

## MINUTES OF THE CITY COUNCIL

Thousand Oaks, California

May 10, 2016

### 1. CALL TO ORDER:

Mayor Joel Price called the meeting to order at 6:09 p.m. in the Grant R. Brimhall Library, Marvin E. Smith Community Room, 1401 E. Janss Road, Thousand Oaks, California.

### 2. PLEDGE OF ALLEGIANCE: Mayor Price led the pledge of allegiance.

### 3. ROLL CALL:

Present: Councilmembers Andy Fox, Al Adam, Rob McCoy, Claudia Bill-de la Peña, and Mayor Joel Price.

Also Present: City Manager Scott Mitnick, City Attorney Tracy Noonan, Assistant City Manager Andrew Powers, City Clerk Cynthia M. Rodriguez, Finance Director/City Treasurer John F. Adams, Community Development Director John Prescott, Human Resources Director Gary Rogers, Library Director Heather Cousin, Cultural Affairs Director Barry McComb, Public Works Director Jay Spurgin, Police Chief Tim Hagel, Fire Chief Theodore Smith, Haider Alawami, Economic Development Manager, Assistant to City Manager Rachel Wagner, Deputy City Clerk Antoinette Mann, Deputy Finance Director Jaime Boscarino, Assistant Analyst Laura Maguire, Communications/Marketing Analyst Ashley Humes, Senior Stage Technician Jonathan Serret, Stage Technician Cameron Probe, and Senior Recording Secretary Janis Daly.

### 4. REQUESTS FOR CONTINUANCE OF ANY PUBLIC HEARING OR AGENDA ITEM: None.

### 5. PUBLIC COMMENTS:

Diane Gehart, Westlake Village; Tedd Smith, Newbury Park; Nick Quidwai, Newbury Park; Shawn Moradian, Thousand Oaks; Chaise Rasheed, Thousand Oaks.

City Manager Mitnick indicated that Cardin School is a Conejo Valley Unified School District issue and as such is outside the purview of the City Council (Gehart).

### 6. STUDY SESSION:

A. FY 2016-2017 Citywide Top Priorities Study Session introduction presented by City Manager Mitnick (Exhibit A).

1. Fiscal Sustainability Plan Update presented by Finance Director Adams (Exhibit B). City Manager Mitnick and Assistant City Manager Powers responded to questions.

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6. STUDY SESSION: (Continued)


1. Economic Development Strategic Plan Update presented by Economic Development Manager Alawami and Consultant Larry Kosmont of Kosmont Companies (Exhibit C).

City Council recess 7:57 p.m.; reconvened 8:14 p.m.

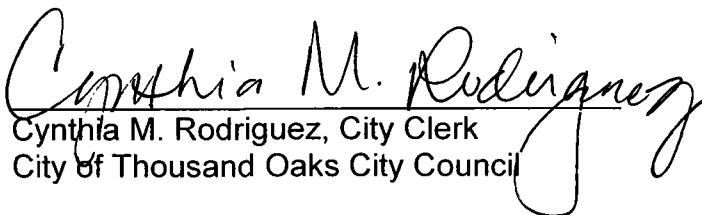
2. City Manager Mitnick led discussion to set Citywide Top Ten Priorities for FY 2016-2017. City Council reviewed and revised Proposed Citywide 2016-2017 Top Ten Priorities (Exhibit D). City Attorney Noonan, Assistant City Manager Powers, Cultural Affairs Director McComb, Public Works Director Spurgin, and Deputy Finance Director Boscarino responded to questions. Final 2016-2017 Citywide Top Ten Priorities to be approved at future meeting.

7. ADJOURNMENT:

City Council adjourned at 9:01 p.m. to Regular Meeting on Tuesday, May 24, 2016.

  
Joel R. Price, Mayor  
City of Thousand Oaks City Council

Attest:

  
Cynthia M. Rodriguez, City Clerk  
City of Thousand Oaks City Council

AGENDA POSTED: May 5, 2016

MINUTES APPROVED: May 24, 2016

**EXHIBIT A**

**Item 6.A.**

**Citywide Top Ten Priorities Study Session**



**CITYWIDE TOP TEN PRIORITIES  
STUDY SESSION**

May 10, 2016

Grant R. Brimhall Library  
Community Room

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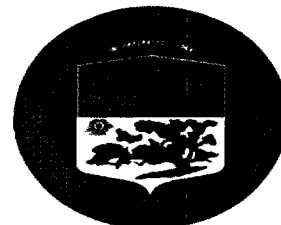
**AGENDA**

- 1. Purpose**
- 2. Citywide Policy Documents - Affirmation**
  - A. Mission Statement**
  - B. Customer Service Philosophy**
  - C. City Council Norms**
  - D. Citywide Goals for FY 2015-16 & FY 2016-17**
- 3. Focus Areas:**
  - A. Fiscal Sustainability Update**
  - B. Economic Development Strategic Plan Update**
- 4. FY 2016-17 Citywide Top Ten Priorities**
- 5. Next Steps**



**CITY COUNCIL**

- Joel R. Price, Mayor**
- Claudia Bill-de la Peña, Mayor Pro Tem**
- Andrew P. Fox, Councilmember**
- Al Adam, Councilmember**
- Rob McCoy, Councilmember**



# MINUTES OF THE CITY COUNCIL

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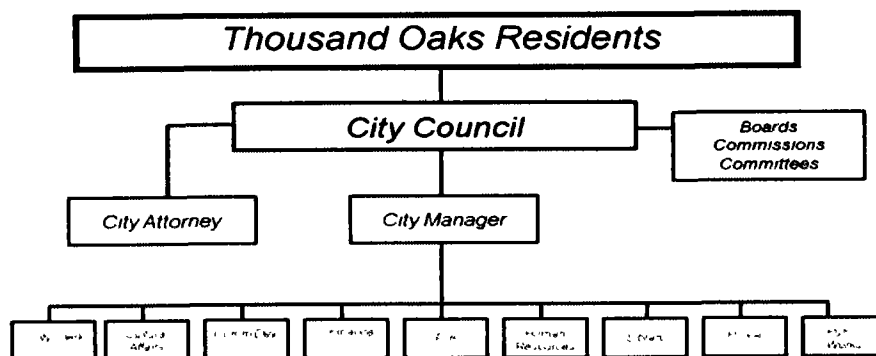
May 10, 2016

## Exhibit A (Continued)

### EXECUTIVE TEAM

- Scott Mitnick, City Manager
- Tracy M. Noonan, City Attorney
- Andrew Powers, Assistant City Manager
  - John F. Adams, Finance Director
- John C. Prescott, Community Development Director
  - Jay Spurgin, Public Works Director
  - Cynthia M. Rodriguez, City Clerk
- Gary Rogers, Human Resources Director
- Barry McComb, Cultural Affairs Director
  - Heather Cousin, Library Director
  - Tim Hagel, Police Chief
  - Theodore E. Smith, Fire Chief
- Jim Friedl, General Manager, CRPD

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Scott Mitnick  
City Manager

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**Exhibit A (Continued)****MISSION STATEMENT**

***"Extraordinary service to the citizens we serve  
is our purpose."***

As reaffirmed by City Council on April 14, 2015



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**CUSTOMER SERVICE PHILOSOPHY**

"The City of Thousand Oaks is committed to: Maintain a desirable living environment while ensuring that change reinforces both environmental quality and economic vitality; Respect the role of citizens, City Council, and staff in establishing and implementing policies and programs; Provide excellent community services in a fair, efficient, and responsive manner; and, Promote public confidence and trust."

