

A-1: Summary of Community Participation/Input



Summary of Community Participation/Input

PROCESS

The process of preparing the Auburn Boulevard Specific Plan was a collaborative effort of the City of Citrus Heights and its Consultants, business and property owners, neighboring home owners and renters, and the larger community. This process was carried out in three major phases: Opportunities and Objectives, Options, and Concept and Action Plan.

Community Outreach

To solicit the views of the community and Auburn Boulevard stakeholders, the City of Citrus Heights convened an extensive series of meetings throughout the planning process leading to adoption of this Plan. These meetings included four Community Workshops, five Stakeholders Workshops, and four Joint City Council/Planning Commission Study Sessions. City Staff and the Consultants met individually with local property owners to address their concerns regarding potential changes to their land and surrounding properties. The City and Consultants also met with local land development and building professionals to obtain their input on the physical, market, and financial feasibility of various conceptual development programs based on the Concepts and Options Report. The City Council and Planning Commission also conducted formal public hearings leading up to the adoption of the Specific Plan on **February 9, 2004**.

- Community Workshop #1 (November 12, 2002)
- Community Workshop #2 (January 30, 2003)
- Community Workshop #3 (April 22, 2003)
- Community Workshop #4 (September 23, 2004)

- Stakeholders Workshop #1 (October 25, 2002)
- Stakeholders Workshop #2 (November 22, 2002)
- Stakeholders Workshop #3 (February 14, 2003)
- Stakeholders Workshop #4 (April 11, 2003)
- Stakeholders Workshop #5 (February 10, 2004)

- Joint City Council/Planning Commission Study Session #1 (February 26, 2003)
- Joint City Council/Planning Commission Study Session #2 (April 9, 2003)
- Joint City Council/Planning Commission Study Session #3 (June 11, 2003)
- Joint City Council/Planning Commission Study Session #4 (December 10, 2003)
- Planning Commission Study Session (October 28, 2004)
- City Council Study Session (January 26, 2005)

- Auburn Boulevard Property Owners Meeting #1 (June 6, 2003)
- Auburn Boulevard Property Owners Meeting #2 (June 6, 2003)
- Developer Technical Review Session #1 (June 30, 2003)
- Developer Technical Review Session #2 (August 1, 2003)

Key Issues from Community and Stakeholder Workshops

Based on the community and stakeholder workshops, the following issues were identified as the community's top concerns along Auburn Boulevard, including:

- Ingress and egress (too many driveways);
- Beautification;
- Cut-through traffic;
- Littering/trash;
- Lighting;
- Noise (sound wall to prevent traffic noise);

- Congestion;
- Homeless people;
- Vandalism;
- Property loss (negative business impacts due to widening activities);
- Turn lane off Linden (2 killed in 20 years and 1 injury per month by K-Mart); and
- Safety (sidewalks, parking, turn lanes, sidewalks, turning lane).

TECHNICAL REVIEW SESSIONS

As part of the Specific Plan process the City of Citrus Heights conducted two technical review sessions to review the draft conceptual development programs for Subarea 4 (Rusch Park Village Center) and Subarea 5 (Gateway Commercial Center). The two technical review sessions were conducted on July 30 and August 1, 2003, respectively.

The City of Citrus Heights invited representatives of the real estate development and brokerage community, experienced in the type of development envisioned for Subarea 4 and Subarea 5, to participate in the two technical review sessions. In addition Mayor Hughes and representatives of city staff and the Specific Plan consulting team participated in the technical review sessions. The following lists the participants at these meetings:

Development/Building Community

Randy Boehm Vice President Walsh & Forster, Inc.	Philip Bowman Senior Vice President Lennar Partners	Robert Holmes Senior Project Manager Regis Homes of Northern California
John Saca President Saca Development	Thomas E. Callahan Executive Voice President PKF Consulting	James Cordano III Vice President Cordano Company
David Taylor President David S. Taylor Interests	Al Gianini Managing Director CB Richard Ellis	

City of Citrus Heights

William Hughes, Mayor	Henry Tingle, City Manager	Janet Ruggiero, Community, Development Director
Rhonda Sherman, Economic Development Director	Bob MacNicholl, Associate Planner	

Consultants

Larry Mintier, Principal J. Laurence Mintier & Associates	Bruce Race, Principal RACESTUDIO	Andrew J. Plescia, Principal A. Plescia & C.
---	-------------------------------------	---

The purposes of these technical review sessions was to obtain input on the physical, market and economic feasibility of the draft conceptual development programs, and planned implementation approach for achieving revitalization of the existing properties along Auburn Boulevard. The technical review sessions were also intended to test the draft conceptual development programs prior to finalizing land use and revitalization recommendations within the Auburn Boulevard Specific Plan.

