SPECIFIC PLANS: AN IMPLEMENTATION TOOL FOR DOWNTOWN REVITALIZATION
A SPECIFIC PLAN PROPOSAL FOR DOWNTOWN DELANO, CALIFORNIA

A Thesis
presented to
the Faculty of California Polytechnic State University,
San Luis Obispo

In Partial Fulfillment
of the Requirements for the Degree
Master of City and Regional Planning

by
Emily Suzanne Henderson
June 2009

© 2009
Emily Suzanne Henderson
ALL RIGHTS RESERVED

COMMITTEE MEMBERSHIP

TITLE: Specific Plans: An Implementation Tool for Downtown Revitalization
A Specific Plan Proposal for Downtown Delano, California

AUTHOR: Emily Suzanne Henderson

DATE SUBMITTED: June 2009

COMMITTEE CHAIR: Umut Toker, Assistant Professor
California Polytechnic State University San Luis Obispo

COMMITTEE MEMBER: Lisa Wise, Lisa Wise Consulting

COMMITTEE MEMBER: Keith Woodcock, City of Delano Community Development Director

ABSTRACT

Specific Plans: An Implementation Tool for Downtown Revitalization A Specific Plan Proposal for Downtown Delano, California

Emily Suzanne Henderson

This study builds off the assumption that downtowns are socially and economically important to cities and the people who live, work, and visit them. For these reasons, many suffering downtowns are pursuing revitalization strategies. The strategies summarized in this paper represent mainstream revitalization techniques currently practiced by cities, planners, and developers. The strategies and techniques presented in this paper are supported by two case study specific plans. The case studies serve as model specific plans that were able to successfully utilize multiple of the proposed revitalization strategies.

This paper demonstrates the potential for specific plans to be used as an implementation tool for downtown revitalization. These comprehensive documents are able to combine multiple regulatory processes in order to achieve the overarching goals of a city's general plan and the detailed community goals generated through public outreach and participation. The case studies exhibit how cities have been able to complete revitalization projects in their downtowns through the use of specific plans.

The proposed strategies and case study findings were used in the creation of a Specific Plan Proposal for Downtown Delano, California. In early 2008 the City of Delano underwent a community participation planning process to improve their downtown. The resulting Downtown Delano Concept Plan urged the City of Delano and the Community Development Department to produce a Downtown Specific Plan as soon as possible.

The Downtown Delano Specific Plan Proposal contains a summary of the Concept Plan's findings and recommendations. The plan begins with a vision statement and a set of goals created from community input received during public meetings. The plan includes proposed land uses for the downtown project area. A circulation concept is presented for the major downtown streets and thoroughfares. Form Based Codes include design guidelines for new development and redevelopment projects. The proposal concludes with project cost estimates and suggested financing mechanisms. The attached Downtown Delano Specific Plan Proposal is a guide for the future completion of a Specific Plan for Downtown Delano.

Keywords: Downtowns, revitalization, specific plans, redevelopment.

ACKNOWLEDGMENTS

I would like to acknowledge the people who have supported me over the past nine months.

Firstly, I would like to thank my professor and thesis committee chair Umut Toker for being so generous with his time, support, expertise, and pizza. I greatly enjoyed working with you and I appreciate all the guidance and advice you shared with me.

Thank you Lisa Wise for taking the time to work with and advise me in my research and plan preparation.

Thank you Keith Woodcock and the City of Delano Community Development Department for giving me the opportunity to work with your city.

I am very grateful to all of you for joining my committee and I thank you for the time you have given to me and to this project. It has been a valuable learning experience that I will take with me into the “real world”.

Thank you to my parents for always being encouraging and supporting me (emotionally and financially) while I pursued my education.

And finally...thank you Eric for keeping me sane, laughing, and well fed.

TABLE OF CONTENTS

	Page
LIST OF FIGURES.....	vii
CHAPTER	
1. Introduction	1
2. Study Objectives and Methodology	3
3. The History of American Downtowns.....	5
3.1 Formation.....	5
3.2 Decline of Downtowns	6
3.3 Urban Renewal: A Mainstream Redevelopment Strategy.....	7
4. Contemporary Revitalization Strategies.....	9
4.1 Revitalization Strategies for Downtowns	9
4.2 Twelve Steps to Revitalization.....	12
4.4 Lessons Learned: Other Components of Success	17
5. Specific Plans as an Implementation Tool.....	19
5.1 San Buenaventura Downtown Specific Plan	20
5.2 The City of Pasadena's Central District Specific Plan.....	29
5.3 Case Study Conclusions.....	43
5.4 Downtown Delano Specific Plan Proposal	44
REFERENCES.....	46
APPENDIX A.....	47
Downtown Delano Specific Plan Proposal	47

LIST OF FIGURES

Figure	Page
Figure 5. 1 The Transect Model used to form the downtown zones (Ventura Downtown Specific Plan, 2007: III-1)	22
Figure 5. 2 Matrix of Land Uses and Permit Requirements (Ventura Downtown Specific Plan, 2007: III-8).....	24
Figure 5. 3 The Regulating Plan illustrates Downtown's zones. (Ventura Downtown Specific Plan, 2007: III-9).....	24
Figure 5. 4 Example illustration showing standards in the Zone T4.1 - Urban General 1. (Ventura Downtown Specific Plan, 2007: III-14-15)	25
Figure 5. 5 Example illustrations from Building Types (Carriage Houses) showing basic form, which transect zone the building is allowed to be located in, and an illustrative photo. (Ventura Downtown Specific Plan, 2007: III-32-33).....	26
Figure 5. 6 Example Photos and Diagrams illustrating standards for Frontage Types (Arcades and Galleries). (Ventura Downtown Specific Plan, 2007: III-60-61).	27
Figure 5. 7 Photos and Diagrams from Streetscape Plan depicting examples of streetscape improvements. (Ventura Downtown Specific Plan, 2007: IV-1).....	28
Figure 5. 8 Example illustrations depicting designations of sub-districts; land use distribution; residential distribution; and land use intensity (Pasadena Central District Specific Plan, 2004:).	32
Figure 5. 9 Map depicting Downtown's seven sub-districts (Pasadena Central District Specific Plan, 2004: 42).....	32
Figure 5. 10 Map depicting the allowed development intensity throughout Downtown (Pasadena Central District Specific Plan, 2004: 54).	33
Figure 5. 11 Map depicting the allowed residential density throughout Downtown (Pasadena Central District Specific Plan, 2004: 57).	33
Figure 5. 12 Map depicting the District Wide Mobility Concept which visualizes Downtown's mix of transportation options concept. (Pasadena Central District Specific Plan, 2004: 74).	34
Figure 5. 13 Map depicting Downtown's Transit Mobility Concept. (Pasadena Central District Specific Plan, 2004: 63).	35
Figure 5. 14 Map depicting Downtown's Pedestrian Mobility concept. (Pasadena Central District Specific Plan, 2004: 68).	36
Figure 5. 15 Map depicting Downtown's Bike Mobility concept. (Pasadena Central District Specific Plan, 2004: 70).....	37
Figure 5. 16 Illustrations depicting Downtown's Auto Mobility concept, proposing multi-modal corridors and de-emphasized streets. (Pasadena Central District Specific Plan, 2004: 71)..	38
Figure 5. 17 Illustrations depicting proposed focal points and activity nodes, forming linkages throughout Downtown. (Pasadena Central District Specific Plan, 2004: 77).	39
Figure 5. 18 Illustration of a proposed district gateways and a street section depicting design guidelines. (Pasadena Central District Specific Plan, 2004: 78-80).	39
Figure 5. 19 Maps depicting elements of Downtown's Open Space (Pasadena Central District Specific Plan, 2004: 81).	40
Figure 5. 20 Illustration of example street fronts required within Downtown's Public-Private Interface. (Pasadena Central District Specific Plan, 2004: 86).	40
Figure 5. 21 Map depicting maximum height limits throughout Downtown. (Pasadena Central District Specific Plan, 2004: 95).....	41
Figure 5. 22 Example images contained in the Community Character Design Guidelines. (Pasadena Central District Specific Plan, 2004: 129-136).	42
Figure 5. 23 Example images contained in the Street Environment Design Guidelines (Pasadena Central District Specific Plan, 2004: 137-141).	42

CHAPTER ONE

1. Introduction

Downtowns are important because they illustrate the character of cities and those who live there. A downtown can be seen as the center of the complex and ever changing city. Downtowns represent civic investments, which over many decades have given identity, meaning, and character to the region (Ford, 2003). A downtown can be seen as “an attic where we store our past; it is a landscape which illustrates our cultural aspirations and technological possibilities; it is a street where we meet and learn to interact with a wide variety of people; and it is a challenge that hones our skills and keeps us on our toes” (Ford, 2003, p.43).

Since downtowns are often seen as a representation of overall city identity, it is disheartening that many people view downtowns as “the key but troubled ingredient of the overall metropolitan fabric” (Robertson, 1995, p.429). In order to regain their downtowns and city centers, cities of all sizes and in all regions are interested in successful downtown revitalization.

The decline of downtowns has been written about for decades, and although the exact dates and origins are always under debate, the fact that downtowns have been struggling is well accepted (Robertson, 1995). Literature has documented the long history of downtowns, from their initial rise as the city center, to their desertion as businesses and people moved to the surrounding suburbs (Robertson, 1995). Once they were the undisputed economic, cultural, and geographic city centers, but downtowns have always been subject to the push and pull of the economic and social forces that produce rapid change in cities (Cook, 1980). Now downtowns must compete with numerous other dispersed subcenters, made possible by the automobile, enhanced communications, and improved technologies (Cook, 1980).

Fundamental to this study is the general agreement that downtowns are worth revitalizing. Obvious reasons for their improvement include the fact that the existing investment in infrastructure is too valuable not to protect; the concentration of downtown areas conserves space and energy; and they often provide economic support for the surrounding city. Downtowns also deserve rescuing because they are “uniquely suited to accommodating a basic human social need for face-to-face contacts, diversity of opportunity, and a sense of the unexpected” (Cook,

1980, p.3). Downtown revitalization gives cities and people a chance to regain what was once the heart of their social and cultural city.

This study will critically analyze downtown revitalization strategies. The study begins with a literature review of the history of downtowns, both their formation and decline. This is followed by an examination of past and current revitalization strategies specifically designed for downtowns. The study will address the use of specific plans as an implementation tool. A summary of two successfully implemented specific plans will be presented and analyzed. Findings from the case studies will be used in the preparation of a Specific Plan Proposal for Downtown Delano, California. The proposal will provide an example of how a downtown specific plan can be used to implement revitalization strategies.

CHAPTER TWO

2. Study Objectives and Methodology

In order to critically analyze strategies and techniques for downtown revitalization this study will begin Chapter Three with a literature review of the history of downtowns. A discussion of both the formation and decline of American downtowns sets the background for why downtown revitalization is promising and necessary. An examination of past redevelopment techniques will demonstrate previous efforts and serve as a comparison to current strategies.

Summaries of contemporary strategies focused on downtown revitalization will be presented in Chapter Four. These summaries will contain explanations of the processes as well as the authors' justification for them. Descriptions of additional elements present in successful revitalization efforts will also be compiled and summarized.

Chapter Five will provide an examination of specific plans. The use of specific plans as implementation tools will be addressed through a selection of case studies. A summary of the selected case studies will demonstrate downtown revitalization efforts and their implementation through specific plans.

The 2008 Downtown Delano Concept Plan, completed by a California Polytechnic State University San Luis Obispo (Cal Poly) Community Design Team, will be analyzed in Chapter Six. Focus will be placed on understanding and implementing the goals and strategies gathered from community meetings. This study will conclude with a Downtown Specific Plan Proposal for the City of Delano, California.

CHAPTER THREE

3. The History of American Downtowns

The American downtown as we think of it today gradually came into being in the final decades of the nineteenth century. The first fifty years of the Twentieth Century saw the increasing dominance of modern downtowns, as they became an accepted and much-admired aspect of the American city (Ford, 2003). The following fifty years have seen both a decline in downtown activity and a resurgence to protect and revitalize existing downtowns. The six stages of downtown evolution, provided by Ford, serve as a framework for understanding the most important processes in the creation of the American downtown (Ford, 2003). The six stages are: Inception, Exclusion, Segregation, Expansion, Replication, and Redevelopment. He offers a seventh stage, Re-invention/Redefinition, which describes the revitalization many downtowns are currently undergoing.

3.1 Formation

Many American downtowns arose from marketplaces; their location originally determined by transportation and accessibility. The planning of American cities tended to be street-oriented as opposed to place-oriented. Rather than forming around a plaza or cathedral, the predominant European style, major economic activities sought a location on the “main street” (Ford, 2003). Main streets became the centers of highly concentrated activity. The homes and coffeehouses of the city’s elite often served as downtown meeting places for important business deals and social events (Ford, 2003). As overall public wealth increased, specialty services and the development of cultural activities began to move downtown (Cook, 1980).

Downtowns quickly became defined by office buildings and special purpose stores. Previous land uses that were no longer seen as “appropriate” were pushed out. Increased rents, along with social pressure, made it economically and socially impossible for older businesses to compete for space in the downtown (Ford, 2003). The downtown area generally boasted the highest land values in the city, and contained the full spectrum of economic functions (Robertson 1995). By

the 1900s, downtowns were established as the undisputed centers of retail trade, services, finance, government, and culture (Cook, 1980).

Downtown functions began to be divided and segregated on the basis of rent and type of activity. In some cities, special districts were created for banks, government buildings and entertainment and retail areas. In order to accommodate this type of physical and social separation, downtowns were required to grow and expand. Downtowns moved into surrounding areas, maintaining vehicular and pedestrian access. As construction materials and building techniques continued to improve, development was able to grow up, and building heights rapidly increased. In the early 20th Century a combination of technological breakthroughs such as geared elevators and steel frame construction meant that skyscrapers could be built to never before seen heights (Ford, 2003). When downtowns reached their suburban edge, making expansion difficult, or when the public demand for shops and services was so high, a downtown could be replicated in a surrounding metropolitan area.

In order to remain successful, downtowns are constantly being rebuilt and redeveloped in order to maintain their status. In doing this, they are often able to attract new high-level activities and businesses (Ford, 2003). Finally, many cities have begun to reinvent, redesign, and revitalize their downtowns as a continuation or variation of redevelopment efforts.

3.2 Decline of Downtowns

Beginning in the early 20th Century, following World War I, a steady flow of middle-class Americans began moving to city suburbs. The migration of residents to outlying suburban municipalities was seen as one of the most serious phenomena facing older downtown cities (Hopkins, 1990). "Decentralization" was the phrase used by urban experts as they watched millions of metropolitan Americans disperse to homes beyond the central-city boundaries (Hopkins, 1990). Research has shown a strong relationship between excessive decentralization, commonly referred to as sprawl, and the health and success of downtowns (Faulk, 2006).

The early 20th century downtowns had been shaped by pedestrian traffic, allowing people living in the surrounding areas the possibility to walk downtown and accomplish many of their daily tasks and activities. The rise in automobile use gave people the option to drive to these

destinations, and allowed activities that had been the exclusive domain of downtown to follow middle-class residents to the suburbs (Robertson 1995). The forces of sprawl tended to draw residents, particularly those with the greatest buying power, away from city centers (Robertson 1995). As retail stores followed the public's migration downtown economies steadily declined (Cook, 1980). This common trend repeatedly left central cities poorer and their suburbs richer (Hopkins, 1990).

Another issue facing older cities was their physical appearance. Some local leaders and urban experts viewed the decline of central cities and downtowns largely as a physical problem rather than a social problem. The "social enemy" of the late 1930s and early 1940s became known as "blight"; the physical deterioration that destroyed property values and undermined the quality of urban life. Many planners, city officials, and business leaders saw blight as "a cancer, an insidious, spreading phenomenon that could kill a city if not removed or forced into remission" (Hopkins, 1990, p.11). Because blight was seen as a physical problem, people thought it required a physical solution. This belief resulted in the first main stream strategies to redevelop and revitalize downtowns.

In response to these problems the second half of the twentieth century saw many attempts to reorganize and redefine the concept and the reality of the American downtown in the face of new challenges (Ford, 2003).

3.3 Urban Renewal: A Mainstream Redevelopment Strategy

Many of the country's first attempts to revitalize cities and downtowns came in the form of urban renewal. Urban renewal refers to "the redevelopment or rehabilitation of the older parts of towns and cities, including their central business areas" (Gibson, 1982, p.12). State governments decided that some city problems could not simply be solved by economic or social development. They believed that neighborhoods needed to be completely removed and replaced by new development. Urban renewal began to gain speed all around the United States soon after World War II. Redevelopment efforts took over poorer downtowns as affluent and middle-class families continued to move from older neighborhoods to newer suburbs (Fulton, 2005).

Urban renewal efforts provided federal money for top-down programs aimed at clearing out blighted neighborhoods that were thought to be negatively affecting local communities. In practice, urban renewal often meant the displacement of an existing low-income population, to create space for more profitable office, commercial, and luxury residential development or the provision of transport facilities (Gibson, 1982). Government money was used to remove neighborhoods considered to be “health and safety hazards – breeding grounds for disease and social disorder” (Fulton, 2005, p. 261). Cities were encouraged to simply bulldoze over problem areas and start again. This process was often referred to as “slum clearance” (Fulton, 2005). Some planners claim that America had turned to demolition as a favored downtown “improvement” technique by the 1950s (Isenberg, 2004).

While urban renewal helped some areas, it brought numerous problems to others. The overall impact of urban renewal has been massive. As of the 1980s, nearly two million houses, the homes of some five million people, have been demolished through “slum clearance” (Gibson, 1982). Local governments and planners began to realize the importance of revitalization efforts that could improve existing downtowns without wiping them out. As planners and cities began to document revitalization efforts, processes, and successes, other areas took many of these strategies and began applying them in their own regions.

CHAPTER FOUR

4. Contemporary Revitalization Strategies

The Urban Land Institute's *Downtown Development Handbook* notes, "the steps in the redevelopment process are essentially the same for small cities and large cities, but certain activities of the development process may be emphasized differently" (Urban Land Institute, 1980). History has demonstrated that despite the differences in size and status, cities large and small tend to rely upon a familiar set of redevelopment strategies (Robertson, 1995).

Every downtown is different in its physical condition, growth patterns, consumer demand, history, and civic intent, which requires that any city's approach to revitalization be customized (Leinberger, 2005). It is necessary for individual cities to pick and choose which strategies and techniques they feel are most appropriate and applicable for their area, and then customize them according to their development needs and desires. The numerous possibilities of projects make up a virtual "palette of redevelopment formats", and cities can "select project ideas from this palette, applying them in various combinations and densities" (Wagner, 1995, p.163). Few cities have pursued identical redevelopment strategies or created the same combination of projects. Redevelopment is a continuous, dynamic process subject to fluctuations and change. For this reason redevelopment plans should progress in stages or cycles that are flexible to change (Ford, 2003).

