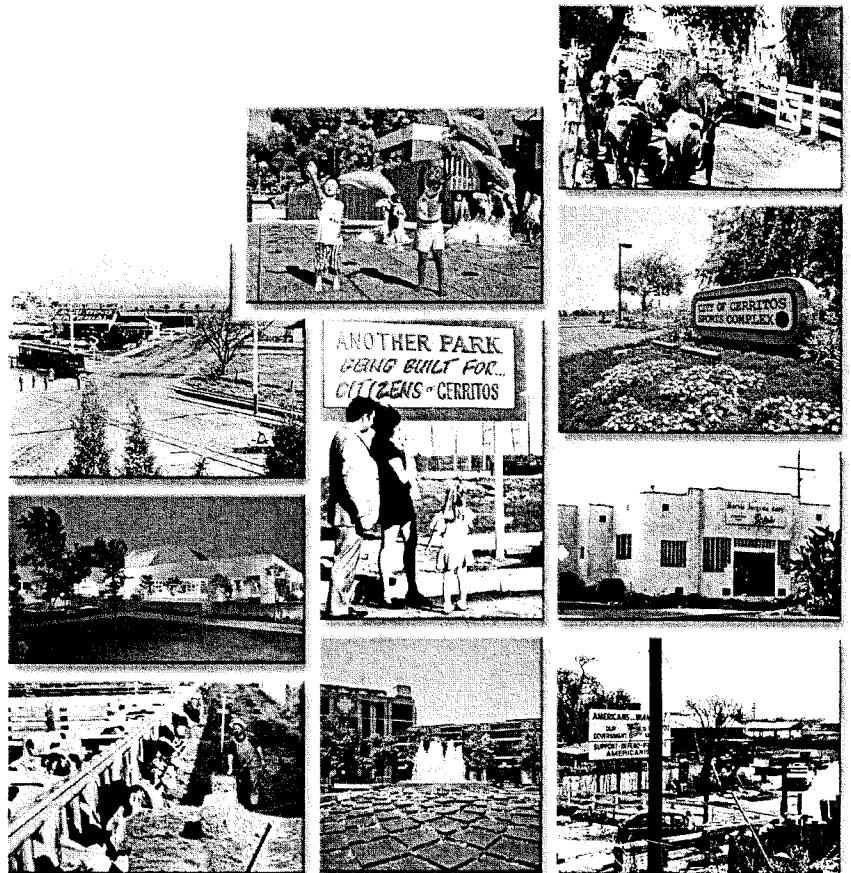


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CERRITOS  
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Appendix G  
Fiscal Sustainability Study

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Development Economic  
& Planning Consultants

City of Cerritos

# Fiscal Sustainability Report

Cerritos General Plan Update

June, 2001

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City of Cerritos  
**Fiscal Sustainability Report**  
Cerritos General Plan Update

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The purpose of this Fiscal Sustainability Report (FSR) is to provide recommendations regarding ways to enhance long term municipal revenues needed to sustain local services. The findings and conclusions of this FSR are summarized below and based upon research, interviews, site reconnaissance, staff workshops and analysis conducted since October 2000 as part of the General Plan Update process

The fiscal sustainability findings of the FSR are summarized as follows:

**The Municipal Budget is Fiscally Sustainable.**

- ⇒ The Cerritos City/Redevelopment Agency (city/agency) budget continues to support high quality public services and facilities while maintaining an enviable reserve fund.
- ⇒ The FSR analysis found that the city/agency budget is fiscally sustainable into the indefinite future.

**There is Some Municipal Revenue Risk Exposure.**

- ⇒ The FSR found that the General Fund is over dependent on retail sales tax and interest income revenue sources.
- ⇒ Any significant decrease in the retail sales tax and interest income streams of revenue could limit the amount of resources available to maintain the City's high level of public services and facilities.

- ⇒ Similarly, any significant increases in new capital expenditures for public facilities could reduce the amount of the reserve fund, weakening interest income.
- ⇒ Finally, any significant expansion in the scope and level of public services may trigger deficit financing from the reserve fund also.
- ⇒ Thus, any significant changes to future revenue streams or expenditures may jeopardize the fiscal sustainability Cerritos now enjoys.