The City and its consultants prepared the following questions of the development/building representatives:

1. What is the appropriate type, scope and scale of development to effectively create the catalyst project for revitalization of that segment of Auburn Boulevard? Is there a minimal amount of property area that is required to create an effective potential redevelopment site?
2. What is the appropriate type and mixture of land uses for the subject development site? Which of these potential uses appear to be supportive in terms of the current (and/or projected) real estate market conditions for the area?
3. For mixed-use development projects – is there a strategy for phasing or sequencing of the respective land use components? Is there a particular land use component(s) that tends to be initiated first as a means to stimulate development of the other planned land use components of a project?
4. What are the types and extent of public improvements (streets, landscape, street lighting, sidewalks, signage, etc.) required to create the appropriate “context” to facilitate new redevelopment activity?
5. What are the opportunities to develop joint use/shared parking for the various land uses of an urban scale, mixed-use development project? How can joint use/shared parking assure adequate parking for all uses of a mixed-use development project?
6. What are the essential elements of developing successful urban scale housing in a mixed-use (combined with retail and/or office uses) environment? What are the appropriate types of units – i.e. rental versus ownership? loft style housing? live/work units? vertical mixed-use versus horizontal mixed-use?
7. How does the City of Citrus Heights position itself to effectively market the planned development project so as to attract the right prospective developers with ability to successfully carryout the planned project?

The following are a summary of the “key” findings that related to both subarea discussions. The six “key” findings were:

Findings No. 1:

The plan for revitalization of Auburn Boulevard needs to be striking and bold, create an identity for the corridor, establish the corridor as “place”, and treat the corridor as a distinct district.

Finding No. 2:

There is potential to develop an urban scale mixed-use development of retail and residential uses as envisioned in the draft conceptual development program for Subarea 4. The development should include retail use, mixed-use (rental housing over retail) and detached or attached housing (ownership) - horizontally separated from the retail/mixed-uses and strongly connected to Rusch Park.

Finding No. 3:

There is potential to develop an urban scale mixed-use development of office, retail, hotel and residential uses as envisioned in the draft conceptual development program for Subarea 5 (although the hotel component might need to be developed at a later point in time). The development should include small/specialized office space, support/ancillary retail, housing (rental) and preservation of site area for a future hotel.

Finding No. 4:

Efforts to revitalize Auburn Boulevard should begin at the “gateway” of Auburn Boulevard at the Citrus Heights-Roseville city limits (near Interstate 80). It is necessary to establish the correct tone for future development along the corridor by creating a positive, high quality “window” and major entry on Auburn Boulevard at that location.

Finding No. 5:

Efforts to redevelop Auburn Boulevard need to be a part of an overall comprehensive revitalization program that includes components such as streetscape/landscape improvements, identification/directional signage program, commercial rehabilitation and façade loan program, and code enforcement and nuisance abatement activities.

Finding No. 6:

The City of Citrus Heights needs to be very proactive in initiating and implementing a revitalization program for Auburn Boulevard; including use of redevelopment authorities and financing to acquire/assemble certain properties to create key redevelopment opportunities along Auburn Boulevard.

Summary of Comments and Recommendations

The following is a summary of comments and recommendations from the two technical review sessions on July 30 and August 1, 2003, respectively. The following represents a composite of comments and recommendations presented to the City of Citrus Heights by the private sector representatives participating in the two technical review sessions. The following comments and recommendations relate to both subareas unless otherwise indicated.

