



CHAPTER 6 - ADMINISTRATION AND IMPLEMENTATION

The revitalization of the Downtown Lancaster Specific Plan project area will be a multi-year effort that really has no “end”. The preferred land use development concept and associated improvements necessary are envisioned to occur over a 20-year period but the health and vitality of downtown will always require active management. The Revitalization of the Specific Plan area, therefore, will be dependent on and responsive to prevailing market conditions, making it challenging to forecast the timing and extent of future conditions.

6.1 APPLICABILITY

The provisions of this chapter are applicable to all properties within the Downtown Lancaster Specific Plan area. The regulations, development standards, and guidelines as contained in the Specific Plan shall apply in their entirety to the review of development proposals; where Specific Plan development standards and guidelines do not provide adequate direction, the City of Lancaster Municipal Code should prevail.

6.2 AMENDMENTS TO THE GENERAL PLAN

As noted in Chapter 2, California law requires that a Specific Plan be consistent with the General Plan of the adopting locality. To this end, existing General Plan goals and policies were reviewed to ensure consistency between the Downtown Specific Plan and the Lancaster General Plan (See Appendix A). As the City moves into updating the General Plan, the General Plan and accompanying Land Use Map should incorporate the Downtown Lancaster Specific Plan.

6.3 AMENDMENTS TO THE ZONING CODE AND MAP

The Zoning Classifications in the Downtown Lancaster Specific Plan area existing prior to the adoption of the Specific Plan are Central Business District, General Commercial, Commercial Planned Development, Light Industrial, High-Density Residential, Low-Density Residential (R-7000), and Public. These classifications should be repealed within the Specific Plan area and the zoning map shall be amended to indicate the new Downtown Lancaster Specific Plan zoning classification “SP.”

All land use regulations, development standards, and other provisions of the Downtown Lancaster Specific Plan in its entirety shall apply as expressly stated in this Plan. For the development criteria and regulations that are not amended or superseded by this Specific Plan, the provisions of the City of Lancaster Municipal Code shall prevail.

The provisions contained in the Specific Plan constitute the primary land use and development standards for the project area. These regulations are applied in addition to the provisions as set forth in the City of Lancaster Municipal Code. As part of the implementation of the Specific Plan, the City of Lancaster Municipal Code shall be amended to include the Downtown Lancaster Specific Plan (“SP”).

CHAPTER 6

6.4 ADMINISTRATION AND ENFORCEMENT

It shall be the duty of the City of Lancaster to enforce the provisions set forth in the Downtown Lancaster Specific Plan. All officers, employees, and officials of the City of Lancaster who are vested with the duty or authority to issue permits or licenses shall comply with the provisions of the Downtown Lancaster Specific Plan, and shall not issue any permit or license or approve any use or building that would be in conflict with the Downtown Lancaster Specific Plan. Any permit, license, or approval issued that is in conflict with the requirements of the Downtown Lancaster Specific Plan shall be considered null and void.

6.4.1 REVIEWING AGENCY

The Reviewing Agency shall be comprised of the following individuals:

- ◆ The Director of Economic Development/Redevelopment
- ◆ The Director of Housing and Neighborhood Revitalization
- ◆ The Director of Parks, Recreation, and Arts
- ◆ The Planning Director
- ◆ The Director of Public Works

The Reviewing Agency shall have the authority to interpret the language of the Downtown Specific Plan and its application/enforcement. The Reviewing Agency shall have the authority to approve, approve with conditions, or disapprove an application for a development project, except for conditional use permit. Determinations of the Reviewing Agency may be appealed pursuant to Section 6.4.3.

6.4.2 REVIEW OF DEVELOPMENT PROJECTS

Development projects shall include construction of new buildings, substantial additions to existing buildings, or substantial modifications to the exterior of existing buildings. Submittal to the Reviewing Agency shall be through a Director's Review as provided in Article VI of Chapter 17.32, with the appropriate fee as determined pursuant to the adopted Director's Review fee categories. Sufficient information shall be submitted with the application to allow the Reviewing Agency to determine conformance with the design requirements and guidelines of the Downtown Lancaster Specific Plan. Projects that require approval of a conditional use permit shall file a conditional use permit application along with the required fee; the Reviewing Agency shall have the authority to review such a request, and provide a recommendation to the Planning Commission.

6.4.3 APPEALS

The applicant or any other entity may appeal decisions of the Reviewing Agency to the City of Lancaster Planning Commission. Decisions of the Planning Commission may be appealed to the City Council. Appeals shall be processed in a manner consistent with the City of Lancaster Municipal Code.

6.5 AMENDMENTS TO THE SPECIFIC PLAN

The Downtown Lancaster Specific Plan may be amended in the same manner by which it was originally adopted. In addition, an amendment shall demonstrate that it meets the intent of the Specific Plan's goals and objectives or provide a finding that the amendment enhances the Plan or is necessary to implement the Plan's goals and objectives. All sections or portions of the Specific Plan to be changed or that may be affected by the change shall be included in the Specific Plan Amendment. A concurrent amendment of the



General Plan is not required, provided the City Council determines that any substantive changes would not conflict with the goals, objectives, policies, or programs of the City of Lancaster General Plan.

6.6 SEVERABILITY

If any portion of the Downtown Lancaster Specific Plan is, for any reason, held invalid by a court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision, and the invalidity of such provision shall not affect the validity of the remaining portion of the Downtown Lancaster Specific Plan.