**There are Opportunities to Increase Municipal Revenues.**

- ⇒ The FSR found that revenue enhancements would be beneficial to help buffer the General Fund in case either of these two major sources of revenue decrease.
- ⇒ New municipal revenues may be generated by creating new revenue sources, intensifying existing revenue sources, and/or reducing long-term service and capital costs.
- ⇒ The FSR found that there are a number of revenue generating opportunities available to the city/agency as part of the General Plan Update process.

The fiscal sustainability conclusions of the FSR for use in the General Plan Update process are summarized as follows:

**Intensify Retail Sales Opportunities.**

- ⇒ Retail sales tax revenue is both the backbone and the Achilles heel of the Cerritos GF budget.
- ⇒ Nonetheless, it is still a source of unrestricted revenue to the GF and should be enhanced as part of the ongoing retail revitalization, rehabilitation and reuse projects.
- ⇒ Such efforts should be directed at existing underutilized retail sites.

### **Increase Transient Occupancy Tax Revenues.**

- ⇒ A rapid, but limited, way to generate new transient occupancy tax (TOT) revenue is to promote the development of hotels and other overnight accommodations., especially in the Cerritos Towne Center.

### **Create New Land Rent Revenue Sources.**

- ⇒ The City and the Redevelopment Agency (RDA) have worked cooperatively to create land rent opportunities for long term municipal revenue streams which currently contribute \$2.8 million annually to the General Fund as unrestricted revenues.
- ⇒ This approach to enhancing future revenue offers the city a chance to “invest in itself” by expanding the number of sites generating land rent to the city.
- ⇒ Creation of an Economic Development Corporation to parallel the RDA is one way the city can expand its real estate portfolio and secure new sources of long-term revenue.

### **Substantially Limit Buildout Capacity.**

- ⇒ All of the major public infrastructure and facilities needed to support the now stabilized land use pattern and intensity have largely been completed.
- ⇒ The FSR found that future capital expenditures will decrease as capital projects shift toward the maintenance and upgrade of existing public facilities, the largest share of which would be dedicated to maintaining and upgrading roadways.
- ⇒ This gradual shift in capital expenditures toward maintenance can be sustained unless the land use intensity is substantially increased.
- ⇒ The General Plan Update should avoid increasing the land use intensity or population density except where there is unused infrastructure capacity or need for affordable housing.

### **Enhance Assessed Valuation Base of Cerritos**

- ❖ While the property tax is not a major revenue source to the General Fund, it is the sole source of tax increment revenues to the RDA.
- ❖ The FSR found that the RDA has limited fiscal usefulness due to existing bonded indebtedness.
- ❖ However, the RDA may continue to play a role in assisting the General Fund by financing new capital projects with increased tax increments.
- ❖ Though limited in scale at this time, the RDA may get 10 year extensions to project area termination deadlines.
- ❖ For this reason it would be prudent to continue to promote the increase of assessed valuation in the RDA project areas.

This FSR summarizes the background, findings and conclusions of the study. The contents are presented in four sections. Section I examines and describes the existing fiscal conditions and trends in Cerritos. Section II considers what factors and forces may shape the City's future fiscal needs and resources. Section III identifies available means to enhance future municipal revenues. The revenue enhancement opportunities are translated in Section IV to integrate them into the General Plan Update process.

## CERRITOS FISCAL SUSTAINABILITY REPORT

### Section I

#### Existing Fiscal Conditions and Trends

An assessment of the existing fiscal conditions was conducted relying mainly upon the City of Cerritos Combined Financial Program 2000-2001 document, budget trend information and staff interviews. The assessment was focused upon documenting the need for new revenues in light of the broad fiscal performance of the City over the last 15 years. Accordingly, this section discusses the factors that continue to affect the City's fiscal performance, profile the City's existing revenue sources, profile the City's service and capital cost expense obligations, and assess the sustainability of the City's current budget into the long term future.

#### A. Factors Affecting Existing Fiscal Conditions

Many factors affect the performance of the Cerritos municipal budget - local needs, state legislation, national economy, even local weather. But two factors stand out as being significant, especially as they relate to the General Plan Update process. The first is the City's stage of land use development, having now developed nearly all buildable parcels. The second is the City's strategic fiscal positioning in the formative period of its development. Both factors now exert a strong influence on the fiscal performance and sustainability of Cerritos.

