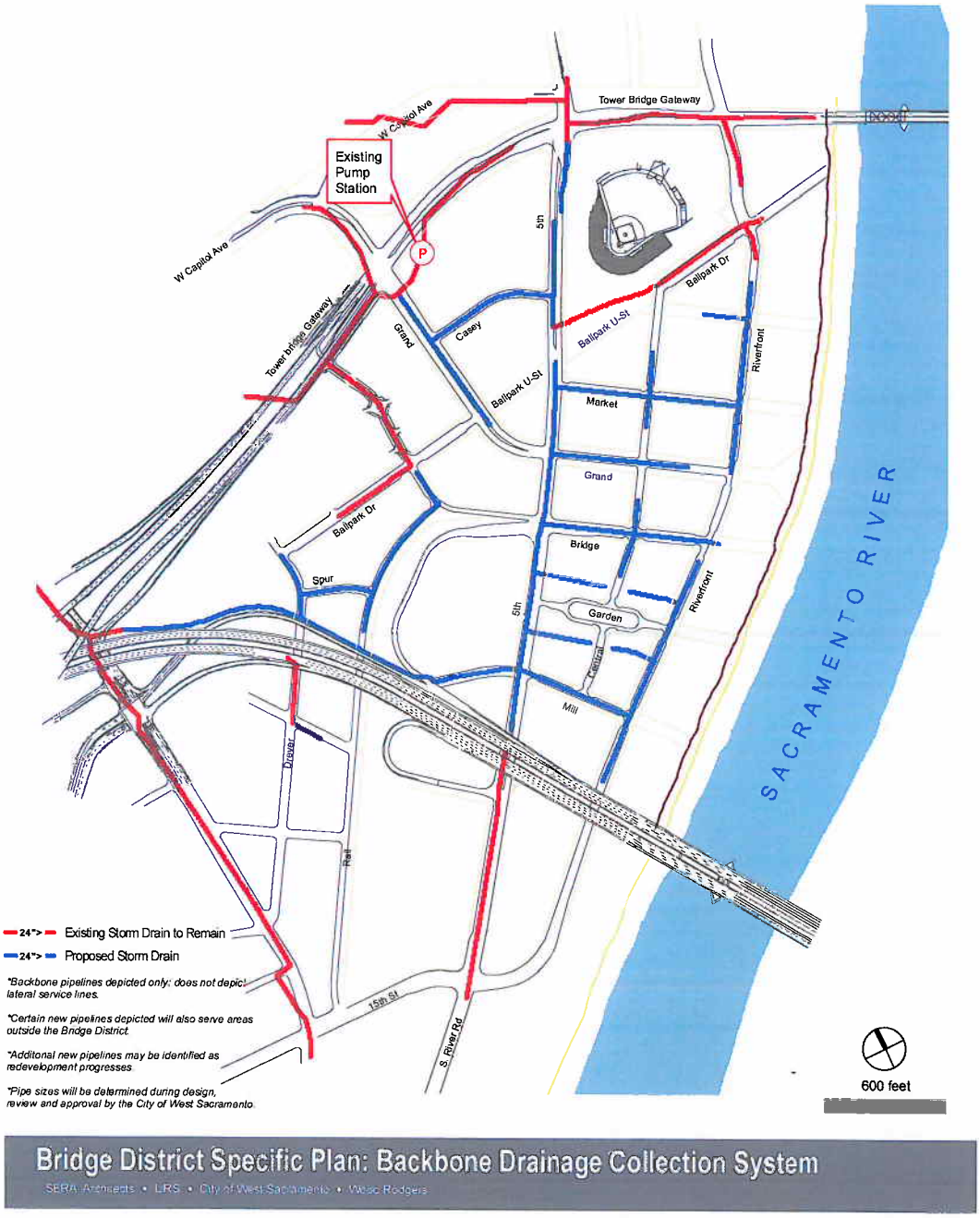
Site development shall be required to retain a portion of its drainage flows through infiltration or other method acceptable to the city. Each parcel shall be required to detain the greater of (a) 10% of their drainage or (b) the portion

of the drainage that cannot be accommodated by the infiltration system in the street area fronting the parcel and to which the parcel drains.

The drainage system for the Bridge District will require that parcel owners attenuate on-site flows to a minimum 10 percent value per acre as part of on-site development. Infiltration systems represent a viable alternative and will be required and/or incorporated in universal streets (access streets) and other on-site areas including surface parking, driveways, patios, sidewalks and other applicable locations. In areas of the Bridge District where elevations and existing soils may not be suitable for infiltration systems, storm drainage may be detained by other means, treated and discharged directly to the conveyance system.

The above measures are incorporated into the storm drainage master plan. This reflects a partial transfer of responsibility for attenuation and water quality treatment to the individual property owners. The individual property owners shall incorporate these measures in the site design of their properties. Parcel requirements for on-site flows include property owner responsibility for mitigation of storm water leaving their site and meeting regulatory restrictions on water quality, prior to the runoff entering the public system.

Exhibit 14: Bridge District Backbone Drainage System



5.0 PARKS AND OTHER RECREATIONAL ELEMENTS

This section describes how parks and other recreational amenities will be developed in the Bridge District based on the 9.6 million-square-foot Development Program described in Section 2. Development of the Park amenities in the Bridge District, the River Walk Promenade, three neighborhood parks, and distributed neighborhood recreational features, will be phased to correspond to development levels. Additional detail can be found in *Appendix D: Parks and Other Recreational Amenities Technical Materials*. Development in excess of 9.6 million square feet will trigger re-evaluation of recreation facility and service needs, an update of the development program and adjustment of funding and project delivery schedules.