The following strategies present some of the most current techniques being used in the effort to revitalize downtowns. As both authors note, every downtown revitalization process should be unique and specific for that area. The steps and processes suggested below provide a variety of options and can serve as a framework of ideas for cities interested in redeveloping or revitalizing their downtowns.

4.1 Revitalization Strategies for Downtowns

Following decades of attempted revitalization many American downtowns are still in distress; struggling economically and socially (Robertson, 1995). Some of these downtown areas are perceived, particularly by members of the surrounding suburbs, as "inconvenient, obsolete,

and even dangerous places” (Robertson, 1995, p.429). Robertson argues that not all redevelopment attempts have failed, but that current strategies have shaped a new downtown with a “more specialized role in the metropolitan region” (Robertson, 1995, p.429). His article summarizes seven widely used strategies of planning and design: (1) pedestrianization, (2) indoor shopping centers, (3) historic preservation, (4) waterfront development, (5) office development, (6) special activity generators, and (7) transportation enhancements (Robertson, 1995). These seven techniques represent a few possible revitalization efforts. They can be used alone or in combination.

The process of pedestrianization, designing and redeveloping streets to make them more pedestrian friendly, can create multiple benefits for a downtown. Robertson notes, “the vitality and positive image of a downtown often are gauged not by economic indicators, but by the volume of pedestrian activity” (Robertson, 1995, p.430). Pedestrianization planning tactics include the widening of sidewalks and bike lanes, creating more and better seating options, and improving the safety and security of the area (Robertson, 1995). Pedestrian-friendly downtowns can help improve traffic management, support economic development, and can lessen the negative impacts a development has on the area’s environmental quality. Most importantly, these improvements create an active and lively feel which provides potential users with a positive and attractive image of downtown.

The creation of indoor shopping malls caters to many American’s preference for “climate-controlled” indoor environments (Robertson, 1995). Downtowns often try to compete with surrounding suburban malls by attempting to create the same atmosphere. The key characteristics of suburban and indoor malls include, centralized management, a carefully planned retail mix, the domination of national chains over local independents, and a clean, secure, attractive, climate-controlled environment (Robertson, 1995). Although many outdoor malls become economically successful they defeat the purpose of downtown revitalization by making the area resemble a suburban mall.

Historic preservation as a redevelopment tool takes advantage of the interesting mix of individual and unique buildings located within a downtown. A heavily relied upon technique is

adaptive reuse; the process of converting the use of a structure designed for one purpose, into a different use to accommodate current services. For example a railroad terminal, theater, or bank that is no longer in service, can be reused as a restaurant, boutique, or marketplace (Robertson, 1995). Examples of historic preservation include festival marketplaces and special historic districts.

The waterfront development strategy plays off of the unique characteristics of these geographic areas. Open tracks along river and waterfront areas become available as the industrial jobs that previously occupied the spaces shut down or move. These areas maintain a visual and physical quality that is distinct from business districts and suburban malls. Playing off these differences and people's inherent enjoyment of the water, gives these downtowns an opportunity to further distinguish themselves from city downtowns (Robertson, 1995).

The development of downtown offices serves to increase the downtown economy by drawing businesses to a central location (Robertson, 1995). The office market is one sector of downtown that never completely decentralized. This provides an existing infrastructure for new development. Offices also serve the larger economy when workers and associates from those businesses spend time and money in the surrounding establishments (e.g. restaurants, shops, hotels) creating spill over benefits.

Special Activity Generators including conventions centers, arenas, and stadiums are able to bring in large numbers of visitors from outside the metropolitan area into the downtown (Robertson, 1995). These facilities create spill over benefits, similar to offices, and offer support for local restaurants, hotels, shops, and tourist attractions.

Enhancements to transportation systems are necessary to deal with people's needs to travel to and around downtown areas. Increases in citywide public transit, as well as direct downtown transit, can improve downtown accessibility. Improving the ease and accessibility of traveling downtown can increase the number of people, both nearby residents and visitors, who are able to easily travel downtown. These improvements correspond with many of the pedestrianization efforts.

These revitalization strategies present opportunities for downtowns to change and grow. They should not be seen as necessary or the only options. Based on his research of these current strategies, Robertson offers several further recommendations for shaping downtowns:

- Maintain high density levels. Compactness keeps downtowns walkable and destinations accessible.
- Emphasize historic preservation. Nothing distinguishes downtown from the surrounding suburbs more than preserving the structures that establish its unique identity. Be creative and economical with adaptive reuse.
- Do not “suburbanize” downtown. A downtown that permits new building designs to resemble suburban structures (blank walls, large setbacks, front parking lots) will lose its identity, yet still find it difficult to compete with surrounding suburbs.
- Maintain and/or develop true civic public spaces, which are important to a community’s identity and cannot be replicated in private indoor malls.
- Develop and enforce strict design controls on new development to ensure that the project integrates effectively with the downtown. In many cases, a poorly designed or badly planned development may prove worse than no development at all.
- Do not underestimate the importance of street-level activity. Too much indoor orientation (shopping centers, skywalks) removes pedestrians and eventually business from the street, thereby draining the vitality from the image of downtown.
- Plan for a multi-functional downtown. Successful downtowns give a wide range of people a stake in downtown by offering housing, work, shopping, culture, entertainment, government, and tourist attractions.

Most important to downtown revitalization is that cities establish a sense of place that is unique from the surrounding suburbs (Robertson, 1995). Downtowns should emphasize the characteristics that set them apart; creating an area that reflects the local history, culture, and economy (Robertson, 1995).

4.2 Twelve Steps to Revitalization

Christopher Leinberger summarizes the appeal of traditional downtowns and the characteristics that set them apart from suburban areas, with the term “walkable urbanism”. This is based upon the distances people are willing to walk as well as the potential for them accomplish tasks or to enjoy themselves for extended periods of time. Developing walkable

urbanism requires a mix of retail shops, restaurants, movie theaters, and other social activities. It is important that an area's development is able to reach a "critical mass" as soon as possible. Critical mass is achieved in a place where "visitors can find enough to do for 4 to 6 hours; that residents daily needs can be comfortably met; and that rents and sales prices continue to justify new construction or renovation" (Leinberger, 2005, p.2). Leinberger offers twelve general steps to follow in order to achieve critical mass and successful downtown revitalization: (1) Capture the Vision – Concept plan, public participation, (2) Develop a Strategic Plan, (3) Forge a Healthy Private/Public Partnership, (4) Make the Right Thing Easy, (5) Establish Business Improvement Districts and Other Non-Profits, (6) Create a Catalytic Development Company, (7) Create an Urban Entertainment District, (8) Develop a Rental Housing Market, (9) Pioneer an Affordability Strategy, (10) Focus on For-Sale Housing, (11) Develop a Local-Serving Retail Strategy, and (12) Re-create a Strong Office Market.

Step 1. A city must make an effort to decide if they are truly ready to take on the commitment of redeveloping their downtown. A project cannot be successful without local government and citizen support. Forming a downtown advisory committee will bring together a group of individuals who are committed to creating a "vision" and seeing it achieved.

This group should research the history of the area in order to create a "technical portrait" of downtown (Leinberger, 2005). This report should address issues such as the downtown's history, its economic relationship with the surrounding city, the condition of local infrastructure, and should also identify assets such as hospitals, universities, and cultural centers.

Public meetings should be held in order to give the community an opportunity to read and react to the report's findings. The meetings should engage the public in the planning process; involving them from the very beginning. The ideas generated through the meetings should be summarized and widely disseminated among the public.

Step 2. The process of creating a strategic plan should be an extended, more detailed version of the initial public meetings. The advisory committee should expand to include neighborhood representatives, developers, investors, business owners, council members, non-profits, and other major stakeholders.

The strategic plan should address aspects of walkable urbanism in ten distinct categories: Character, Housing, Retail, Culture, Public Infrastructure, Employment, Community Involvement, Involvement of Non-profit Organizations, Marketing, and Social Values. As with the first meetings, all strategies generated in this process should be summarized and distributed to public officials, the general public, and all stakeholders.

Step 3. Successful downtown revitalizations are often the result of private/public (not the other way around) partnerships (Leinberger, 2005). The process should remain as apolitical as possible. Government officials and the public must be committed to revitalization efforts, both in word and deed, but it is the private sector that must take the developmental lead. It is often the private sector's time and money that determine the final success.

Step 4. "Making the right thing easy" requires making the decision to formulate a new zoning code. This new code should accomplish three things. First the code must define the downtown boundary, which strengthens the individual character of the downtown and the surrounding neighborhoods (Leinberger, 2005). Second, the new code should be "form-based", focused on elements of the building's form, such as height, bulk, and setback, instead of current zoning's regulation of uses. Finally, this code should be flexible, allowing for changes for individual projects' approval and promoting a mix of uses.

Step 5. One of the most prominent ways private/public partnerships are accomplished is through the creation of Business Improvement Districts (BIDs) and other non-profits. There are over "1,400 BIDs in the country and it is now well understood that establishing a BID is crucial to the successful revitalization of a downtown" (Leinberger, 2005, p.11). The BID manages the implementation of the plan's strategy, and in effect, becomes the downtown's quasi-government. A BID is funded by property owners who voluntarily agree to an increase, generally around five to fifteen percent, in property taxes.

Step 6. In order to get new development started it is often necessary to establish a "catalytic developer". It is the responsibility of the catalytic developer to take on creative integrated mixed-use developments and other types of projects that foster walkable urbanism. By

taking on these projects, the catalytic developer shows other firms that downtown redevelopment is possible and economically feasible.

Step 7. Bringing an assortment of entertainment venues and retail options into downtown is the first phase in creating an area that will support walkable urbanism. This is necessary in order to generate an atmosphere where businesses and the housing market will want to develop downtown. Providing an assortment of entertainment options, such as performing arts centers, stadiums, movie theaters, restaurants, specialty retail, art festivals, and nightclubs, encourages a variety of people to come downtown. Having activities that draw people downtown at all times of the day creates a “feet on the street” effect, reinforcing the area’s image of vitality, safety, and success (Leinberger, 2005).

Step 8. The initial downtown rental housing market will most likely be made up of young, 20-something students or those just entering the career field. Because of their age, income, and place in life they tend to be renters (Leinberger, 2005). This makes an active, lively downtown full of jobs, services, and activities a great place to live.

Step 9. A downtowns’ success often results in increased land values and rental prices. Many people, especially those who hold the downtown’s lower paying jobs, cannot afford the new higher prices. Creating an affordability strategy up front can help keep this to a minimum. In some situations affordability is simply mandated into development plans. For example, 20 percent of units in a new apartment must be priced as affordable. Having a variety of income levels living within walking distance from one another and the downtown’s services is another interesting feature of successful downtowns (Leinberger, 2005).

Step 10. The return of for-sale housing in downtown follows the success of the entertainment districts and rental housing. Those interested in for-sale housing are often a different market than the downtown renters. People considering home ownership are often young professionals, baby boomers, and retirees. These groups are not highly concerned with having large homes and yards, or with the quality of local schools; making a compact and active downtown a good fit (Leinberger, 2005). This type of downtown offers many young professionals a chance to live close to work. Retirees benefit from the close proximity to services and medical

care aids. All age-groups can enjoy the various activities found within entertainment districts. By containing such a variety of services in the local area walkable urbanism also supports the needs of those who choose not to drive or are longer drive able to drive. The introduction of for-sale housing brings a new tax base and promotes the use of downtown amenities; further supporting the area's economy (Leinberger, 2005).

Step 11. Initiating local-serving retail provides new residents with closely available amenities such as grocery stores, drug stores, and dry-cleaners. This type of retail follows the introduction and success of housing to insure there are patrons in the area. Much of American's shopping today is done at large retail chains and "big-box" stores, which have repeatedly put smaller shops out of business (Leinberger, 2005). As services become available within walking, or a short drive's distance, the number of activities that people are currently required to drive out of their neighborhoods to accomplish can greatly decrease.

Step 12. Re-creating a strong office market responds to the increasing number of people moving to the downtown. Bosses may be inclined to relocate their businesses downtown after they have moved there, which increases the ease of getting to work (Leinberger, 2005). Downtown offices have a high number of available amenities, including coffee shops, restaurants, and bookstores, closely surrounding them. A downtown location also provides multiple activities for visiting clients and business partners to enjoy during visits and spare time.

These twelve steps represent some of the most current techniques being used and provide a framework for the types of strategies that must occur in order to have a successful revitalization. The steps proceed in a certain order because one element is often necessary in order to support another. This may seemingly put restrictions on redevelopment, but Leinberger notes that no exact formula can be forced, because strategies will always be changing in order to meet the public's needs and cultivate walkable urbanism within a specific area (Leinberger, 2005).

4.4 Lessons Learned: Other Components of Success

An important follow-up to identifying successful strategies is examining the outside factors that promoted their success (Wagner, 1995). Many cities have attempted revitalization using any number and combination of the strategies defined above; which have resulted in successes and failures. The following “Keys to Successful Revitalization” suggest some of the essential elements that have helped downtown revitalizations succeed (Wagner, 1995).

Strong public leadership. Leadership repeatedly shows up as a key component in many case studies (Wagner, 1995). Leadership can come from many sources, including government officials, city planners, urban designers, community groups, non-profits, and motivated citizens. Leadership involves “a variety of factors: clear vision of the future of the city, region, or project; strategic placement to expedite and move projects; strong motivation to overcome the inevitable hurdles that arise in all complex projects; knowledge about the tremendous variety of development tools and programs available; and the ability to select among those tools the ones most appropriate for the community” (Wagner, 1995, p.204).

Well-focused planning concepts. Well-prepared, focused plans serve as a framework to guide the process. Plans will not always be carried out in exact detail and therefore should be open for change. That noted, well-thought-out plans help provide overall goals and a clear vision for the revitalization efforts (Wagner, 1995).

The ability to respond to traumatic events. Traumatic events often occur at the outset, or can be the cause of redevelopment processes. Strong leaders should be able to handle and take advantage of tough situations (Wagner, 1995).

Existing community characteristics. The characteristics of a community have much to do with how they respond to planning proposals. Well-educated and affluent communities are often more supportive of unique redevelopment strategies and work towards successful implementation. Public education can assist local leaders in improving people’s understanding and cooperation of redevelopment plans (Wagner, 1995).

Good relationships between levels of government. Fostering collaboration between levels of government is seen as a prerequisite to success. Local programs are more likely to run smoothly when they gain support from other government agencies (Wagner, 1995).

The elements described above have had a direct impact on the success of many revitalization efforts. Planners, government officials, and other local leaders should be aware of these factors as they prepare for and begin work on revitalizing their downtown (Wagner, 1995).

CHAPTER FIVE

5. Specific Plans as an Implementation Tool

Specific plans represent a comprehensive way to foster downtown revitalization through the implementation of the strategies described in Chapter Four. These plans are extremely useful in revitalizing downtowns because they offer a unique opportunity to combine zoning regulations, capital improvement programs, detailed site development standards, and other regulatory schemes into one document. A specific plan combines the overarching goals and strategies of a city's general plan with detailed community goals generated through public outreach and participation. If a city is able to come together and form a set of planning goals and objectives (Leinberger's step 1), the creation of a specific plan (Leinberger's step 2), can turn these into a policy document ready for implementation. Most importantly this document offers a personalized plan that is tailored to the needs of a particular area (Governor's Office of Planning and Research, 2001)

According to Governor's Office of Planning and Research (OPR), the use of specific plans has gone beyond the original legislative intent and "combined detailed development plans with environmental policies, programs and goals to create defined areas which are functional, livable, and affordable and which offer the sense of place commonly envisioned in the creation of the general plan" (Governor's Office of Planning and Research, 2001, p.3) Specific plans offer cities an opportunity to redirect their general plan's objectives and efforts into an individual area. With a specific plan, redevelopment efforts can become a well-structured plan that combines the mandated elements of the general plan with supplemental issues such as design, community involvement, and zoning changes.

This chapter will summarize two implemented specific plans as examples of downtown revitalization accomplished through specific plans. The example case studies, the City of Ventura's Downtown Specific Plan and the City of Pasadena's Central District Specific Plan, will inform the development of a Specific Plan Proposal for Downtown Delano.

5.1 San Buenaventura Downtown Specific Plan

The 2007 San Buenaventura Downtown Specific Plan (referred to as the Ventura Downtown Specific Plan) is an update to the City's 1993 plan. The new plan re-evaluates the community's vision for Downtown growth and outlines what they believe needs to be done in order to be successful in the coming decades. The plan begins with their vision statement.

"Over the next ten years, Ventura will emphasize our history, culture and unique character to sustain the Downtown as our city's authentic heart – the pre-eminent arena for civic and artistic life and a preferred location for retail and office commerce" (Ventura Downtown Specific Plan, 2007:I-1)

The City placed a great deal of importance on preserving the best of their Downtown's qualities, while updating their economic base to attract visitors, residents, businesses, and establish around-the-clock activity.

In order to gain new insight into the community's vision the 2007 specific plan was guided by a public outreach program. The work included:

- Touring Downtown with key stakeholders;
- Participation in the Creative Cities exercises (December 2002);
- A 3-day coding charrette;
- A 60-day public review period for the April 2006 Draft plan;
- Approximately 20 public workshops and community meetings held in 2006 after release of the Draft plan;
- A six-week public review period for the draft local coastal program amendment, made available with release of the December 2006 Final Draft plan; and
- Discussions with the Historic Preservation Committee, Design Review Committee and Planning Commission before the plan's adoption by City Council in March 2007.

The public outreach efforts and workshops resulted in a list of planning principles, which were used to guide the update process. The public ranked the top five important principles (i) re-connect Downtown to the beach, (ii) manage parking supply and demand, (iii) improve public transit, (iv) preserve and enhance our historic character, (v) establish new Form-Based Development Standards. The City Staff identified the following three additional principles (vi)

facilitate additional housing to generate around-the-clock activity, (vii) improve infrastructure to meet revitalization efforts and new development requirements, and (viii) preserve and link surrounding natural areas. These eight issue areas are addressed in the Plan's goals.

The Plan lays out policies and actions, which should be undertaken to implement the City's goals and achieve the community's overall vision. The plan requires the collaboration of government agencies, private developers, and the public.

The first goal is to preserve *Ventura's Unique Character* and special sense of place. This can be accomplished by insisting on high standards of architecture, urban design and landscaping to ensure that new development complements the architecture and historic richness of Downtown. By incorporating art and culture into the everyday life of the community, Downtown Ventura can work towards becoming *California's New Art City*. The City should encourage the growth and expansion of cultural institutions and promote artistic expression in the public realm. In order to *Animate the Public Realm* the Downtown should work to maintain and enhance public features such as parks, streetscapes, and open spaces; provide access to our natural areas; and re-connect Downtown to the ocean. Establishing Downtown as a great place to work, live, and visit will create an active and lively place that further supports and strengthens the area's *Economic Vitality*. Providing high quality housing that allows a diverse range of income levels to call Downtown their home will help stimulate a *Housing Renaissance*. Creating an integrated transportation and *Mobility* system that effectively serves the downtown area will help it become a place where people prefer to walk, bike, or ride public transit rather than drive a car. Efficiently managing supply and demand for Downtown parking to accommodate visitor, commuter and resident parking needs can be established through a *"Park Once" Management Strategy*. This type of strategy promotes the convenience of being able to park in one area of Downtown and accomplish multiple activities without having to drive and park again. Striving to provide and maintain *Sustainable Infrastructure* facilities that safeguard public health, safety, and prosperity will help guide the community to live in balance with natural systems. Continuing to ensure that public services stay up to date with new development will provide quality service to the

community. Working to accomplish these goals will advance Downtown's standing as an area that residents, workers, and visitors can all enjoy.