As reaffirmed by City Council on April 14, 2015



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**CITY COUNCIL NORMS**

1. Treat each other, staff, and members of the public respectfully; do not criticize staff or others in public.
2. Follow the rules (Standards of Operation) and adhere to the rules. Mayor to hold speakers accountable and Mayor Pro Tem to hold speakers addressing Mayor accountable, while recognizing a resident's right to address his/her elected representatives.
3. Speak only for yourself; not for other Councilmembers, including during campaign cycles. Do not speak for other Councilmembers in the press at all times, including during campaign cycles.
4. Keep comments from wandering into being indirectly critical of other Councilmembers.
5. Discourage supporters from coming to City Hall to criticize other Councilmembers.
6. Do not make assumptions. Do not question motivations.
7. After each Council Meeting, each Councilmember should acknowledge each other.

As reaffirmed by City Council April 14, 2015



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**Exhibit A (Continued)**

**Citywide Goals  
FY 2015-16 & FY 2016-17**

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**CITYWIDE GOALS A- J**

- A. Municipal Government Leadership**
- B. Fiscal & Managerial Responsibility**
- C. Public Safety**
- D. Open Space**
- E. Public Infrastructure**
- F. Cultural Programs**
- G. Public-Private & Multi-Jurisdictional Partnerships**
- H. Economic Development**
- I. Thousand Oaks Boulevard/Downtown/Newbury Road**
- J. Succession Planning**

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**GOAL A**

- **Provide municipal government leadership which is open and responsive to residents, and is characterized by ethical behavior, stability, promoting public trust, transparency, confidence in the future, and cooperative interaction among civic leaders, residents, business representatives, and staff, while recognizing and respecting legitimate differences of opinion on critical issues facing the City.**



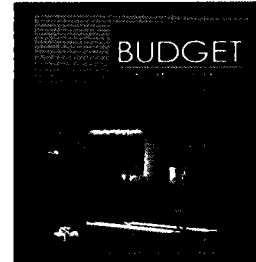
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**Exhibit A (Continued)**

**GOAL B**

- Operate City government in a fiscally and managerially responsible and prudent manner to ensure that the City of Thousand Oaks remains one of California's most desirable places to live, work, visit, recreate, and raise a family.

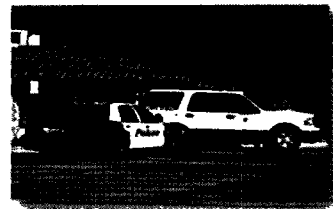


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**GOAL C**

- Maintain strong commitment to public safety (including Police, Fire, Emergency Medical Services, and Emergency Management) to ensure City remains one of the safest Cities in the United States with a population over 100,000.

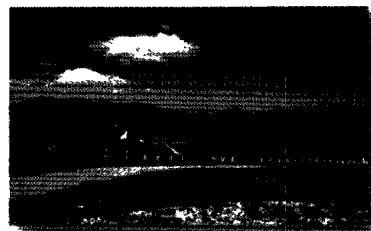


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**GOAL D**

- Complete ring of open space around the City; Protect and preserve ridgelines, natural habitat, and designated open space areas.



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**Exhibit A (Continued)**

**GOAL E**

- Provide and enhance essential infrastructure to ensure that the goals and policies of the Thousand Oaks General Plan are carried out and the City retains its role and reputation as a leader in protecting the environment and preserving limited natural resources.

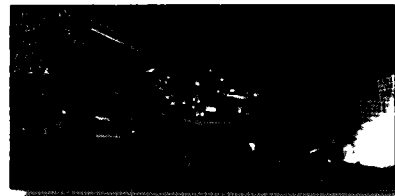


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**GOAL F**

- Continue City's commitment to community and cultural programs and services (such as Performing Arts/Theatres, Libraries, TOTV, Visual Arts, Youth and Senior Programs).

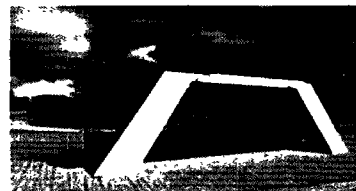


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**GOAL G**

- Participate in public-private and multi-jurisdictional opportunities to ensure residents have access to high levels of parks, recreation, education and leisure programs and services.



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**Exhibit A (Continued)****GOAL H**

- **Maintain a strong local employment base geared toward retaining high quality businesses; Sustain a healthy business community; and, Diversify the local economy, with a specific emphasis on small businesses and high technology/biomedical jobs.**



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**GOAL I**

- **Implement high quality revitalization projects within Thousand Oaks Boulevard and Newbury Road Areas; Develop a pedestrian-oriented, viable, and self sustaining "Downtown;" and, continue to support production of long-term affordable housing.**



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**GOAL J**

- **Prepare for transition of City workforce by ensuring that sufficient succession planning takes place to develop an employment base which is reflective of the community's demographics.**



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# MINUTES OF THE CITY COUNCIL

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## EXHIBIT B

### Item 6.A.1.

## Fiscal Sustainability Plan Update



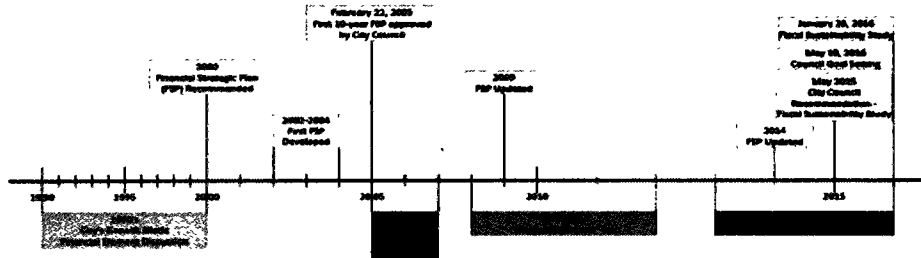
## FISCAL SUSTAINABILITY STUDY & COMMUNITY ENGAGEMENT PROCESS

John F. Adams

May 10, 2016

toaks.org

### HISTORICAL TIMELINE



### RECENT HISTORY

#### "Budget Reduction" Strategies 2008-2013:

- General Fund/Library Fund Expenditure Reductions
  - \$5.8M Annual between FY 2008-09 & FY 2012-13
- Salaries and Benefits
  - Position Reductions (108)
  - Salary Freezes
  - Employees paying full 7% PERS
- Police Reverse Contract
- User Fees review & Full Cost Allocation
- Brainstorming Action Group



**EXHIBIT B (Continued)****RECAP FISCAL SUSTAINABILITY STUDY**

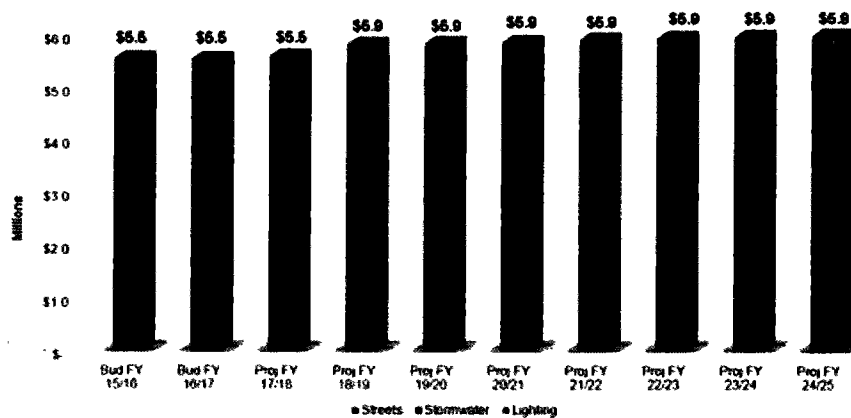
- Overall, City is in **“GOOD” FISCAL HEALTH**
- Balanced General Fund Budget FY 2015-16 & FY 2016-17
- Sound Financial Policies
- Financial strategic planning
- Identify long-term challenges
  - Proactively strategize for challenges
  - Minimize future impacts to services