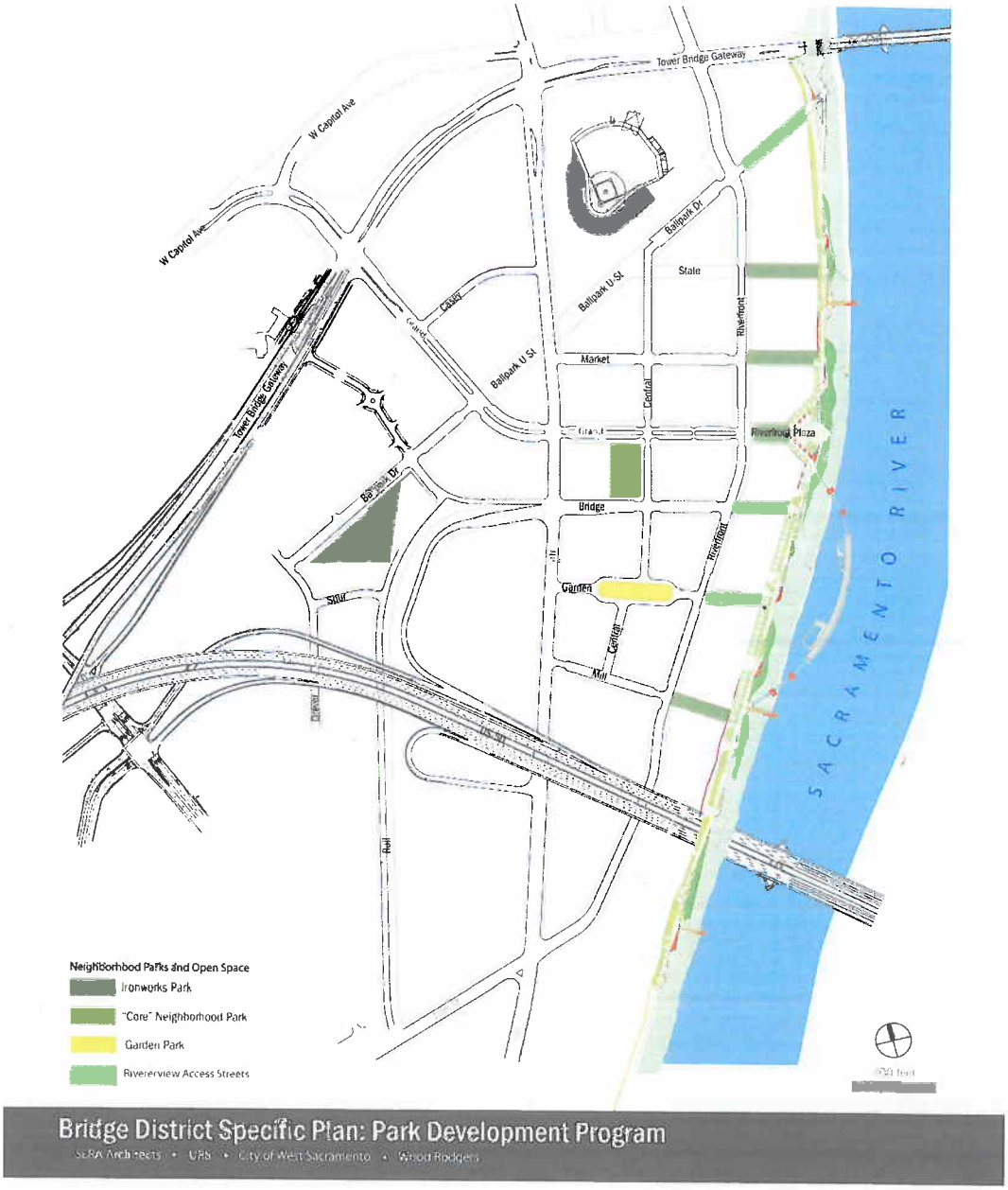
5.1 River Walk Promenade

The defining feature of the Bridge District is its 0.8-mile frontage along the Sacramento River, from the Tower Bridge to just south of the Pioneer Bridge. The principal public recreational amenity in the Bridge District will be the River Walk Promenade which will extend along the length of the riverfront (Exhibit 15).

The River Walk Promenade is part of a larger complex of existing and planned community-scale recreational facilities, that line both sides of the Sacramento River. The Promenade will be an extension of the existing River Walk Park, located north of the Tower Bridge.

The River Walk Promenade will provide access to the river's edge, a trail connection into/out of the Bridge District, and a place for passive recreation and special events. Key features are described as follows and shown in Exhibit 15. Additional detail is included in *Appendix D.*

Exhibit 15: Bridge District Park Plan

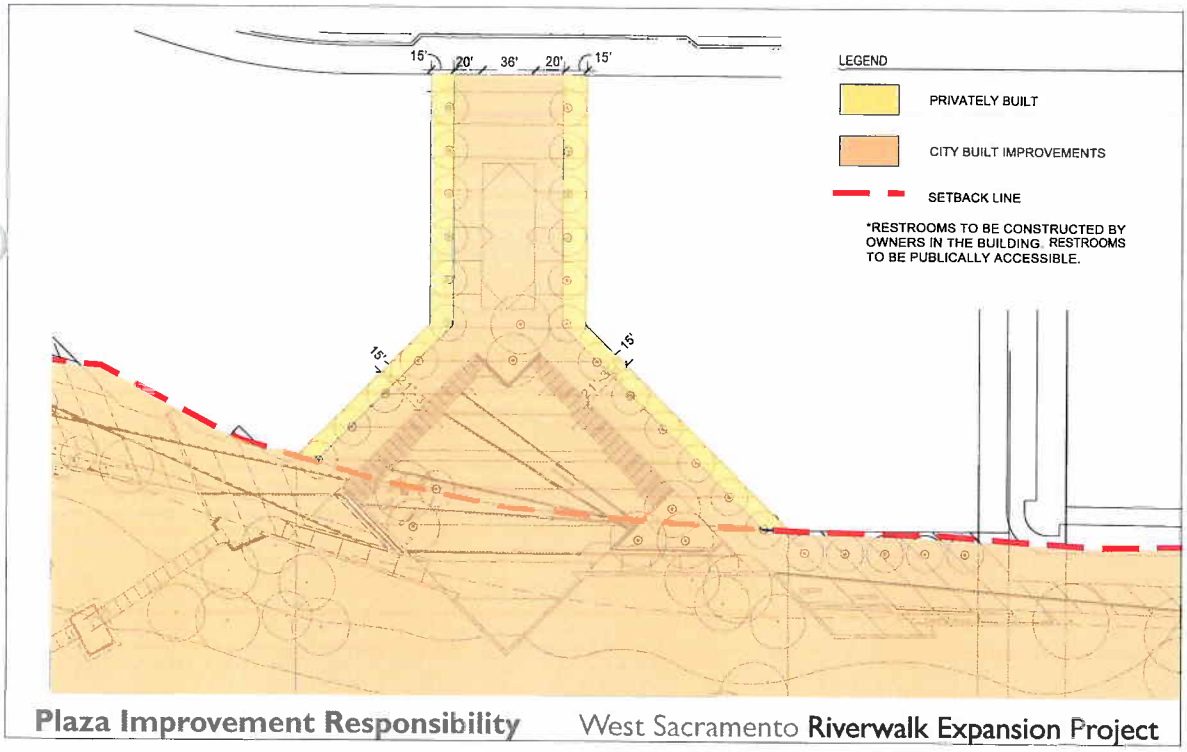


Promenade: A 20-foot-wide (minimum) pedestrian and bicyclist pathway will parallel the river frontage. The decorative pathway and appurtenant furnishings/fixtures and integrated public art will be the primary feature for passive recreational activities and non-vehicular travel. Other enhancement features will be built as funds are available, including river viewing piers and overlooks, shade structures and decorative lighting, access ways to the river's edge, on-water gangway(s) with floating structures (e.g., pool barge, boat docks, etc.), cultural/environmental interpretation sites, decorative/native gardens, and other public amenities. Where consistent with the intended functions of the Promenade, recreational elements described in Section 5.3 may be installed within or adjacent to the Promenade. In addition to trail connections from the north and south, the Promenade will be linked to Riverfront Street and the interior of the Bridge District by at least 7 public access or universal streets (see Exhibit 6).

The Plaza: This 2.15 acre plaza (.23 private/1.92 public) will be a regional day and night destination within the Bridge District. This feature extends from the east end of Grand Street ("panhandle") into the diamond-shaped plaza shown in Exhibit 16 and Technical Appendices D. The Plaza will include iconic art, fountain walls and illumination, public restrooms, shade structures and seating, special event infrastructure (e.g., lighting, power, water, etc.), and may include a public pavilion, fountain, kiosk or other multi-use structure within the plaza "panhandle". The buildings adjacent to and fronting the Plaza are intended to have retail uses which spill out onto the Plaza. The entire Plaza area is intended to appear as one visual space including the 15 feet of private property abutting the publicly owned area. A cross section of the Plaza is included in *Volume 2* (see page 44). The Plaza is to be jointly constructed in that 1) the restroom facilities will be provided within adjacent private development; and 2) construction of Plaza public area improvements will be timed to coincide with development of the abutting retail or commercial uses. The mechanisms for implementing the public and private "fair share" financing, and completing the improvements may include in-lieu fees, dedications, easements, covenants, permits and other agreements.

Public-Private Integration and Requirements

Exhibit 16: Plaza



Covenants: The property owners abutting the Plaza will execute covenants to ensure private construction and availability of public restroom facilities.

Design of City-Constructed Structures: City-constructed structures on the Plaza shall conform to the same design guidelines which govern the other structures on the Plaza.