Cerritos completed its initial growth phase and is now a fully developed City with little available undeveloped land. Nearly all of the City is now fully developed with urban land uses and complete urban infrastructure. This means, among other things, that the City has reached a stabilized population and land use pattern. This stabilized population and land use pattern can be expected to remain into the indefinite future without significant changes in land use intensity and residential density.

There is very little vacancy in local real estate market, indicating that homes, stores, offices and industries in the City are fully occupied. While some turnover continues, residential, retail, commercial and industrial vacancy rates are low, when space is available at all. This condition of stabilized occupancy can also be expected to prevail into the indefinite future without significant changes in the city's subregional competitiveness.



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Cerritos has reached a plateau for providing new roads, public facilities and public services to an ever growing population. The fiscal performance of the City will be qualitatively different now than it was when the City was rapidly growing. With a stabilized population and a physically built out city, Cerritos faces a future with more maintenance than new construction, as well as more stability than growth.

The other factor that significantly affects the fiscal performance of Cerritos is the strategic planning and programs initiated early in the City's municipal history. The formation of the Redevelopment Agency (RDA) with favorable tax increment benefits helped provide the tools to attract major regional retail users. Most notably, these include the Cerritos Auto Center and the Los Cerritos Center.

These regional sales tax generators and the RDA tax revenues have provided the City with substantive, stable and long term revenue streams. These revenue streams have provided the resources which enable the City to provide high quality public services and public facilities. In addition, these revenue streams have enabled the City build substantial reserves to secure future services for city residents and businesses. The high quality of life enjoyed in Cerritos is an indication of the fiscal stability the city has so far experienced, by design.

A generally high level of satisfaction was revealed in the Cerritos 2000 Community Assessment interviews and focus groups of residents, business leaders and city officials. The survey indicates that there are no major concerns facing the City at this time. Some concerns were raised, but little had to do with the scope, level or quality of the public services or facilities, except roadway maintenance. The financial resources captured by the city early in its development period helped pay for many of the high quality public services and facilities that make local residents and businesses satisfied.

The fact that the City is now built out, within a fixed jurisdictional boundary, fully occupied, with a stable population, and with fully financed public infrastructure and facilities, suggests that the main concern for the City now is how to continue to sustain this high level of services indefinitely.

### **B. Municipal Service Cost Profile**

Overall municipal service costs are reflected in the budgetary expenditures of

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the City's General Fund (GF) budget and RDA budget. Both budgets had a combined total expenditure of \$146,000,000 for Fiscal Year (FY) 2000-2001. These expenditures cover all operating and capital expenses.

The GF budget for FY 2000-2001(00-01) exceeded \$66,000,000 for operations and \$32,000,000 in capital projects. Similarly, the RDA budget is nearly \$32,000,000 with another \$15,000,000 for low-/moderate-income housing. The GF expenditures cover most of the direct public services to city residents, businesses and visitors. These include Community and Safety Services, Public Works, Community Development, Administrative Services and the Cerritos Center for the Performing Arts.

Growth in the scope and quality of public services is reflected in the growth of GF expenditures. GF expenditures were half of today's (00-01) \$66 million in FY 93-94, and half of that in FY 88-89. Aside from inflationary increases, it is clear that the city is increasing the scope and quality of its municipal services.

Capital expenditures continue to provide high quality public facilities, such as the Cerritos Center for the Performing Arts, Civic Center Complex, Senior Citizens Center, Heritage Park and Sheriff Station/Community Safety Center. The \$25 million Millennium Library, with associated civic center parking, will be the newest additions to this extraordinary list of public facilities. Maintenance of streets also continues to consume capital expenditures. A street rehabilitation program is part of the city's Capital Improvement Program (CIP) to systematically maintain the city's streets and highways.

The RDA is limited in scope to mainly capital projects in the Los Cerritos and Los Coyotes project areas. The RDA also provides capital for low/moderate housing in the community. The \$32 million FY 00-01 expenditures for the RDA cover mainly government buildings, streets and highways, and parks and open space. Over \$15 million will be allocated in FY 00-01 for low-/moderate-income housing programs in the City. Much of the work of the RDA has been already completed within the project area. The RDA is mostly paying off development bond from the tax increment revenues until the agency reaches the sunset for each project area.