6.7 DEVELOPMENT STRATEGY

The Downtown Lancaster Specific Plan provides policy, regulatory, and design guidance for both public and private land that implements the community's vision for the future of Downtown. Through the form-based Regulating Code, the Specific Plan facilitates different development potentials. The focus of a development strategy should be on preparing an infrastructure phasing strategy to ensure that any necessary infrastructure improvements are in place to support development and/or redevelopment.

6.8 FISCAL IMPACT ANALYSIS

A fiscal impact analysis was conducted to study whether or not the build out of the Downtown Lancaster Specific Plan is fiscally sustainable for the City of Lancaster. It evaluates the impact of the proposed project on the City's General Fund and the Redevelopment Agency Fund during the development of the project over a 20-year timeframe. The Appendix G, Fiscal Analysis, contains the full analysis, including extensive discussion of the assumptions, methodology, and data used in the analysis.

The analysis indicates that in the short-term, growth in the Downtown will not generate sufficient revenues to offset new costs to the City. However, over the longer term as retail and office development catch up with residential development, and as the entire project begins to produce sufficient funds to pay for the debt service on required capital improvement costs (e.g., downtown parking, streetscape and roadway improvements, etc.), the project under three of four possible growth scenarios will ultimately be fiscally sustainable.

The fiscal impact analysis builds upon a companion document, the Downtown Specific Plan Feasibility Analysis, also found in the Appendix F, which analyzes demographic, retail, real estate, and employment trends as well as specific proposed development scenarios. This analysis was undertaken to test the financial feasibility of, and market support for, the development envisioned in the Specific Plan.

The Specific Plan includes a mix of residential, retail, and office as well as various public amenities and key infrastructure improvements to create a strong sense of place and improved identity for the City of Lancaster. As proposed, the new demand at build out (year 2030) the project would include: 2,569 new residential units, 265,000 square feet of new retail and restaurant space, and 230,000 square feet of additional office development. The new development would bring 6,800 new residents, 920 new office jobs, and 590 additional retail jobs to create a revitalized and enlivened Downtown.

The Specific Plan may build out quickly or more slowly depending on overall economic trends, real estate market conditions, and the success of overall downtown revitalization. Consequently, the study examines the fiscal impact of Specific Plan buildout under four different scenarios:

CHAPTER 6

- ◆ Scenario A: Accelerated residential, office and retail growth
- ◆ Scenario B: Moderate residential, office and retail growth
- ◆ Scenario C: Slow residential, office and retail growth
- ◆ Scenario D: Moderate residential and slow office and retail growth

Scenario A would produce a net positive fiscal impact of \$7.6 million over the 20-year projection. Scenario B would result in a net positive fiscal impact of \$3.2 million. Scenario C would result in a net negative fiscal impact of -\$3 million. Finally, Scenario D would result in a positive net fiscal impact of \$1.4 million over the 20-year projection. From a fiscal perspective, Scenario D represents the most likely scenario for the City.

The fiscal impact analysis identifies a number of important conclusions that must be considered by the City prior to a decision on the Specific Plan:

- ◆ Commercial development, especially retail development, is one of the major revenue sources for the City of Lancaster and for this project. Reductions of commercial land uses or the inability of the Downtown to draw new retail and office development potential will change the fiscal impact of this project. Specifically, new retail projects that compete with the Downtown project should be avoided; especially retail developments that seek to serve the same market niche through the development of a downtown-type pleasure-shopping venue.
- ◆ Rapid residential development without corresponding retail and commercial development will result in a project with a potential for a net negative fiscal impact on the City of Lancaster. Thus while new residential development will help to revitalize and enliven the Downtown and make many mixed-use projects feasible for developers, it is the commercial development that will help provide the City with revenues to pay for the services required by the residential development.
- ◆ The Specific Plan implementation will require significant City investments in streetscape, roadway, and parking facility improvements. If these investments are made by the City, and the project does not produce at least a modest rate of growth over the 20-year period, the project will result in a net negative fiscal impact on the City.
- ◆ Fiscal issues are one important tool to evaluate the value of a Specific Plan. Land use goals, place-making, community identity, social and economic goals, and environmental impacts also must be considered when determining the correct course of action for Downtown Lancaster.



6.9 IMPLEMENTATION PROGRAM

The implementation program on the following pages specifies the steps and actions that should be undertaken within the next five to ten years to implement the Specific Plan and realize the Downtown Lancaster vision. This implementation matrix represents the culmination of the entire Downtown Lancaster planning process and the strategies referenced throughout the Specific Plan. The matrix is a tool to help implement and monitor progress of the Specific Plan and can be revised to reflect changes in community priorities and available resources. The organization of the matrix reflects the National Main Street Center’s Four-Point Approach to downtown revitalization, which is the guiding framework for the Specific Plan.

Funding and financing for projects and programs identified within this chapter will require a comprehensive and creative financing approach through the use of various financing mechanisms, including debt financing, equity financing, loan guarantees, and tax credits. Additionally, grants should be pursued for public improvements and arts projects.

Table 6-1 lists potential funding opportunities available from State and Federal agencies, as well as selected private and nonprofit entities. Note that funding and financing programs are dynamic and change according to available funds, changes in State and Federal law, and other factors. The list is not exhaustive and should be supplemented as new sources become available.

Leaders and Teams

The following key defines the abbreviations listed in the “Leaders and Teams” section of the implementation matrix. (On the matrix, leaders are identified with a black box; team members are identified by a gray box.)

City = City of Lancaster
 Departments involved may include: City Manager’s Office, Community Development, Redevelopment Department, Public Works Department, Building Department, Community Services Department, Finance Department, Library, and others

CoC = Antelope Valley Chamber of Commerce

LOTS = Lancaster Old Town Site (i.e. the association representing Downtown Lancaster)

OTH = Other Leaders and Team Members (such as Caltrans, Antelope Valley Water District, etc.)