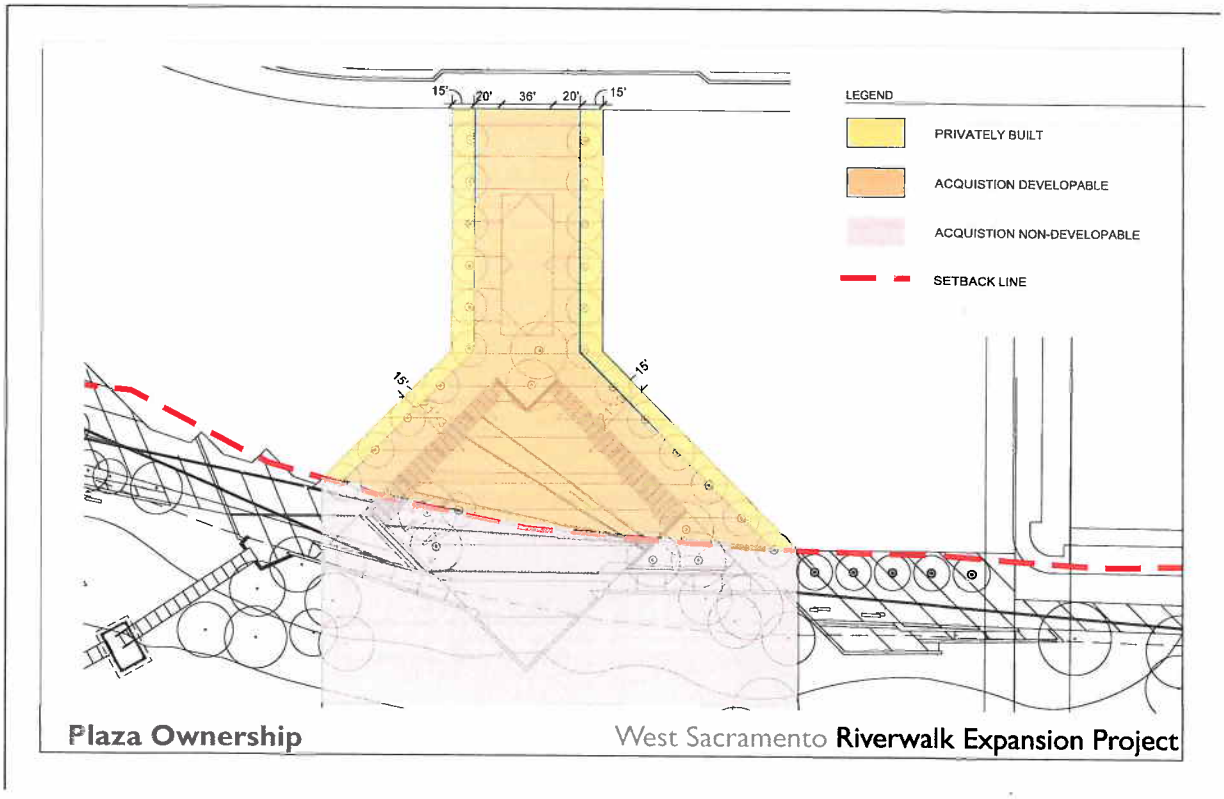
Public Restroom Requirement: At the city's discretion, the owners of properties abutting the plaza shall be required to construct public restrooms on their property of sufficient capacity to meet the proportionate day-to-day needs of the public Plaza users, including weekends and holidays, but not special events. The design, capacity and construction of the restrooms shall be to the satisfaction of the City Facility Development and Maintenance Division Manager and

Director of Parks and Recreation, in conformance with the specifications in *Appendix D*. The restrooms will be maintained and operated by the city following construction.

Plaza Edge Areas: The entire Plaza hardscape, including the approximately 15-foot privately owned Plaza edge on the parcels abutting the Plaza, is to appear as one visual space which will require public private coordination of design and materials at the time the first private uses or public area is designed. Either the city or property owners may assume responsibility to deliver the entire Plaza hardscape improvements. Appropriate mechanisms will be established to provide reimbursement to the constructing party from the non-constructing party. If the city constructs the improvements, abutting owners will purchase such edge area improvements from the city prior to merging edge areas into their parcels. Additionally, the abutting owners shall provide public utility easements for the edge areas to the satisfaction of the City Engineer. Alternatively, the city may require proportionate reimbursement for its costs of construction of the edge areas and the grant of access and public utility easements as a condition of approval of a subdivision map or any other land use or building permit approval.

Utility Trenching Policy: Where digging, trenching or cutting is necessary for public utility purposes for the benefit of abutting owners, the city will not be required to allow this work on city property in the Plaza area.

Exhibit 16.2: Plaza



5.2 Neighborhood Parks

There are three public neighborhood parks planned within the Bridge District (Exhibit 15). These urban parks are intended to serve the needs of District residents and workers. *Appendix D* provides a detailed description of the program for designing these facilities.

Ironworks Park: This one acre park will be located in the Tower neighborhood on Ballpark around the new municipal water tank and pump facility. The park will include features intended to meet the active and passive needs of residents and workers within walking distance of the site.

"Core" Park: This one-acre-minimum park will be located in the Core neighborhood (tentatively planned for a city-owned site). This park will provide year-round, small-scale active recreation features for a broad range of ages and capabilities.

Garden Park: This 0.6 acre residentially-oriented park will be located in the Pioneer neighborhood within the Garden roadway couplet. This park will emphasize social interaction, small-scale gatherings and passive recreation in an artful neighborhood setting.

5.3 Distributed Neighborhood Recreational Elements

In addition to the River Walk Promenade and the neighborhood parks described previously, the Bridge District will include recreational amenities integrated with non-recreational development. These features may be located on public or private property, but must be accessible to the public every day from dawn to dusk (at minimum). These distributed features, in aggregate, are intended to provide the recreational equivalent of a 1.5-acre neighborhood park. The distributed elements, in combination with the three District neighborhood parks (Section 5.2) are designed to meet the minimum level of neighborhood recreation service to accommodate needs generated by 9.6 million square feet of new urban development.

The delivery of distributed recreation features will coincide with surrounding development projects, subject to city program and design collaboration, review and approval. This approach is intended to provide flexibility in design and location, and optimize integration with private development. *Appendix D* describes these features in detail.

6.0 CIVIC CORRIDOR AMENITIES

This section describes how public amenities will be incorporated in the Grand Street and Ballpark Drive civic corridors. *Volume 1* defines the intent and purpose of these corridors, and *Volume 2* established corridor streetscape standards and design guidelines. Additional detail on the amenity plans for these corridors can be found in *Volume 2*, page 60 and detail on street furnishings can be found in *Appendix E: Civic Corridor Amenities.*

6.1 Grand Street Corridor

The Grand Street corridor connects the City of West Sacramento civic center area with the River Walk Promenade. This corridor is intended to include special botanical and water features. *Volume 2* defines "green" streetscape treatments and public amenities consistent with this intent.

Amenities along Grand Street will emphasize distributed neighborhood recreational elements Section 5.3), street furniture, and other facilities that:

- Provide spaces for public seating and socialization (e.g., benches, chess tables, etc.);
- Provide green spaces (e.g., native/decorative gardens);
- Incorporate water features (e.g., fountains);
- Promote civic identity (e.g., public art, interpretive exhibits, etc.)

In general the delivery of Grand Street corridor amenities will occur through public/private dialogue and coincident with private development projects. This approach is intended to provide flexibility in the design, location, and integration of amenities with private development.

Additional information on Grand Street amenities is found in *Volume 2* and *Appendix E*: *Civic Corridor Amenities*.

6.2 Ballpark Drive Corridor

The Ballpark Drive corridor connects the interior of the Bridge District with the River Walk Promenade while preserving views of Tower Bridge. Ironworks Park and Raley Field are located along this corridor. *Volume 2* defines special civic streetscape treatments and special building design standards consistent with this intent.

Amenities along Ballpark Drive will emphasize distributed neighborhood recreational elements Section 5.3), street furniture, and other facilities that:

- Provide passive and active recreation (e.g., tot lots, picnic areas, etc.)
- Provide pedestrian/visitor support (e.g., restrooms, seating, etc.);
- Provide green spaces (e.g., native/decorative gardens);
- Incorporate water features (e.g., fountains);
- Promote civic identity (e.g., public art, monuments, etc.)

In general the delivery of Ballpark Drive corridor amenities will occur through public/private dialogue and coincident with private development projects. This approach is intended to provide flexibility in the design, location, and integration of amenities with private development.

Additional information on Grand Street amenities is found in *Volume 2* and *Appendix E*.

7.0 FINANCING PLAN

Overview

This section describes how infrastructure and amenity improvements described previously in this Implementation Strategy will be financed. Those improvements are broadly grouped into two categories, "backbone" and "supplemental" as described below. The described improvements are facilities that either are public or have a public benefit component. Detail on facility master plans, cost estimates/allocations, and other assumptions can be found in:

- *Appendix B: Transportation and Circulation Technical Materials*
- *Appendix C: Municipal Utilities Technical Materials*
- *Appendix D: Parks and Other Recreational Elements Technical Materials*
- *Appendix E: Civic Corridor Amenities Technical Materials*

Appendix F includes technical materials associated with the financing plan described in this section. These materials and this Finance Plan will be regularly updated by city departments to reflect current development conditions, cost estimates, public policy priorities, and other related factors, provided that updates are not substantive changes or policy deviations.