### **C. Current Municipal Revenue Sources**

The Cerritos GF receives revenues from several major sources. The retail

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sales tax is the single largest revenue source for the city generating an expected \$24 million in FY 00-01. Revenue from interest income generated from the GF reserve fund amounted to over \$12.5 this fiscal year (00-01.) These two sources alone account for one-half of all GF revenues this year. Smaller sources of revenue include ground rent (\$2.8 million), property tax (\$1.5 million) and a variety of intergovernmental transfers. It is clear that the Cerritos GF is critically dependent on the retail sales tax and interest income from the reserve. Any significant decrease to these two revenue streams could drive the GF into stringent consolidation and belt tightening.

Tax increment revenue from each project area is the only source of revenue for the RDA. These property tax based revenue streams amounted to \$19.7 million in FY 00-01. However, both project areas are expected to terminate between 2010 and 2015, with a possible extension to 2020 and 2025. Much of the RDA revenue is obligated to pay back outstanding development bonds. Aside from the low-/moderate-income housing allocation, RDA has limited borrowing capacity to finance major capital improvements at this time.

The City is fortunate to have a continuing stream of retail sales tax and a huge reserve from which it can draw interest income. Retail sale tax revenues to the City increased from \$14 million in 1990 to \$24 million this fiscal year (00-01.). Interest income has grown from \$10.2 million in 1990 to \$12.5 million today. Similarly, ground rent income has increased from \$.5 million to \$2.9 million. Tax increment revenues have increased from \$14.3 million a decade ago to \$19.7 million this fiscal year (00-01.) These growth rates have helped the City finance the growing scope and level of public services and facilities.

### **D. Existing Budget Sustainability**

From the review of city expenditures and revenues sources, it is clear that both the City and the RDA budgets are fiscally sustainable, though highly dependent on retail sales tax revenues. The retail sales tax and interest income revenue streams to Cerritos have helped create the City's extraordinary fiscal stability. From the early establishment of retail sales tax revenues streams, to the formation of an RDA, to the formation and maintenance of a generous reserve fund, to the near completion of all capital projects, Cerritos has positioned itself to enjoy fiscal health indefinitely.

The City's fiscal stability is largely dependent, however, on a number of

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factors. Any significant decrease in the retail sales tax and interest income streams of revenue could limit the amount of resources available to maintain the City's high level of public services and facilities. Similarly, any significant increases in new capital expenditures for public facilities could reduce the amount of the reserve fund, weakening interest income. Finally, any significant expansion in the scope and level of public services may trigger deficit financing from the reserve fund also. Thus, any significant changes to future revenue streams or expenditures may jeopardize the fiscal sustainability Cerritos now enjoys.

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### Section II Future Fiscal Conditions

A broad assessment of future revenues and expenses was conducted to determine the need for new fiscal revenues in the future. Accordingly, this section summarizes the factors that affect the future fiscal performance of the City, the outlook for future service and capital expenses, the outlook for future revenue sources, and an evaluation of the sustainability of the current budget into the long term future.

#### A. Factors Affecting Future Fiscal Performance

The City cannot control all of the factors affecting future municipal service and capital costs or future revenues. Economic downturn, increased prices, state mandated programs, federally mandated programs, state retail sales tax allocation legislation, state RDA legislation, and a variety of other factors can have significant impacts on the city/agency budget. Though the City will continue to try to influence these outside factors in its behalf, it is still vulnerable to unavoidable fiscal changes when they may occur.

Other factors affecting the city's future fiscal performance are within the control of the city. The factors that will have the greatest affect on the city/agency budget are the scope and level of public services, the amount of new public facilities, the population density, and land use intensity. The General Plan Update process has the most direct influence upon the new public facilities, population density, and land use intensity.

As discussed in Section I, the bulk of the capital expenditures for public facilities has already been financed, creating a declining need for capital expenditures. Similarly, the population has now stabilized, creating a stable demand for public services and facilities. The built out city has a fixed land use pattern and intensity, limiting the need to upsize public infrastructure. These stable conditions, a fairly recent experience for Cerritos, indicate that the City is poised for stable public service and facility maintenance demand into the distant future.