LACSD = Los Angeles County Sanitation District

LACWW= Los Angeles County Water Works

**Table 6-1:
Potential Financing Mechanisms**

Federal (F)
<p><i>FEDERAL ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)</i> Funds from the EDA can be used to finance construction and rehabilitation of infrastructure and facilities that are necessary to achieve long-term growth and dynamic local economies. Grants to communities for site preparation and construction of water and sewer facilities, access roads, etc.</p>
<p><i>U.S. FEDERAL HIGHWAY ADMINISTRATION (FHWA) TRANSPORTATION AND COMMUNITY AND SYSTEM PRESERVATION PILOT PROGRAM (TCSP)</i> The TCSP is a comprehensive initiative of research and grants to investigate the relationships between transportation and community and system preservation and private sector-based initiatives. States, local governments, and metropolitan planning organizations are eligible for these discretionary grants. Grants to plan and implement strategies that improve the efficiency of the transportation system; reduce environmental impacts of transportation; reduce the need for costly future public infrastructure investments; ensure efficient access to jobs, services, and centers of trade; and examine private sector development patterns and investments that support these goals.</p>

CHAPTER 6

Federal (F)
<p>FEDERAL HIGHWAY ADMINISTRATION DEPARTMENT OF TRANSPORTATION (DOT) The FHWA provides funds to the States to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses.</p>
<p>ENVIRONMENTAL PROTECTION AGENCY (EPA) PROGRAM GRANTS The EPA funds federal grants for various purposes, including State and local program research, demonstrations, development, and implementation of various environmentally based programs, including water pollution, conservation, solid waste disposal, etc.</p>
<p>EPA - CLEAN WATER REVOLVING FUND This low-interest loan program was established by the Federal Clean Water Act. Loans for projects that address point and non-point sources of water pollution.</p>
<p>FTA METROPOLITAN PLANNING PROGRAM Operated by the Federal Transit Administration (FTA), this program provides financial assistance, through the states, to metropolitan planning organizations (MPOs) to support the costs of preparing long-range transportation plans required as a condition of obtaining Federal Capital Program and Urbanized Area Formula Program grants for transit projects. Funds can be used for technical studies relating to management, operations, capital requirements, innovative financing opportunities, and economic feasibility; evaluation of previously assisted projects; and other similar or related activities preliminary to and in preparation for the construction, acquisition, or improved operation of transportation systems, facilities, and equipment, including the planning for “livability” features such as improved pedestrian and bicycle access to the station and shops and community services in the station area, incorporating arts and artistic design in stations and surrounding areas, and other improvements that enhance the usability and community-friendliness of the transit system environment. Up to a maximum of 20 percent of the preliminary engineering and design costs for a transportation facility.</p>
<p>SAFE, ACCOUNTABLE, FLEXIBLE, EFFICIENT TRANSPORTATION EQUITY ACT: A LEGACY FOR USERS (SAFETEA-LU) Continuing the transportation enhancement program of TEA-21, SAFETEA-LU gives local governments unprecedented flexibility in developing a mix of highway corridor enhancements, with funds for such projects as public transit, bikeways, highway enhancements, recreation, historic preservation, scenic byways, and other alternatives to address transportation and community needs. States and localities are permitted to use Federal dollars (provided primarily from the gasoline tax) for more flexibility to meet their transportation needs. More comprehensive planning, taking into account such factors as desired land use patterns and environmental effects, is required as a prerequisite to Federal funding.</p>
State (S)
<p>INFRASTRUCTURE STATE REVOLVING FUND PROGRAM OF THE CALIFORNIA INFRASTRUCTURE AND ECONOMIC DEVELOPMENT BANK (CIEDP) This is a loan program that provides low-cost financing to public agencies for a variety of infrastructure programs, including streets, bridges, drainage, water supply, flood control, environmental mitigation measures, sewage collection and treatment, solid waste collection and disposal, water treatment and distribution, educational facilities, and parks and recreational facilities. Funding assistance ranges from \$250,000 to \$10,000,000. The application process is complicated and slow. There must be a dedicated source for debt service of the loan. Tax increment flowing from redevelopment projects is often favored as a funding source for retiring this debt because it flows for a long time and is steady. The term of the loan can be as long twenty years.</p>



State (S)

BUILDING EQUITY AND GROWTH IN NEIGHBORHOODS PROGRAM (BEGIN)

BEGIN reduces local regulatory barriers to affordable ownership housing, and provides down payment assistance loans to qualifying first-time low- and moderate-income buyers of homes in BEGIN projects. Eligible homes must be newly constructed in projects facilitated by local regulatory incentives or barrier reductions, and may include manufactured homes.

CALHOME PROGRAM

CalHome enables low-and very-low-income households to become or remain homeowners. Grants eligible to local public agencies and nonprofit developers to assist individual households through deferred-payment loans. Direct, forgivable loans to assist development projects involving multiple ownership units, including single-family subdivisions.

CODE ENFORCEMENT GRANT PROGRAM (CEGP)

The CEGP funds capital expenditure costs of existing or proposed local building code enforcement programs. Grants for three-year local programs. There is no formal match requirement, but grants must supplement existing funding for code enforcement that covers soft costs and staffing. Maximum grant amount to a single recipient was \$300,000; minimum grant was \$30,000. Eligible activities include purchase of capital assets that will be dedicated to local housing code enforcement. These may include tangible physical property with an expected useful life of 15 years or more, major maintenance of a capital asset, and equipment with an expected useful life of two years or more, such as vehicles, computers, and inspection equipment.