5.1.1 The Development Code

The Development Code translates the specific plan's goals and policies into prescriptive standards and guidelines. The code ensures new development projects will exhibit the highest standards of urban design, architecture, and landscaping while addressing the Downtown's rich heritage. The plan includes descriptions at the scale of the neighborhood, block, lot, and building.

The Urban Standards section defines the following zone designations:

- T4.1 Urban General 1
- T4.2 Urban General 2
- T4.3 Urban General 3
- T4.4 Thompson Corridor
- T5.1 Neighborhood Center
- T6.1 Urban Core

Figure 5. 1 The Transect Model used to form the downtown zones (Ventura Downtown Specific Plan, 2007: III-1)

The Plan's Development Code is based upon the concept of the Transect (Figure 5.1). The Transect provides that certain building forms belong in certain environments; for example, a commercial block building belongs in the hub of Downtown's commercial activity and a single-family house belongs in one of Downtown's east neighborhoods. The Development Code does not limit choices; it expands them. Instead of one-size-fits-all regulation, the Development Code uses the Transect ("T") zones to enable different development patterns without becoming a free for all. Six zone designations were created based on the Transect model.

The plan's Development Code is organized into four sections. Each section defines its purpose and explains its individual components. The four sections are:

- A. Urban Standards
- B. Building Types
- C. Frontage Types
- D. Design Guidelines

5.1.1 A Urban Standards

The Urban Standards dictate allowable land uses and set the standard for development in the Downtown area by regulating the shape and form of the built environment. The Downtown zone designations, illustrated in the Regulating Plan (Figure 5.3), are established to generate the desired intensity and building scale for any specific area.

In a five-tiered approach, the Urban Standards are: (I) Land Use and Permit Requirements; (II) The Regulating Plan; (III) Zone Designations T4.1 through T6.1; (IV) Mixed Type Development Standards; and (V) Overlay zones.

I. Land Use and Permit Requirements,

Land uses shown in the table are allowed in the zones specified. This section describes land uses and allowed building forms and types for each zone established in the Regulating Plan.

II. The Regulating Plan

The Regulating Plan is an illustration of the Downtown zone designations. It shows the transect zones, overlay zones, parks and open space, and street frontage requirements.

ALLOWED USE *	PERMIT REQUIRED BY ZONE								
	T4.1	T4.1 Main	T4.2	T4.3	T4.4	T5.1	T5.1 Figueroa	T6.1	POS
1 Auto Repair	-	-	U ¹	U ¹	U	-	-	-	-
2 Bar / Nightclub *	-	-	-	-	-	U	U	U	-
3 Bed & Breakfast	P	P	P	P	P	-	-	P	-
4 Civic	P	P	P	P	P	P	P	P	P
5 Community Meeting	U	U	-	U	U	U	U	U	-
6 Corner Store	U	P	U	U	-	-	-	-	-
7 Daycare	U	U	-	U ¹	U	U	-	-	-
8 Farmers Market	-	U	-	U	U	U	U	U	-
9 Gas Station	-	-	-	-	U	-	-	-	-
10 Health / Fitness	-	P	-	-	P	P	P	P	-
11 Home Occupation	P	P	P	P	P	P	P	P	-
12 Lodging	-	-	-	U	P	P	P	P	-
13 Medical / Dental	-	-	U ¹	U ¹	-	P	P	P	-
14 Multi-Family	P	P	P	P	P	P	P	P	-
15 Office	-	P	U ¹	U ^{1,2}	P	P	P	P	-
16 Parks & Recreation	P	P	P	P	P	P	P	P	P
17 Personal Services	-	P	-	-	P	P	P	P	-
18 Recycling	-	U	-	U	U	U	-	-	-
19 Restaurant	-	P	-	U ¹	P	P	P	P	-
20 Retail	-	P	-	U ¹	P	P	P	P	-
21 Single Family / Carriage House	P	P	-	-	-	-	-	-	-
22 Special Residential	U	U	U	U	U	U	U	U	-
23 Timeshare	-	-	-	U ¹	-	-	U ¹	U ¹	-
24 Trade School	-	U	U ¹	U ^{1,2}	U	U	U	U	-
25 Light Industrial	-	-	U ¹	U ¹	-	-	-	-	-
26 Wholesale / Distribution	-	-	U ¹	U ¹	-	-	-	-	-
PERMIT REQUIREMENTS P = Permitted by Right U = Use Permit - = Not an allowed use									
* Alcoholic beverage establishments are subject to a Use Permit under the provisions of Section 24.460.210 of the Municipal Code. For example, a restaurant in the T5.1 zone, while by itself is permitted by right, would not be permitted to sell alcoholic beverages unless a separate Use Permit is obtained.									
* New bars and nightclubs are restricted to the areas shown in Figure III-3. Bar and Nightclub Siting.									
* Exclusive to the area south of U.S. Highway 101									
* Exclusive to the Westside Workplace Overlay zone									
* Exclusive to the Eastside Workplace Overlay zone									
Key to Zone Names									
T4.1	Urban General 1	T4.3	Urban General 3	T5.1 Figueroa	Figueroa Street Frontage				
T4.1 Main	Main Street Frontage	T4.4	Thompson Corridor	T6.1	Urban Core				
T4.2	Urban General 2	T5.1	Neighborhood Center	POS	Parks and Open Space				

Figure 5. 2 Matrix of Land Uses and Permit Requirements (Ventura Downtown Specific Plan, 2007: III-8)

Figure 5. 3 The Regulating Plan illustrates Downtown's zones. (Ventura Downtown Specific Plan, 2007: III-9)

III. Zone Designations

Each zone within the Urban Standards transect contains design guidelines for the following:

Building Placement; Building Frontage; Parking; Building Types; and Allowed Land Uses.

Example illustrations and charts visualize the standards.

Figure 5. 4 Example illustration showing standards in the Zone T4.1 - Urban General 1. (Ventura Downtown Specific Plan, 2007: III-14-15)

IV. Mixed Type Development Standards

This section regulates the development of large parcels or parcel assemblages. The intent is to generate buildings whose massing and articulation reflect the scale of the historic downtown development pattern, and to prevent large monolithic and repetitive buildings.

V. Overlay Zones

These zones apply to specific areas within the Downtown where certain provisions that differ from the rest of Downtown may be necessary. The Plan designates three overlay zones, which are shown in The Regulating Plan: Flex use overlay; Civic Building Overlay; Hillside overlay.

5.1.1.B Building Types

Building Type performance measures are established based on location within the Transect and lot size. The Building Types allowed provide standards to achieve the desired built form and pedestrian orientation in the Downtown zones.

Figure 5.5 Example illustrations from Building Types (Carriage Houses) showing basic form, which transect zone the building is allowed to be located in, and an illustrative photo. (Ventura Downtown Specific Plan, 2007: III-32-33).

5.1.1.C Frontage Types

This section identifies the frontage types allowed within the Downtown Specific Plan area. A set of design standards are provided for each frontage type. This will ensure that proposed development is consistent with the plan's goals for building form, character, and architectural quality. Frontage types defined include: Arcade, Gallery, Shopfront, Forecourt, Stoop, Porch, Lightcourt, and Dooryard.

5.1.1.D Design Guidelines

The Standard Design Guidelines intend to ensure new development establishes a level of architectural quality that is cohesive with the overall character. Development is encouraged to fit within and contribute to the established or planned architectural character of Downtown. The Standard guidelines address Context and Architectural Character; Building Massing and Articulation; Building Walls; Wall Openings; Roofs; Miscellaneous Building Elements; and Site Improvements, and are organized into two categories, Standard and Historic.

Figure 5. 6 Example Photos and Diagrams illustrating standards for Frontage Types (Arcades and Galleries). (Ventura Downtown Specific Plan, 2007: III-60-61).

5.1.2 Signage and Other Standards

The Sign standards and guidelines are not intended to require uniformity, but aim to eliminate elements that result in a cluttered and unattractive physical environment. The standards provide basic parameters for creative signs that may be as varied and different as the businesses they represent. The sign standards in this Article determine the allowed type and size, material, design, and maintenance requirements for signage on commercial and residential developments.

The plan provides standards for nine other areas: Parking Standards; Yard Standards; Temporary Uses; Home Occupations; Nonconformity Regulations; Outdoor Dining in Public Right-of-Way; Timeshare; Wireless Telecommunications Facilities; and Animals.

5.1.3 Streetscape Plan

This section identifies streetscape improvements such as sidewalk dimensions, lighting, landscaping, and signage. This plan implements the specific plan's goals for pedestrian friendliness and walkability.

Figure 5. 7 Photos and Diagrams from Streetscape Plan depicting examples of streetscape improvements. (Ventura Downtown Specific Plan, 2007: IV-1).

5.2 The City of Pasadena's Central District Specific Plan

The Central District Specific Plan (CDSP) explores the relationship between land use policy, design standards and guidelines, and implementation strategies to accomplish the goal of promoting a vibrant downtown. The City anticipates the Central District to accept much of the City's future growth. Their challenge is to direct this growth to achieve "a high quality of life for the entire community – to make a desirable place to live, work, study, play, grow-up, raise a family, and age with dignity and grace" (Pasadena Central District Specific Plan, 2004: 30).

The Specific Plan is based on the seven guiding principles of the City's General Plan, which embody the goals and values of the community. Building upon the area's existing strengths, the plan establishes the direction to implement the community's vision. The following Vision Statement represents the overarching community ideals.

"The Central District will function as the City of Pasadena's vibrant urban core, providing a diversity of economic, residential, and cultural opportunities. Downtown will be a place to work, shop, live, and play, with convenient access by foot, bicycle, and transit, as well as by car. Physical and economic growth will support this role and respect the numerous resources of historical and cultural significance that contribute to Downtown's unique identity" (Pasadena Central District Specific Plan, 2004: 30).

Community participation played an ongoing role in the Specific Plan process. Area residents, property owners, business interests, and other community stakeholders came together at a series of venues to identify issues, establish a common vision and goals, and guide plan preparation.

The work included:

- A "kickoff" festival,
- Community forums
- Focus group meetings, and
- Commission and Council presentations and working sessions

These activities provided multiple opportunities for City staff, project consultants, and community members to work toward an agreed upon Downtown vision. The public outreach efforts resulted in a list of Community Concerns and Community Aspirations, which are

addressed throughout the plan. The public hopes to a (i) community livability, (ii) neighborhood conservation, (iii) public mobility, (iv) civic design, and (v) recreational opportunities.

The preparation of the CDSP was the product of a large planning effort that acknowledged the Specific Plan's critical link to the General Plan. It proceeded simultaneously with the following components:

- The Land Use Element Update;
- The Mobility Element Update; and
- A Comprehensive Zoning Code Revision.

The Central District Plan's Goals and Objectives specify how the Downtown will accomplish the vision and goals of the City's General Plan. The Central District's ten Goals are:

1. Carefully consider the types, location and mix of new development to lessen impacts, especially traffic, in residential neighborhoods and on residential streets.
2. Require new buildings to respect and enhance their surroundings.
3. Encourage and provide inviting, interesting, and well-landscaped streetscapes and public spaces.
4. Enhance the distinctive, yet complementary nature of the Downtown's Sub-districts by ensuring that they support each other and are linked both economically and visually.
5. Provide for new development consistent with the scale, density, and urban design features of the historic districts.
6. Strengthen Downtown's economic vitality by nurturing existing businesses and providing opportunities for supportive new development.
7. Preserve and create pleasant ways where one can walk and bike between Sub-districts of the Downtown.
8. Provide the opportunity to park once and visit many destinations.
9. Maximize the use of transit and transit corridors.
10. Provide a wide variety of housing options in Downtown in terms of type, location, size, and price.

5.2.1 District Wide Land Use Concept

The Land Use Concept describes the envisioned land use character and development intensities for the Central District. This section consists of the following components:

- A. Sub-district Designation
- B. Land Use Distribution
- C. Residential Distribution
- D. Land Use Intensity
- E. Residential Density

5.2.1.A Sub-District Designation

The Downtown has been divided into seven sub-districts. Each district is unique, identifiable to residents and visitors, and has much to offer the City. The plan hopes to create a complementary system of sub-districts that will be able to diversify downtown economy, build housing within the downtown, provide adequate services, strengthen sub-district identity, and build sub-district connections. The figure 5.8 shows the location of the seven sub-districts.

5.2.1.B Land Use Distribution

The Land Use Distribution promotes a broad mix of uses within each sub-district and throughout Downtown. The plan proposes focus areas for new development including commercial corridors, downtown housing, entertainment areas, and employment centers.

5.2.1.C Residential Distribution

The Residential Distribution designates areas within Downtown where certain types of residential dwelling units should be focused. In-town housing and transit villages represent two development types, each with its own distinct Downtown location.

5.2.1.D Land Use Intensity

Land Use Intensity levels are proposed based on the desired function and characteristics of that area. Floor Area Ratios (FAR) are assigned in order to ensure new growth is balanced with the existing development and historic character.

5.2.1.E Residential Density

The Residential Densities have been set to levels that will allow for increased housing development in the Downtown. Proposed densities are consistent with the Downtown Land Use Intensity FAR proposals.

Figure 5. 8 Example illustrations depicting designations of sub-districts; land use distribution; residential distribution; and land use intensity (Pasadena Central District Specific Plan, 2004:).

Figure 5. 9 Map depicting Downtown's seven sub-districts (Pasadena Central District Specific Plan, 2004: 42).

Figure 5. 10 Map depicting the allowed development intensity throughout Downtown (Pasadena Central District Specific Plan, 2004: 54).

Figure 5. 11 Map depicting the allowed residential density throughout Downtown (Pasadena Central District Specific Plan, 2004: 57).

5.2.2 District Mobility Concept

The mobility concept is based on the idea that Downtown will provide for convenient multi-modal movement including foot, bicycle, transit, and car. This will help to achieve efficient circulation in the urban core. The District Wide Mobility Concept visualizes Downtown's mix of transportation options.

The Mobility concept addresses

- A. Transit Mobility,
- B. Pedestrian Mobility,
- C. Bicycle Mobility, and
- D. Auto Mobility.

Figure 5. 12 Map depicting the District Wide Mobility Concept which visualizes Downtown's mix of transportation options concept. (Pasadena Central District Specific Plan, 2004: 74).

5.2.2.A Transit Mobility

This section promotes Multi-modal Corridors supported by the transit system's regional light rail and bus services, along with local, city-operated bus routes. This aims to enhance connections within Downtown, between Downtown and surrounding neighborhoods, and with Downtown and the region. Transit-oriented development (TOD) is introduced as a strategy to reduce auto dependency.

Figure 5. 13 Map depicting Downtown's Transit Mobility Concept. (Pasadena Central District Specific Plan, 2004: 63).

5.2.2.B Pedestrian Mobility

This section addresses approaches to improving pedestrian safety and comfort, which is key to improving pedestrian activity. An example technique includes the creation of a Sidewalk Width Concept which presents suggested minimum sidewalk widths throughout Downtown.

Figure 5. 14 Map depicting Downtown's Pedestrian Mobility concept. (Pasadena Central District Specific Plan, 2004: 68).

5.2.2.C Bicycle Mobility

This section promotes bicycling as a healthy transportation alternative to motor vehicles. Bicyclists' needs should be considered and accommodated for. Bike lanes should connect throughout Downtown making it convenient for people to get around locally. Where possible bicycle parking and support facilities, such as bike racks, lockers, and showers, should be provided.

Figure 5. 15 Map depicting Downtown's Bike Mobility concept. (Pasadena Central District Specific Plan, 2004: 70).

5.2.2.D Auto Mobility

Land use and transportation plans must address Downtown's potential growth and development and the affect that will have on driving and parking. Multi-modal streets should be equipped to handle multiple types of transportation. Larger streets will take the majority of travel away from smaller neighborhood streets, which will become known as “de-emphasized” streets. The “Park-Once” Strategy allows Downtown visitors and customers to park their car at a single location and then walk to multiple different destinations. With convenient access to transportation options, comfortable streets, and an increased mix of uses people will be able to spend more time out of their cars enjoying Downtown.

Figure 5. 16 Illustrations depicting Downtown's Auto Mobility concept, proposing multi-modal corridors and de-emphasized streets. (Pasadena Central District Specific Plan, 2004: 71).

5.2.3 District-Wide Urban Design Concept

This section describes a physical design character that is consistent with the District-wide Land Use and Mobility Concepts. It is divided into four sub-sections:

- A. Downtown Linkages;
- B. The Public Realm;
- C. The Public-Private Interface; and
- D. The Private Realm.

The concept encourages urban design strategies that create a mixed-use urban center that will safely and comfortably serve pedestrians.

5.2.3.A Downtown Linkages

This section ensures a physical and visual interconnectedness throughout Downtown. Activity nodes and focal points link sub-districts to one another and to Downtown as a whole.

Figure 5. 17 Illustrations depicting proposed focal points and activity nodes, forming linkages throughout Downtown. (Pasadena Central District Specific Plan, 2004: 77).

Figure 5. 18 Illustration of a proposed district gateways and a street section depicting design guidelines. (Pasadena Central District Specific Plan, 2004: 78-80).

5.2.3.B The Public Realm

An important objective of the public realm and open space concept is to continue to offer a wide array of publicly accessible outdoor spaces. As new development occurs amenities such as tree-lined streets, civic plazas, courtyards, and parks will ensure the public continues to have open spaces available and accessible.

Figure 5. 19 Maps depicting elements of Downtown's Open Space (Pasadena Central District Specific Plan, 2004: 81).

5.2.3.C Public-Private Interface

This element focuses activity on sidewalks and storefronts, establishing a connection between human-scale buildings and occupiable outdoor spaces.

Figure 5. 20 Illustration of example street fronts required within Downtown's Public-Private Interface. (Pasadena Central District Specific Plan, 2004: 86).

5.2.3.D. The Private Realm

Height limits seek to protect downtown's historic buildings and residential areas. New development should support economic growth and vitality while maintaining a visual balance with existing buildings.

Figure 5. 21 Map depicting maximum height limits throughout Downtown. (Pasadena Central District Specific Plan, 2004: 95).

5.2.4 Public Realm Design Guidelines and Private Realm Design Guidelines

The District-wide Guidelines present detailed descriptions of development patterns and styles to affectively achieve the design goals desired by the community. Each guideline specifies the intent of the guideline, recommendations of how to complete it, design criteria that will apply city-wide, and photo examples. The Community Character guidelines consist of eight guidelines, and the Street Environment guidelines consist of seven guidelines.