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**RECAP FISCAL SUSTAINABILITY STUDY**

- Immediate Challenges
  - \$5M Streets Funding Gap
  - \$0.4M Lighting Fund Gap (Gen Fund Support)
  - \$0.5M Stormwater Fund Gap (Gen Fund Support)

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**IMMEDIATE CHALLENGES GAP**

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**EXHIBIT B (Continued)**

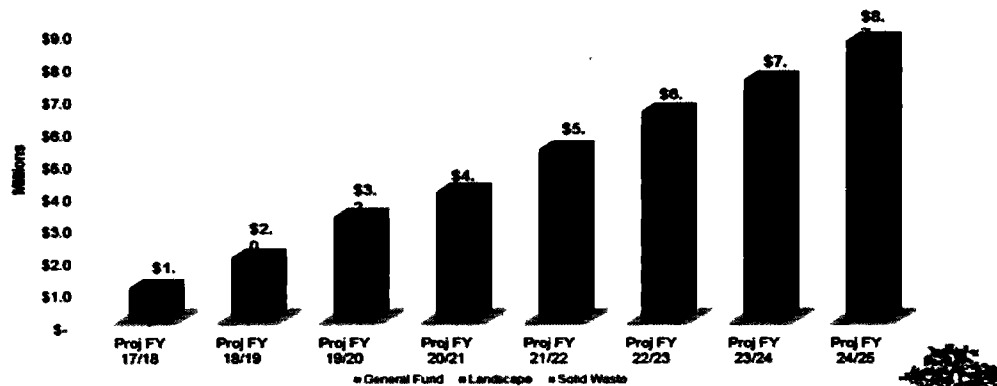
**RECAP FISCAL SUSTAINABILITY STUDY**

- Long-term Challenges
  - General Fund expenditures exceed revenues (FY 2018-19 & forward)
  - Landscaping Fund expenditures exceed revenues (FY 2020-21 Deficit)
  - Solid Waste Fund expenditures exceed revenues

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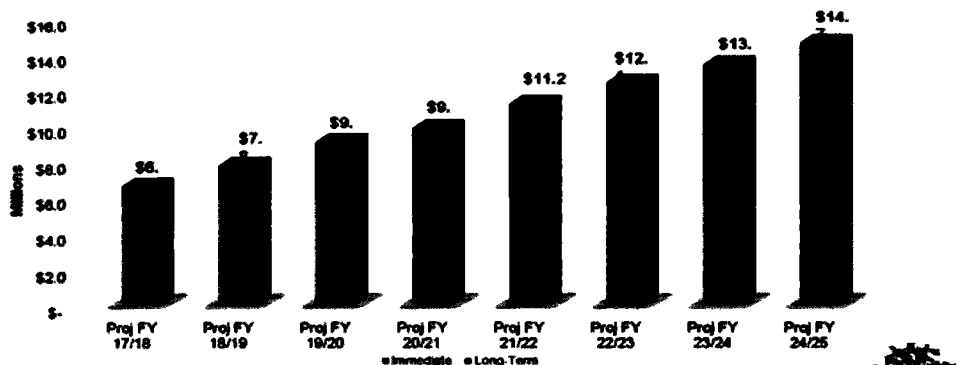
**LONG-TERM CHALLENGES GAP**



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**TOTAL CITYWIDE FUNDING GAP**



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**EXHIBIT B (Continued)**

**FISCAL SUSTAINABILITY STUDY SUMMARY**

- City Remains in Good Fiscal Health
- Important Long-term Financial Management Exercise
- Staff explored many options (Revenue enhancements and expenditure reductions)
- No decisions have yet been made
- Key to Success
  - Proactive and Long-term Planning
  - Understanding decisions today impact the future

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**GFOA BUDGET BEST PRACTICES**

- Organizational goals
- Measuring Performance
- Long-Range Perspective

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**GFOA BUDGET BEST PRACTICES**

- Development of organizational goals, established policies and plans to achieve these goals, and allocation of resources through the budget process that are consistent with goals, policies, and plans

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**EXHIBIT B (Continued)**

**GFOA BUDGET BEST PRACTICES**

- Focus on measuring performance to determine what has been accomplished with scarce government resources

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**GFOA BUDGET BEST PRACTICES**

- Budget should have a long-range perspective and not just an exercise in balancing revenues and expenditures

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**THOUSAND OAKS FISCAL GOALS**

- Strive to be a City government that is:
  - Fiscally responsible
  - Proactive in addressing challenges
  - Strategic in its vision and preparing for the future
  - Long-term vision and focus
  - Transparent in financial status and reports
  - Effective and efficient in service delivery

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**EXHIBIT B (Continued)**

**COMMUNITY ENGAGEMENT PROCESS**

- Outside consultant to assist in facilitation
- Utilize community engagement strategies in conjunction with budget process
- Kickoff community engagement process in First Quarter 2017

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**COMMUNITY ENGAGEMENT PROCESS**

- Focus:
  - Engagement
  - Education
  - Transparency
  - Solicitation of feedback
  - Resident priorities
- Leverage online engagement through surveys, mock budgets, etc.
- Community Attitude Survey

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**COMMUNITY ENGAGEMENT PROCESS**

**Timeline for Consultant**

- May 2016 – RFP for services issued
- June/July 2016 – Selection of consultant Fall 2016 – Development of strategy and process
- January 2017 – Kickoff community engagement process

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**EXHIBIT B (Continued)**

**CITIES THAT HAVE USED PARTICIPATORY BUDGETING**

- San Francisco, CA
- Long Beach, CA
- Chicago, IL
- Seattle, WA
- New York City, NY
- Boston, MA
- Cambridge, MA
- St. Louis, MO



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**EXHIBIT C**

**Item 6.A.1.**

**Economic Development Strategic Plan Update**



**ECONOMIC DEVELOPMENT  
STRATEGIC PLAN UPDATE**

Haider Alawami, Economic Development Manager  
Larry Kosmont, Kosmont Companies

toaks.org



**Economic Development Strategic Plan**  
*Economic Development 2.0 Tools and Strategies*

**May 10, 2016**

**Prepared By:**  
**Kosmont Companies**



**Outline / Purpose**

- 1. Economic Development 2.0: California's New ED Paradigm**
- 2. Primary ED options available to Thousand Oaks (4 doors)**
- 3. Initial Findings Findings/Basic Metrics for Discussion**
- 4. Three Primary ED Opportunity Areas for Thousand Oaks**
- 5. ED Strategy Next Steps/Timing**



**EXHIBIT C (Continued)****1. Economic Development 2.0****Economic Development 2.0**

Today, Economic Development for Cities is about:

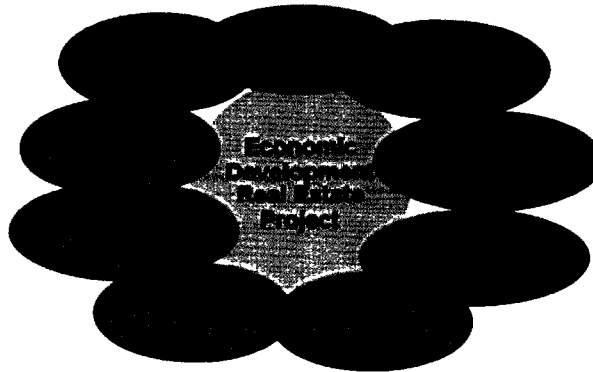
**Econ Dev 2.0 Approach – Legislative Direction**