MULTIFAMILY HOUSING PROGRAM (MHP)

The MHP assists with new construction, rehabilitation, and preservation of permanent and transitional rental housing for lower-income households. Eligible activities include new construction, rehabilitation, or acquisition and rehabilitation of permanent or transitional rental housing, and the conversion of nonresidential structures to rental housing. Projects are not eligible if construction has commenced as of the application date, or if they are receiving 9% Federal low-income housing tax credits. MHP funds will be provided for post-construction permanent financing only. Eligible costs include the cost of child care, after-school care, and social service facilities integrally linked to the assisted housing units; real property acquisition; refinancing to retain affordable rents; necessary on-site and off-site improvements; reasonable fees and consulting costs; and capitalized reserves.

PREDEVELOPMENT LOAN PROGRAM (PDLP)

The PDLP provides predevelopment capital to finance the start of low-income housing projects. Eligible activities include predevelopment costs of projects to construct, rehabilitate, convert, or preserve assisted housing, including manufactured housing and mobile home parks. Eligible costs include, but are not limited to, site control, site acquisition for future low-income housing development, engineering studies, architectural plans, application fees, legal services, permits, bonding, and site preparation. Priority will be given to developments that are rural, located in the public transit corridors, or which preserve and acquire existing government-assisted rental housing at risk of conversion to market rents.

STATE WATER RESOURCES CONTROL BOARD NONPOINT SOURCE WATER POLLUTION CONTROL GRANTS

Established by the Federal Clean Water Act §319, these grants are for the implementation of State nonpoint source (NPS) pollution control programs. Each State passes through a portion of these funds to other entities for implementing specific NPS management practices. State water quality agencies are the lead agencies for these grant programs.

State (S)
<p>WORKFORCE HOUSING REWARD PROGRAM</p> <p>This program provides financial incentives to cities and counties that issue building permits for new housing that is affordable to very-low or low-income households. Eligible activities include construction or acquisition of capital assets such as traffic improvements, neighborhood parks, bike paths, libraries, school facilities, play areas, community centers, and police and fire stations.</p>
<p>CALIFORNIA INFRASTRUCTURE AND ECONOMIC DEVELOPMENT BANK (CIEDB)</p> <p>The CIEDB was created in 1994 to promote economic revitalization, enable future development, and encourage a healthy climate for jobs in California. The CIEDB has broad authority to issue tax-exempt and taxable revenue bonds, provide financing to public agencies, provide credit enhancements, acquire or lease facilities, and leverage State and Federal funds. The Infrastructure Bank’s current programs include the Infrastructure State Revolving Fund (ISRF) Program and the Conduit Revenue Bond Program.</p>
<p>CALIFORNIA POLLUTION CONTROL FINANCING AUTHORITY SUSTAINABLE COMMUNITIES LOAN AND GRANT PROGRAM</p> <p>The SCGL program has been designed to be flexible and encourage creativity. Funding will be awarded to communities that wish to implement policies, programs, and projects using sustainable development principles. All projects must encompass sustainable development principles to be eligible for funding. Examples of eligible projects are: (1) Specific plans, or portions of specific plans that direct the nature of development and revitalization within the boundaries of a required general plan consistent with sustainable development principles. (2) Alternative transportation studies, urban design studies, finance plans, redevelopment plans and engineering studies that facilitate sustainable development. (3) Projects such as a community center, park enhancements, or infrastructure improvements that are key elements of a comprehensive community or neighborhood sustainable development plan. (4) Funding for local communities to hire individuals at various stages of planning, depending on the needs of the community. An example would be hiring a new staff member or consultant to assist an individual community with the design and/or implementation of a particular plan for development or revitalization using sustainable development principles. (5) Funding for communities to hire technical experts to identify, assess, and complete applications for State, Federal, and private economic assistance programs that fund sustainable development and sound environmental policies and programs.</p>
<p>INTEGRATED WASTE MANAGEMENT BOARD SUSTAINABLE BUILDING GRANTS</p> <p>These grants are available from the California Integrated Waste Management Board to provide local public funding for projects that advance the use of green building design and construction practices. There are no matching requirements, and the amount available has ranged from \$50,000 to \$100,000. It is recommended that these grants be studied closely for their potential to undertake smaller building and retrofitting projects in Lancaster.</p>
<p>SAFE DRINKING WATER STATE REVOLVING FUND</p> <p>This low-interest loan program was established by the 1996 Safe Drinking Water Amendments. U.S. EPA provides funds to each State to establishing ongoing loan programs. The State administers the State Revolving Fund (SRF) and makes loans to drinking water systems for projects that will ensure that drinking water remains safe and affordable. States may also fund wellhead and source water protection projects.</p>
<p>SOLID WASTE ASSISTANCE FUNDS</p> <p>These grants fund program development or pilot projects that promote waste reduction, recycled-content products, or markets for recycled materials, or assist in the development of solid waste management plans and the clean-up of open dumps. They incorporate EPA initiatives and priorities with source reduction, product stewardship, reuse, recycling, composting, and/or recycled product procurement projects and</p>