Without alteration, the City will experience little physical change over several decades with only smaller modifications, additions or demolitions. Thereafter,

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land reuse will play a larger role as the City begins to experience replacement of the existing homes, businesses and infrastructure.

### **B. Future Municipal Service Cost Needs**

Future municipal service costs may increase for a number of reasons. Despite a stable level of public service demand from a stable population, the City has increased the scope and level of public services over time. Operating cost increases to the GF in the past have reflected both additional services for new residents and an upgrading of municipal services and facilities for all residents. Now, given that the City is largely built out, the City is likely to face service cost increases only for expanding and enhancing municipal services and facilities for existing residents and businesses. This should ease the pressure for increasing the GF operating budget in the future.

Capital improvement expenditures for the GF will also decline as the city/agency shifts from a predominantly facility building program to a facility maintenance program. Capital facilities will continue to be built, as needed, such as the city water well/reservoir, senior housing and select road projects. However, capital projects for reuse, revitalization and rehabilitation will play an ever increasing role in the capital improvement program as new facility projects diminish.

Despite future municipal service standard improvements, Cerritos can expect to experience lower pressure for operating cost increases to the GF due to the stabilization of the population, the stabilization of the land use pattern, and the stabilization of the land use intensity. Cerritos can also expect to experience lower capital costs as the number of new big ticket public facilities declines.

### **C. Future Municipal Revenue Sources**

Severe fiscal impacts on the Cerritos GF are most likely to occur as a decline in revenue instead of a rise in service costs. The retail sales tax allocation formula has been under constant political challenge. One of many bills submitted to the State Legislature may reallocate these retail sales tax revenues. Such a bill would have significant negative fiscal impacts upon the \$25 million retail sales tax allocation the City now receives.

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Interest income from the GF reserve is a stable source of future revenue if the reserve fund does not decrease over time. The reserve fund will decrease if it is used to replace a loss of other volatile revenue sources, such as the retail sales tax and governmental transfers. Any reduction in the reserve fund will generate less interest income, which in and of itself is a major revenue source. Thus, any decrease in the reserve fund may trigger a cycle of deficit financing from the reserve fund until it is fully dissipated.

It is essential that the reserve fund be maintained in order to provide the City with both a source of revenue and a cushion against possible reductions from other sources of revenue. It is also in the long term interest of the City to enlarge the size of the reserve fund to provide even greater fiscal stability. The RDA has accomplished much of its program for both the Los Coyotes Project and the Los Cerritos Project. Tax increment revenues will continue for the Los Coyotes Project through 2015, and maybe to 2025 with a ten-year extension. The Los Cerritos Project is expected to terminate tax increment revenues in 2010, and maybe to 2020 with a ten-year extension. Nearly all of the available borrowing against future tax increment revenues has already been committed. Tax increment revenues are available for low-/moderate-income housing. Thus, while the RDA is now limited as to ability to finance big ticket capital projects, it is still able to help provide some low-/moderate-income housing for the City.

At \$2.8 million in revenues for FY 00-01, land rent revenues provide a large and very stable source of future unrestricted revenue. Similarly, proprietary public services, such as the city water operations, also provide a stable and locally controlled source of future revenue.

These significant future sources of revenue reveal that the City is most at risk with retail sales tax revenues. Any decrease in the share of retail sales tax revenues would have negative impacts upon the Cerritos GF. While the city has an enviable reserve fund as a cushion, it too is at risk because the interest income is the City's second largest revenue source. A significant decrease of retail sales tax revenue would have a domino effect on the reserve fund and diminish the degree of safety the City may actually have.

### **D. Sustainability of Municipal Budget**

There is little doubt that the City of Cerritos is in excellent fiscal health and

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possesses the resources to sustain its high level of public services into the distant future. The declining pressure for operating and capital expenditures will reduce the need for future revenue growth. Future revenue growth also looks positive, especially if the retail sales tax revenues continue at current rates. Combined, these expenditure and revenue conditions will allow for the growth of the reserve fund as well.