<b>Economic Development</b> <i>New Revenues and Jobs</i>	<b>Successful</b> <i>Post-RDA Projects</i>	<b>Sustainable Policy</b> <i>Compliance</i>
<b>SB 628 (Beall) &amp; AB 313 (Atkins)</b> Enhanced Infrastructure Financing Districts <b>SB 614 (Wolk) &amp; AB 229 (Perez)</b> Special Districts Annex Area and Former Military Bases for Infrastructure Financing & Revitalization <b>AB 229 (Perez)</b> Infrastructure and Revitalization Financing Districts on Former Military Bases <b>SB 743 (Steinberg)</b> CEQA: Environmental Quality Streamlining for TOD / Infill Dev. <b>AB 850 (Nazarian)</b> Financing Public Capital Facilities: Water Quality <b>AB 1471 (Proposition 1; Rendon)</b> Financing Water Quality, Supply & Infrastructure Improvement. Bond Issuance <b>AB 2660 (Aguiar)</b> Infrastructure Financing Act: User Fees and P3s <b>AB 2 (Alejo)</b> Community Revitalization Authority <b>Local &amp; Regional Infrastructure</b>		<b>AB 32 (Perez)</b> Cap and Trade: Community Development Investment Tax Credits <b>SB 375 (Steinberg)</b> GHG Emissions Reductions: Sustainable Communities Strategy <b>SB 1168 (Pavley)</b> Groundwater Sustainability Agency & Plan: High- and Medium-Priority Basins <b>AB 1739 (Dickinson)</b> Groundwater Management: Sustainability Plan & Extraction Reporting <b>SB 535 (De Leon)</b> Greenhouse Gas Reduction Fund: Benefits to Disadvantaged Communities <b>SB 350 (De Leon &amp; Leno)</b> Accelerated emissions standards including required energy reduction for buildings <b>SB 32 (Pavley)</b> Statewide GHG emission limits accelerated <b>Regional Sustainability</b>



**EXHIBIT C (Continued)****2. Primary Economic Development Options****Post-RDA Economic Development**

Cities have 9 BASIC TOOLS for Public/Private Projects

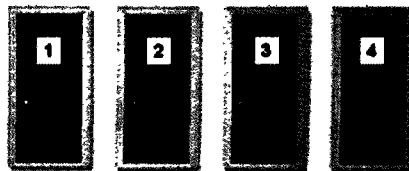


*These tools often work best when used together*

***The Four Doors of Economic Development***

There are 4 primary approaches the City can consider as part of their economic development strategy:

- **Door #1:** Utilize new E.D. 2.0 tools (PACE/DOR/EIFD) – Oriented to sustainability & energy efficiency
- **Door #2:** Consider revenue generation projects (sales tax/density)
- **Door #3:** Primarily Status Quo Approach (Existing Tools)
- **Door #4:** Hybrid Approach



**EXHIBIT C (Continued)**

Create and implement ED strategy using new ED 2.0 tools (e.g. EIFD, PACE, DOR). Can be coupled with asset based strategies (acquisition for public purposes, leveraging city owned properties)

**Upside:**

- City or public entity has high level of control in directing use of tools
  - *Partnership with public agencies needed for financial contributions*
- Greater opportunity to increase sustainability and begin creating compliance with CA environmental standards (e.g. SB 350, SB 32)
- Use of new tools can attract and catalyze private sector investment
- Creates long-term framework for community revitalization and growth

**Downside:**

- Requires public resources (funds, administration) to utilize new tools
- City may have less control if partnering with additional public entities
- New tools, under certain circumstances, may require a public vote
- Some risk of failure (some activity, such as acquisition, is speculative)



- **The Site**

- Located proximate to Univ. of La Verne, Fairplex properties & future Foothill Gold Line Station
- 388+ acres adjacent to La Verne's Old Town Specific Plan Area

- **The Project**

- Expansion & improvement of La Verne's Old Town Area
- Station area and circulation infrastructure improvements next to Gold Line
- Development of mixed-use, housing, potential hotel, retail and event space
- Sustainable improvements to commercial and industrial structures, partnerships with Univ. of La Verne/Fairplex, Brackett Field

- **Status**

- EIFD under evaluation by City of La Verne as lead public agency
- **Goals for La Verne EIFD**
  - *Induce development around future TOD infrastructure*
  - *Grants- Access to Statewide sustainable funding sources such as Greenhouse Gas Reduction Fund (GGRF) & utilize commercial PACE to increase property values, tax increment & sustainability compliance*
  - *Induce private development via development agreements that compliment existing City plans and anticipate future demand from TOD*



Parking Infrastructure



Rail Station Improvements



Improvements for Increased Pedestrian Access to Rail Station

- **Parking and Circulation Infrastructure:** Four future parking structures at buildout (2,015 spaces), with 600-space structure at Station, 1225 spaces in Arrow Corridor
- **Pedestrian Access:** New bike lanes, pedestrian sidewalks, and footbridge across Arrow Route to connect proposed Fairplex development to Gold Line station.
- **Gold Line Improvements:** Improvements near Gold Line extension may include platforms, bicycle racks for commuters and improved streetscape around the stop.



# MINUTES OF THE CITY COUNCIL

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## EXHIBIT C (Continued)



The City of Berkeley and the County of Sonoma both operate PACE Commercial programs. The County Treasury and Water Agency together authorized \$600M to be invested in contractual PACE assessment revenue bonds.

Currently, \$13M of the originally authorized amount remains available for project funding.



Since 2008, 2,118 approved applications for \$48.8 million in Sonoma County. 1,863 projects financed (\$64 million) in total market value.

Solar installations completed - 1,733; Percent completed by local contractors - 86 %; Local Jobs retained/created 1,289



Since 2014, 38 approved applications for \$689,236 in Chula Vista; 89 projects financed (\$4.4 million total) in MV. The City has completed installing almost 4,000 LED street lights along arterial roadways, which will generate over 1.7 million kWh in annual energy savings.

"Chula Vista is determined to protect the community's high quality of life and meet our future energy needs through policies that promote energy efficiency and environmental sustainability. We are proud to be the first city in the region to offer our own locally sourced PACE financing as yet another step in implementing our Climate Action Plan."

Doreen Major, Planning Commissioner, Chula Vista, CA



The U.S. Department of Energy (DOE) recently recognized Placer County, California, for its leadership in improving energy efficiency across its five-million-square-foot portfolio of county-owned buildings and schools by 20% in 10 years.

The county's showcase project, Grantblaken Conference Center and Resort, is expecting a 43% reduction in energy use and \$44,000 in annual savings.

DOE is pleased to recognize Placer County for its leadership in improving energy efficiency across its five-million-square-foot portfolio of county-owned buildings and schools by 20% in 10 years.