Type, Scope and Scale of Development

- Address each subarea as a potential new “district” – not just a parcel-by-parcel development site.
- City of Citrus Heights should consider undertaking redevelopment/revitalization of the entire subject areas identified in the draft conceptual development program;
- Redevelopment of the subject areas would be best if existing uses/buildings were removed and new development was constructed;
- Potential development could be either vertical mixed-use i.e. residential or office over retail and/or horizontal mixed-use (uses adjacent to each other);

In regards to Subarea 4:

- Opportunity to do retail and housing with strong connection/linkage with Rusch Park; retail could or not include grocery store;
- Consider expanding potential development site to west to increase opportunity to achieve a better connection/linkage to Rusch Park

In regards to Subarea 5:

- The subject site area represents an opportunity to create a “key” entry into Citrus Heights; create a “destination”;

- Opportunity to develop a mixture of complimentary uses include office, retail, hotel and/or residential;

Type and Mixture of Land Uses

Office

- Appears to be some market support for office use i.e. flex office space; based on advantage of being in proximity to South Placer County/Roseville; but with having lease rates less than South Placer County/Roseville
- Opportunity to develop small/specialized office space; office condominiums approximately 2,500 to 10,000 square feet in size
- Additional new office development could build on the existing office development on along Auburn Boulevard near the subject site area;
- Developing specialty office above retail appears to be risky.

Retail

- Challenge to overcome with potential retail end users is the existing image and demographics of the immediate trade area surrounding Auburn boulevard;
- Difficult to attract first-tier (large and mid-size) retail users due to competition with Stock Ranch development project;
- Retail will tend to follow other uses – i.e. office, hotel, residential; unless retail is a destination use i.e. grocery store;
- Success of attracting quality retail users (i.e. restaurants, coffee, etc.) would be enhanced by location of a quality full service grocery store;
- Location of subject area appears to be underserved for grocery; success of a grocery store along Auburn Boulevard could be enhanced by serving that portion of Roseville west of Interstate 80;

In regards to Subarea 4:

- Locate retail uses closest to Auburn Boulevard with parking to rear of buildings;
- Although grocery store previously existed on the site, it would be best to consult with grocery store end users as to the best potential location for a grocery store along Auburn Boulevard.

In regards to Subarea 5:

- If a proactive redevelopment program is not initiated – retail users likely to be attracted to the subject site would be “factory-to-users” stores and discount retailers (i.e. Big/Lots, Dollar Tree, etc.) when the KMART goes out of business.
- With a proactive redevelopment program retail users would likely be small support retail business focused on adjacent office and hotel use i.e. restaurants, cafes, coffee houses; copy centers, etc.

- Potential for restaurants due to freeway accessibility and adjacent planned office (day time employment) and/or hotel uses;

Hotel

- Projected demand for 150 to 200 additional hotel rooms in area over the next seven years; good market absorption in Roseville (70% occupancy rate and \$90 average daily room rate); three additional hotels under construction in Roseville; appears to be several additional developments being pursued in the general area to meet the remaining projected demand;
- Economics of a 150 to 200 room property with meeting/banquet space (5,000 SF) is difficult; average daily room rates do not fully offset costs of development (need \$1.00 in average daily room rate for every \$10,000 in development cost);
- Meeting/banquet space doesn't enhance economics/financing of hotel property; would need public subsidy; could consider hotel with separate/adjacent meeting and banquet space, with such space publicly financed;
- Appears to be little demand for meeting/banquet space – other than for social activities;
- Need strong “branding” flag on hotel property;
- Potential methods of public financing investment include land write down, financing meeting/conference space, and rebate of Transient Occupancy Tax;
- Hotel development difficult to finance; 60% to 65% loan to value ratio; best if hotel has fee simple interest in land (versus leasehold interest); hotels with cost in \$10 to \$15 million range are currently easiest to finance;
- Opportunity to pursue development of upper tier limited service hotel facility i.e. Hampton Suites, Marriott Courtyard, Hilton Garden; 125 rooms;
- Cost is \$85,000 per room (limited service hotel); \$120,000 per room (full service with meeting/restaurant space); land cost at \$7,000 to \$10,000 per room;
- A potential hotel could be a later phase of the project; designated site (approximately 3.0 acres) could be preserved for future hotel use.

In regards to Subarea 5:

- K-Mart site considered to be a secondary site due to competition with existing/planned hotel facilities in Roseville;

Residential

- Strong market support to achieve residential development early in redevelopment process; such early development would help signal the transition of the subject area;
- High quality and well designed housing could set the right tone for the balance of the Auburn Boulevard revitalization effort; this could occur sooner than office, retail or hotel uses;
- Need critical mass of housing units – at least 200 units; preference would be 300 to 400 units;