7.1 Summary Costs and Allocations

7.1.1 Backbone Improvements

Redevelopment of the Bridge District is part of a larger effort to develop a West Sacramento "urban core", improve regional infrastructure and create additional regional amenities. These citywide objectives have been incorporated in the Specific Plan vision (*Volume 1*), the Bridge District improvement program, and this financing plan. The city and district property owners jointly developed this financing plan. The primary funding sources for Bridge District improvements will be 1) special taxes from a community facilities district (CFD) to be paid by Bridge District property owners and 2) tax increment generated within the Bridge District. Table 8 on the following page summarizes the costs of developing backbone infrastructure and amenity improvements described in the previous section.

"Backbone" facilities are critical, well defined improvements necessary to support the Expected Buildout scenario (see Section 2.2) and realize the Specific Plan vision (see *Volume 1*). Cost estimates include design, engineering, and other related pre-construction costs. Land acquisition costs are only included for "regional" facilities and neighborhood parks. Financing and carry costs are not included. These costs have been allocated to the primary beneficiaries of improvements as follows (see *Appendix F* for additional detail):

Regional ($46 million): Costs allocated to this category represent backbone improvements that are predominately of citywide or regional benefit and will occur concurrently with Bridge District development. The Bridge District includes significant regional facilities such as the River Walk Promenade and roadway arterials. These improvements represent approximately 34 percent of backbone costs.

Bridge District ($70 million): Costs allocated to this category represent backbone improvements that are predominately of benefit to the Bridge District in whole or substantive part (e.g., neighborhood parks). These

improvements include utilities, neighborhood parks, collector roads, and related improvements that represent approximately 52 percent of backbone costs.

Parcel ($14 million): Costs allocated to this category represent backbone improvements that are predominately of benefit to a specific parcel or small set of parcels. These improvements include sidewalks, universal streets and other parcel level infrastructure and represent approximately 10 percent of backbone costs.

Other ($6 million): Costs allocated to this category represent backbone improvements that are predominately of benefit to a parcel or set of parcels outside of the Bridge District. Improvements include certain roadway and utility improvements that will/may occur concurrently with Bridge District backbone improvements. These improvements represent approximately 4 percent of backbone costs.

Table 8: Backbone Improvement Costs and Allocations

Improvement	TOTAL COST	Cost Allocation							
		Regional		Bridge		Parcel		Other	
		Allocation	% of total	Allocation	% of total	Allocation	% of total	Allocation	% of total
Transportation and Circulation									
Roadways and Sidewalks	**$65,249,369**	$36,052,969	55%	$11,570,000	18%	$13,640,200	21%	$3,986,200	6%
Transit and Other Circulation	**$11,600,000**	$0	0%	$11,600,000	100%	$0	0%	$0	0%
Total Transportation & Circulation	***$76,849,369***	***$36,052,969***	***47%***	***$23,170,000***	***30%***	***$13,640,200***	***18%***	***$3,986,200***	***5%***
Municipal Utilities									
Water	**$6,757,000**	$0	0%	$6,632,000	98%	$0	0%	$125,000	2%
Sanitary Sewer	**$5,160,000**	$0	0%	$5,160,000	100%	$0	0%	$0	0%
Storm Drainage	**$8,666,400**	$0	0%	$7,373,920	85%	$0	0%	$1,292,480	15%
Joint Trench	**$1,510,000**	$0	0%	$1,310,000	87%	$0	0%	$200,000	13%
Total Municipal Utilities	***$22,093,400***	***$0***	***0%***	***$20,475,920***	***93%***	***$0***	***0%***	***$1,617,480***	***7%***
Parks and Other Public Spaces									
Riverfront Promenade	**$19,681,520**	$9,840,760	50%	$9,840,760	50%	$0	0%	$0	0%
Neighborhood Parks	**$16,734,416**	$0	0%	$16,734,416	100%	$0	0%	$0	0%
Total Parks and Public Spaces	***$36,415,936***	***$9,840,760***	***27%***	***$26,575,176***	***73%***	***$0***	***0%***	***$0***	***0%***
TOTAL BACKBONE FACILITIES	**$135,358,705**	**$45,893,729**	**34%**	**$70,221,096**	**52%**	**$13,640,200**	**10%**	**$5,603,680**	**4%**

7.1.2 Supplemental Improvements

In addition to backbone improvements, the Financing Plan also incorporates supplemental improvements. Supplemental improvements are improvements that 1) represent longer term investments to augment backbone facilities, 2) are undefined because they are project specific, and/or 3) are specific to the provision of affordable housing. The financing strategy assumes substantial financing from grants for these improvements and therefore tax increment will be the primary source for required local match funds. These improvements are described as follows:

Density Incentives and Implementation Plan Gap Financing: These public investments are intended to promote high quality, urban development in the Bridge District consistent with the planning intent defined in *Volume 1* and the Expected Buildout scenario defined in Section 2.2. These investments include structured parking, civic amenities, and extraordinary costs that may constrain development (e.g., demolition, land assembly, etc.). Supplemental projects will be considered by the city on a case by case basis and will depend on the availability of funds. As such the full magnitude of these investments cannot be estimated at this time. The Five Year Capital Improvement Program (see Section 7.4) includes density incentive and supplemental investments for committed private development projects.

Public investment will especially be critical for initial projects since these projects will be pioneering, higher risk, and will sell/rent at discounted prices relative to comparable projects in the City of Sacramento's downtown, midtown, and Rail Yard neighborhoods (its primary market competitors). Investments may include shared parking improvements (see Section 3.6), other parcel improvements that have public benefit, and/or other facilities that meet certain public policy objectives (e.g., catalyzing redevelopment, promoting density, etc.).

Supplemental Infrastructure and Amenities: These improvements include additional facilities, beyond those included in the backbone improvement program, that 1) represent longer term public investments in regional amenities and 2) represent additional infrastructure/amenity improvements required to support development beyond that assumed in the Expected Buildout scenario. Some of these improvements are well defined while others depend on how the Bridge District will ultimately be developed. Defined supplemental investments include:

- $69 million for the West Side Rail Removal and Relocation Project (see *Appendix B*)
- $38.9 million in additional Riverwalk Promenade improvements (see *Appendix D*)
- $5.0 million for civic corridor improvements (see Section 6 and *Appendix E*)

Undefined supplemental improvements may include additional infrastructure and amenity improvements (e.g., another water storage tank) if the Expected Buildout scenario is exceeded or if actual development substantively differs from the assumptions included in this scenario or the technical studies utilized to engineer/design backbone facilities.

Table 9: Supplemental Improvement Costs and Allocations

Improvement	TOTAL COST	Cost Allocation							
		Regional		Bridge		Parcel		Other	
		Allocation	% of total	Allocation	% of total	Allocation	% of total	Allocation	% of total
Defined Improvements									
Rail Removal	**$69,004,070**	$9,004,070	13%	$0	0%	$0	0%	$60,000,000	87%
Supplemental Promenade Facilities	**$38,920,000**	$19,460,000	50%	$19,460,000	50%	$0	0%	$0	0%
Civic Corridor Improvements	**$5,000,000**	$5,000,000	100%	$0	0%	$0	0%	$0	0%
Prop. 1C Parking Podium (affordable units)	**$1,260,000**	$0	0%	$0	0%	$1,260,000	100%	$0	0%
Total Defined Improvements	**$114,184,070**	**$33,464,070**	**29%**	**$19,460,000**	**17%**	**$1,260,000**	**1%**	**$60,000,000**	**53%**
Undefined Improvements									
Shared Parking Structures (public)	to be determined as redevelopment progresses; planning estimate of $59,000,000 based on Expected Buildout								
Implementation Scope Contingencies	project dependent; to be determined as redevelopment progresses; considered on a case by case basis								
Other Supplemental Infrastructure	project dependent; to be determined as redevelopment progresses								
Other Supplemental Amenities	additional neighborhood parks/other amenities required if Expected Buildout is exceeded								

Affordable Housing: In August 2008, the City Council adopted the Inclusionary Housing Credit Program for Urban Infill Areas (IHCP). The entire Bridge District Specific Plan area is covered by the IHCP, which is an implementation program of the city's Inclusionary Housing Ordinance. Residential and mixed-use projects developed within the Bridge shall comply with the IHCP. The IHCP may be obtained from the city's Housing and Community Investment Division.