MAP 10-01

1001 N. Sepulveda Blvd., # 102 | Manhattan Beach, CA 90266 | 424 456 3088 | www.kosmont.com



**Focus on revenue generation methods; lease/leaseback financing, reimbursement agreements for project specific sales/use taxes and utility taxes, fee/tax waivers (bus license, dev impact fees, other)**

### Upside:

- Multiple transaction formats for revenue generating projects
- These primarily consist of existing tools/statutes that cities have used
- Can also be used to implement new ED 2.0 tools
- Successful projects can be community game changers (image, jobs, taxes, services)

### Downside:

- Project subsidies can be controversial with some element of risk
- Private sector funding needed but still viewed as helping developers
- Can trigger political activity (elections, initiatives, CEQA litigation)
- Generally triggers prevailing wage



### The Challenge

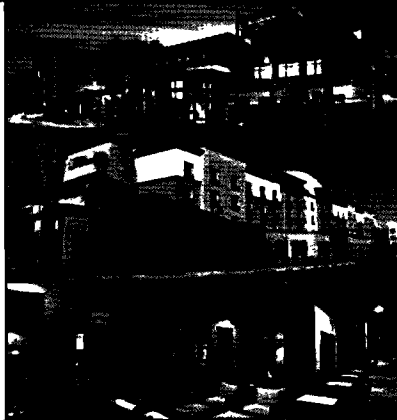
- City desired to utilize area near Metro station
- Odd lot size & shape; multiple ownership; and vacant condition had deterred private development
- Developer proposed 147-room Hilton Garden Inn, 172-room Marriott Residences Inn and 184 Room Hometown Suites Stay Hotel located adjacent to the Metro station



### The Post-RDA Tools Used

- ✓ Ground Lease / Lease-Leaseback
- ✓ Site-Specific Tax Revenue Pledge (Prop & TOT)
- ✓ Mezzanine Reserve Fund
- ✓ Over 500 new rooms delivered: \$4.1M in new tax revenues



**EXHIBIT C (Continued)****The Outcome- Opened May 2014**

- Without Site Specific Tax Revenue project does not get financed
- Will add over \$4.1 million/year in TOT & create ~150 jobs
- Brings quality hotel operations to the City's "front door"
  - Hilton Garden Inn - 147 rooms
  - Marriott Residence Inn - 172 rooms
  - Homestead Suites- 184 Suites
- TOD project across street from Metro Green Line station



**Neutral roll; "review" new opportunities as they arise or when issues need resolution (e.g. Measure E impact on development in SP)**

**Upside:**

- No immediate financial risk to City (less ventured, less gained)
- More passive/aggressive; new projects conditioned via project approvals
  - *Some impact on planning and design via CEQA process, application review and public hearings*
- Lower cost: reduced use of advisors/experts for ED approach/strategy

**Downside:**

- Cities are limited in ability to place precise limits on projects; e.g., mix and quantity of specific uses/users, # of units, precise type of tenants
- Less direct public agency input involved on projects/properties
- Pace of success subject to market (unless induced), can take longer
- Identified constraints/challenges may not be resolved (e.g., parking, property upgrades, improved mix of uses or tenants, downtown area)

**1. Expedited Processing of Entitlements and Permits:**

- For private sector time is money; reduced processing time a win-win
- Shorter timeframes for CEQA and other local Permit requirements

**2. Specific Plans:**

- Incorporate "ED" priorities & convert them to zoning policy objectives

**3. Development Agreement (DA):**

- Think "prenuptial agreement"
- DAs lock in benefits for public & private sector: e.g. infrastructure/public amenities
- Includes Conditions of Approval and Mitigation Monitoring



**EXHIBIT C (Continued)**

**City combines aspects of the options/strategies outlined in Doors #1, #2, and #3 that complement long term goals of City, apply preferred attributes of each option, not limited by a single approach.**

**Upside:**

- Flexibility to act on specific needs/projects once defined (downtown)
- Can blend revenue capture approaches with new ED 2.0 tools
- Focus is on attracting and catalyzing private sector investment
- Long-term framework for community revitalization and growth

**Downside:**

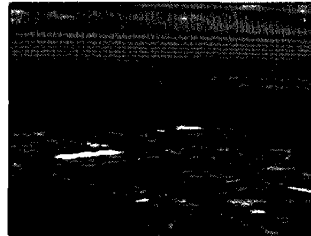
- Requires public resources (infrastructure investment, owned property)
- More assertive role with some risk of failure (speculative)
- Costs: requires use of specialists (real estate, economic development specialists, designers, public finance)
- Can trigger political/constituent activity

**The Challenge**

- Formerly a pipe mfg plant, the 32-acre site lay fallow & blighted for years
- City purchased the land in 2006 to revitalize community with a quality regional retail & entertainment center – not an RDA Project
- Demographics: Highest population density in LA County, had a 16% unemployment rate at project approval
- South Gate lost sales tax to neighboring cities before azalea was built

**Post RDA Tools Used**

- Utility Authority Bonds for off-sites
- Infrastructure & Fee Waiver Agreement
- Local Hiring Program Required (D.A.)
- New Market Tax Credits (NMTC)
- EDA Grant

**The Process**

- Kosmont worked closely with City of South Gate & Primestor (developer) to fulfill City's objectives while minimizing project gap
- Negotiated an Infrastructure Financing Agreement to fund public off-site improvements, thereby reducing developer risk
- Despite deteriorating credit market, sold AA- rated Utility Bonds with new funds (\$8.4MM) for public improvements needed to implement the City's #1 E.D. priority

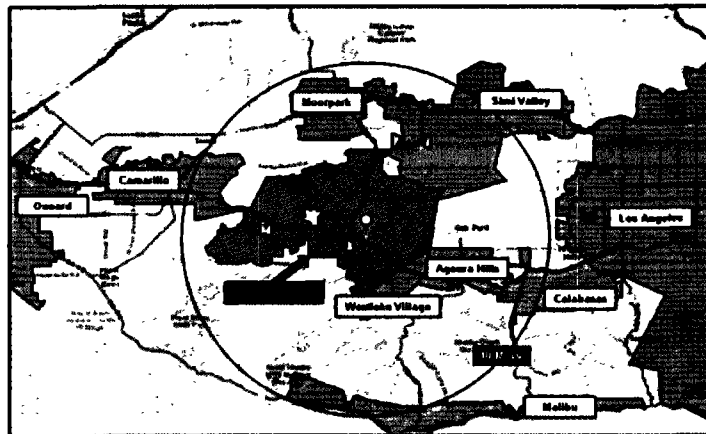


**EXHIBIT C (Continued)****Economic Development Strategy****Steps for a identifying economic development strategy:****1. Review Four Doors of Econ Dev (select preferred approach):**

- Door #1: Utilize New ED Tools
- Door #2: Consider Revenue Generation Projects
- Door #3: Status Quo Approach
- Door #4: Hybrid Approach (Recommended)

**2. Target key areas & determine what City wants from ED strategy****3. Gauge City's tolerance for risk**

- Is there comfort partnering with private sector?
- Constituency/policy issues if strategy is publicly funded?
- How much is City willing to risk? (e.g. use city assets/acquire property)

**4. Select preferred approach to "Hybrid" & implement E.D. strategy****5. Update/modify planning & E.D. documents as necessary****3. Initial Findings/Basic Metrics for Discussion Purposes****Thousand Oaks & Comparison Cities**

# MINUTES OF THE CITY COUNCIL

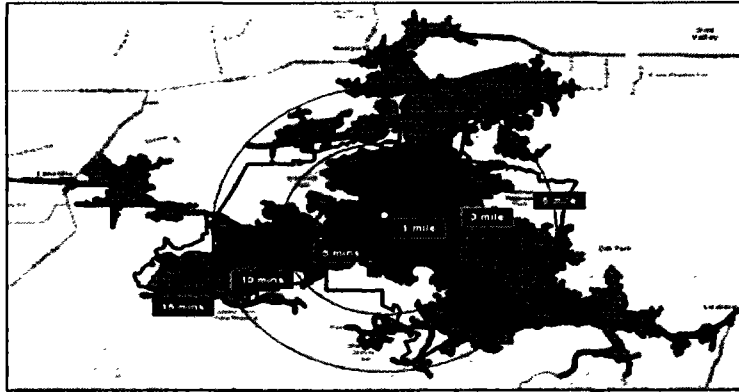
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## EXHIBIT C (Continued)