- Housing would be of urban scale and densities, with range of densities of 15 to 40 units per acre;
- Vertical mixed-use with ownership housing would be difficult due to construction liability issues (City of Citrus Heights could consider inserting itself directly into the liability issue); more appropriate to consider attached/detached townhouse style development for ownership;
- For ownership units consider horizontal mixed-use with attached or detached housing units;
- For rental units (market rate and/or affordable) consider vertical mixed-use (residential over retail);
- Should lead with transitional housing product (detached/attached single family units), then pursue housing types not currently in the Citrus Heights market place (i.e. live-work lofts) in order to help create a distinctive “place” along Auburn Boulevard;

In regards to Subarea 4:

- Focus residential development on west and south sides of development site adjacent to existing residential uses and Rusch Park, respectively.
- Opportunity to develop ownership units to west and south sides of the site with rental units vertically stacked above retail uses;

In regards to Subarea 5:

- Opportunities to provide housing due to good freeway access, proximity to potential future transit along Auburn Boulevard and proximity to employment areas of Roseville/South Placer County;
- Lower scale residential development would be planned on those portions of site adjacent to existing residential areas; this would provide for appropriate interface with such existing residential areas;

Phasing or Sequencing of Development

- Revitalization efforts should begin at the “gateway” and entry to Auburn Boulevard at the Citrus Heights-Roseville city limits (near Interstate 80);
- Important to initially signal transition of area in early stages of redevelopment with public improvements (landscape, streetscape, signage, street lighting, etc.) and aggressive identification/directional;
- Important to evidence ongoing public commitment of City of Citrus Heights to the proposed redevelopment of Auburn Boulevard;
- In a mixed-use development the market would determine which land use component would be initially developed; City of Citrus Heights needs to remain flexible and pursue uses with market support and consistent with overall redevelopment/revitalization objectives;

Type and Extent of Public Improvements

- The City of Citrus Heights should pursue installation of public right-of-way improvements along Auburn Boulevard including landscape, sidewalk and street lighting improvements;
- Public improvements along Auburn Boulevard should be focused in areas adjacent to planned redevelopment/revitalization activities – i.e. Grand Oaks, K-Mart site, etc.
- The City of Citrus Heights should prioritize transportation funding expenditures to align with City priorities for redevelopment/revitalization along Auburn Boulevard;
- The City of Citrus Heights should pursue establishment of comprehensive identification/directional signage program along Auburn Boulevard.

In regards to Subarea 4:

- The plan should consider the idea of creating a separate access road parallel to Auburn Boulevard that provides direct vehicle access and also serves to separate residential and retail uses on the development site (i.e. Pavillions);

Opportunity for Joint Use/Shared Parking

- Parking would likely be provided by surface parking lots; and should be provided on a “district” basis;
- Parking areas should be minimized and physically located in a manner that helps to establish the desired urban character of the area;
- Parking could be jointly used/shared among the office, retail and hotel uses; such uses tend to have different peak parking demand period during the day or week;
- Parking for residential use needs to be dedicated parking for owners/renters of such housing;
- Existing City of Citrus Heights parking requirements for multiple family housing and high density single family housing should be re-evaluated with intent of reducing such requirements to more closely coincide with real parking demand associated with such urban scale housing;

Actions for City to Effectively Market Development

- The plan for revitalization of Auburn Boulevard:
 - needs to create the “place”; be striking and bold; and create an identity for the corridor and City of Citrus Heights;
 - should be designed to serve a combination of residents, employees and visitors;
 - should include design guidelines that assure unique high quality architecture and strong curb appeal;
 - needs to treat the corridor as a distinctive district.
- City of Citrus Heights should prepare a marketing document that sets forth:
 - positive attributes of the City including its location, residential character and quality of life;
 - City’s plans for redevelopment/revitalization of Auburn Boulevard;
 - potential redevelopment opportunities for the private sector, and

- evidence of the City commitment (public investment) to achieving successful redevelopment/revitalization of Auburn Boulevard
- City of Citrus Heights should work with key property/business owners along Auburn Boulevard to consider formation of a Property Based Improvement District (PBID) that would assist in activities such as management, maintenance, promotion, marketing and special events;
- City of Citrus Heights may need to use its redevelopment authorities and financing to assist in land acquisition and assembly (including existing leases) to create appropriate sites for redevelopment opportunities;
- City of Citrus Heights should assist in assembling and clearing the subject site areas, and pursue a new ground-up development;

In regards to Subarea 5:

- City of Citrus Heights should pursue potential acquisition of the current K-Mart building immediately (prior to the building being vacated/sold to another private party); City of Citrus Heights should be ready to execute regarding acquisition of the subject property;