State (S)
stimulate the market for difficult-to-recycle materials such as tires, construction/demolition debris, green waste and electronics.
TRADE AND COMMERCE AGENCY RENEWABLE ENERGY LOAN GUARANTEE PROGRAM This is a loan guarantee program provided by the California Trade and Commerce Agency. The loan guarantees are available to businesses that need financial assistance to purchase and install renewable energy systems.
WATER QUALITY 104(B)(3) GRANTS These grants to support critical National Pollutant Discharge Elimination System (NPDES) water-quality-related projects.
WATER QUALITY ASSESSMENT AND PLANNING These grants established by the federal Clean Water Act §205/§604, will fund water quality assessment and planning projects that will lead to implementable actions that promote healthy aquatic ecosystems. Projects that foster local watershed management efforts to protect and enhance aquatic environmental conditions. Projects that result in total maximum daily load calculations for impaired waters on the State Clean Water Act Section 303(d) list.
Local and Regional (L)
CITY GENERAL FUND The City's General Fund is used to support ongoing City operations and services, including general government operations, development services, public safety and community services. Primary revenue sources for the General Fund are property taxes, sales taxes, and intergovernmental revenues. It is not uncommon for cities that are seeking to improve their community to commit a certain amount of the General Fund to the effort over a period of years. Improvements and ongoing projects or programs should have general community-wide benefits.
REDEVELOPMENT AGENCY (RDA) TAX INCREMENT AND HOUSING SET-ASIDE Downtown is located within the boundaries of City Redevelopment Area, and redevelopment funds could be used for land banking, public capital improvements, or other projects or purposes that would support implementation of the Plan. The future generation of a new tax increment in the redevelopment project area is also a possibility. State redevelopment law requires that the redevelopment agency set aside 20 percent of any property tax increment revenues for low- and moderate-income housing needs.
GENERAL OBLIGATION BONDS (G.O. BONDS) G.O. bonds may be used to acquire, construct, and improve public capital facilities and real property; however, they may not be used to finance equipment purchases, or pay for operations and maintenance. G.O. Bonds must be approved by two-thirds of the voters throughout the issuer's jurisdiction in advance of their issuance and typically require the issuing jurisdiction to levy a uniform ad valorem (property value) property tax on all taxable properties to repay the annual debt service.
REVENUE BONDS This type of debt is undertaken to fund projects whose payback is tied to specific revenue streams. This form of debt does not require a public vote. Common uses of fund projects whose funds are housing and social services.

CHAPTER 6

Local and Regional (L)

DEVELOPMENT INCENTIVE PROGRAMS

Incentive programs are created to encourage the private sector to provide the desired public improvement.

BUSINESS IMPROVEMENT AREAS (BIAs)

BIAs are self-taxing business districts. BIAs include Business Improvement Districts (BIDs), Local Improvement Districts (LIDs), and other such financial districts. Business and/or property owners pay for capital improvements, maintenance, marketing, parking, and other items as jointly agreed to through systematic, periodic self-assessment. Downtown Lancaster has in place a Transit-Based BID, it is recommended that a Property-Based BID be established in the near term. Districts can undertake a wide variety of programs, including, but not limited to, the following:

- Fountains, benches, and trash receptacles and integrated signing
- Street lighting
- Security services that are supplemental to those normally provided by the municipality.
- Special cleaning operations, graffiti removal, and waste management
- Decorations and public art
- Promotions of public events that benefit the area
- Furnishing music to any public place in the area
- Promotion of tourism within the area (only businesses benefiting from tourist visits can be assessed for this type of benefit)
- Any other activities that benefit businesses located in the area

LANDSCAPE AND LIGHTING MAINTENANCE DISTRICT (LMDs)

The Landscaping and Lighting Act of 1972 enables assessments to be imposed to finance the maintenance and servicing of landscaping, street lighting facilities, ornamental structures, and park and recreational improvements.

SPECIAL BENEFIT ASSESSMENTS

Special Benefit Assessment Districts (ADs) are formed to finance specific improvements for the benefit of a specific area by levying an annual assessment on all property owners in the district. Each parcel of property within an AD is assessed a portion of the costs of the public improvements to be financed by the AD, based on the proportion of benefit received by that parcel. The amount of the assessment is strictly limited to an amount that recovers the cost of the “special benefit” provided to the property. Traditionally, improvements to be financed using an AD include, but are not limited to, streets and roads, water, sewer, flood control facilities, utility lines and landscaping. A detailed report prepared by a qualified engineer is required and must demonstrate that the assessment amount is of special benefit to the parcel upon which the assessment is levied. Prior to creating an assessment district, the City, county or special district must hold a public hearing and receive approval from a majority of the affected property owners casting a ballot. Ballots are weighted according to the proportional financial obligation of the affected property. There are many assessment acts that govern the formation of assessment districts, such as the Improvement Act of 1911, Municipal Improvement Act of 1913, Improvement Bond Act of 1915, and the Benefit Assessment Act of 1982, as well as other specific facility improvement acts.

DEVELOPMENT IMPACT FEES

Dedications of land and impact fees are exactions that lessen the impacts of new development resulting from increased population or demand on services. The City’s current development impact fees could help to offset costs of public improvements, architectural review, etc.



Local and Regional (L)

IN-LIEU PARKING FEE

The use of a parking in-lieu fee to construct and fund common parking facilities serving the commercial businesses has been used successfully in other downtown revitalizations. Potential funding sources range from in-lieu fees for spaces to parking revenues from monthly parking and short-term parking fees. The city will need secure, accessible, well-signed and reasonably priced off-street parking, in addition to on-street parking, as the Plan is realized and Downtown reaches its full potential.

Private and Nonprofit

PRIVATE DONATIONS

Private donations for a variety of different types of projects are generally available from foundations, institutions, and corporations that have major interests in these areas. Information about grants is available online, in libraries and from nonprofit support organizations like the Center for Nonprofit Management in Los Angeles.