The plan also contains Private Realm Design Guidelines, which propose design guidelines for private developments. They describe development styles, which will maintain a consistent pattern of development throughout the city. The following images are examples of photographs presented in the Design Guidelines section of the plan.

Figure 5. 22 Example images contained in the Community Character Design Guidelines. (Pasadena Central District Specific Plan, 2004: 129-136).

Figure 5. 23 Example images contained in the Street Environment Design Guidelines (Pasadena Central District Specific Plan, 2004: 137-141).

5.3 Case Study Conclusions

The case study cities successfully used specific plans to combine many of the revitalization techniques discussed in Chapter Four. Their efforts utilized multiple strategies to foster redevelopment and new development projects that supported their community vision and goals.

To begin with, both cities underwent a public participation process. Through this process, planners, consultants, and the public became aware of the opportunities and constraints facing their downtown. Workshop exercises helped community members to reach a common vision, which formed the basis for the creation of goals and strategies. The case study plans shared similar goals related to maintaining historic character; fostering architecture and densities consistent with current development; parking; increasing housing options and availability; enhancing the public realm; encouraging the economic vitality of the area; and promoting more pedestrian friendly, walkable downtowns supported by multiple transportation options. Each specific plan's goals represented a broad range of topics addressed by community members and City staff.

Multiple strategies and techniques proposed by Levinberger and Robertson were utilized to address and implement many of the cities' goals. The proposed strategies and recommendations include allowing high densities, encouraging historic preservation, creating inviting public spaces, enforcing design guidelines, fostering street level activity, bringing businesses and offices into the area, pushing for transportation enhancements, generating a housing market, and promoting local-serving retail. The implementation of individual strategies, or a combination of techniques, helped the cities work toward successful downtown revitalization.

The case study plans were able to make these goals a reality by utilizing many techniques in one document. The comprehensive documents covered a variety of issues that, when dealt with together, helped their downtowns become multi-functional, active, enjoyable places. Community members, employees, residents, and visitors have benefited from the revitalization efforts accomplished through these specific plans.

5.4 Downtown Delano Specific Plan Proposal

In 2008 the City of Delano Community Development Department partnered with a faculty member from California Polytechnic State University San Luis Obispo (Cal Poly) to create a community participation program to involve local residents in a planning process for Downtown Delano. Based on community input, the Downtown Delano Concept Plan, written in 2008, produced a set of goals and recommendations for Downtown improvements.

The community generated many goals similar to those found in the case studies. The community hoped to preserve the area's historic character while improving the visual quality of Downtown, and fostering new economic development and community activity. Creating pedestrian friendly, walkable streets, improving transportation options, and managing parking were also issue areas addressed by Delano and the case study cities. In order for Downtown Delano to accomplish the goals, the utilization of multiple revitalization strategies will be necessary.

The creation of a specific plan was the primary implementation strategy recommended by the Cal Poly team. The concept plan urged the City of Delano and the Community Development Department to produce a Downtown Specific Plan as soon as possible. The case studies serve as models of specific plans that were able to achieve their community goals through the implementation of some of the previously proposed revitalization strategies.

The Downtown Delano Specific Plan Proposal explores a combination of land uses and design guidelines that aim to create a vibrant downtown district. The proposal addresses the objectives of the Concept Plan through the creation of goals, proposed land use types, circulation concepts, and form-based code principles. The plan's vision statement embodies the aspirations of the plan and its objectives.

Downtown Delano will become an exciting and active area within the City, allowing local residents, employees, visitors, and the entire City of Delano to enjoy the culture and community. Downtown will grow into an area where people are able to live, work, and enjoy the surrounding activities and recreational opportunities.

The following seven goals were identified by the community and addressed throughout the plan:

1. Enhance community connections and communications
2. Preserve and enhance activity and walkability character
3. Create more downtown opportunities for youth
4. Make downtown visually more presentable
5. Bring more recreational opportunities to Downtown
6. Bring new development to Downtown
7. Make Downtown a destination with character

The creation of a Downtown Business Association is a first step in promoting strong communication throughout Downtown and with the City. This association will help to encourage the development of projects and redevelopment efforts that support the community goals. Allowing mixed uses will give Downtown additional space for new development. New businesses, offices, and residential units will increase the number of people living, working, and spending time in Downtown. This increase in commercial and social activity will draw more people and visitors to the area. Street improvements such as increased lighting, new sidewalks and crosswalks, and more trees will help streets become more walkable and pedestrian friendly. The addition of bike lanes will increase the public's options for traveling Downtown and will promote a healthy active community. The dedication of public plazas and parks, as well as an additional community center, will provide Downtown with multiple recreation sites and activity areas. This will allow community members, especially youth, to have safe spaces to spend time. Form Based Codes provide direction regarding the visual aspects of new development, resulting in a cohesive aesthetic quality throughout Downtown. By following the code new development should compliment existing architecture and further enhance the character of the area.

The plan provides a clear direction for the revitalization of existing downtown amenities and focuses new development standards to accomplish the community's vision. The following Downtown Delano Concept Plan Proposal should be used as a guide in the future completion of a Specific Plan for Downtown Delano.

REFERENCES

- City of Pasadena (2004). Central District Specific Plan. City of Pasadena, California: Planning and Development Department.
- City of San Buenaventura (2007). Downtown Specific Plan. City of Ventura, California.
- Cook, R. (1980). *Zoning for downtown urban design: how cities control development*. Massachusetts: LexingtonBooks.
- Downtown Delano Concept Plan 2008). California Polytechnic State University, San Luis Obispo: Community Design Team.
- Faulk, D. (2006) The Process and Practice of Downtown Revitalization. *Review of Policy Research*, 23 (2), 625–645.
- Ford, L. (2003). *America's New Downtowns: Revitalization of Reinvention?* Maryland: The Johns Hopkins University Press.
- Fulton, W. and Shigley, P. (2005). *Guide to California Planning* (Third Edition). Point Arena, California: Solano Press Books.
- Gibson, M. and Langstaff, M. (1982). *An Introduction to Urban Renewal*. London: Hutchinson.
- Governor's Office of Planning and Research. The Planner's Guide to Specific Plans (2001 Edition). California Governor's Office of Planning and Research.
- Gratz, R. B., & Mintz, N. (1998). *Cities Back From the Edge: New Life for Downtown*. New York: John Wiley & Sons.
- Isenberg, A. (2004). *Downtown American: a history of the place and the people who made it*. Chicago: The University of Chicago Press.
- Leinberger, C. B. (2005). Turning Around Downtown: Twelve Steps to Revitalization. Research Brief. Metropolitan Policy Program, The Brookings Institute.
- Robertson, K. (1995, September). Downtown redevelopment strategies in the United States. *Journal of the American Planning Association*, 61(4), 429.
- Teaford, J. (1990). *The Rough Road to Renaissance: Urban Revitalization in America, 1940-1985*. Maryland: The John Hopkins University Press.
- Urban Land Institute. (1980). *Downtown Development Handbook*. Washington D.C.: ULI-Urban Land Institute.
- Wagner F & T. Joder & A. Mumphrey Jr. (1995). *Urban Revitalization Policies and Programs*. California: Sage Publications.

APPENDIX A

Downtown Delano Specific Plan Proposal

Downtown Delano

California

Specific Plan Proposal

Downtown Delano will become an exciting and active area within the City, allowing local residents, employees, visitors, and the entire City of Delano to enjoy the culture and community.

Written by
Emily Suzanne Henderson
June 2009

In Partial Fulfillment
of the Requirements for the Degree
Master of City and Regional Planning

California Polytechnic State University
San Luis Obispo

Table of Contents

CHAPTER	PAGE
1. Introduction.....	1
2. Downtown Delano Concept Plan.....	7
3. Goals.....	27
4. Land Use.....	35
5. Circulation.....	49
6. Form Based Codes.....	55
7. Implementation.....	95

CHAPTER

Introduction

This page intentionally left blank

1. Introduction

1.1 Introduction

This plan explores a combination of land uses and design guidelines that will create a vibrant downtown district that works with and compliments the existing area. Community input received during public workshops forms the basis for the plan's recommendations. The plan provides a clear direction for the revitalization of existing downtown amenities and focuses new development standards to accomplish the community's vision.

1.2 Vision Statement

Downtown Delano will become an exciting and active area within the City, allowing local residents, employees, visitors, and the entire City of Delano to enjoy the culture and community. Downtown will grow into an area where people are able to live, work, and enjoy the surrounding activities and recreational opportunities.

1.3 Consistency with the General Plan

A specific plan is a tool used to guide the development of a defined area within a city. A specific plan provides a direct link between the goals of a city's general plan and an individual community's wishes and needs. A specific plan must be consistent with the city's general plan.

During the 1997 General Plan update process planning principles generated through public workshops were integrated with the General Plan's existing goals, policies, and objectives. Based on these goals and principles, the intent of the General Plan is to:

1. Promote economic growth and new commercial and industrial development in the community that increases household income, higher wages, new jobs, and reduce chronic unemployment.
2. Enhance and increase the price-diversity of housing to attract and retain professionals and managers.
3. Enhance existing and expand retailing and commercial development opportunities.

General Plan Goals

Community Workshops

Concept Plan

Specific Plan

Implementation

Downtown Revitalization

4. Enhance and improve the visual quality of the community through improvement of public facilities, increased landscaping standards and gateway improvements.

5. Manage plan area growth, including locations in Tulare County, to preserve the economic integrity and visual quality of the community.

The Downtown Specific Plan Proposal addresses similar development issues. The plan will further implement the principles and goals of the General Plan.

1.4 Project Context

Delano is located in the heart of the Central Valley. It is the largest community between Bakersfield and Fresno. It is adjacent to the Valley's central thoroughfare, Highway 99. According to the City of Delano General Plan, it is a primary economic center for Northern Kern County and Southern Tulare County.

1.5 Project Area

The project area of Downtown Delano consists of the area bound by Cecil Avenue to the north, 8th Street to the south, High Street to the west, and Jefferson Street to the east.

Project Area Map

CHAPTER

Downtown Delano

Concept Plan

This page intentionally left blank

2. Downtown Delano Concept Plan

2.1 Introduction

The City of Delano Community Development Department in partnership with a faculty member from California Polytechnic (Cal Poly) State University's City and Regional Planning department created a community participation program to involve local residents in a planning process for Downtown Delano. The objective of the participatory planning process was to develop a concept plan that would help improve Downtown based on community members' wishes and needs. The results of the process were written in the 2008 Downtown Delano Concept Plan.

2.2 Concept Plan: Project Inventory and Analysis

The project Inventory and Analysis conducted by the Cal Poly team, is divided into four categories: Land Use and Economics, Urban Form and Visual Quality, Circulation and Transportation, and Public Amenities and Recreation. Each category describes the attributes of Downtown's major streets and thoroughfares, Main Street, High Street, Jefferson Street, and the Side Streets and Alleys. The following is a summary of the Cal Poly team's work.

2.2.1 Land Use and Economics

Main Street

Main Street is the heart of Downtown's commercial sector. Most of the structures along Main Street are zoned commercial with the exception of some residential units at the north most and south most properties. Almost all businesses on Main Street are locally owned and operated. The land uses along Main Street include low density residential, small and medium-scale commercial, office, and small scale industrial. Most structures in this area have been converted from single-family residential homes. The street also has multiple vacant lots.

High Street

High Street is a wide auto oriented street. It runs parallel to the Union Pacific Railroad (UPRR) tracks and Highway 99. Land uses along High Street include commercial and industrial. Most parcels are underdeveloped or vacant.

Jefferson Street

Jefferson Street was rezoned for commercial uses in the 2005 General Plan. The land uses along this street consist of public utilities, single-family residential, commercial, and government. Community and Government buildings include the County Library Delano Branch, the County Courthouse, the Delano Community Center, City Hall, the Delano Fire Department, and the Delano Police Department.

Side Streets and Alleys

Side streets and alleys are primarily used for circulation, parking, and storage.

2.2.2 Urban Form and Visual Quality

Main Street.

Main Street was designed on a pedestrian scale. It has new brick sidewalks and new street furniture from 9th Street to 14th Street. Stop signs, angled parking, and curb bulbouts with protective light pillars calm traffic and ensure pedestrian safety. The majority of the buildings on Main Street are single-story developments built to the edges of their property lines.

The existing structures have fragmented architecture and inconsistent color schemes which detract from the pleasant pedestrian scale. In addition, the window displays along Main Street do not allow visibility into the stores, and several building awnings are deteriorating and creating hazards. At night, Downtown businesses do not remain open and the streets are not well lit.

High Street

The sidewalks along High Street are narrow and cracked, and there are no street trees or lighting on either side of the street. The only crosswalk or stop light is located at the intersection of High Street and 11th Street. Traffic often moves at speeds exceeding 45 miles per hour, creating an unsafe pedestrian atmosphere.

The buildings on both sides of the street are a combination of industrial warehouses and low-density commercial buildings. Building facades facing High Street have little visual and architectural significance, and have poor building-to-street interfaces. Several of the properties on both sides of the street have barrier fences that do not allow visibility onto the property.

At the southeast corner of 12th Street and High Street the historic Kern Hotel stands vacant with several broken windows. At the southeast corner of 10th Street and High Street there is a newer brick building that is currently in use. Both of the structures are two-stories and have historical and architectural significance in the community.

Jefferson Street

Jefferson Street has stop signs at most cross street intersections. The sidewalks are narrow and cracked, with a mixture of immature and mature trees on both sides of the street. Jefferson Street lacks adequate lighting.

The structures on Jefferson are a mixture of low-density residential and commercial uses. The majority of the residential units are single-family homes with large setbacks and fenced yards. On the west side of the street there are single-story buildings with large parking lots that provide views to the back of Main Street's buildings and trash receptacles. The east side of the street contains several government buildings with parking lots that are empty on the weekends and holidays. The southeast corner of 11th Street and Jefferson Street has a large church that is architecturally significant and well maintained.

Side Streets and Alleys

With the exception of 11th Street, the side streets in Downtown do not have structures that open along the side street. Structures do not expand to the property lines on the side streets or in the alleys generating a poor building-to-street interface. The unused space on the property, combined with the inadequate lighting have caused many of the alleys and side streets to be used for illegal parking and overflowing trash containers. Many of these areas have suffered from graffiti and vandalism.

The Sierra Theater is located on the north side of 11th Street between Main Street and Jefferson Street. The structure is an Art Deco building which has architectural and historic significance in the Downtown. The Theater is currently in the process of being renovated.

2.2.3 Circulation

Main Street

Main Street is the slowest and most pedestrian oriented street in the project area. Narrow lanes, angled parking, frequent stop signs, and curb corner bulbouts keep traffic speeds under 25 miles per hour and help maintain a safe environment for pedestrians. Most automobile traffic enters Main Street from Cecil Avenue to the north and 11th Street on the west. The majority of parking on Main Street occurs in bank parking lots and in the Delano Ranch Market parking lot. Currently there are no identified bike lanes and no public transit routes along Main Street.

High Street

High Street only has two stoplights; one is located at 11th Street and the other at Cecil Avenue. This results in an automobile dominated atmosphere with speeds up to 45 miles per hour. The increased speeds and absence of traffic signals create unsafe conditions for motorists trying to turn onto High Street from the cross streets. Also, with no marked pedestrian crossings and uneven sidewalk surfaces, High Street is unsafe for pedestrians and bicyclists.

Jefferson Street

Jefferson is a wide, auto-oriented street with stop signs at most intersections. Traffic speeds do not exceed 30 miles per hour. There are no identified bike lanes and the sidewalks are cracked and uneven. Parallel parking is available on the street; however it is underused because of the surplus of commercial buildings' on-site parking. Delano Area Rapid Transit (DART) services Jefferson Street with a bus that runs once every hour from south to north.

Side Streets and Alleys

The side streets in Downtown are used for moving traffic east-west. Cross streets are mainly used to access north-south streets such as, High Street, Main Street, and Jefferson Street. Alleys are not used for public circulation through Downtown. They often contain trash receptacles that clutter space.

2.2.4 Public Amenities and Recreation

Main Street

Main Street lacks public amenities and recreation opportunities. The breezeway on the east side of the street between 10th Street and 11th Street is the only public space in Downtown. The breezeway lacks outdoor seating and other amenities that would increase its use and significance. Main Street only has one establishment that offers outdoor seating; other public outdoor seating is limited to sporadically placed concrete benches. There are no public parks or plazas along Main Street.

High Street

Public amenities and recreation opportunities along High Street consist of a restaurant and a dance hall on the west side of the street.

Jefferson Street

The Delano Public Library is located on the northwest corner of Jefferson Street and 10th Street. It has a large parking lot that is connected to Main Street by the breezeway. The Library represents the only public amenity or recreational opportunity on Jefferson Street.

Side Streets and Alleys

The only side street or alley that offers public amenities or recreation opportunities is located on the north side of 11th Street between Main Street and Jefferson Street. This alley connects to the Sierra Theater, which is vacant, and in need of renovation.

2.3 Concept Plan: The Process

The participatory process timeline consisted of four workshops conducted on four consecutive Saturdays during March 2008.

Workshop 1: Awareness Walk

Workshop 2: Opportunities and Constraints of Downtown Delano

Workshop 3: Goals, Strategies, and Actions

Workshop 4: Space Planning Game

The following section summarizes the the community workshops' activities and the Cal Poly project team's findings.

Concept Plan workshop schedule

2.3.1 Workshop 1: Awareness Walk

The project was kicked off with an “awareness walk” on Saturday, March 1, 2008. An awareness walk consists of an informal tour of the project area. It is intended to familiarize the project team and stakeholders with the project area’s issues, opportunities, and constraints. Awareness walks are a good method that offers people the chance to look more critically at the place they live.

Each participant was given two disposable cameras. One of these cameras was tagged “What I like about Downtown Delano”; the other was tagged “What I don’t like about Downtown Delano”. The participants were instructed to take photos throughout the awareness walk. The group made multiple stops to review the conditions of various parts of Downtown. The project team took notes on participants’ comments. Following the awareness walk, the group arrived back in the Civic Center to participate in focus group interviews. The group was divided into two tables with at least two project team members asking questions and taking notes about the issues discussed.

Participants later shared that this activity made them conscious of issues that they were not previously aware of. In this respect, the awareness walk was very informative and provided an excellent kick-off event for the entire process.

The following ten issues were identified as main issues (compiled through team members’ notes and participants’ photographs) that need to be addressed in Downtown.