### Radii & Drive Times



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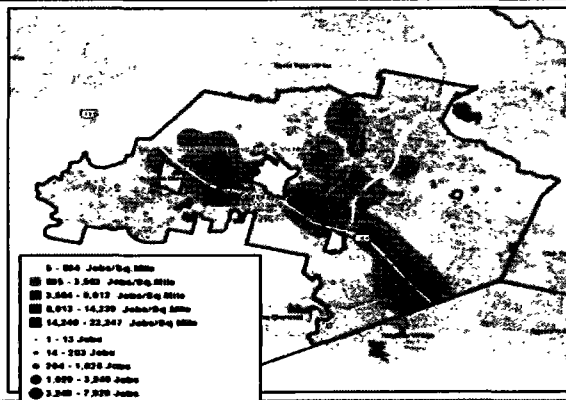
### Direct Market Comparisons

	Thousand Oaks	Calabasas /Westlake	Camarillo/ Point Mugu	Moorpark/ Simi Valley	Oxnard/Port Hueneme
<b>Retail Rent</b>	<b>\$2.37</b>	<b>\$2.34</b>	<b>\$2.06</b>	<b>\$1.63</b>	<b>\$1.52</b>
<b>Retail Vacancy</b>	4.7%	4.1%	2.1%	8.6%	5.5%
<b>Office Rent</b>	<b>\$2.14</b>	<b>\$2.40</b>	<b>\$1.76</b>	<b>\$1.83</b>	<b>\$2.02</b>
<b>Office Vacancy</b>	18.6%	11.9%	15.3%	<b>20.0%</b>	10.0%
<b>Industrial Rent</b>	<b>\$10.20</b> (\$0.85 monthly)	<b>\$14.58</b> (\$1.22 monthly)	<b>\$7.92</b> (\$0.66 monthly)	<b>\$7.75</b> (\$0.64 monthly)	<b>\$6.90</b> (\$0.58 monthly)
<b>Industrial Vacancy</b>	3.5%	3.9%	7.2%	5.1%	3.0%

Source: CoStar (2015) CBRE Market Overview (1<sup>st</sup> Qtr 2016)

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### Employment Concentration Within City



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**EXHIBIT C (Continued)****4. Three Primary Opportunity Areas for T.O.  
(Application of 4 Doors Approach )**

**Rancho Conejo Industrial  
Thousand Oaks Blvd Specific Plan  
Downtown Revitalization Plan & Approach**

**1: Rancho Conejo Industrial Park****Industrial Summary:**

- Average rent per sq. ft.: ~\$9.48; Vacancy: 1.7%
- ~127 industrial properties; 13 owner occupied; 114 non-owner occupied
- Industrial properties range from < 5,000 sq.ft. to 127,000 sq.ft. with approximately 20% (25 properties) over 50,000 sq.ft.
- 19 of the 25 properties over 50,000 sq.ft. (~76%) were built prior to 1990; represent functionally obsolete buildings for today's industrial tenants
- 92% of all industrial properties (~104) were built prior to 1990

**Potential Tools (Door #4: Hybrid):**

- *Enhanced Infrastructure Financing District (EIFD)*
- *Property Assessed Clean Energy Finance Program (PACE)*
- *Development Opportunity Reserve*
- *Direct Project Assistance*

**Sample Case Studies:**

- San Diego East County EDC - Aerotropolis (PACE/EIFD)
- La Verne (EIFD)

Source: CoStar PropertyShare

**2: Thousand Oaks Blvd Specific Plan****Corridor Summary:**

~340 parcels; >200 owners

Marginal level of investment along corridor based on existing conditions:

- **Opportunities:**
  - Main commercial thoroughfare for City (easily accessible)
  - Support from local business, Government, and citizens
  - Low vacancy rates & well maintained properties
  - Sizeable underutilized parcels & some vacant land
  - Several existing major retail centers (e.g., The Lake, Oaks, Auto Mall)
  - Civic Arts Plaza as new focal point (possibly through "downtown strategy")
- **Constraints:**
  - SP Area - 5-yr historical average office vacancy rate 16% (Citywide -18.6%)
  - Some awkward parcel configurations (e.g., small/narrow)
  - Overall fragmentation of properties & ownership
  - Older comm. retail (automobile oriented) & dated buildings (office/retail)
  - Developed as traditional strip (impediment to pedestrian orientation)
  - Adjacent residential uses (complicates acceptance of denser development)
  - Steep topography; in some areas > 25% gradient



**EXHIBIT C (Continued)****2: Thousand Oaks Blvd Specific Plan****Potential Tools (Door #4: Hybrid):**

- *Enhanced Infrastructure Financing District (EIFD)*
- *Land use/zoning*
- *Site Specific Tax Revenue Reimbursement*
- *Fee/Tax Waivers*
- *Development Opportunity Reserve*

**Sample Case Studies:**

- Burbank Media Overlay District Zone (1991- present) – allows more density through CUP process for projects that meet community goals (e.g. infrastructure)
- City of El Monte – Downtown (Evaluating Potential DOR concurrent with adoption of Downtown SP)
- City of Buellton – Avenue of Flags District (Evaluating Potential DOR with SP and overall ED Strategy)

**3: Downtown Revitalization Area****Downtown Revitalization Plan (subset of T.O. Blvd Specific Plan):**

1. Create pedestrian/bike friendly "walkable" neighborhood to promote environmentally sustainable goals and policies.
2. Develop necessary infrastructure and public improvements
3. Design a cohesive circulation system for cars, pedestrians, bikes etc.
4. Deliver destination-based public amenities such as interactive/open space and entertainment
5. Provide quality housing options
6. Attract new retailers and restaurants
7. Expand public programming options
8. Elevate existing Civic Arts Plaza and public space
9. Leverage City's ownership of land (over 50%)

**3: Summary of Proposed Downtown Study Area**

- **Parcels: 56**
- **Unique Land Owners: 29**
- **Total SF: ~2,517,436 (57.79 Acres)**
- **Total Assessed Value: ~\$72,093,036**
- **Part of Thousand Oaks Blvd. Specific Plan**
- **Existing Zoning: Commercial/Residential, Institutional, Commercial, Proposed Park and Recreation Area, High Density Residential**
- **City owns ~51% of Area including Civic Center (~28.3 acres vs. ~55.0 acres total)**



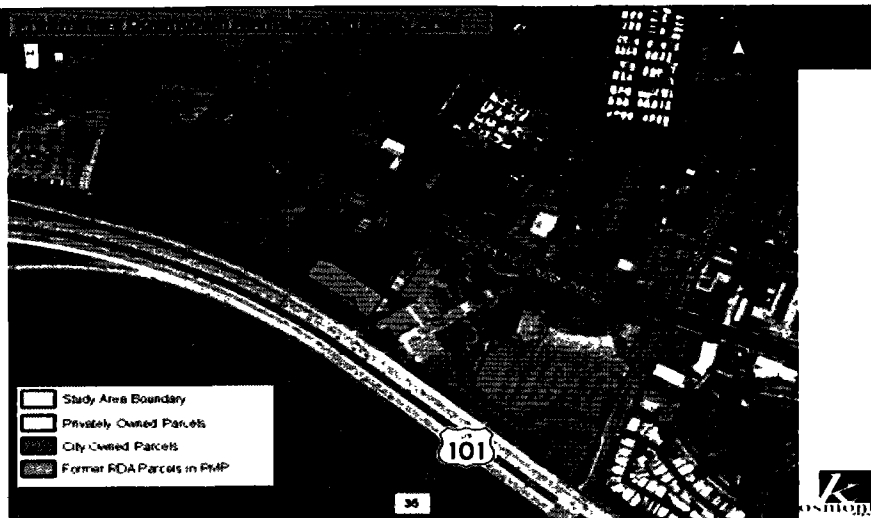
**EXHIBIT C (Continued)****3: Downtown Revitalization Area****Potential Tools (Door #4: Hybrid):**