However, the City's fiscal sustainability is at risk due to the overdependency of the GF on two at risk revenue sources: retail sales tax and interest income. The retail sales tax revenue allocation can change at any time, though it has remained unchanged so far. The interest income can decrease when deficit spending draws down on the reserve fund balance. The City has ample fiscal cushion to protect its fiscal health against potential revenue source risk, but planning to diversify and enhance future revenue sources appears to be a prudent objective nonetheless.

Overall, the City can sustain its fiscal performance over the long term future. However, the City should be prepared in case of major revenue reductions, operating cost increases or emergency capital project expenditures. Therefore, the City should continue to diversify and enhance its fiscal revenue options in order to fully respond to any future revenue shortfalls.



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### Section III Revenue Enhancement Opportunities

The City's GF receives annual revenues, maintains a reserve account, and annually spends monies for public services and public improvement. The GF reserve fund can grow when either the revenues exceed needed expenditures or the service cost expenditures are less than available revenues. Both of these approaches to increasing the reserve fund are explored below.

#### A. Increase Revenues

There are several opportunities to diversify and enhance the City's revenue sources as they relate to the General Plan. These opportunities are summarized as follows:

##### ◊ Enhance Retail Sales

The single greatest opportunity to enhance revenues is to introduce new retail uses to the city. This increase in retail sales can occur with retail revitalization of underperforming centers, the reuse of sites or even the attraction of "point of sale" commercial firms. Upgrading the city's supply of quality retail stores provides a public convenience to residents as well as increased revenues for the city.

It may seem contradictory to increase retail sales revenue when the city is already so dependent upon this single revenue source. But even in the case when the city's future share of retail sales tax may decline the city would still do better with less of more than less of the same. The retail sales tax is still one of the most efficient and flexible revenue source available to municipalities and should be used to enhance the city's revenue sources.

##### ◊ Establish Municipal Proprietary Operations

Municipal proprietary operations, such as the city's water operations, can also serve as new revenue sources. The city may invest into its own public utility, to either provide new services to residents and businesses, such as Internet access, or replace existing systems, such as cable, or the proposed participation in the Magnolia Power Plant Project. These proprietary

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operations can provide stable sources of fiscal revenues but may also encumber the city with larger operations.

### ⇨ Create a Municipal Real Estate Portfolio

Revenue from the city's land rents is expected to generate over \$2.8 million to the GF this year. Land rent opportunities, like those structured in the Cerritos Towne Center, enable the city to invest in itself. By becoming a landowner, the city establishes long term ground lease revenue streams that are stable and predictable. Facility rental income can also be generated from public facilities designed specifically for such functions, such as sport facilities or event facilities.

### ⇨ Increase Transient Occupancy Tax Revenue

The Sheraton Hotel in the Cerritos Towne Center may be expanded to twice its present size. This will alone double the TOT tax revenue the hotel generates now.

### ⇨ Enhance Interest Revenues

The reserve fund can be increased in size to generate greater interest income revenues. More importantly, the reserve fund could be directed toward more efficient and stable investments including revenue generating public facilities and revenue generating land holdings.

## **B. Decrease Service Costs**

The City's service costs rise with increased prices, increased demand and increased level of service. Increasing prices cannot be avoided, except marginally by increasing efficiency or finding a more competitive vendor. Increasing demand, as discussed earlier, will be checked by the limited number of homes in the city and the existing supply of occupied commercial and industrial space. Increasing or decreasing the level of service is a political choice. The city continues to provide a very high level of public services as long as the means are available.

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### Section IV

#### Sustainability Implications for the General Plan Update

The Cerritos 2000 Assessment survey of residents, businesses, executives and focus groups found that there was a general satisfaction with the City's approach to public services, economic development and fiscal sustainability. Besides a concern for greater law enforcement and follow up, only the need to maintain local roads appeared as a concern. This high degree of satisfaction with the City's municipal operations indicates that Cerritos continues to provide needed and desired high quality public services and facilities.