7.2 Financing Challenges, Considerations, and Approach

7.2.1 Challenges

Realizing the Specific Plan vision involves addressing two fundamental challenges:

Financing Extraordinary Costs: Redevelopment of the Bridge District involves an array of costs that are extraordinary with respect to typical infill development. These extraordinary costs primarily reflect investments necessary to: 1) de-industrialize the Bridge District (e.g., rail removal, demolition of obsolete facilities, etc.), 2) re-construct certain Regional facilities (e.g., 5th Street, Riverfront Road, etc.), and 3) accommodate affordable housing in higher density (and higher cost) building products. Financing these extraordinary costs, especially critical initial improvements, is challenging.

Developing Critical Mass: Significant early backbone infrastructure and amenity investments are required to support initial private development projects regardless of their scale. Early Bridge District projects will necessarily be pioneering, higher risk, and will sell/rent at discounted prices relative to comparable projects in the region. However, these catalyst projects are critical to creating the development momentum necessary to finance improvements and "prove" the market for Bridge District residential and commercial products.

7.2.2 Considerations and Approach

The Bridge District directly competes with residential and office space in the City of Sacramento's downtown, midtown, and rail yard neighborhoods. Urban residential and office products similar to those planned for the Bridge District exist within 0.5 to 3.0 miles of the Bridge District. This market area includes over 17 million square feet of urban office space and 4,600 urban residential units. Both products experienced significant growth during the last real estate cycle and have strong demand fundamentals for continued long-term growth. As such the Bridge District is competing in an established and growing market for urban office and residential products. However, the Bridge District as a submarket has yet to be proved as a competitive location for residential and office development.

The market feasibility of Bridge District development can easily be evaluated by comparing its "Total Entitled Parcel Cost" with that of comparable development sites in downtown/midtown Sacramento (essentially areas with mid-rise entitlements). This metric is generally considered a more stable metric than those utilized in pro forma studies (i.e., residual value, internal rate of return, return on equity, etc.) as its inputs are less variable with respect to short-term changes in real-estate cycles and building construction costs. Pro forma metrics are useful in the latter stages of pre-construction when real-estate cycle and construction cost risks are minimized.

Total Entitled Parcel Cost includes all land development and off-parcel improvement costs exclusive of building construction costs. Building construction costs are considered "commodity" costs that will not vary substantively between downtown Sacramento and the Bridge District. Components of Total Entitled Parcel Cost are summarized as follows:

Land Costs: This cost is the total land cost for the net parcel area to be developed. It includes the costs to purchase/assemble property, demolish obsolete facilities, dedicate land (for ROWs, easements, etc.), and finance said costs prior to building development. Bridge District land costs are less than those in downtown and midtown Sacramento given the District's current lack of infrastructure and amenities and its status as an unproven market for residential and commercial development.

Entitlement Costs: These costs include costs to vest entitlements inclusive of impact fee, community facility district, off-site mitigation, building permitting, and other ordinary improvement costs incurred exclusive of building construction (extra-ordinary costs are assumed to be primarily funded by grants and other public sources). These costs are generally depicted as Bridge and Parcel costs in Table 9 with some fair-share contribution to Regional costs. Comparable costs are generally lower in downtown/midtown Sacramento given its established infrastructure and amenity base.

Discount Costs: Until critical development mass is established in the Bridge District and the market proven, development in the Bridge District will sell/lease at significant discount (likely 15 to 25 percent) to comparable developments in downtown/midtown Sacramento. This cost reflects the discounted value of the property based on reduced sales price/lease rates. This discount cost can be even higher if a basic amenity base is not installed prior to development and if certain blighting conditions (e.g., obsolete buildings, rail) are not addressed.

The above considerations influence the finance approach for the Bridge District. Initial market rate residential projects in the Bridge District will require "gap financing" (tax increment and grants) to be market feasible. "Gap financing" in this section is defined as investment in eligible public infrastructure and amenities including shared parking structures, frontage improvements, roadways, etc.. This financing gap represents the high cost of constructing upfront infrastructure and amenity improvements necessary to support development. Even after the Bridge District market is "proven" (and the discount cost becomes zero), Bridge District Total Entitled Parcel Costs may be somewhat higher than those in downtown/midtown Sacramento. This higher cost will be mitigated by project premiums resulting from the Bridge District's higher quality amenity base (once constructed) and closer proximity to the (improved) riverfront. At this point, market rate development will not require gap financing. Affordable residential units, however, will likely require significant gap financing during all phases of the Bridge District development.

Initial office projects in the Bridge District will likely require gap financing (tax increment and grants) to be market feasible, though less than would be required for residential projects on a per square foot basis. After the office market is proven in the Bridge District, gap financing will not be required. However, it is anticipated that the Bridge District office discount cost may not reach zero as downtown/midtown Sacramento will carry a certain lease/sales premium for users that require very close proximity to the State Capitol. This is not expected to be an issue in the Bridge District since office development would likely be market feasible even with a sales/lease discount cost of 10 percent.

In summary, the market feasibility of full Bridge District redevelopment is contingent on financing critical upfront backbone improvements described previously and achieving critical development mass as soon as possible. Additionally, in order to realize the density incorporated in the Expected Buildout scenario, gap financing and density incentives will be required. The following section describes how improvements described in Section 7.1 will be financed.

7.3 Funding Sources

7.3.1 Existing and Potential Funding Sources

This section summarizes existing and potential funding sources to finance backbone and supplemental improvements. These funding sources are broadly described as follows:

Project Based Funding Sources: Funding from these sources is generated by private development in the Bridge District. These sources include:

- Community Facility District (CFD) Financing: The Mello Roos Community Facilities Act of 1982 authorizes local agencies to establish community facilities districts to finance public improvements such as roads, utility infrastructure, and parks. The Act permits the local governing agency (in this case the City of West Sacramento) to establish a CFD and levy a special tax to finance improvements. The special tax is paid annually by property owners within the CFD. CFD formation is subject to a two-thirds vote approval by qualified voters or landowners within the proposed district.
- City Impact Fees (generated within the Bridge District): These fees are collected by the city, typically at issuance of building permits, to fund new developments' consumption of municipal infrastructure and amenities. These fees are used to finance certain improvements to infrastructure and amenities defined at the time the Impact Fee is established. This source only considers impact fees generated by development within the Bridge District. For the purposes of this Financing Plan, Bridge District impact fees are assumed to be incorporated in the CFD.
- Other Private Financing: This source includes other funding provided by a developer or property owner to finance public improvements.

Redevelopment Agency and Other City Funding Sources:

- Tax Increment: This source utilizes monies from incremental growth in property taxes above a baseline value (established at Redevelopment Area formation) to finance improvements. The Bridge District is located within West Sacramento's Redevelopment Project No. 1.
- City Impact Fees (generated outside of Bridge District): This source includes impact fees generated by projects outside of the Bridge District but utilized for certain Bridge District improvements that are of Regional Benefit.

rants: This source includes federal and state grant programs that may be used to finance certain eligible improvements (e.g., state of California Proposition 1C grant).

7.3.2 Financing Strategy

The Bridge District financing strategy is designed to be flexible and allow for changing market conditions and improvement priorities. This will necessarily require regular updates to this Implementation Plan and especially this Financing Plan. The financing strategy has been specifically tailored to address the considerations defined in the previous section while also incentivizing quality, urban development. In particular, the proposed CFD financing mechanisms have been structured so that, where possible, the cost of backbone improvements per square foot of building area decreases as development density increases (as measured on a net FAR basis). The strategy programs the tax increment generated within the District to finance backbone and supplemental improvements. Specific project commitments of Bridge District tax increment to backbone or supplemental improvements are determined by the Redevelopment Agency. The financing strategy includes mechanisms that provide for a "back-end" repayment of tax increment (invested prior to 2009) to the Redevelopment Agency after the backbone and supplemental infrastructure and amenities have been completed. Additional detail on the CFD can be found in *Appendix F*.

Table 10 summarizes the financing strategy for Bridge District backbone improvements. This strategy is conceptual since actual funding requirements/sources will depend on a variety of factors including public and private development needs, market conditions, public policy priorities, phasing of development, actual improvement costs (versus estimates), and financing terms (i.e., bonding requirements, interest rates, etc.).