DONOR PROGRAMS

Some of the proposed Specific Plan improvements may lend themselves to a public campaign for donor gifts. Donor programs have been used very successfully in many cities to provide funds for streetscape and community design elements. Such programs can be tailored to solicit contributions from individuals, corporations, local businesses, and community and business associations. Many improvements could be funded by donor gifts for items such as benches, trash receptacles, street trees, street tree grates, public art elements, and information kiosks. Donors could be acknowledged with a plaque on the element itself or other prominent display, such as a “wall of fame” with donor names. This type of program could be spearheaded by an active downtown management program, and could draw from the wider community of businesses and residents.

CHAPTER 6

This page is intentionally left blank.

CHAPTER 6

IMPLEMENTATION PROGRAM AND MATRIX

Note: This Matrix is an implementation guide, specific timing and priorities are subject to change depending on funding sources and identified community needs and/or desires.

Steps	Actions	Year(s) of Implementation				Leaders & Team Members				Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	CoC	LOTS	OTHER	
REDEVELOPMENT PROJECT INITIATION RECOMMENDATIONS										
I.	INITIATE THE DOWNTOWN LANCASTER SPECIFIC PLAN									
	a. Adopt the Downtown Lancaster Specific Plan and Program EIR									
	b. Reproduce and Distribute Plan & Vision Poster									
	c. Undertake Surveying and Mapping Effort in the Downtown Lancaster Core									
	d. Implement a Project Now!									

Steps	Actions	Year(s) of Implementation				Leaders & Team Members				Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	CoC	LOTS	OTHER	
ORGANIZATION RECOMMENDATIONS										
I.	STRENGTHEN THE LOTS ORGANIZATION AS A DOWNTOWN MANAGEMENT PROGRAM									
	a. Improve the Organizational Structure to Increase Community Involvement									
	i. Seek Technical Assistance in Improving the Organizational Structure									Redevelopment Funds, BID Assessments, CDB Grants
	ii. Re-structure LOTS to Establish a Broader-Based Downtown Organization									Redevelopment Funds, BID Assessments, CDB Grants
	iii. Adopt the National Main Street Center's Four-Point Approach to Leverage Volunteers and Focus Resources									Redevelopment Funds, BID Assessments, CDB Grants
	b. Hire a Downtown Coordinator									Redevelopment Funds, BID Assessments, Chamber, Grants
	c. Expand Knowledge of Downtown Development and Management									BID Assessments, Redevelopment Funds, Private Investment
	d. Strengthen Communication Between LOTS, Stakeholders and the Community									
	i. Publish Regular LOTS Newsletters and Investigate Feasibility of E-mail Bulletins									BID Assessments, Redevelopment Funds, Underwriting from Financial Institutions, Donor Programs, Chamber
	ii. Hold Regular Membership Meetings or Community Forums									BID Assessments, Underwriting from Financial Institutions, Business Donor Programs
	iii. Establish and Maintain a Block Captain or Ambassador Program									BID Assessments, Business Donor Programs
	iv. Implement a New Business Welcome Program									BID Assessments, Redevelopment Funds, Underwriting from Financial Institutions, Donor Programs, Chamber
	e. Increase Funding Base									
	i. Pursue Sponsorship/Advertising Opportunities									BID Assessments, Chamber
	ii. Research and Apply for Grants									Redevelopment Funds, BID Assessments
	iii. Implement a Property-Based Business Improvement District to Increase Revenue and Engage Property Owners									Redevelopment Funds, BID Assessments, CDB Grants, Private Investment

CHAPTER 6

Steps	Actions	Year(s) of Implementation				Leaders & Team Members				Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	CoC	LOTS	OTHER	
DOWNTOWN PLANNING & DESIGN RECOMMENDATIONS										
I. IMPLEMENT SMART DEVELOPMENT & DESIGN STRATEGIES										
	a. Implement the Downtown Lancaster Specific Plan Regulating Code								AVWP, CALTRANS	
	b. Refine & Adopt Amendments to Specific Plan									
	c. Continue Refining City Regulatory System to Encourage Strategic Development									
II. IMPROVE INFRASTRUCTURE										
	a. Develop an Infrastructure Phasing Study									
	b. Design and Build Lancaster Boulevard Streetscape Improvements									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	c. Implement Needed Infrastructure Improvements									
	i Sewer								LADPW	Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	ii Water								LADPW	Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	iii Stormwater									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	d. Develop and Implement a Long-Term Maintenance Plan for Downtown									Federal and State Funds, City General Fund
	e. Design and Build Key Local Street Connections and Gateways into Downtown									
	i Lancaster Boulevard & 10th Street									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	ii Lancaster Boulevard & Sierra Highway									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	f. Introduce Traffic Calming & Beautification Enhancements Throughout Downtown									Federal and State Funds, Redevelopment Funds, G.O. Bonds, BID Assessments
III. ENHANCE ENVIRONMENT FOR PEDESTRIANS, BICYCLISTS, & TRANSIT										
	a. Design & Install New Sidewalk Design from Fern Avenue to Beech Avenue along Lancaster Boulevard									
	i Widen Sidewalks to Allow Room for Outdoor Dining, Pedestrian Amenities and Landscaping									Redevelopment Funds, CDBG
	ii Create Bump-Outs to Facilitate Pedestrian Crossings									Redevelopment Funds, CDBG
	iii Use Decorative Paving to Enhance Sense of Pedestrian Area									Redevelopment Funds, CDBG
	b. Create New Pedestrian Connections Using Paseos, Alley Enhancements and Enhanced Paving									
	i Enhanced Pedestrian Access from Parking Lots behind Lancaster Blvd. Buildings between Elm Ave. and Fern Ave.									Redevelopment Funds, CDBG
	ii Enhanced Paving along Elm Ave. from Lancaster Boulevard. to Gilley Park									Redevelopment Funds, CDBG
	iii Paseos and Alley Enhancements Creating Pedestrian Linkages through and from Cedar Avenue Arts District									Redevelopment Funds, CDBG
	iv Enhanced Intersection from Metrolink Station across Sierra Highway									Redevelopment Funds, CDBG
	c. Increase Number of Projecting Shade Structures within Pedestrian Gathering Areas									
	d. Enhance Public Transit Stops along Lancaster Boulevard									Redevelopment Funds, CDBG, Donor Programs
	e. Seek New Transit-Oriented Development along Sierra Highway									