1. Need for a community event
2. Need for an Activity Center
3. Lack of Jobs and Recreation
4. Code Enforcement
5. Implementation
6. Visual Unification
7. Downtown Business Apathy
8. Maintenance
9. Lack of Communication
10. Lack of “Anchor” Stores

2.3.2 Workshop 2: Opportunities and Constraints of Downtown Delano

Having identified the main issues through the awareness walk and focus group interviews, the second workshop focused on the opportunities and constraints facing Downtown. The main objective of this workshop was to help participants think, discuss, and build agreements on the positive and negative aspects (opportunities and constraints) of Downtown Delano. Prior to the workshop a “key issues sheet” was prepared to summarize the findings of the first workshop, and inform those participants who did not attend the first workshop what was found in the initial part of the process.

public invitation for planning our downtown

The City of Delano invites you to participate in the creation of the 'Concept Plan for Downtown Delano'. We will be working with faculty and students from Cal Poly, San Luis Obispo in a series of workshops to strengthen and improve Downtown Delano!

workshop 1

AWARENESS WALK

Saturday, March 1, 2008

Meeting Place: Civic Center, 1009 Eleventh Ave.

Meeting Time: 1:00pm.

Come, tour and photograph the downtown with us!

Each household will be given two disposable cameras to record their likes and dislikes as we take a walk around our downtown. The awareness walk will take about 1.5 hours.

We look forward to your participation in this exciting project as we build a better and stronger Downtown Delano.

LET'S WORK ALL TOGETHER TO MAKE OUR DOWNTOWN BETTER.

los invitamos a planear el centro

La Ciudad de Delano le invita a tomar parte en la creación del Plan Concepcional del Centro de Delano. ¡Estando trabajando con la facultad y estudiantes de la Universidad Politécnica de California, San Luis Obispo, en una serie de talleres para mejorar el Centro de Delano!

taller 1

CAMINANDO Y APRENDIENDO

Sabado, 1 de Marzo del 2008

Lugar: Civic Center, 1009 Eleventh Ave.

Hora: 1:00pm.

¡Vengan, visiten y tomen fotos del centro con nosotros!

Cada hogar que participe será dado dos cámaras para fotografiar lo que le gusta mas y menos de su comunidad. La caminata de conocimiento tomará aproximadamente 1.5 horas.

Esperamos su participación en este emocionante proyecto y juntos construiremos un mejor Centro.

¡TRABAJEMOS JUNTOS PARA MEJORAR EL CENTRO DE DELANO!

public invitation for planning our downtown

The City of Delano invites you to participate in the creation of the 'Concept Plan for Downtown Delano'. We will be working with faculty and students from Cal Poly, San Luis Obispo in a series of workshops to strengthen and improve Downtown Delano!

workshop 2

OPPORTUNITIES IN DOWNTOWN DELANO

SATURDAY, MARCH 8, 2008

WHERE: Delano Union Elementary School District Boardroom

1405 12th Ave., Delano, CA

WHEN: 1:00PM.

Let's discuss what makes our downtown 'tick'!

Our workshop is expected to take about 2 hours.

LET'S WORK ALL TOGETHER TO MAKE OUR DOWNTOWN BETTER.

los invitamos a planear el centro

La Ciudad de Delano le invita a tomar parte en la creación del Plan de Concepto para el Centro de Delano. ¡Estando trabajando con la facultad y estudiantes de la Universidad Politécnica de Cal Poly, San Luis Obispo en una serie de talleres para mejorar el Centro de Delano!

taller 2

OPORTUNIDADES EN EL CENTRO DE DELANO

SABADO 8 DE MARZO DEL 2008

LUGAR: Delano Union Elementary School District Boardroom

1405 12th Ave., Delano, CA

HORA: 1:00PM.

Platiquenos sobre lo que funciona en su Centro!

El taller tomará acerca de 2 horas.

¡TRABAJEMOS JUNTOS PARA MEJORAR EL CENTRO DE DELANO!

Workshop participants were asked to independently review the key issues sheet and write down the three most positive and three least positive aspects of Downtown Delano. Following this individual activity, all participants were asked to read their main points in small groups. The project team members initiated group discussions using three worksheets from their “idea generation kit”.

Sheet one opened discussion on the most positive and least positive aspects that the participants read to their groups. Each group agreed on list of positive and negative aspects of Downtown. The second sheet asked the question “What are the areas in Downtown Delano that could be improved?” The third and final sheet asked the question “How should Downtown Delano be in the future?” Throughout the small group activity, the facilitators took notes on the participant’s responses and discussions.

Following these activities, group facilitators summarized and shared the highlights of the group discussions with the entire workshop. The opportunities and constraints below were identified as common themes for Downtown Delano:

Opportunities:

1. New street furniture and sidewalks on Main Street
2. Pedestrian-friendly scale of Downtown Delano
3. Historic buildings
4. Busy and lively Downtown
5. Pedestrian walkability
6. Renovated buildings, such as banks
7. Small town feel

Constraints:

1. Pedestrian-unfriendly scale and feeling of High Street
2. Unmaintained and unused alleys
3. Parking problems on Main Street
4. Graffiti
5. Color inconsistencies throughout Downtown
6. Unused or underused parcels
7. No Downtown recreation (for example, a theater)

The team created an Opportunities and Constraints map based on participants’ ideas and photographs.

2.3.3 Workshop 3: Goals, Strategies, and Actions

The list of positive and negative issues that were agreed upon in first two workshops were prioritized through the exercises and activities of the third workshop. The objectives of workshop three were to: (i) discuss the appropriateness of the goals and strategies developed by the project team, (ii) add to and subtract from the developed goals and strategies based on participant responses, and then (iii) help participants discuss the specific actions to be taken to achieve each goal.

This workshop’s exercise, referred to as “action planning”, was developed to enable participants to think about specific actions needed to address their concerns. This activity ensures that participants consider the real-world requirements and consequences of their requests.

In the beginning of the workshop, the previous workshops’ goals and strategies were introduced using handouts and screen projections. Each goal and the related strategies to achieve them were explained. One participant noted that the list “hit the bull’s eye” in covering the issues voiced earlier.

After this discussion, the workshop moved into the first activity, prioritizing the objectives. Using a prioritization sheet, each participant was asked to first individually prioritize the goals, and then share them with a small group. Community members agreed that almost all goals were of the highest priority

public invitation for planning our downtown

The City of Delano invites you to participate in the creation of the 'Concept Plan for Downtown Delano'. We have been working with faculty and students from Cal Poly, San Luis Obispo in a series of workshops to strengthen and improve Downtown Delano!

workshop 3

OUR GOALS, AND STEPS TO TAKE

SATURDAY, MARCH 15, 2008

WHERE: Delano Union Elementary School District Boardroom
1405 12th Ave., Delano, CA

WHEN: 1:00PM.

NEVER TOO LATE TO JOIN
LET'S THINK
TOGETHER FOR OUR
DOWNTOWN
NEVER TOO LATE TO JOIN

Get ready to put those thinking caps on!

Our workshop is expected to take about 2 hours.

LET'S WORK ALL TOGETHER TO MAKE OUR DOWNTOWN BETTER.

los invitamos a planear el centro

La Ciudad de Delano le invita a tomar parte en la creación del el Plan de Concepto para el Centro de Delano. ¡Estaremos trabajando con la facultad y estudiantes de la Universidad Politécnica de Cal Poly, San Luis Obispo en una serie de talleres para mejorar el Centro de Delano!

taller 3

NUESTRAS METAS Y PASOS A TOMAR

SABADO 15 DE MARZO DEL 2008

LUGAR: Delano Union Elementary School District Boardroom
1405 12th Ave., Delano, CA

HORA: 1:00PM.

NUNCA ES MUY TARDE
PLANEAMOS JUNTOS
PARA MEJORAR EL
CENTRO DE DELANO
PARA PARTICIPAR

¡Prepárese y asegúrese de ponerse esas capas pensadoras!

El taller tomará acerca de 2 horas.

¡TRABAJEMOS JUNTOS PARA MEJORAR EL CENTRO DE DELANO!

public invitation for planning our downtown

The City of Delano invites you to participate in the creation of the 'Concept Plan for Downtown Delano'. We have been working with faculty and students from Cal Poly, San Luis Obispo in a series of workshops to strengthen and improve Downtown Delano!

workshop 4

DOWNTOWN PLANNING GAME

SATURDAY, MARCH 22, 2008

WHERE: Delano Union Elementary School District Boardroom
1405 12th Ave., Delano, CA

WHEN: 1:00PM.

NEVER TOO LATE TO JOIN
LET'S THINK
TOGETHER FOR OUR
DOWNTOWN
NEVER TOO LATE TO JOIN

Get ready to shape our Downtown!

Our workshop is expected to take about 2 hours.

LET'S WORK ALL TOGETHER TO MAKE OUR DOWNTOWN BETTER.

los invitamos a planear el centro

La Ciudad de Delano le invita a tomar parte en la creación del el Plan de Concepto para el Centro de Delano. ¡Estaremos trabajando con la facultad y estudiantes de la Universidad Politécnica de Cal Poly, San Luis Obispo en una serie de talleres para mejorar el Centro de Delano!

taller 4

PLANEAMOS EL CENTRO JUNTOS

SABADO 22 DE MARZO DEL 2008

LUGAR: Delano Union Elementary School District Boardroom
1405 12th Ave., Delano, CA

HORA: 1:00PM.

NUNCA ES MUY TARDE
PLANEAMOS JUNTOS
PARA MEJORAR EL
CENTRO DE DELANO
PARA PARTICIPAR

Prepárese a formar el nuevo Centro De Delano!

El taller tomará acerca de 2 horas.

¡TRABAJEMOS JUNTOS PARA MEJORAR EL CENTRO DE DELANO!

analysis:

opportunities and constraints

Downtown Delano Concept Plan
a participatory process

LEGEND

- OWNED BY LOCAL RESIDENTS
- OWNED BY NON-LOCALS
- OWNED BY PACIFIC BELL
- OWNED BY SOUTHERN PACIFIC RAILROAD
- OWNED BY CITY OF DELANO
- OWNED BY THE COUNTY

CAL POLY

Downtown Delano Concept Plan *a participatory process*

GOALS & STRATEGIES IDENTIFIED BY THE COMMUNITY

goal 1: ENHANCE COMMUNITY CONNECTIONS AND COMMUNICATIONS

strategies

- Form a downtown business association
- Daily newspapers
- Community center
- Better communication between downtown, city, and community

goal 2: PRESERVE AND ENHANCE ACTIVITY AND WALKABILITY CHARACTER

strategies

- Downtown Housing
- Make High Street more people friendly
- Preserve Main Street Amenities
- Preserve eateries and bank locations
- Street landscaping (medians, street furniture, etc.)
- Preserve and enhance diversity of eateries and shopping
- Replace current ways of parking

goal 3: CREATE MORE DOWNTOWN OPPORTUNITIES FOR YOUTH

strategies

- College expansion
- Rec center
- Bring more jobs for youth

goal 4: MAKE DOWNTOWN VISUALLY MORE PRESENTABLE

strategies

- Maintenance of facade displays
- Store signage
- Activate a facade program
- Code enforcement and implementation
- Clean Alleys
- Clean streets and sidewalks

goal 5: BRING MORE RECREATIONAL OPPORTUNITIES TO DOWNTOWN

strategies

- Enhance night activity
- Downtown park
- Library expansion
- Community center
- Weekend entertainment
- Downtown dancing activities
- Open space

goal 6: BRING NEW DEVELOPMENT TO DOWNTOWN

strategies

- Increase building heights
- Infill for vacant lots
- Downtown housing

goal 7: MAKE DOWNTOWN A DESTINATION WITH CHARACTER

strategies

- Preserve historic buildings
- Gateway on 11th Street and Main Street
- Public art
- Landmark and placeholders

LET'S WORK ALL TOGETHER TO MAKE OUR DOWNTOWN BETTER. TRABAJAMOS JUNTOS PARA MEJORAR EL CENTRO DE DELANO.

The next action planning exercise was composed of seven sheets representing each goal and strategy. Across from each strategy, spaces were provided for answering the following questions:

1. What is the first step to take (to follow this strategy, in order to achieve the larger objective)?
2. Who should take the first step?
3. What are the possible funding sources for this?

Using these activity sheets, small groups were able to discuss specific actions to take to achieve each of the seven objectives. At the end of the process, ideas from every group were read to all workshop participants in order to initiate further discussion and to highlight unmentioned strategies that were also available. The goal prioritization and action planning exercises provided the project team with a substantial number of ideas about how to achieve each goal, including specific suggestions on what steps to take.

2.3.4 Workshop 4: Space Planning Game

The team developed a board game used to develop an “ideal Downtown scenario”. Symbols that represented space related items under the titles “areas”, “nodes”, and “routes” were created. The symbols were based on issues voiced during previous meetings.

This approach provided a fun and interactive medium for participants to develop their ideal scenarios. The Downtown Delano space planning game consisted of a base map, a legend for areas, nodes and routes, stickers with icons for nodes and areas, crayons of various colors for areas and routes, and a pair of scissors for cutting and pasting stickers.

The workshop started with a discussion on findings from the previous workshops and the objectives of playing the Downtown planning game. Each group was encouraged to have an open discussion throughout the planning game. The groups and facilitators spent two hours discussing the planning sessions.

This process yielded a total of four “ideal Downtown” scenarios. A “spokesperson” from each group shared their plan to the entire group of participants, providing details of their decisions and explaining their rationale. Participants were able to discuss each scenario, asking questions and making comments to each group. Overall, there were significant overlaps among groups’ scenarios, and all groups appreciated each other’s decisions. This process allowed the project team to integrate the proposals and develop alternative proposals for future actions.

2.4 Concept Plan: Workshop Conclusions

The compact, four-weekend participatory approach allowed the participants and the project team to:

1. Identify issues and concerns,
2. Understand opportunities and constraints,

conceptual diagram

Downtown Delano Concept Plan
a participatory process

LEGEND

LAND USES:

- INCREASE / ADD RESIDENTIAL (MEDIUM DENSITY)
- COMMERCIAL
- PUBLIC FACILITIES
- OPEN SPACE (Park or Plaza)***
- STREET FAIR / FARMER'S MARKET AREA
- INCREASED BUILDING HEIGHTS
- DOWNTOWN CORE / mixed-use

PUBLIC TRANSPORTATION:

- PROPOSED BUS LINE 1
- PROPOSED BUS LINE 2
- - - PROPOSED DOWNTOWN TROLLEY LINE
- PROPOSED DOWNTOWN ENTRANCE GATE
- HISTORIC BUILDINGS
- STOP SIGNS

ZONES WHERE VISUAL IMPROVEMENT IS NEEDED

(These zones need facade improvements, alley improvements, improved signage and more or new public art. Please see Downtown Delano Concept Plan.)

ZONES WHERE IMPROVEMENTS FOR PEDESTRIANS ARE NEEDED

(These improvements include, but are not limited to textured surfaces, improved lighting, street furniture, trees, bike lanes, trash cans, crosswalks and medians where appropriate. Please see Downtown Delano Concept Plan.)

*** IT WAS UNDERLINED IN COMMUNITY WORKSHOPS THAT PARKS, PLAZAS AND OPEN SPACES SHOULD PROVIDE SUFFICIENT PUBLIC RESTROOMS, TREES, LANDSCAPING, BENCHES AS WELL AS SOME WATER FEATURES.

CAL POLY

3. Develop goals, objectives, and actions, and
4. Narrow down these findings into planning decisions.

All of the workshops were structured around the use of idea generation kits prepared by the project team. Participants were able to identify their own individual ideas, participate in small group discussions, and share their ideas with all participants. This process created a positive and productive atmosphere, fostering consensus building on issues and decisions.

The team made recommendations for actions that would foster the positive changes Delano residents were looking for. The team created a conceptual diagram that visualized the potential changes. Details of the participatory planning process can be found in the Downtown Delano Concept Plan. A summary of project teams' recommendations and conceptual diagram are included in the following section.

2.5 Concept Plan: Community Participation Team Recommendations

The recommendations presented in the Concept Plan are based on the information received through community workshops. These recommendations offer specific methods for implementing the community's vision. The Concept Plan relates public input, concerns, and ideas to topics found within the elements of the Delano General Plan. The team recommendations are divided into four categories: Land Use and Economics, Urban Form and Visual Quality, Circulation and Transportation, and Public Amenities and Recreation. The team also presents a recommended plan for implementation.

2.5.1 Land Use and Economics

These recommendations relate to social aspects of Downtown's makeup and character, and offer suggestions that will provide support for the community.

Establish a Downtown Business Association

A Downtown Business Association, consisting of property owners and business owners, would serve as the leading agent in Downtown revitalization efforts. The association would be responsible for maintaining and improving the Downtown area. This group would also serve as a place for community and business members to discuss issues related to Downtown. An association of this type should foster cooperation and support unified business actions. The City and Chamber of Commerce should be responsible for facilitating the formation of the organization.

Establish better communication between the City, the Chamber of Commerce, Downtown, and the community

The Downtown Business Association should foster an atmosphere where interested parties can gather and discuss Downtown issues. It is necessary to clarify the responsibilities of each entity involved. City staff suggested generating annual reports detailing the progress achieved in reaching new Downtown goals. These reports will help ensure all parties are following through on their promised actions.

Draw more uses to Downtown

Promoting diverse uses in Downtown will help increase the area's amount of daytime and

nighttime activity, making Downtown a lively place around the clock. Offering an incentive program to encourage different businesses to locate Downtown is one option to draw more uses to the area.

2.5.2 Urban Form and Visual Quality

In order to achieve the vision reached during community meetings the team recommends changes to the visual aspects of Downtown's character based on the design and structure of its urban form.

Improve the visual quality of Downtown through better communication and clear codes

The City should implement a form-based code, with graphics and illustrations, which is clear and understandable. It must be strictly enforced to ensure the desired visual uniformity and architectural consistency throughout Downtown. To make sure everyone is accurately informed all businesses should be provided with an informative packet containing details and explanations of the code, its purpose, individuals' responsibilities, potential fines, and responsible persons and agencies.

Improve Downtown through the presence of gateways and public art

Many sources should be involved in accomplishing the community's desire for gateways and public art. Businesses, foundations, community members and the City should all support and help facilitate this community goal.

Promote a more efficient use of Downtown to improve urban form

The City should look into increasing the height limits in Downtown. If it is seen as feasible, it should be included in the new code. Taller buildings would present more opportunities for different uses, generating new sources of activity and revenue. Providing incentives for projects with increased building heights should be considered.

Facilitate infill development

The City should encourage and offer incentives, if necessary, for the re-use of old structures and the maintenance of historical buildings. Historic properties should consider entering into the Mills Act to further preserve the City's historic buildings.

2.5.3 Circulation and Transportation

The increased number of people who live, work, and visit downtown will have an affect on the street system, parking management, and pedestrian safety. In order to make Downtown streets safer and more pedestrian friendly, recommendations were made for specific Downtown streets. The following summarizes the main objectives of the street improvement suggestions.

Street improvements

In order to slow traffic and increase pedestrian safety, traffic calming tactics, such as tree-lined medians, should be implemented. Parallel parking should be installed on larger streets to decrease their width. In order to make streets more pedestrian-oriented, bike lanes should be added and pedestrian crossings should have a different texture to clearly designate pedestrian areas. Improvements should be made to ensure sidewalks are paved and completed.