Table 10: Funding Sources for Backbone Improvements

Backbone Facility	CFD	Tax Increment	Impact Fees	Grants	Other	TOTAL
Transportation and Circulation						
Roadways and Sidewalks	$35,943,169	$2,212,000	$12,013,200 (1)	$12,035,000 (2)	$3,046,000 (3)	**$65,249,369**
Transit and Other Circulation	$11,600,000	$0	$0	$0	$0	**$11,600,000**
Total Transportation & Circulation	***$47,543,169***	***$2,212,000***	***$12,013,200***	***$12,035,000***	***$3,046,000***	***$76,849,369***
Municipal Utilities						
Water	$5,771,200	$75,000	$0	$860,800 (2)	$50,000 (4)	**$6,757,000**
Sanitary Sewer	$1,203,000	$0	$0	$3,957,000 (2)	$0	**$5,160,000**
Storm Drainage	$5,478,720	$100,000	$0	$1,895,200 (2)	$1,192,480 (4)	**$8,666,400**
Joint Trench	$1,257,500	$0	$0	$252,500 (2)	$0	**$1,510,000**
Total Municipal Utilities	***$13,710,420***	***$175,000***	***$0***	***$6,965,500***	***$1,242,480***	***$22,093,400***
Parks and Other Public Spaces						
Riverfront Promenade	$14,622,828	$3,330,951	$0	$1,727,741 (5)	$0	**$19,681,520**
Neighborhood Parks	$14,181,600	$552,816	$500,000 (6)	$1,500,000 (2)	$0	**$16,734,416**
Total Parks and Public Spaces	***$28,804,428***	***$3,883,767***	***$500,000***	***$3,227,741***	***$0***	***$36,415,936***
TOTAL BACKBONE FACILITIES	**$90,058,017**	**$6,270,767**	**$12,513,200**	**$22,228,241**	**$4,288,480**	**$135,358,705**
as percent of total	***67%***	***5%***	***9%***	***16%***	***3%***	***100%***

(1) Source is Traffic Impact Fee Fund.
(2) Source is Proposition 1C grant.
(3) Includes $250,000 to be funded by Kinder Morgan; balance represents costs that primarily benefit parcels outside of the Bridge District. Funding source to be determined.
(4) Represents costs that primarily benefit parcels outside of the Bridge District. Funding source to be determined.
(5) Source is Proposition 50 grant.
(6) Source is Park Impact Fee Fund.

As depicted in Table 10, the financing strategy for backbone improvements is as follows:

- The Bridge District CFD was originally anticipated to I fund approximately $90.1 million (67 percent) of backbone improvement costs. This funding reflects owner costs for Bridge and Parcel improvements as well as fair-share costs of Regional improvements. However, the owners and the City are currently reviewing the rates in the CFD to identify whether the feasibility of development is impacted by the rate structure proposed in March 2009. The estimated revenue from CFD 27 is subject to modification.
- Tax increment will fund approximately $6.3 million (5 percent) of backbone improvement costs. This funding reflects certain gap financing to support upfront backbone improvements (see Section 7.4 for additional detail).
- Impact Fees will fund approximately $12.5 million (9 percent) of backbone improvement costs (a portion of Regional road costs) for regional improvements to the south of the District in Pioneer Bluff area and a portion of Tower Bridge Gateway East. This funding reflects the fair-share balance of Regional improvement for infrastructure (beyond that funded by the CFD) outside the District with primary benefit to other areas of the city. These impact fees will be generated by development outside of the Bridge District.
- Grants are estimated to fund approximately $22.2 million (16 percent) of backbone improvement costs. This funding includes the Proposition 1C and Proposition 50 grant monies already secured by the city to fund certain extra-ordinary improvements in the Bridge District (see Section 7.4 for additional detail).
- Other sources will fund approximately $4.3 million (3 percent) of backbone improvement costs that primarily benefit parcels outside of the Bridge District. These parcels, though outside of the Bridge District, are located within the redevelopment area. Specific funding sources will be defined at the time these improvements are required.

Table 11 summarizes the financing strategy for Bridge District supplemental improvements. This strategy is considered conceptual since actual funding requirements/sources will depend on a variety of conditions. In particular, shared parking, supplemental improvements, and other contingencies are project specific and will be defined as redevelopment progresses.

Table 11: Summary Funding Sources for Supplemental Improvements (ultimate funding, all advances repaid)

Improvement	CFD	Tax Increment	Impact Fees	Grants	Other	TOTAL
Defined Improvements						
Rail Removal	$0	$0	$9,004,070 (1)	$60,000,000 (2)	$0	**$69,004,070**
Supplemental Promenade Facilities	$0	$25,168,935	$0	$12,870,000 (2)	$881,065 (3)	**$38,920,000**
Civic Corridor Improvements	$0	$5,000,000	$0	$0	$0	**$5,000,000**
Prop. 1C Parking Podium (affordable u	$0	$0	$0	$1,260,000 (4)	$0	**$1,260,000**
Total Defined Improvements	**$0**	**$30,168,935**	**$9,004,070**	**$74,130,000**	**$881,065**	**$114,184,070**
as percent of total	***0%***	***26%***	***8%***	***65%***	***1%***	***100%***
Undefined Improvements						
Shared Parking Structures (public)		X		X		
Implementation Scope Contingencies		X		X		
Other Supplemental Infrastructure	X	X		X		
Other Supplemental Amenities	X	X		X		

(1) Source is Traffic Impact Fee Funds
(2) Source is grant (undefined)
(3) Source is Private Property Transfer Tax
(4) Source is Proposition 1C grant.
X denotes that costs are project dependent and will be determined as redevelopment progresses.

As depicted in Table 11, the financing strategy for supplemental improvements is as follows:

- The Bridge District CFD may be utilized to fund supplemental infrastructure and amenity improvements, especially if these improvements primarily benefit the Bridge District and are required to support development.
- Tax increment will fund $25.2 million in supplemental promenade improvements and $5 million dollars in civic corridor improvements. Additionally, tax increment will be used to fund shared parking and implementation strategy scope contingencies and may be used to also fund a portion of supplemental investments (if necessary). These additional improvements, although undefined, are anticipated to require significant tax increment financing.
- Impact Fees will fund approximately $9 million of costs related to the Westside Rail Removal and Relocation project (a defined project in the Traffic Impact Fee program). This funding is anticipated to be utilized to leverage federal or state grant monies to implement this project.
- Grants are anticipated to fund $60 million of the Westside Rail Removal and Relocation project (source is to be determined), $12.9 million in supplemental promenade improvements (source to be determined), and $1.26 million for a parking podium for affordable units (source is Proposition 1C grant). Additionally, the city will pursue available grant opportunities to fund shared parking, supplemental improvements, and other contingency projects.
- A proposed Bridge District property transfer tax is anticipated to fund $860,000 in supplemental promenade improvements. This tax would be collected upon re-sale of Bridge District property. The owners have requested that this tax be removed from the CFD.

7.4 2014 Plan and Five Year Capital Improvement Program (2009-2014)

7.4.1 Redevelopment Efforts to Date

Since 1993, Bridge District redevelopment efforts have primarily focused on the following:

De-industrialization: These efforts include relocation of industrial tenants (almost complete), demolition of industrial buildings (in progress), and removal/relocation of rail (in progress).

Pre-Development Planning: These efforts include preliminary engineering, design, and financing studies necessary to implement the Specific Plan. This volume summarizes the result of these studies as well as key assumptions, plans, and strategies.

Early Development: These efforts have primarily focused on the northeast and northwest portions of the Bridge District where $12 million in private, grant and city funds were utilized to construct certain infrastructure to allow for the construction of Raley Field and the Ironworks infill development of 187 residential units (including 28 affordable units). These investments have also allowed this portion of the Bridge District to re-integrate with adjacent neighborhoods (including the West Sacramento civic center core). This area was the easiest to redevelop and is separated from the rest of the Bridge District by the Union Pacific rail line.

Current planning efforts are focused on catalyzing redevelopment of the Bridge District area east of the Union Pacific rail line. This area requires significant backbone infrastructure and amenity improvements to support initial private development projects regardless of their scale. These efforts are described in the following section.