CHAPTER 6



Steps	Actions	Year(s) of Implementation				Leaders & Team Members				Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	CoC	LOTS	OTHER	
IV. PROVIDE CONVENIENT AND ATTRACTIVE PARKING										
	a. Evaluate Parking Regulations and Develop a Comprehensive Parking Management System									
	b. Introduce New On-Street Parking Along Lancaster Boulevard									
	i From 10th St. to Fern Ave. - Diagonal on North Side, Parallel on South Side									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	ii From Fern Ave. to Beech Ave. - Meandering Boulevard with Alternating Diagonal and Parallel									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	iii From Beech Ave. to Sierra Hwy. - Diagonal on North Side, Parallel on South Side									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	c. Introduce New Parking Structures									
	i Structure with Arts-Based Retail on Ground Floor behind LPAC between Fig Ave. and Fern Ave.									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	ii Structure behind Library between Cedar Ave. and Date Ave.									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	iii Structure with Adjacent Public Space on Date Ave. between Lancaster Blvd. and Kettering St.									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	iv Mixed Use Building with Parking Structure on Milling St. between Elm Ave. and Fig Ave.									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	v Structure on Sierra Hwy. between Lancaster Blvd. and Milling St.									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	d. Enhance Off-Street Parking									
	i Improve Small Parking Lots Behind Businesses along Lancaster Blvd. between Elm Ave. and Fern Ave.									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	ii Enhance Rear Building Façades Adjacent to Improved Parking Lots									Redevelopment Funds, CDB Grants
	e. Pursue Additional Parking-Related Strategies									
	i Develop & Install a Public Parking Signage Program Throughout Downtown Lancaster									BID Assessments
V. INCREASE OPPORTUNITIES FOR COMMUNITY EVENTS, ARTS AND CULTURE										
	a. Develop Public Plazas and Parks									
	i Small Plaza Adjacent to City Hall									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	ii Neighborhood Park at Fig Ave. and Milling St.									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	iii Public Plaza with Clock Tower and Fountains at Lancaster Blvd. and Elm Ave.									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	iv Public Plaza and Central Meandering Stream with Entrance at Lancaster Blvd. and Date Ave.									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	v Enhanced Public Plaza with Pop-Up Fountain Jets by Library									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	b. Create New Spaces to Accommodate Cultural Events									
	i Outdoor Amphitheater East of LPAC and Enhanced Paving on Adjacent Fig Ave. to Serve as Convertible Space									Grants, Donor Programs
	ii Sculpture Garden and Community Theater									Grants, Donor Programs, BID Assessments
	c. Encourage Arts Activities									
	i Incorporate Arts-Based Retail into Parking Structure behind LPAC									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	ii Seek Development of New Live/Work Units in Cedar Avenue Arts District									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	iii Create Pedestrian Linkages through Cedar Avenue Arts District and to Other Districts									Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	d. Develop Youth Activities in Downtown									City General Fund, Grants, Donor Programs

Steps	Actions	Year(s) of Implementation				Leaders & Team Members				Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	CoC	LOTS	OTHER	
VI. ENHANCE & MAINTAIN THE OVERALL IMAGE OF DOWNTOWN LANCASTER										
a.	Encourage Adaptive Re-Use & Historic Preservation									
	i Adopt Uniform Code for Building Conservation	■	■			■		■		
	ii Promote Rehabilitation Loan Programs			■						
b.	Ensure that Infill Development is Compatible with Desired Character	■	■	■	■	■		■		
c.	Develop Façade Improvement Program									
	i Encourage Improvements Based on Design Standards in Downtown Specific Plan Regulating Code	■	■			■		■		
	ii Locate Funding for Program Incentives				■					Redevelopment Funds, CDB Grants, BID Assessments
d.	Utilize Landscaping to Promote Image and Comfort									
	i Introduce Color Through Plantings		■			■		■		Redevelopment Funds, CDB Grants, BID Assessments
	ii Introduce Comfort and Reinforce Street Edges Through Trees and Shrubs		■			■		■		Redevelopment Funds, CDB Grants, BID Assessments
	iii Use a Plant Palette Tailored for Downtown Lancaster		■			■		■		Redevelopment Funds, CDB Grants, BID Assessments
e.	Use Public Art to Add Visual Interest	■	■			■		■		Redevelopment Funds, BID Assessments, Grants, Donor Programs
f.	Build Gateways that Welcome People to Downtown Lancaster									
	i Improved Intersection with Roundabout at Lancaster Boulevard and 10th St			■	■	■		■		Federal and State Funds, Redevelopment Funds, G.O. Bonds, Development Impact Fees
	ii Gateway Arch at Lancaster Boulevard and Fern Ave			■	■	■		■		Redevelopment Funds, CDB Grants, BID Assessments
	iii Gateway Arch at Lancaster Boulevard and Sierra Highway			■	■	■		■		Redevelopment Funds, CDB Grants, BID Assessments
g.	Install Wayfinding and Identity Signage System									
	i Size, Locate, and Color Vehicular Wayfinding Signs Appropriately	■	■			■		■		City General Fund, BID Assessments
	ii Design Pedestrian Wayfinding Signs Appropriately	■	■			■		■		City General Fund, BID Assessments
	iii Unify the City & Reinforce Village Identity Through Banners	■	■			■		■		City General Fund, BID Assessments
	iv Introduce Simple Directional Signs to Businesses and Districts	■	■			■		■		City General Fund, BID Assessments
h.	Plan for Long-Term Maintenance	■	■			■		■		City General Fund, BID Assessments
i.	Increase Safety and Sense of Safety									
	i Increase Surveillance of Pedestrian Areas through Regulating Code	■	■			■		■		
	1 Require Minimum Fenestration on Building Faces Adjacent to Pedestrian Areas	■	■			■		■		
	2 Discourage Blank Walls Adjacent to Pedestrian Areas	■	■			■		■		
	3 Ensure Nighttime Lighting in Areas Routinely Used by Pedestrians	■	■			■		■		
	ii Organize Downtown Lancaster Cleanup Days	■	■			■		■		City General Fund, BID Assessments
	iii Explore Developing a Downtown Host or Good "SAM" (Safety And Maintenance) Program	■	■			■		■		BID Assessments
	iv Collaborate with Los Angeles County Sheriffs to facilitate foot patrols within Downtown					■		■		