The Cerritos city/agency budget continues to support high quality public services and facilities, while still maintaining an enviable reserve fund. The FSR analysis found that the city/agency budget is fiscally sustainable into the indefinite future. The FSR found that the GF is over dependent on retail sales tax and interest income revenue sources. The FSR found that revenue enhancements would be beneficial to help buffer the GF in case either of these two sources of revenue decrease. New revenue opportunities should help diversify the revenue sources, intensify revenue dense uses, and reduce long term costs. The FSR found that are a number of revenue generating opportunities available to the city/agency as part of the General Plan Update process.

#### **Intensify Retail Sales Opportunities**

Retail sales tax revenue is both the backbone and the Achilles heel of the Cerritos GF budget. Nonetheless, it is still a source of unrestricted revenue to the GF and should be enhanced. The City cannot overlook the fiscal benefits of the retail sales tax revenue even if, in the future, state allocation formulas change. In the event that a retail sales tax revenue allocation formula decreases the amount received by Cerritos, the FSR has found that it is more prudent to have more of less than less of less. The General Plan can promote this revenue opportunity in the following ways:

- ⇒ Increase sales from existing retail stores with revitalization, rehabilitation and beautification assistance. The properties at the northwest corner and southeast corner of Carmenita Street and

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Artesia Boulevard are a suitable sites to intensify retail uses. Similarly, the site at the northeast corner of South Street and Palo Verde Avenue is suitable for intensified retail uses.

- ⇒ Promote the development of new retail stores at vacant sites, such as the vacant parcels along Pioneer Blvd., north of Del Mar Road.
- ⇒ Development of commercial/industrial uses with “point of sale” retail sales tax revenues could be located at sites such as those north of the Auto Center and south of Artesia Boulevard.

### **Increase Transient Occupancy Tax Revenues**

A rapid, but limited, way to generate new transient occupancy tax revenue (TOT) is to promote the development of hotels and other overnight accommodations. The General Plan can promote this revenue opportunity in the following ways:

- ⇒ Encourage the earliest development of the Sheraton Hotel Expansion at Cerritos Towne Center as demand becomes available.
- ⇒ Identify potential other sites to develop new overnight accommodation facilities, especially at sites near freeway on/off ramps.

### **Create New Land Rent Revenue Sources**

The City and the RDA have worked cooperatively to create land rent opportunities for long term municipal revenue streams. This source of revenue currently adds \$2.8 million to the GF as unrestricted revenues. This approach to enhancing future revenue offers the City a chance to “invest in itself” by expanding the number of sites generating land rent to the City. The General Plan can promote this revenue opportunity in the following ways:

- ⇒ Create an Economic Development Corporation as a means to acquire property, develop property and issue use rights for the purpose of generating land rent revenue streams to the Cerritos GF.

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- ⇒ Create other institutions to promote the generation of new land rent revenues to the GF including a housing authority, business improvement district or improvement district.

### **Substantially Limit Buildout Capacity**

All of the major public infrastructure and facilities needed to support the now stabilized land use pattern, land use intensity and population density have largely been completed. The FSR found that future capital expenditures will decrease as capital projects shift toward the maintenance and upgrade of existing public facilities, the largest share of which would be dedicated to maintaining and upgrading roadways. This reduction in capital expenditures can be sustained unless the land use pattern is substantially modified to increase the intensity of land use or the population density. The General Plan can promote this cost reduction opportunity in the following ways:

- ⇒ Do not substantially increase the residential buildout capacity of the City by allowing greater number of dwelling units than the existing General Plan.
- ⇒ Intensify those non-residential land uses which can be accommodated with existing infrastructure capacity.

### **Enhance Assessed Valuation in Cerritos**

While the property tax is not a major revenue source to the GF, it is the sole source of tax increment revenues to the RDA. The FSR found that the RDA has limited fiscal usefulness due to existing bonded indebtedness. However, the RDA may continue to play a role in assisting the GF by financing new capital projects with increased tax increments. Though limited in scale at this time, the RDA may get 10 year extensions to project area termination deadlines. For this reason, it would be prudent to continue to promote the increase of assessed valuation in the RDA project areas. The General Plan can promote this revenue opportunity in the following ways:

- ⇒ Continue to develop and upgrade sites in the RDA project areas that will increase the amount of tax increment revenues.

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- ⇒ Coordinate RDA activities with the City or future Economic Development Corporation to link land rent or lease opportunities.