7.4.2 Current Conditions and the 2014 Plan

Table 12 provides a development and investment summary for expected buildout, current conditions (March 2009), and the 2014 Plan. Pursuant to the Expected Buildout scenario, the Bridge District is expected to have approximately 9.6 million square feet of development, roughly split between residential and commercial development. This development program will require an estimated $135.4 million in backbone infrastructure and amenity improvements.

Table 12: Development and Investment Summary

	Expected Buildout[1]	March 2009 Condition[2]	2014 Plan (stand alone)[3]	2014 Condition	2015+ (remaining)
Development Program					
Total Net Buildable Land Area (sqft)	4,933,597	4,933,597	4,933,597	4,933,597	4,933,597
Developed Buildable Land Area (sqft)	4,933,597	366,200	1,003,600	1,369,800	3,563,797
Percent Developed	*100%*	*7%*	*20%*	*28%*	*72%*
Residential Units	4,000	196	731	927	3,073
Commercial Building Area (sqft)	5,599,989	131,000	35,000	166,000	5,433,989
Total Building Area	***9,599,989***	***366,200***	***912,200***	***1,278,400***	***8,321,589***
Effective Floor to Area Ratio	***1.95***	1.00	0.91	0.93	2.34
Investments (in 2009 dollars)					
Backbone Infrastructure and Amenities[4]	$135,358,705	$0	$49,196,741	$49,196,741	$86,161,964
As percent of total	*100%*	*0%*	*36%*	*36%*	*64%*
Supplemental Infrastructure & Amenities	see Chapter 7	$0	#REF!	#REF!	see Chapter 7

[1] As defined in Section 2.2 (Buildout Assumptions); assumes an average of 1,000 square feet per residential unit.

[2] Includes approved residential units that are part of the Ironworks development (average size of 1,200 square feet). Raley Field is equivalent to 130,000 square feet of commercial building area. Does not include existing industrial and related uses that will ultimately be relocated.

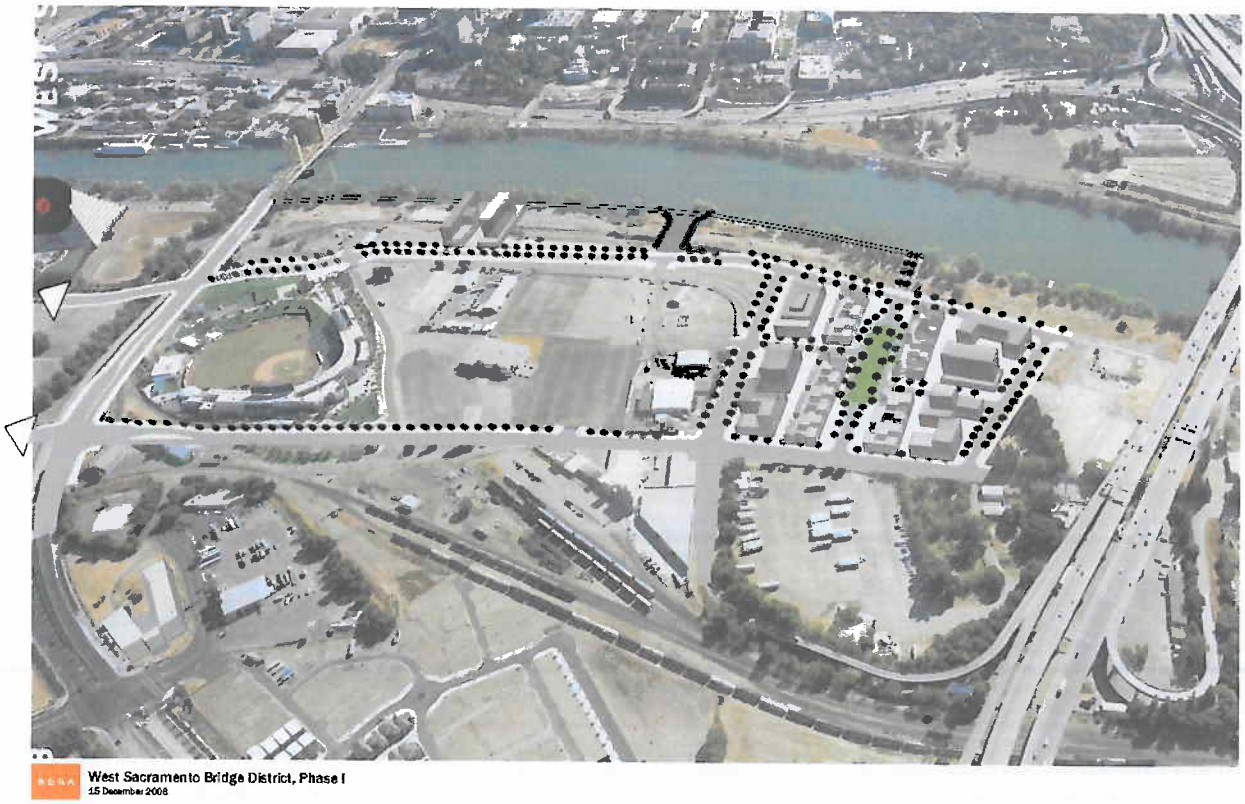
[3] Assumes an average of 1,200 square feet per residential unit .

[4] see Section 7

Currently, the district includes 187 approved residential units (Ironworks) and 131,000 square feet of commercial space (Raley's Field).

The 2014 Plan includes 731 residential units and $49.2 million in backbone and supplemental investments. Exhibit 7 illustratively depicts the 2014 Plan. Residential development and infrastructure and amenity improvements are clustered in three locations which will serve as "bookends" for future infill development (Fulcrum, Unger riverfront and Delta Lane). Additional private development projects and facility investments are currently being evaluated for potential inclusion in the 2014 Plan or later plans. The 2014 Plan is driven by a $23.1 grant awarded to the Bridge District as part of the state of California Proposition 1C funding program. This grant was secured by the commitment of 731 private residential units (198 affordable).

Exhibit 17: The 2014 Plan



After the 2014 Plan is implemented, the Bridge District is expected to have approximately 8,300,000 square feet of remaining development potential and $86.2 million in remaining backbone investment required.

7.4.3 Five Year Capital Improvement Program (2009 to 2014)

Scope of Improvements

Table 13 summarizes the five year capital improvement program (CIP) to implement the 2014 Plan. The CIP focuses on constructing certain public backbone infrastructure and amenities necessary to support the 2014 Plan. Key investments are described as follows (see *Appendix F* for additional detail):

Reconstruction of Tower Bridge Gateway (former SR-275): This project is part of the de-industrialization of the Bridge District and will re-construct this grade-separated freeway (built to provide quick/easy access to downtown Sacramento) into a "front door" arterial roadway. The new facility will provide safe multi-modal access (auto, bike, transit, pedestrian) into the Bridge District and reconnect it with adjacent neighborhoods. These roadway improvements are also required to support construction of the Downtown/ Riverfront Streetcar project.

Riverfront Road Reconstruction: This project will re-construct this roadway from Tower Bridge Gateway to Mill Street in order to provide safe multi-modal access (auto, bike, transit, and pedestrian).

5th Street Reconstruction, Patch, and Re-striping: This project will re-construct this roadway from Tower Bridge Gateway to (future) Market Street and patch and re-stripe the roadway from Market Street to the Highway 50 onramp.

Bridge Street: This project will re-construct a portion of the US-50 off-ramp to current standards, connect 5th Street with Riverfront Road, and construct a new intersection at Bridge Street and the US-50 off-ramp.

Garden Street: This project will construct a new roadway connecting 5th Street with Riverfront Road to provide access to residential development that is part of the 2014 Plan.

Mill Street: This project will construct a new roadway connecting 5th Street with Riverfront Road to provide access to residential development that is part of the 2014 Plan.

Central Street: This project will construct a new roadway connecting Bridge Street with Mill Street to provide access to residential development that is part of the 2014 Plan.

Access Corridors: State and Garden Access/Universal Streets will be constructed between Riverfront and the temporary promenade path in order to provide public access to the river.

Municipal Utilities: Municipal utility projects included in the CIP represent improvements necessary to support early development projects as well as improvements coincident with CIP roadway improvements. These improvements include:

- A new 3.0 million gallon water tank, pump station, and water distribution pipelines;
- A new sewer lift station and sewer collection pipelines;
- Potentially a 2.0 acre (8 acre-feet storage) detention basin and drainage pipelines; and
- Joint trench pipelines (for electric, cable, etc.).