Fix downtown parking

The team finds that there is currently adequate parking in the downtown area. The perceived problem is a lack of storefront parking. Parking meters should be installed and frequently monitored. Wider streets should incorporate parallel parking. Parking lots located in and around Downtown should be improved with trees and new pavement. Eventually parking structures should be considered.

Improve public transit

The first step to improving public transit should be the addition of a second Downtown bus line that runs in the reverse direction of the current bus. This will increase the convenience for a greater number of people. As development occurs the creation of alternate routes through Downtown may become a possibility.

2.5.4 Public Amenities and Recreation

Recommendations were made to increase the number and quality of Downtown's public amenities and recreational opportunities.

Provide for diverse recreational needs

The City should ensure there are a variety of recreational opportunities by developing at least one hard-scaped plaza and one landscaped park. The public spaces should be in walking distance from one another and in close proximity to other major Downtown amenities, such as the library or the historic theater. All public spaces must incorporate extensive lighting and patrol to limit the amount of vandalism on the property. Additional outdoor seating at restaurants and public spaces is encouraged. The City should look into appropriate places for an additional community center.

Both of the exiting theaters should be renovated and new revenue generating uses, such as a billiard hall or a concert hall, should be considered. Downtown should begin holding other activities such as community fairs, farmers markets, and public art exhibits. These bring community members and visitors to the area, and can boost local business during these activities. These are types of activities that the Downtown Business Association could be responsible for organizing and hosting. Possible funding sources for public enhancement projects include public fundraising efforts and agreements with property owners.

Pursue implementation of the Mills Act and re-use historic buildings for public uses

Efforts should be taken to include community landmarks, such as the Kern Hotel or the Sierra Theater, in the Mills Act. Maintaining and re-using historic buildings for other public needs are also a strong recommendation.

Consider provision of childcare in Downtown

With increased residential development in Downtown the idea of implementing childcare centers should be considered. These could be partnered with other public projects such as a community center.

2.5.5 Implementation

The team highly recommends a specific plan for Downtown begin as soon as funding becomes available. A specific plan will create a legal document that will implement the ideas presented in the community workshops.

This page intentionally left blank

CHAPTER 3

Goals

This page intentionally left blank

3. Goals

3.1 Introduction

The following goals were generated based on community participation and the Cal Poly team recommendations. The following eight goals represent the community's desires and needs for an improved downtown. The goals expand the Vision Statement's themes and provide a purpose and direction for future development.

Downton Delano Goals

1. Make Downtown a strong center full of activities for residents, employees, visitors, and the community.

- Help Downtown embrace its unique character by emphasizing its culture, history, and community.
- Make Downtown a place where people want to work, shop, live, and play. By making Downtown pedestrian friendly with a variety of uses, community members and visitors will have numerous reasons to spend time Downtown.
- Provide a diversity of economic, cultural, and recreational opportunities to engage community members.
- Make improvements to streets that will help Downtown be convenient and safely accessible by foot, bicycle, transit, and car.

2. Foster a community support system.

- Establish a Downtown Business Association that will serve as the leading agent in Downtown revitalization efforts. The association, consisting of property owners and business owners, will be responsible for maintaining and improving the Downtown area.
- This group will also serve as a place for community and business members to discuss issues related to Downtown. The group will help foster communication between the City, the Chamber of Commerce, downtown, and the community. The City and Chamber of Commerce should be responsible for facilitating the formation of the organization.

3. Draw a variety of uses to Downtown & provide for diverse recreational needs.

- Promoting diverse uses in Downtown will help increase the area's amount of daytime and nighttime activity, making Downtown a lively place around-the-clock.
- Increasing the number and diversity of job opportunities will enable different skill level groups to find employment. This will support Downtown's economic sector while providing community members, including local youth, with quality job opportunities.

- Opening another community activity center would provide residents opportunities to become involved and participate in community recreational and cultural activities.
- Developing parks and plazas will ensure there are multiple places for public activities to take place.
- The addition of outdoor seating at restaurants and public spaces creates places for people to gather and spend time in Downtown
- Public spaces should be used for street activities such as community fairs, farmers markets, and public art exhibits. These types of activities bring community members and visitors to the area.

4. Improve the visual quality and urban form of Downtown.

- The City should implement a form-based code, containing graphics and illustrations, which is clear and understandable. It must be strictly enforced to ensure the desired visual uniformity and architectural consistency throughout Downtown.
- To make sure everyone is accurately informed all businesses should be provided with an informative packet containing details and explanations of the code, detailing its purpose, individuals' responsibilities, potential fines, and responsible persons and agencies.
- The City should look into increasing the height limits in Downtown. Taller buildings would present more opportunities for different uses, generating new sources of activity and revenue.
- Incentives should be provided to encourage development following the new standards and those with increased building heights. Effort should be made to make it easier for this type of development to occur.

5. Give Downtown a welcoming feel through the creation of gateways and the use of public art.

- Involving community members in the design and creation of public artwork will work to foster community support and investment in the projects
- The community will be able to support local artists and encourage positive expressions of talent.
- Members of the community, businesses, foundations, and the City should all support and help facilitate this community goal.

6. Facilitate development that will support and enhance Downtown's current and historic amenities.

- Infill development can strengthen the social and economic aspects of existing areas by adding new businesses and activities.

- The City will encourage the redevelopment and re-use of Downtown's historic buildings. This preserves the City's historic buildings for the enjoyment of the community and visitors. Efforts should be taken to include community landmarks, such as the Kern Hotel and the Sierra Theater, in the Mills Act.
- By pursuing the implementation of the Mill's Act, private owners can benefit from tax savings by maintaining or rehabilitating historic structures.
- Existing buildings considering redevelopment, such as the exiting theaters, should be renovated with the intent to change the business to a new revenue generating use, such as a billiard hall, a concert hall, or a museum.
- The City should encourage and offer incentives, if necessary, for the re-use of old structures and the maintenance of historical buildings.

7. Implement street improvements to make streets pedestrian friendly and easily accessible.

- In order to increase pedestrian safety stop signs should be added at key intersections in order to slow traffic and making it easier and safer for pedestrians to walk Downtown.
- Parallel parking should be installed on larger streets to help decrease their width and slow traffic. Other traffic calming tactics, such as tree-lined medians, should also be considered.
- To further improve the safety of walking Downtown, sidewalks should undergo improvements to ensure walkways are flat and safe.
- Pedestrian crossings should be clearly designated with a different textured material to visually show crossing areas.
- A bike lane network should be implemented to provide safe and comfortable travel throughout downtown.
- Trees should be planted to provide shaded areas for pedestrians and bicyclists.
- Outdoor seating should be increased throughout Downtown to give pedestrians and bicyclists places to sit and rest.

8. Increase the availability of public transit options and Improve downtown parking.

- The first step to improving public transit should be the addition of a second bus line that runs in the reverse direction of the current bus. This will increase the convenience for a greater number of people. As development occurs the creation of alternate routes may become a possibility.
- There is a perceived problem of lack of storefront parking. Parking meters should be installed and frequently monitored to reduce the amount of time each car spends in a storefront parking spot.

- Wider streets should incorporate parallel parking to increase the total number of parking spaces Downtown. This will also reduce the width of the street adding to its safety.
- Parking lots located in and around Downtown should be improved with trees and new pavement. Eventually parking structures should be considered.
- Street design should help improve connectivity throughout Downtown, making it more convenient and safe to travel to and from Downtown, as well as within it. The surrounding streets, especially High Street, should be better integrated into the street network.
- In the future the possibility of running a Trolley through Downtown could be considered. Trolleys can provide an interesting and fun way to get around and see Downtown.
- The City should promote a “Park-once strategy”. This emphasizes people’s ability to park once and walk throughout Downtown without having to move their cars. This capability, which is not possible in many places, is something the City should be proud of and support.

Promoting projects that support and implement these eight goals will foster the development needed to help downtown become a vibrant center for community activity and economic prosperity.

This page intentionally left blank

CHAPTER

Land Use

4

This page intentionally left blank

4. Land Use: Distribution of Uses and the Public Realm

4.1 Introduction

This chapter details the proposed land uses for Downtown Delano. The proposed Land Uses work together to create a well-balanced area capable of serving community members, employees, residents, visitors, and the entire City of Delano. Land use designations identify what types of uses will be allowed throughout different areas of Downtown. The following seven land uses have been proposed:

1. Mixed Use: Downtown Core - Commercial/Office/Residential
2. Mixed Use: Commercial/Office
3. Mixed Use: Commercial/Residential
4. Increased Density Residential
5. Public Areas
6. Parks and Plazas
7. Gateways

The following subsections detail the objectives and allowed land uses in the seven proposed land use areas.

4.2 Mixed-Use Areas

The purpose of Mixed-Use areas is to allow Downtown to include a combination of uses that provide a range of economic, cultural, and recreational opportunities. Having a variety of uses downtown generates activity and helps bring vitality to the area. The mix of amenities brings activities of daily living within walking distance of Downtown's residents and surrounding neighborhoods. Community members are able to fulfill many of their everyday needs without leaving the downtown area. Having a concentrated supply of various types of community services, retail stores, restaurants, offices, and housing will make Downtown a place where people want to shop, live, work, and play.

Mixed-use projects promote infill development, increasing the density and amount of uses in a smaller area. Filling in Downtown's existing areas can expand the number of businesses, activities, and public areas without developing further out into the city or surrounding agricultural areas.

Future development should take advantage of the opportunity to increase the number of uses on one property. Increasing allowed uses will provide property owners a chance to further develop their property, while increasing the availability of jobs and services in Downtown. New development should combine with and complete the existing surrounding uses. Adding a new variety of uses, such as office and residential, will increase Downtown's economic and social wealth.

This page intentionally left blank

Downtown Delano

LAND USE

MAP

LEGEND

- MIXED USE: DOWNTOWN CORE
- MIXED USE: RESIDENTIAL/COMMERCIAL
- MIXED USE: OFFICE/COMMERCIAL
- INCREASED DENSITY RESIDENTIAL
- PUBLIC AREA
- PUBLIC PARK
- PUBLIC PLAZA
- GATEWAY
- TREE

This page intentionally left blank

4.2.1 Mixed-Use: Downtown Core - Commercial/Office/Residential

The objective of the Downtown Core area is to create an identifiable Downtown center representing the heart of the city. Increasing heights to three stories, will allow for an even greater variety of uses; making this area a hub for activity and community involvement. Giving Downtown a visually distinguishable center with landmark qualities will help draw community members and visitors to the distinct commercial and recreational district.

4.2.1.A Main Street and 11th Street

This goal of this use is to define the core of Downtown, so it would be most appropriate at a central location. The intersection of Main Street and 11th Street provides an excellent center, and these uses should be limited to the four corner parcels of these streets.

Commercial uses should be regulated to the ground floor, with office spaces allowed on the second floor, and residential development allowed on the third floor. Commercial uses within the Downtown Core area should be catered towards pedestrians and increase outdoor activity (i.e. restaurants or cafes with outdoor seating, retail) Future development shall follow the above guidelines for new development.

4.2.2 Mixed-Use: Commercial/Office

The objective of the Office/Commercial land use is to create spaces for new jobs within the Downtown area. Increasing the height limit and allowing the development of offices above commercial businesses will greatly increase the amount of space available for local jobs. Downtown commercial operations can benefit economically from an increase in the number and variety of new businesses. Local jobs coupled with commercial activity generate lively and busy streets, making Downtown a dynamic place to work and spend time.

4.2.2.A Jefferson Street

Commercial uses located along Jefferson Street between 9th Street and 14th Street should be intended to serve the local adjacent neighborhood (i.e. small grocery store, hardware store, flower shop, laundry mat). Uses should be appropriate for their location bordering City neighborhoods.

4.2.2.B High Street

Commercial uses located along High Street between 9th Street and 14th Street should consist of services intended to serve the City of Delano as a whole, and provide services for people exiting the highway and driving through the city. Uses along High Street have the potential to be larger businesses with more specific uses (i.e. auto parts stores, convenience store, dry cleaner).

Offices should be allowed on the second floor, with commercial uses limited to the ground floor. Future development should follow the above guidelines for new development.

Mixed-Use: Downtown Core

4.2.3 Mixed-Use: Commercial/Residential

The objective of this land use is to provide housing opportunities in the heart of downtown. This will help increase overall housing availability throughout the City. Permitting a mix of residential and commercial uses allows people to be close to employment opportunities and community activities. Increasing the amount of daytime and nighttime activity occurring downtown creates a safer atmosphere throughout the day and night.

4.2.3.A Main Street

This use would be most appropriate along Main Street and should be limited to the areas on Main Street between 9th Street and 14th Street. This use would also be appropriate between 14th Street and Cecil Street, from the West side of High Street to the East side of Jefferson Street.

Residential development shall be allowed on the second floor, with commercial uses regulated to the ground floor. Commercial uses should cater to pedestrians and people enjoying the street (i.e. restaurants, retail shops, cafes). Future development should follow the above guidelines for new development.

4.2.4 Increased Density Residential

The objective of this land use is to provide more housing opportunities near downtown and help increase overall housing availability throughout the City. The proximity to Downtown allows people to be close to employment opportunities and community activities. Increased residential densities around Downtown will bring further social and economic activity to the area. Increasing densities in existing neighborhoods can help reduce the amount of land needed to develop new residential areas. This area has high potential to provide mixed-income and affordable housing for the City.

4.2.4.A South Downtown

This use would be most appropriate on the edge of Downtown, providing a connection with surrounding neighborhoods. This use should be limited to the two blocks from High Street to Jefferson Street between the block of 8th Street and 9th Street.

Residential structures in this area should be limited to two-story apartment buildings and two-story town homes. These building heights should not overwhelm the surrounding neighborhoods and should blend in with Downtown's increased heights.

4.3 Public Areas

The objective of designating public areas is to provide the City of Delano with amenities specified for community use. These areas become parts of town to hold community events, parks and plazas for community members to relax and spend time, or a Community Center where after-school activities or summer camps can take place.

Mixed-Use: Commercial/Residential

Increased Density Residential

4.3.1 Public Areas

The objective of creating a Public area land use is to set aside prime locations to hold community activities and large-scale public events.

4.3.1.A Fairground

The Fairground represents the area located West of High Street between 8th Street and 11th Street. This area could be used to hold community events, such as fairs, sporting events, and city celebrations. The existing structures could be reused as community resource buildings. The intersection of 11th Street and High Street is the location of a proposed gateway into Downtown. This public area would be visible when entering Downtown on 11th Street or exiting Highway 99 and could add to the welcoming feel of the area. The recycling center facilities located on the Southwest corner could potentially be relocated and the existing building reused as a visitor center or local museum to complement the gateway.

The large size of the area could allow the City to hold large community-wide events. Local events such as Cesar Chavez's birthday celebration, the Dingyang Festival, and the celebration of Mexican Independence Day could be held in this public area. A public area of this size could be a location for local and regional gatherings, such as farmers markets or swap meets. Concerts, fairs, and other large public events could also take place in this area. This site's proximity to Downtown would make it easy and convenient for visitors to spend time Downtown after events.

4.3.1.B Community Center

A Community Center is proposed on Jefferson Street near 10th Street. This public center could be responsible for holding community programs, such as art lessons, daycare, or after school programs. The proposed Community Center is located adjacent to the proposed Southern Park, and could be connected for easy and safe access. An additional Community Center, located near the Downtown Core, would be close to new residents and employees, as well as people living in the proposed higher-density housing south of 9th Street.

4.3.2 Parks and Plazas

The objective of creating more parks and plazas is to provide places for residents, business employees, and visitors to spend time. Future development of jobs and housing in Downtown will increase the need for community public spaces. Parks and plazas offer activity centers and places to hold community events. A variety of recreational activities can take place in these spaces (i.e. family gatherings, parties, community events, farmers markets). Having a close network of public spaces will increase the activity level and community participation in Downtown parks and plazas, fostering safe places for community members and visitors to enjoy.

This plan proposes the addition of two small parks and two plazas in Downtown. Each park has unique characteristics that will enhance Downtown's open space areas.

4.3.2.A North Park – Main Street between 12th Street & 13th Street

This parcel is located in a busy commercial area of Main Street. Situated between major commercial shopping, this park could be quiet place for people to spend time during their day. Because it is located a block and a half from the proposed Downtown Core it would be a prime location for employees to spend

Public Areas

Parks and Plazas

their breaks. Downtown shoppers and visitors would have a place to stop and relax during their trip up or down the block. This “pocket park”, full of trees and seating areas would provide a cool, shady resting place in the northern half of Downtown. This park is closely located to the proposed Northern Plaza. If both the Northern Park and Northern Plaza are created, they will provide a closely linked system of community areas.

4.3.2.B South Park – The Southeast corner of Main Street and 10th Street

This parcel is located one block from the proposed Downtown Core. The proposed park rests on the site of the old burned down hotel, which has remained vacant since the fire. This park would help rejuvenate the area, by increasing the aesthetics of the area and creating a welcoming public place. This park would create a new public open space in the southern part of Downtown, providing residents of Downtown and the proposed higher-density housing, south of 9th Street, close access to a park. This park is located behind the proposed Community Center on Jefferson Street. Connecting the two properties would expand Downtown’s public open space and community activity areas.

4.3.2.C North Plaza – The Northwest corner of Main Street and 13th Street

This corner lot parcel on Main Street and 13th is the site of an old gas station, which has remained vacant. This lot is an ideal location for a paved plaza. Major site improvements would require the removal of the few remaining structures. The addition of a trees and seating areas would make this a prime location for a local plaza. This plaza would serve northern Downtown residents, employees, and visitors with places to sit and relax, eat lunch, or meet up with friends. The surrounding automotive structures could some day be redeveloped into commercial uses serving the plaza, giving Downtown a great example of adaptive reuse (SLO firestone grill example).

4.3.2.D South Plaza – Library plaza on Jefferson Street between 10th Street & 11th Street

This parcel is located in the parking lot of the Delano Public Library. The site is currently paved with some trees, which would make it an easy conversion to a community plaza. This plaza would provide residents, employees, visitors, and students with an outdoor place to sit during library visits. The plaza could be used to hold Library events, such as public readings, book sales, or student fieldtrips. This plaza is a half a block away from the proposed Southern Park and the proposed Community Center. This plaza will provide another place for residents and community members to spend time in Southern Downtown. The plaza is close to breezeway which would provide a direct connection to Main Street.

4.3.3 Gateways

The purpose of creating Downtown gateways is to further identify the characteristics and boundaries of the Downtown area. Gateways welcome both visitors and residents into the hub of Downtown. The plan proposes two unique gateways with characteristics related to their location and surroundings. Gateways should be designed with community involvement and offer an opportunity to present local artistic talent.

4.3.3.A North Gateway – Main Street & Cecil Street

The Northern gateway will greet residents of Delano entering Main Street. This gateway will enhance the entrance to Downtown and guide people towards the commercial and recreational opportunities that await them. This gate will represent local culture and feature elements personalized to community members. This gateway is ideal for displays of public art.