CHAPTER 6

Steps	Actions	Year(s) of Implementation				Leaders & Team Members				Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	CoC	LOTS	OTHER	
CITYWIDE ECONOMIC DEVELOPMENT RECOMMENDATIONS										
I. STABILIZE LOCAL COMMERCE										
	a. Build a Business Advisory Team to Increase Merchant Success	■	■			■	■			
	b. Identify and Assist Anchor Businesses					■	■	■		
	i Work with Partners to Enhance Business Development Resources		■	■	■	■	■			
	ii Refine Business Assistance Delivery System		■		■		■			
	iii Expand Outreach to Anchor Businesses		■	■	■	■	■			
	c. Tap and Direct Resources to Businesses		■	■	■	■	■			
II. DIVERSIFY THE ECONOMY										
	a. Build New Businesses From Existing Strengths & Assets					■	■			
	i Investigate Products and Services That Can Be Marketed to Existing Visitors to Downtown	■	■	■	■	■	■			
	ii Recruit Small Businesses With Capacity to Reinforce Niches	■	■	■	■	■	■			
	b. Encourage Culture & Arts-based Business Development	■	■	■	■	■	■	■		
	c. Improve Business Services to Visitors: Satellite Office Services	■	■	■	■	■	■			
	d. Create Business Incubation Feasibility Study and Development Plan	■	■	■	■	■	■	■		
	e. Enhance Continuing Education and Workforce Training Options	■	■	■	■	■	■	■		

Steps	Actions	Year(s) of Implementation				Leaders & Team Members				Potential Funding Resources
		Year 1	Year 2-3	Year 4-6	Year 7+	CITY	CoC	LOTS	OTHER	
DOWNTOWN LANCASTER MARKETING & PROMOTIONS RECOMMENDATIONS										
I. BRAND DOWNTOWN										
	a. Develop a Logo and Slogan For Marketing Downtown									Redevelopment Funds, BID Assessments
	b. Incorporate Logo into Visual Elements									Redevelopment Funds, BID Assessments, Chamber of Commerce, Donor Programs
	c. Encourage Downtown Business Owners to Incorporate Logo/Slogan into Advertising									BID Assessments, Private Investment
	d. Incorporate Logo/Slogan into LOTS Materials									BID Assessments, Redevelopment Funds, Donor Programs
II. INCREASE NUMBER OF EVENTS										
	a. Develop a 12-Month Calendar of Smaller-Scale Events									Redevelopment funds, BID Assessments, Donor Programs, Grants
	b. Launch and Grow a Year-Round Farmer's Market									Redevelopment funds, BID Assessments, Donor Programs, Grants
	c. Use Downtown as Stage for Community Events									BID Assessments, Donor Programs, Other Organizations Funding
III. PROMOTE DOWNTOWN THROUGH A VARIETY OF OUTLETS										
	a. Produce and Aggressively Distribute a Comprehensive, Quality and Unified Brochure for Downtown (Appendix H)									Redevelopment Funds, BID Assessments, Chamber, Donor Programs
	b. Enhance and Maintain the Website to be the Central Point of Information									BID Assessments, Redevelopment Funds, Underwriting from Financial Institutions
	c. Encourage Quarterly Cluster Advertising by Downtown Businesses									BID Assessments, Private Investment
	d. Create Promotions to Draw Day Workers into Downtown on Regular Basis									Redevelopment Funds, BID Assessments, Chamber, Donor Programs
	e. Develop and Implement Promotions Targeted to New Lancaster Residents									Redevelopment Funds, BID Assessments, Chamber, Donor Programs
	f. Implement an Aggressive Public Relations Plan for Promoting Downtown's Vision and Image									City, BID Assessments, Chamber of Commerce

Legend	
	Team
	Leader
.....	
AVWD= Antelope Valley Water District	
City= City of Lancaster	
CoC= Chamber of Commerce	
CALTRANS = California Department of Transportation	
LADPW= Los Angeles Department of Water	
LOTS= Lancaster Old Town Site	

City of Lancaster
44933 Fern Avenue
Lancaster, CA 93534