Parks: Park projects included in the CIP represent basic amenities necessary to support early development projects. Park improvements include:

- Garden Park: This 28,000 square foot urban neighborhood park will serve the south development node "bookend" for 2014 residential units. The park will include, turf, trees, picnic facilities, drinking fountain, and shade structures. The CIP will fund initial park improvements of $1.5 million; later phases of development will complete these improvements.
- River Walk Promenade Path and Plaza: An approximately 4,700 linear foot shared-use (walking and biking) asphalt path will be constructed along the river with a 70 foot segment near Tower Bridge built to ultimate improvement standards (pavers, lighting, landscaping, furnishings, etc.). Additionally, a small patio will be developed in the location of the ultimate Plaza (backbone improvements only) to serve as a community gathering facility serving the northern development node "bookend" and city and regional residents.

Other Investments: Other Investments incurred to date include acquisition and removal of the Cemex and Weyerhaeuser rail spurs (including relocation of these tenants), demolition of obsolete facilities, and funding predevelopment activities necessary to implement the CIP. These investments are prerequisites to CIP roadway, utility, and park improvements.

Table 13: Five Year Capital Improvement Program (2009 to 2014)

Improvement	Sources of Funds								
	Prop. 1C	Prop. 50	Tax Increment	CFD 23	CFD 27	Other			TOTAL
						Water Fund	Impact Fees	Kinder Morgan	
Proposition 1C City Admin/Mgmt	$650,000	$0	$0	$0	$0	$0	$0	$0	$650,000
Transportation and Circulation									
Roadways and Sidewalks	$12,375,000	$0	$2,212,000	$285,000	$5,253,021	$0	$2,633,200 (1)	$250,000	$23,008,221
Transit and Other Circulation	$0	$0	$0	$0	$700,000	$0	$0	$0	$700,000
Total Transportation & Circulati	***$12,375,000***	***$0***	***$2,212,000***	***$285,000***	***$5,953,021***	***$0***	***$2,633,200***	***$250,000***	***$23,708,221***
Municipal Utilities									
Water	$860,800	$0	$75,000	$215,200	$0	$5,000,000 (2)	$0	$0	$6,151,000
Sanitary Sewer	$3,957,000	$0	$0	$357,000	$0	$0	$0	$0	$4,314,000
Storm Drainage	$1,895,200	$0	$100,000	$373,800	$2,000,000	$0	$0	$0	$4,369,000
Joint Trench	$252,500	$0	$0	$252,500	$0	$0	$0	$0	$505,000
Total Municipal Utilities	***$6,965,500***	***$0***	***$175,000***	***$1,198,500***	***$2,000,000***	***$5,000,000***	***$0***	***$0***	***$15,339,000***
Parks and Other Public Spaces									
Riverfront Promenade	$0	$1,727,741	$3,330,951	$0	$2,940,828	$0	$0	$0	$7,999,520
Neighborhood Parks	$1,500,000	$0	$0	$0	$0	$0	$500,000 (3)	$0	$2,000,000
Total Parks and Public Spaces	***$1,500,000***	***$1,727,741***	***$3,330,951***	***$0***	***$2,940,828***	***$0***	***$0***	***$0***	***$9,499,520***
TOTAL BACKBONE FACILITIES	**$21,490,500**	**$1,727,741**	**$5,717,951**	**$1,483,500**	**$10,893,849**	**$5,000,000**	**$2,633,200**	**$250,000**	**$49,196,741**
Parking and Density Incentives	$1,260,000	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	$1,260,000
BACKBONE+SUPPLEMENTAL	**$22,750,500**	**$1,727,741**	**$5,717,951**	**$1,483,500**	**$10,893,849**	**$5,000,000**	**$2,633,200**	**$250,000**	**$50,456,741**
Maximum Prop 1C	**$23,081,000**								

(1) Source is Traffic Impact Fee fund; to be advanced by tax increment
(2) Advanced by Water Enterprise Fund; to be ultimately repaid by CFD 27
(3) Source is Park Impact Fee Fund

Financing of Improvements

The Five Year CIP will be funded through a variety of sources described as follows (see *Appendix F* for additional detail):

Proposition 1C Grant: This $23,081,000 grant was awarded to the Bridge District as part of the state of California Proposition 1C funding program. This grant was secured by the commitment of 731 residential units (198 affordable). This funding source will be primarily used to fund critical infrastructure and amenity investments necessary to support the committed residential units.

Proposition 50 Grant: This $1,727,741 grant was awarded to the city to improve a short segment of the River Walk Promenade just south of Tower Bridge Gateway.

Tax Increment: $5.7 million in tax increment investments will fund certain infrastructure and promenade improvements. Tax increment investment finance gaps where other funding sources are not available to fully fund improvements.

Community Facilities District #23: This existing Bridge District CFD was formed to relocate the Cemex plant, remove associated rail spurs, and fund other early critical investments. The remaining $1.5 million in funding capacity in this CFD will be used to fund certain backbone infrastructure improvements.

Community Facilities District #27: This proposed Bridge District CFD (formation pending) is anticipated to fund $10.9 million in backbone and amenity improvements. The financing capacity of this CFD will be limited in early years since it is primarily dependent on special taxes from developed properties and currently most properties are undeveloped (and have low special tax levies).

Traffic Impact Fee Fund: This funding source will contribute $2,633,200 to the construction of Tower Bridge Gateway (east phase). Tower Bridge Gateway is a regional master plan facility serving Washington neighborhood, West Capital Corridor and is a major connector of development to the west with downtown Sacramento.

Park Impact Fee Fund: This funding source will contribute $500,000 to the construction of Ironworks Park. These funds were generated by impact fees from the Ironworks residential project.

Kinder Morgan: This pipeline company is obligated to pay for relocation of its petroleum pipeline under Riverfront Road as part of the roadway realignment and reconstruction project. The pipeline relocation cost is estimated to be $250,000.

Water Enterprise Fund: The Water Enterprise Fund will advance $5.0 million for construction of a water tank to serve new development in the Bridge District. This Fund will be ultimately be repaid by CFD 27.

8.0 ACTION PLAN

Adoption of the Bridge District Specific Plan by the City Council culminates three years of hard work and collaboration by property owners and city staff and elected officials. The Specific Plan provides both a strong vision and a sensible implementation plan for further actions. Those actions are numerous, and will require continued collaboration by the public and private partners in the Bridge District. Their implementation is essential for the realization of the dense, urban, mixed use, amenity-rich river-oriented neighborhood that is the Bridge District. Table 14 below lists some of the many actions on which city staff and the property owners will be working over the next five years.

Table 14: Five Year Action Plan

- Develop and adopt architectural guidelines including requirements to incorporate distributed neighborhood park elements and sustainability ("green" guidelines).
- Apply for Silver LEED Neighborhood Development designation.
- Resolution of all rights of way (ROW) and waterfront parkway dedications, relinquishments and acquisitions.
- Adoption of city comprehensive parking ordinances and implementation of the structured parking financing program including in-lieu fees.
- Adoption of the street car financing plan or other transit financing mechanism
- Formation of financing district for Phase 1 (2014 Plan CIP) infrastructure improvements and community services district for operations, maintenance and programming of the waterfront park, trees and other potential Bridge District infrastructure.
- Acquisition of the Plaza and Grand U Street property; execution of the mechanisms including dedications/permits/in-lieu fees/deed covenants/reimbursements associated with joint construction of the plaza and restrooms to serve the plaza.
- Timely decision-making on Westside Rail Relocation or creation of at-grade or grade-separated crossing for infrastructure improvements west of Fifth Street.
- Implementation of "urban" fees and standards including timely approval of:
    1) General Plan amendments to establish urban standards for service levels, light, residential density (increase residential unit maximums to allow over 50 units per acre), and height under current *Waterfront Mixed Use* zoning:
    2) Analyze updates to the General Plan Noise Element for urban areas;
    3) Analyze and enact updates to city landscape guidelines and municipal code associated with urban tree mitigation standards;
- Implement density entitlement bank and further define monitoring of land uses and infrastructure capacity.
- Develop and adopt design guidelines for Tower Bridge Gateway.
- Develop and implement transportation demand management plan for the project area.