4.3.3.B West Gateway – High Street & 11th Street

The Western gateway will welcome visitors off Highway 99, those getting off the train, and residents entering from the West side of town. This gateway is intended to be both welcoming and informative to visitors. This design should incorporate aspects of the City's history and culture. This gateway has potential to be connected with the Public area Fairgrounds. The existing buildings in this area could be reused as an information kiosk, a visitor center, or a local museum. These public buildings would further educate people visiting Delano.

The proposed Land Uses provide Downtown Delano with a variety of allowable uses and activities. The uses complement one another and allow community members to accomplish daily errands and enjoy a vibrant fun place, all in the same area. Promoting a mix of uses will promote social and economic growth in Downtown. Design Guidelines for each Land Use will be detailed in the following chapter.

5

CHAPTER

Circulation

This page intentionally left blank

5. Circulation

5.1 Introduction

This chapter explains the proposed Circulation concept for Downtown Delano. The Circulation plan describes the street types and patterns throughout Downtown. The Circulation plan's street design intends to create pedestrian and bicycle friendly streets that encourage people to spend time downtown and out of their cars. The increased number of people who live, work, and visit downtown will have an affect on the street system, parking management, and pedestrian safety. Streets should be designed in a way that makes them easily accessible and convenient for pedestrians, bicyclists, and automobiles. Downtown streets should be active and lively, giving the area a sense of excitement, community, and safety. The following subsections will detail the objectives and street descriptions of the proposed Circulation plan. The following streets and street types will be discussed:

- Main Street
- High Street
- Jefferson Street
- East-West Streets
- Alleyways
- 11th Street

5.2 General Improvements

The Cal Poly Concept Plan Community Participation Team recommendations address the major topics of pedestrian safety and walkability, parking availability and increased public transportation, and the addition of bike lanes.

5.2.1 Pedestrian Safety and Walkability

In order to improve pedestrian safety and comfort efforts should be made to improve sidewalk quality and slow traffic. Sidewalk paving should be completed and remain consistent throughout Downtown streets. Pedestrian crossing should have a different texture (i.e. brick, cobblestone, tile) to clearly designate pedestrian walkways. Traffic calming techniques such as decreased lane width and tree-lined medians should be implemented. Parallel and angled parking should be added to larger streets to further decrease widths. Stop signs should be added at key intersections with high automobile and pedestrian traffic. Trees and street furniture can be added to streets to provide shaded areas for pedestrians to stop and rest. Lighting fixtures should be added to improve the lighting and make it safe to be Downtown at all times of the day and night. Increases in land uses throughout Downtown will boost the activity level and bring more people to the area. Active streets provide a sense of safety and encourage people to spend time outdoors.

5.2.2 Parking Availability and Increased Public Transportation

In order to increase the availability of parking, additional parking should be added on wider streets. Additional angled and parallel parking will also help reduce the width of streets and slow down traffic.

Improvements should be made to existing parking lots to smooth paved surfaces and increase the number of trees. A second bus line should be added to the Downtown route in order to provide more frequent opportunities to use the local public transportation.

5.2.3 Bicycle Lanes

Bicycle transportation throughout Downtown should be supported as a healthy and fun transportation alternative to motor vehicles. Bicyclists' needs should be considered and accommodated for, making it easy and convenient for people to get around. It is important that adequate bike parking is available throughout Downtown.

5.3 Specific Street Improvements

5.3.1 Main Street

Main Street is regarded as the central street for Downtown commercial activity. The locally owned and operated commercial businesses provide for community members' needs. The new brick sidewalks and street furniture give Main Street a very pedestrian friendly atmosphere. Existing pedestrian safety measures include stop signs, angled parking, and curb bulbouts with protective light pillars.

These high quality amenities should serve as an example for other streets' designs. Trees should be planted to balance with the existing trees and provide more shade. This design should be further expanded to the North of 14th Street and the South of 9th Street. It is important that Main Street is maintained and continues to represent the heart of Downtown's commercial area.

5.3.2 High Street

High street is a wide auto oriented street, serving traffic from the highway and the West side of the city. Because there are only two stoplights on the street and cars often speed, it is unsafe and inconvenient for pedestrians and bicyclists. The narrow and cracked sidewalks add to the difficulty faced by pedestrians.

In order improve High Street and make it safer for pedestrians, bicyclists, and motorists multiple improvements should be made. Adding a median from 8th Street to Cecil Street will reduce the width of the street and slow traffic. Pedestrian operated stoplights should be installed at the intersections of 10th Street, 11th Street, and 13th Street. Textured walkways should be put in along with sidewalk improvements. Bicycle lanes should be added to both sides of the street better connecting the street with Downtown and the West side of the City. These improvements will make High Street a safer and more enjoyable street.

5.3.3 Jefferson Street

Jefferson Street is a wide auto oriented street on the Eastern border of Downtown. The street has stop signs at most intersections, which keeps traffic speeds under 30 miles per hour. Parallel parking is available, but is often unused because of the availability of Downtown parking lots. The sidewalks are narrow, cracked, and lack street furniture and lighting. Both sides of the street have a mixture of young trees and mature trees.

Jefferson Street has many existing amenities that will make it a safe and enjoyable street. Textured walkways should be added to the intersections that already have stop signs. Parking along the West side of the street should be redesigned as angled parking and parallel parking should be added to the East side of the street. Bike lanes should be added on both sides of the street.

5.3.4 East-West Side Streets

These streets are primarily used for moving traffic east-west and getting to larger north-south streets. Few buildings have entrances along the side streets and they lack pedestrian activity. Poor lighting and inactivity have resulted in the streets being occupied by trash buildup and graffiti.

The streets should continue to serve circulation throughout Downtown. Lighting should be improved to make it safer for pedestrians and people parking cars. Additional trees will provide increased shade and improve street aesthetics.

To provide people with parking close to Downtown, but off of Main Street, angled parking should be added on 10th Street between Main Street and Jefferson Street. This parking will match the west side of 10th Street, along with 11th Street and 12th Street. Parallel parking should be added to 8th Street, 9th Street, 13th Street, and 14th Street. These four streets should create bike lanes on their north and south sides.

5.3.5 Alleyways

Downtown alleyways are not used for general transportation or street access. Alleyways are primarily used for parking and trash collection. They lack proper lighting and have become sites of trash buildup and graffiti.

Alleyways should be improved in order to better serve Downtown employees, providing safe and convenient entrances to building. Lighting should be improved to make it safer for people to use these areas. Proposed land uses will increase the number of people working and living in Downtown, possibly increasing alleyways' usages. Alleyways should become safe and clean areas for employees and future residents to pass through.

The alleyway between the proposed South Park and Community Center should be designed to provide a connection between the two community areas. This alleyway could link the two parcels and make it easy for community members to conveniently move from one area to the other.

5.3.6 11th Street

11th Street represents a gateway street to the Core of Downtown, and should have a similar look to Main Street. The street acts as a guide for automobiles and pedestrians entering Downtown. It should be welcoming for people entering from the West side of Delano and people exiting Highway 99.

The street should add trees and street furniture. Adding brick sidewalks to match Main Street's design should be considered. This design should be implemented on 11th Street between High Street and Jefferson Street.

CHAPTER 6

Form Based Codes

This page intentionally left blank

6. Form Based Codes

6.1 Introduction

The Code provides detailed guidelines that implement the principles of the Plan's goals. New development and redevelopment projects should comply with the following guidelines in order to create a Downtown that meets the goals and objectives of the community: (1) Building Envelope and Siting, (2) Visual Quality and Massing, (3) Public Spaces, (4) Street Furniture, (5) Streetscaping, and (6) Signage.

6.2 Building Envelope and Siting

The section defines elements related to a building's placement, form, access, and uses. These guidelines ensure that proposed projects are consistent with the goals for Downtown's development. Each site should be designed in compliance with the standards of this section for the applicable type.

6.3 Visual Quality and Massing

This section defines structural elements that will create pedestrian friendly and visually pleasing building façades and frontages. Each proposed building should be designed in compliance with the standards of this chapter for the applicable building type.

6.4 Public Spaces

This section details street element designs that create safe and enjoyable streets. Each street or street type should apply the individual standards proposed.

6.5 Street Furniture

This section provides guidelines for the types and placement of lighting, bus stops, and benches. Street furniture should provide easily accessible and safe amenities for public usage. Further added amenities, such as trashcans and planters, should follow these guidelines. Selected street furniture should remain consistent throughout Downtown, adding to the cohesive vision of Downtown.

6.6 Streetscaping

Sign standards provide uniformity for Downtown businesses. The proposed guidelines should be followed to ensure that new and updated signs are visually consistent throughout Downtown.

6.7 Signage

This section provides design guidelines to help the proposed public spaces be planned to provide community members and visitors with recreational and social opportunities. Individual public spaces should be designed for the best use within their unique location. Each area should contain amenities that are enjoyable and safe, making these spaces active, fun, and appropriate for all users.

BUILDING ENVELOPE AND SITING: *Mixed Use Downtown Core*

Land Use Description: *Mixed Use Downtown Core*

Siting / Building Placement - Street Front Build-to-line: *Street front property line is the build-to line*

Siting / Building Placement - Side Build-to lines: *Side property lines are the build-to lines*

Building form - Maximum building depth: *Zero setback from back property line*

Building form - Maximum ancillary building size: *No ancillary buildings allowed.*

Vehicle access and parking - Required spaces: *1 parking space per 300 sq. feet of commercial, 1 parking space per 300 sq. feet of office, and 1 parking space per residential unit.*

Vehicle access and parking - allowed parking types and locations: *Parking spaces will be located within property lines.*

BUILDING ENVELOPE AND SITING: *Mixed Use Downtown Core*

Building form - Minimum building height: *30 feet*

Maximum building height: *36 feet*

Building form - Minimum ground floor ceiling height: *10 feet*

Maximum ground floor ceiling height: *12 feet*

Building form - Minimum upper floor(s) ceiling height: *8 feet*

Maximum upper floor(s) ceiling height: *10 feet*

Pedestrian access - Main entrance location: *Facing the primary street. Corner entrances allowed.*

Pedestrian access - Access to dwellings/units from parking: *Back access allowed for residents and employees.*

Allowed land uses - Ground floor: *Commercial*

Allowed land uses - Second floor: *Office*

Allowed land uses - Third Floor: *Residential*

BUILDING ENVELOPE AND SITING: *Mixed Use: Commercial/Office*

Land Use Description: *Mixed Use: Office over Commercial*

Siting / Building Placement - Street Front Build-to-line: *Street front property line is the build-to line*

Siting / Building Placement - Side Build-to lines: *Side property lines are the build-to lines*

Building form - Maximum building depth: *Zero setback from the back property line*

Building form - Maximum ancillary building size: *No ancillary buildings allowed*

Vehicle access and parking - Required spaces: *1 parking space per 300 sq. feet of commercial and 1 parking space per 300 sq. feet of office.*

Vehicle access and parking - allowed parking types and locations: *Parking spaces will be located within property lines.*

BUILDING ENVELOPE AND SITING: *Mixed Use: Commercial/Office*

Building form - Minimum building height: *22 feet*

Maximum building height: *26 feet*

Building form - Minimum ground floor ceiling height: *10 feet*

Maximum ground floor ceiling height: *12 feet*

Building form - Minimum upper floor(s) ceiling height: *8 feet*

Maximum upper floor(s) ceiling height: *10 feet*

Pedestrian access - Main entrance location: *Facing the primary street. Corner entrances allowed.*

Pedestrian access - Access to dwellings/units from parking: *Back access allowed for employees.*

Allowed land uses - Ground floor: *Commercial*

Allowed land uses - Second floor: *Office*

BUILDING ENVELOPE AND SITING *Mixed Use: Commercial/Residential*

Land Use Description: *Mixed Use: Residential over Commercial*

Siting / Building Placement - Street Front Build-to-line: *Street front property line is the build-to line*

Siting / Building Placement - Side Build-to lines: *Side property lines are the build-to lines*

Building form - Maximum building depth: *Zero setback from back property line*

Building form - Maximum ancillary building size: *No ancillary buildings allowed*

Vehicle access and parking - Required spaces: *1 parking space per 300 sq. feet of commercial and 1 parking space per residential unit.*

Vehicle access and parking - allowed parking types and locations: *Parking spaces will be located within property lines.*

BUILDING ENVELOPE AND SITING: *Mixed Use: Commercial/Residential*

Building form - Minimum building height: *22 feet*

Maximum building height: *26 feet*

Building form - Minimum ground floor ceiling height: *10 feet*

Maximum ground floor ceiling height: *12 feet*

Building form - Minimum upper floor(s) ceiling height: *8 feet*

Maximum upper floor(s) ceiling height: *10 feet*

Pedestrian access - Main entrance location: *Facing the primary street. Corner entrances allowed.*

Pedestrian access - Access to dwellings/units from parking: *Back access allowed for employees and residents.*

Allowed land uses - Ground floor: *Commercial*

Allowed land uses - Second floor: *Residential*

BUILDING ENVELOPE AND SITING: *Increased Density Residential*

Land Use Description: *Increased Residential Density*

Siting / Building Placement - Street Front Build-to-line: *10 foot setback*

Siting / Building Placement - Side Build-to lines: *Side property lines are the build-to lines*

Building form - Maximum building depth: *Zero setback from back property line*

Building form - Maximum ancillary building size: *No ancillary buildings allowed.*

Vehicle access and parking - Required spaces: *1 parking space per residential unit.*

Vehicle access and parking - allowed parking types and locations:

Townhomes - *Parking spaces are located within the building and accessed from the alleyway*

Apartments - *Parking spaces are located within property lines and accessed from the alleyway.*

BUILDING ENVELOPE AND SITING: *Increased Density Residential*

Building form - Minimum building height: *22 feet*

Maximum building height: *26 feet*

Building form - Minimum ground floor ceiling height: *8 feet*

Maximum ground floor ceiling height: *10 feet*

Building form - Minimum upper floor(s) ceiling height: *8 feet*

Maximum upper floor(s) ceiling height: *10 feet*

Pedestrian access - Main entrance location:

Townhomes - *Front of the building*

Apartments - *Front of the building*

Pedestrian access - Access to dwellings/units from parking:

Townhomes - *Back access from the alleyway*

Apartments - *Back access from the alleyway*

Allowed land uses - All floors: *Residential*

BUILDING ENVELOPE AND SITING: *Public Building - Civic Space*

Land Use Description: *Community building, Visitors center*

Siting / Building Placement - Street Front Build-to-line: *No predefined values*

Siting / Building Placement - Side Build-to lines: *No predefined values*

Building form - Maximum building depth: *No predefined values*

Building form - Maximum ancillary building size: *No predefined values*

Vehicle access and parking - Required spaces: *1 parking space per 300 sq. feet*

Vehicle access and parking - allowed parking types and locations: *Parking lots should be located on site.*

BUILDING ENVELOPE AND SITING: *Public Building - Civic Space*

Building form - Minimum building height: 22 feet

Maximum building height: 26 feet

Building form - Minimum ground floor ceiling height: 10 feet

Maximum ground floor ceiling height: 12 feet

Building form - Minimum upper floor(s) ceiling height: 8 feet

Maximum upper floor(s) ceiling height: 10 feet

Pedestrian access - Main entrance location: *The proposed Community Center should open facing the primary street and should have an alleyway connection to the proposed South Park.*

Allowed land uses: Community activities

VISUAL QUALITY AND MASSING: *Mixed Use Downtown Core*

Vertical Articulation

Vertical Articulation: *Buildings wider than 60 feet should be visually divided into increments no smaller than 30 feet.*
Example: material changes

Horizontal Articulation: *The 2nd floor should be visually differentiated by adding structural amenities. Example: balconies and canopies.*

Roof Articulation: *A 3 foot overhang is allowed to provide shade for balconies and the street. Example: cornice.*

Balconies and Canopies: *These structures should be required. They may extend up to 6 feet over the build-to line.*

Corner Facing Facade: *Corner buildings should have a material change 20 feet from the corner. Example: turrets, height increase, different textures (i.e. limestone, brick).*

Required Ground Floor Openings: *80% of building front should be window and/or door surfaces. Openings should occur within 0-9 feet of the building's height.*

Required Ground Floor Uses: *Allowed - Daily uses such as window displays, merchandise.*
Not allowed – Uses such as storage, restrooms, supply rooms.

Required Upper Floor Openings: *40% should be window and door surfaces. Openings should occur between 3-9 feet of the building's height.*

Required Second Floor Uses: *Allowed - Daily uses such as offices, employee desks, frequently used meeting rooms.*
Not allowed – Uses such as storage, restrooms, supply rooms.

Required Third Floor Uses: *Allowed - Daily uses such as living rooms, dining room, library, offices.*
Not allowed – Uses such as bedrooms, bathrooms, closets, laundry rooms.