- *Enhanced Infrastructure Financing District (EIFD)*
- *Development Opportunity Reserve*
- *Expand footprint property owners through joint ventures/acquisition*
- *Expedited Processing of Entitlements & Permits*
- *Development Agreement to lock in benefits for public & private sector.*

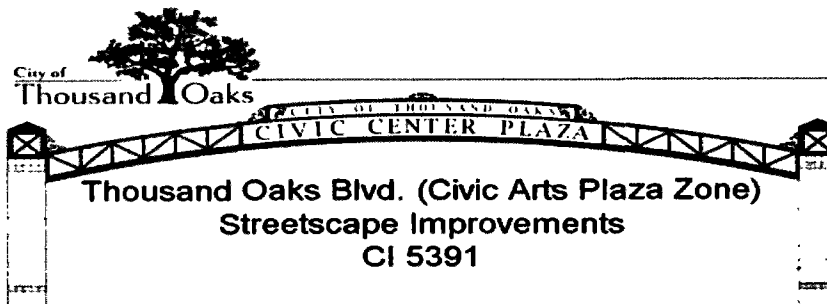
**Sample Case Studies:**

- *Burbank Media Overlay District Zone (1991- present) – allows more density through CUP process for projects that meet community goals (e.g. Infrastructure)*
- *City of Buellton – Avenue of the Flags District (DOR, Real Estate & Property, Special Districts)*
- *City of Azusa – Downtown (Mixed Use Project) (Joint Venture, Real Estate & Property, Development Agreement)*
- *City of Santa Clarita – Old Town Newhall (Real Estate & Property, Rebate of Taxes/Revenues)*

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## MINUTES OF THE CITY COUNCIL

City of Thousand Oaks

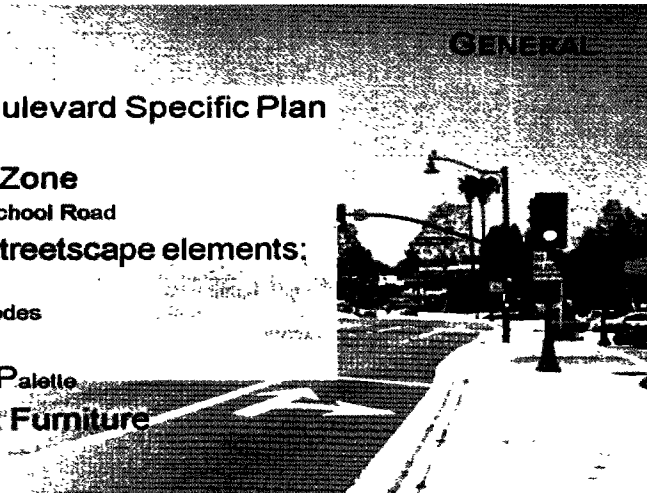
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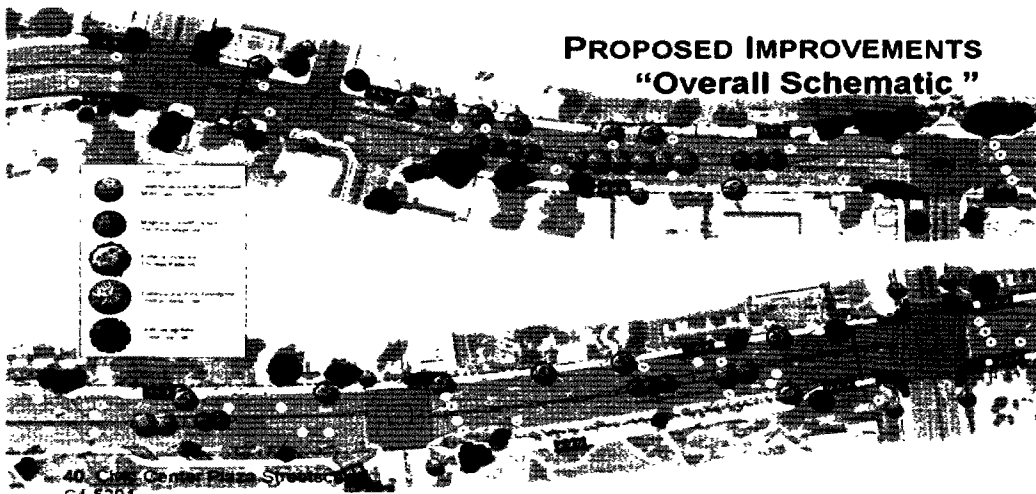
### EXHIBIT C (Continued)

- **Thousand Oaks Boulevard Specific Plan**
  - Adopted November 2011
- **Civic Center Plaza Zone**
  - Erbes Road to Conejo School Road
- **Civic Center Plaza streetscape elements:**
  - Gateway Signs
  - Enhanced Pedestrian Nodes
  - Curb Extensions
  - Distinctive Landscaping Palette
  - Trellises & Street Furniture

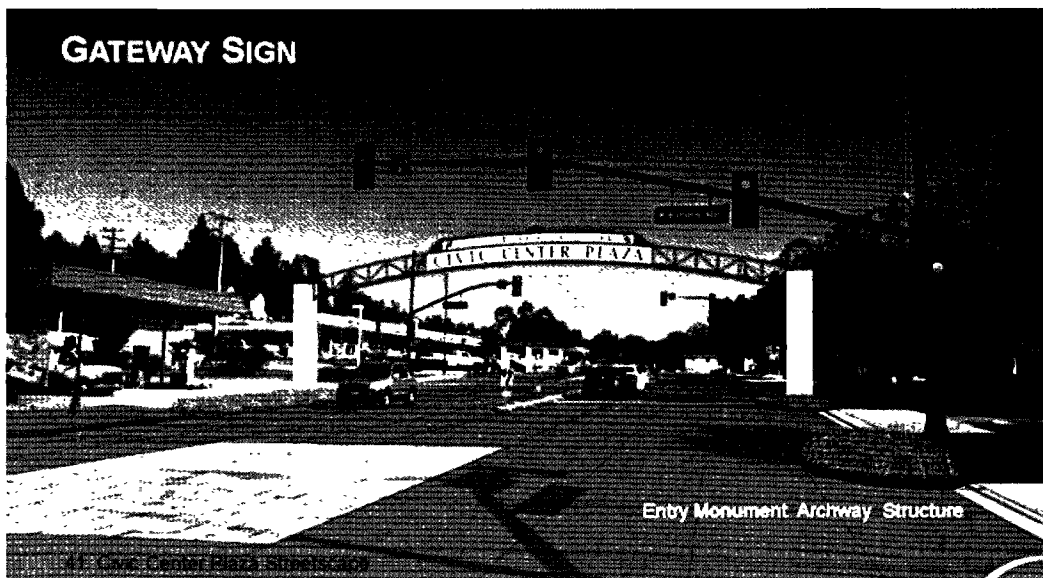
39. Civic Center Plaza Streetscape  
04.5304



### PROPOSED IMPROVEMENTS "Overall Schematic"

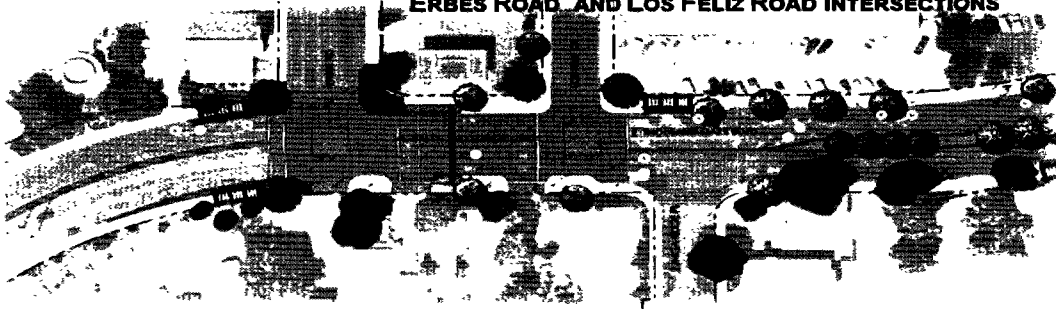


### GATEWAY SIGN



**EXHIBIT C (Continued)**

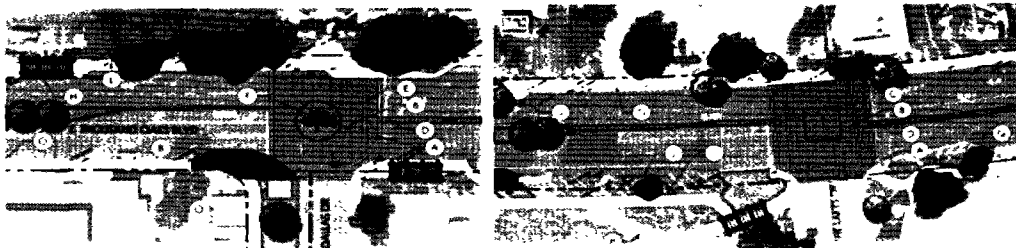
**PROPOSED IMPROVEMENTS  
ERBES ROAD AND LOS FELIZ ROAD INTERSECTIONS**



42. Civic Center Plaza Streetscape C1 5304



**PROPOSED IMPROVEMENTS  
DALLAS DRIVE AND THE LAKES DRIVE INTERSECTIONS**



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**PROPOSED IMPROVEMENTS  
CONEJO SCHOOL ROAD INTERSECTION**



44 Civic Center Plaza Streetscape C1 5391



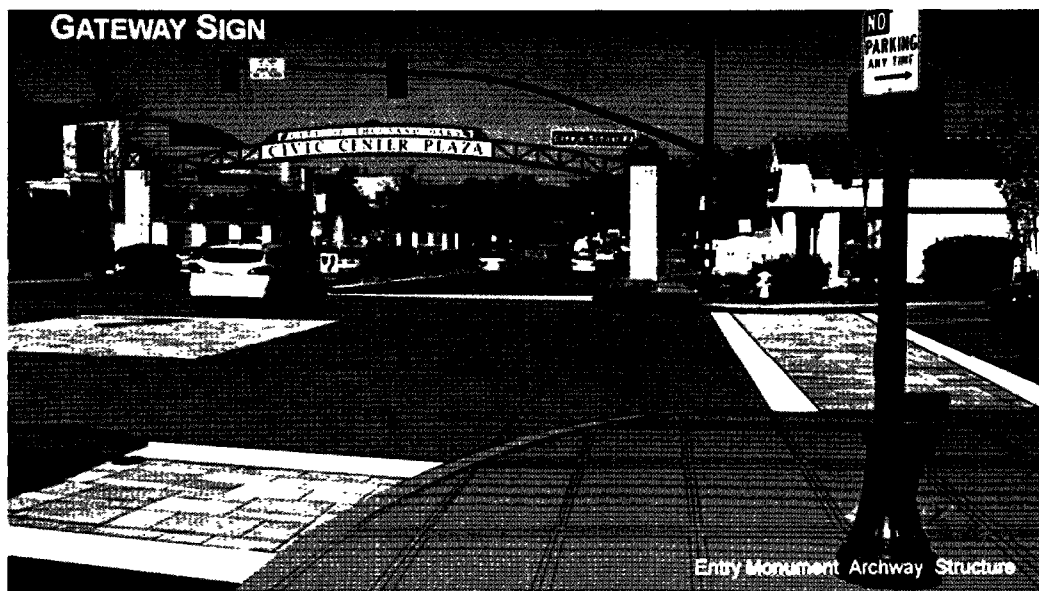
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## EXHIBIT C (Continued)



**EXHIBIT D**

**Item 6.A.2.**

**Proposed Citywide Top Ten Priorities FY 2016-2017**

**Proposed  
Top Ten Priorities  
FY 2016-17**

1. **Adopt balanced budget for FY 2017-18 & FY 2018-19, implement performance measurements, incorporate feedback from civic engagement strategies, and finalize plan to achieve long-term fiscal sustainability (4)**
2. **Implement Economic Development Strategic Plan & continue development of Downtown area, including Thousand Oaks Boulevard Streetscape Project (4)**
3. **Continue Citywide water consumption reduction to comply with State of California requirements, including review of enhanced use of local groundwater and complete Forestry Landscape Master Plan update (4)**
4. **Work with Los Angeles Rams to complete construction of temporary practice facility at California Lutheran University and identify potential long-term permanent practice facility location (3)**
5. **Complete negotiations with Alliance for the Arts and implement five-year Cultural Affairs Department Strategic Plan (3)**
6. **Complete construction of Newbury Park Fire Station #35 and obtain agreement to construct Westlake Fire Station (3)**



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**EXHIBIT D (Continued)**

- 7. Complete review of potential Rasnow open space acquisition and celebrate 40<sup>th</sup> Anniversary of Conejo Open Space Conservation Agency (COSCA) (3)**
- 8. Complete Thousand Oaks Boulevard Utilities Undergrounding Project on time and within budget (2)**
- 9. Work with property owners to prepare viable plans for development of Hampshire Road property (former K-mart), undeveloped Seventh Day Adventist properties, and undeveloped Rancho Conejo properties (2)**
- 10. Develop a list of enhanced local environmental programs and present options to City Council (2)**
- 11. Evaluate possibility of collaboration with Many Mansions, VC Area Housing Authority, and Ventura County to convert old Fire Station No. 35 into a homeless shelter (1)**
- 12. Adopt a revised Temporary Sign Ordinance (1)**
- 13. Review ordinances and codes inherited from Ventura County at time of incorporation that pose barriers or otherwise inhibit development in Thousand Oaks (permissive zoning issues) (1)**
- 14. Develop Bicycle Tourism Collaborative with west Ventura County and West L.A. County (e.g., Westlake Village, Agoura Hills, Calabasas), including, but not limited to improving bicycle infrastructure, connectivity, safety (1)**
- 15. Activate transportation study and include private ride sharing as supplement (1)**
- 16. Re-evaluate City transportation system for cost effectiveness with possible partial reallocation for City street maintenance (1)**
- 17. Manage Amgen restructuring (1)**
- 18. Work toward proactive Community Development Department and streamline processes where possible (1)**



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**EXHIBIT D (Continued)**

**19. Incorporate 2064 Vision Goals into staff reports for additional guidance (1)**

**20. Display US active military personal flags throughout the City (1)**

**21. Youth active in local government (Details to be explained) (1)**

**22. Establish clarity of measure E and what is the true number of units available (1)**

7



**Next Steps**

8