VISUAL QUALITY AND MASSING

Horizontal Articulation

Cornice

Overhang

Roof Articulation

VISUAL QUALITY AND MASSING: *Mixed Use: Commercial/Office*

Balcony

Canopy

Vertical Articulation: *Buildings wider than 60 feet should be visually divided into increments no smaller than 30 feet. Example: material changes*

Horizontal Articulation: *The 2nd floor should be visually differentiated by adding structural amenities. Example: balconies and canopies.*

Roof Articulation: *A 3 foot overhang is allowed to provide shade for balconies and the street. Example: cornice.*

Balconies and Canopies: *Both structures are allowed. Canopies should be required. Both may extend up to 6 feet over the build-to line.*

Corner Facing Facade: *Corner buildings may have a material change 20 feet from the corner. Example: turrets, height increase, different textures (i.e. limestone, brick).*

Required Ground Floor Openings: *80% of building front should be window and/or door surfaces. Openings should occur within 0-9 feet of the building's height.*

Required Ground Floor Uses: *Allowed - Daily uses such as window displays, merchandise.
Not allowed – Uses such as storage, restrooms, supply rooms.*

Required Upper Floor Openings: *40% should be window and door surfaces. Openings should occur between 3-9 feet of the building's height.*

Required Upper Floor Uses: *Allowed - Daily uses such as offices, employee desks, frequently used meeting rooms.
Not allowed – Uses such as storage, restrooms, supply rooms.*

VISUAL QUALITY AND MASSING

Corner Treatment

Turret

Corner Treatment

Height Change
and
Material Change

VISUAL QUALITY AND MASSING: *Mixed Use: Commercial/Residential*

Vertical Articulation: *Buildings wider than 60 feet should be visually divided into increments no smaller than 30 feet. Example: material changes*

Horizontal Articulation: *The 2nd floor should be visually differentiated by adding structural amenities. Example: balconies and canopies.*

Roof Articulation: *A 3 foot overhang is allowed to provide shade for balconies and the street. Example: cornice.*

Balconies and Canopies: *These structures should be required. They may extend up to 6 feet over the build-to line.*

Corner Facing Facade: *Corner buildings should have a material change 20 feet from the corner. Example: turrets, height increase, different textures (i.e. limestone, brick).*

Required Ground Floor Openings: *80% of building front should be window and/or door surfaces. Openings should occur within 0-9 feet of the building's height.*

Required Ground Floor Uses: *Allowed - Daily uses such as window displays, merchandise.
Not allowed – Uses such as storage, restrooms, supply rooms.*

Required Upper Floor Openings: *40% should be window and door surfaces. Openings should occur between 3-9 feet of the building's height.*

Required Upper Floor Uses: *Allowed - Daily uses such as living rooms, dining room, library, offices.
Not allowed – Uses such as bedrooms, bathrooms, closets, laundry rooms.*

VISUAL QUALITY AND MASSING

VISUAL QUALITY AND MASSING: *Increased Density Residential*

Vertical Articulation: *Residential units should be built in 40 foot segments, with alternating 4 foot setbacks.*

Horizontal Articulation: *Ground floor units should have front porches or verandas. Second story units should be visually differentiated with the addition of balconies.*

Roof Articulation: *Roofs should be multi-paneled and sloped.*

Balconies and Canopies: *Balconies should be required. Balconies may extend six feet past the ground floor building frontage.*

Required Residential Uses: *Allowed - Daily uses such as living rooms, dining room, library, offices.
Not allowed – Uses such as bedrooms, bathrooms, closets, laundry rooms.*

PUBLIC SPACES: *North Park*

Proposed Location: *Main Street between 12th Street and 13th Street*

Size: *17,000 square feet*

Activity Type: *Informal recreation and passive activities including sitting and resting, relaxing, eating lunch, meeting friends, and community group gatherings.*

General Character: *Pocket Park, community gathering area, shady place to take a break and relax.*

Lighting: *Pedestrian oriented lighting - 10 feet high. Lighting fixtures should be installed at the ratio of 1 light per 400 square feet.*

Vegetation: *Native tree species should be planted to provide shade.
Example: Fern pine, Southern Live Oak, Valley Oak*

Furniture: *Benches and tables should be placed in areas with natural shade and should relate to lighting fixtures for nighttime use.*

PUBLIC SPACES: *South Park*

Proposed Location: *Southeast corner of Main Street and 10th Street*

Size: *19,900 square feet*

Activity Type: *Informal recreation and passive activities including sitting and resting, relaxing, eating lunch, taking a break from work or shopping, meeting friends.*

General Character: *Corner Park, community gathering area, shady place to take a break and relax.*

Lighting: *Pedestrian oriented lighting - 10 feet high. Lighting fixtures should be installed at the ratio of 1 light per 400 square feet.*

Vegetation: *Native tree species should be planted to provide shade.
Example: Fern pine, Southern Live Oak, Valley Oak*

Furniture: *Benches and tables should be placed in areas with natural shade and should relate to lighting fixtures for nighttime use.*

PUBLIC SPACES: *North Plaza*

Proposed Location: *Northwest corner of Main Street and 13th Street*

Size: *19,900 square feet*

Activity Type: *Passive activities including sitting, eating lunch, meeting friends. Associated with the proposed Community Center; connected by an alleyway.*

General Character: *Corner plaza, gathering place, area for eating.*

Lighting: *Pedestrian oriented lighting - 10 feet high. Lighting fixtures should be installed at the ratio of 1 light per 400 square feet.*

Vegetation: *Native tree species should be planted to provide shade.
Example: Fern pine, Southern Live Oak, Valley Oak*

Furniture: *Benches and tables should be placed in areas with natural shade and should relate to lighting fixtures for nighttime use.*

PUBLIC SPACES: *South Plaza*

Proposed Location: *Jefferson Street between 10th Street and 11th Street; next to the Delano Public Library*

Size: *11,700 square feet*

Activity Type: *Passive activities including sitting, eating lunch, meeting friends.*

General Character: *Gathering area, place to take a break, related to Library activities.*

Lighting: *Pedestrian oriented lighting - 10 feet high. Lighting fixtures should be installed at the ratio of 1 light per 400 square feet.*

Vegetation: *Native tree species should be planted to provide shade.
Example: Fern pine, Southern Live Oak, Valley Oak*

Furniture: *Benches and tables should be placed in areas with natural shade and should relate to lighting fixtures for nighttime use.*

PUBLIC SPACES: *Fairgrounds*

Source: www.earlwarren.com (n.d.)

Source: www.earlwarren.com (n.d.)

Proposed Location: *West of High Street between 8th Street and 11th Street*

Size: *448,500 square feet*

Activity Type: *Large-scale activities including concerts, fair, and farmers markets.*

General Character: *Outdoor event center, regional gathering area, versatile public space.*

Lighting type 1: *Illuminate large areas – 20 feet high.
Illuminate pedestrians levels - 10 feet high.*

Lighting type 2: *Illuminate sidewalk and pedestrians - 10 feet high. Lighting fixtures spaced 20 feet apart, may be attached to Lighting type 1*

Vegetation: *Native tree species should be planted to provide shade.
Example: Fern pine, Southern Live Oak, Valley Oak*

Furniture: *Benches and tables should be placed in areas with natural shade and should relate to lighting fixtures for nighttime use.*

STREET FURNITURE: *Downtown*

Bench Placement: *Benches should be setback 3 feet from curb and placed every 40 feet, near a tree or lighting fixture.*

Bus Stop Type and Placement: *Stops should be sheltered, example: structure, tree. Front legs should be set back 3 feet from the curb.*

Lighting type 1: *Street Lighting - illuminate the street and cars.*

Lighting type 1 Post Height and Placement: *Fixtures should be 20 feet high and spaced 20 feet apart. Fixtures should be set back 3 feet from the curb.*

Lighting type 2: *Pedestrian Lighting - illuminate sidewalk and pedestrians.*

Lighting type 2 Post Height and Placement: *Fixtures should be 10 feet high and spaced 20 feet apart. Fixtures should be set back 3 feet from the curb.*

STREET FURNITURE: *Downtown*

Lighting Types

Public benches

Bus stops

Tree Heights

Fern Pine

STREETSCAPING: *Main Street*

Main Street

Movement Type: *Secondary Arterial*

Design Speed: *25 mph*

Right-Of-Way Width: *80 feet*

Curb Face To Curb Face Width: *50 feet*

Traffic Lanes: *Two lanes - one northbound and one southbound*

Bicycle Lanes: *No bike lanes*

Curb Radius: *10 feet*

STREETSCAPING: *Main Street*

Street Pavement: *Asphalt*

Sidewalk Pavement: *Brick*

Pedestrian Crossing Pavement: *Brick*

Lighting type 1: *Street Lighting* - illuminate the street and cars. Fixtures should be 20 feet high and spaced 20 feet apart. Fixtures may be connected to or located next to Lighting type 2. (See 5.5 Street Furniture for examples)

Lighting type 2: *Pedestrian Lighting* - illuminate sidewalk and pedestrians. Fixtures should be 10 feet high and spaced 20 feet apart. Fixtures may be connected to or located next to Lighting type 1. (See 5.5 Street Furniture for examples)

Landscaping - Tree Locations and Types: *Trees should be spaced 20 feet apart, and where applicable should alternate with lighting fixtures. Native species meeting height requirements should be selected.* (See 5.5 Street Furniture for examples)

Parking: *Angled parking on both sides of the street*

STREETSCAPING: *High Street*

High Street

Movement Type: *Primary Arterial*

Design Speed: *35 mph*

Right-Of-Way Width: *83 feet*

Curb Face To Curb Face Width: *53 feet*

Traffic Lanes: *Two lanes - one northbound and one southbound*

Bicycle Lanes: *Two lanes - one northbound and one southbound*

Curb Radius: *10 feet*

STREETSCAPING: *High Streets*

Street Pavement: *Asphalt*

Sidewalk Pavement: *Brick*

Pedestrian Crossing Pavement: *Brick*

Lighting type 1: *Street Lighting* - illuminate the street and cars. Fixtures should be 20 feet high and spaced 20 feet apart. Fixtures may be connected to or located next to Lighting type 2. (See 5.5 Street Furniture for examples)

Lighting type 2: *Pedestrian Lighting* - illuminate sidewalk and pedestrians. Fixtures should be 10 feet high and spaced 20 feet apart. Fixtures may be connected to or located next to Lighting type 1. (See 5.5 Street Furniture for examples)

Landscaping - Tree Locations and Types: *Trees should be spaced 20 feet apart, and where applicable should alternate with lighting fixtures. Native species meeting height requirements should be selected.* (See 5.5 Street Furniture for examples)

Parking: *Parallel parking on both sides of the street*

Additional Street amenities: *Center median - 3 feet wide*

STREETSCAPING: *Jefferson Street*

Jefferson Street

Movement Type: *Secondary Arterial*

Design Speed: *35 mph*

Right-Of-Way Width: *84 feet*

Curb Face To Curb Face Width: *54 feet*

Traffic Lanes: *Two lanes - one northbound and one southbound*

Bicycle Lanes: *Two bike lanes - one northbound and one southbound*

Curb Radius: *10 feet*

STREETSCAPING: *Jefferson Streets*

Street Pavement: *Asphalt*

Sidewalk Pavement: *Brick*

Pedestrian Crossing Pavement: *Brick*

Lighting type 1: *Street Lighting* - illuminate the street and cars. Fixtures should be 20 feet high and spaced 20 feet apart. Fixtures may be connected to or located next to Lighting type 2. (See 5.5 Street Furniture for examples)

Lighting type 2: *Pedestrian Lighting* - illuminate sidewalk and pedestrians. Fixtures should be 10 feet high and spaced 20 feet apart. Fixtures may be connected to or located next to Lighting type 1. (See 5.5 Street Furniture for examples)

Landscaping - Tree Locations and Types: *Trees should be spaced 20 feet apart, and where applicable should alternate with lighting fixtures. Native species meeting height requirements should be selected.* (See 5.5 Street Furniture for examples)

Parking: *Angled parking on the West side of the street and parallel parking on the East sides of the street*

STREETSCAPING: *East-West Streets*

E-W Streets

Movement Type: *Tertiary Arterial*

Design Speed: *25 mph*

Right-Of-Way Width: *80 - 84 feet*

Curb Face To Curb Face Width: *50 - 54 feet*

Traffic Lanes: *Two lanes - one northbound and one southbound*

Bicycle Lanes: *Two bike lanes - one northbound and one southbound 8th Street, 9th Street, 13th Street, and 14th Street . No bike lanes on 10th Street, 11th Street, or 12th Street.*

Curb Radius: *10 feet*

STREETSCAPING: *East-West Streets*

Street Pavement: *Asphalt*

Sidewalk Pavement: *Brick*

Pedestrian Crossing Pavement: *Brick*

Lighting type 1: *Street Lighting* - illuminate the street and cars. Fixtures should be 20 feet high and spaced 20 feet apart. Fixtures may be connected to or located next to Lighting type 2. (See 5.5 Street Furniture for examples)

Lighting type 2: *Pedestrian Lighting* - illuminate sidewalk and pedestrians. Fixtures should be 10 feet high and spaced 20 feet apart. Fixtures may be connected to or located next to Lighting type 1. (See 5.5 Street Furniture for examples)

Landscaping - Tree Locations and Types: *Trees should be spaced 20 feet apart, and where applicable should alternate with lighting fixtures. Native species meeting height requirements should be selected.* (See 5.5 Street Furniture for examples)

Parking: *Parallel parking on 8th Street, 9th Street, 13th Street, and 14th Street. Angled parking on 10th Street, 11th Street, or 12th Street*

Parking: *Angled parking on 10th – 12th*

STREETSCAPING: 11th Street

11th Street

Movement Type: *Tertiary Arterial*

Design Speed: *25 mph*

Right-Of-Way Width: *84 feet*

Curb Face To Curb Face Width: *54 feet*

Traffic Lanes: *Two lanes - one eastbound and one westbound*

Bicycle Lanes: *No bike lanes*

Curb Radius: *10 feet*

STREETSCAPING: 11th Street

Street Pavement: *Asphalt*

Sidewalk Pavement: *Brick*

Pedestrian Crossing Pavement: *Brick*

Lighting type 1: *Street Lighting - illuminate the street and cars. Fixtures should be 20 feet high and spaced 20 feet apart. Fixtures may be connected to or located next to Lighting type 2. (See 5.5 Street Furniture for examples)*

Lighting type 2: *Pedestrian Lighting - illuminate sidewalk and pedestrians. Fixtures should be 10 feet high and spaced 20 feet apart. Fixtures may be connected to or located next to Lighting type 1. (See 5.5 Street Furniture for examples)*

Landscaping - Tree Locations and Types: *Trees should be spaced 20 feet apart, and where applicable should alternate with lighting fixtures. Native species meeting height requirements should be selected. (See 5.5 Street Furniture for examples)*

Parking: *Angled parking*

STREETSCAPING: *Alleyways*

Alleyways

Movement Type: *Tertiary Arterial*

Design Speed: *15 mph*

Right-Of-Way Width: *21 feet*

Curb Face To Curb Face Width: *21 feet*

Traffic Lanes: *Not Applicable*

Bicycle Lanes: *No bike lanes*

Curb Radius: *10 feet*

Street Pavement: *Asphalt*

Sidewalk Pavement: *Not Applicable*

Pedestrian Crossing Pavement: *Not Applicable*

Lighting type 1: *Illuminate alleyway. Located on buildings.*

Landscaping - Tree Locations and Types: *No landscaping*

Parking: *Service vehicle parking only. No public parking.*

SIGNAGE

Commercial building signs

General Character: *Signs should be pedestrian oriented*

Allowed Signage Type 1 - Ground Floor Commercial: *Suspended overhead, perpendicular to the building.*

Allowed Signage Type 2 - Upper Floor Office : *Flat along the building front.*

CHAPTER

Implementation

This page intentionally left blank

7. Implementation: Costs, Financing, and Next Steps

7.1 Introduction

This section presents implementation strategies for completing the improvements identified in the plan.

Cost estimates for proposed projects have been calculated and possible funding sources are identified and explained.

7.2 Costs

The following tables provide basic cost estimates for some of the improvement projects described in the plan. Average street lengths are used to approximate the number of amenities each street or street type will require based on the plan's specifications. Street and sidewalk improvements are based on the approximate square footage of proposed sidewalks and walkways.

Cost Estimates

Sidewalk (Brick)						
Streets	Street Length (feet)	Combined Street Length - both sides (feet)	Width of Sidewalk (ft)	Area of Sidewalk (sq. ft)	Estimated cost installed (sq. ft)	Estimated Total Cost per street
Main Street	235	470	15	7050	\$16-\$19	\$12,000-\$14,250
High Street	235	470	15	7050	\$16-\$19	\$12,000-\$14,250
Jefferson Street	235	470	15	7050	\$16-\$19	\$12,000-\$14,250
E-W Street	235	470	15	7050	\$16-\$19	\$12,000-\$14,250
Alleyways	N/A	N/A	N/A	N/A	N/A	N/A
					Total Cost	\$48,000-\$57,000

Crosswalks (Brick)						
Streets	Length of Crosswalk (feet)	Width of Crosswalk (feet)	Area of Crosswalk (sq. ft)	# of Crosswalks	Estimated cost installed (sq. ft)	Estimated Total Cost per street
Main Street	50	6	300	10	\$16-\$19	\$48,000-\$57,000
High Street	50	6	300	10	\$16-\$19	\$48,000-\$57,000
Jefferson Street	50	6	300	10	\$16-\$19	\$48,000-\$57,000
E-W Street	50	6	300	10	\$16-\$19	\$48,000-\$57,000
Alleyways	N/A	N/A	N/A	N/A	N/A	N/A
					Total Cost	\$192,000-\$228,000

Cost Estimates continued

Benches						
Streets	Street Length (feet)	Combined Street Length - both sides (feet)	Spacing of benches (feet)	# of Benches required	Estimated cost per unit	Estimated Total Cost per street
Main Street	235	470	40	12	\$400-\$800	\$4800-\$9600
High Street	235	470	40	12	\$400-\$800	\$4800-\$9600
Jefferson Street	235	470	40	12	\$400-\$800	\$4800-\$9600
E-W Street	235	470	40	12	\$400-\$800	\$4800-\$9600
Alleyways	N/A	N/A	N/A	N/A	N/A	N/A
					Total Cost	\$19,200-\$38,400

Trees						
Streets	Street Length (feet)	Combined Street Length - both sides (feet)	Spacing of trees (feet)	# of Trees required	Estimated cost per unit	Estimated Total Cost per street
Main Street	235	470	40	12	\$100-\$200	\$1,200-\$2,400
High Street	235	470	40	12	\$100-\$200	\$1,200-\$2,400
Jefferson Street	235	470	40	12	\$100-\$200	\$1,200-\$2,400
E-W Street	235	470	40	12	\$100-\$200	\$1,200-\$2,400
Alleyways	N/A	N/A	N/A	N/A	N/A	N/A
					Total Cost	\$4,800-\$9,600

Lighting Fixtures						
Streets	Street Length in feet	Combined Street Length - both sides (feet)	Spacing of Lights (feet)	# of Lights required	Estimated cost Type 1	Estimated Cost Type 2
Main Street	235	470	40	12	\$1,000-\$2,500	\$250-\$1,000
High Street	235	470	40	12	\$1,000-\$2,500	\$250-\$1,000
Jefferson Street	235	470	40	12	\$1,000-\$2,500	\$250-\$1,000
E-W Street	235	470	40	12	\$1,000-\$2,500	\$250-\$1,000
Alleyways	N/A	N/A	N/A	N/A	N/A	N/A
					Estimated Total Cost per street	Estimated Total Cost per street
					\$12,000-\$30,000	\$3,000-\$12,000
				Total Cost	\$48,000-\$120,000	\$12,000-\$48,000

7.3 Financing Recommendations

Many funding sources are available for redevelopment and revitalization projects. The following financing mechanisms represent only a few potential strategies. The City should consider public, private, and government funding sources.

7.3.1 Benefit Assessment District

A benefit assessment district is an agreed upon geographic area where business and property owners agree to pay an additional tax or fee to cover the cost of a specific project. This could be used to cover the cost of street improvements for a specific block.

7.3.2 Tax Increment Financing (TIF)

A TIF is implemented with the creation of a redevelopment agency. This financing strategy is established at no additional cost to business and property owners. Property taxes are frozen at a “base rate” for the current year, and any additional tax revenue is pooled into a separate fund. This fund is then used to finance specific projects and improvements.

7.3.3 Community Development Block Grant (CDBG)

Funding for community development activities can be provided through Federal Government grants. CDBG funds generally relate to social services programs and affordable housing, and can be used to capital improvements and ongoing service costs.

7.3.4 Historic Preservation Tax Credits

Landmarks that are on the state Register of Historic Places or that are on the Federal Register of Historic Places may be eligible for a Heritage Fund Grant. These 50/50 matching grants are funded through private donations, legislative appropriation, and bond measures.

7.3.5 Business Improvement District (BID)

Business owners choose to enter a BID with an agreement to be assessed a specific fee. This fee is collected by the City, and used for projects that promote and improve the business area. Businesses are able to pool their private resources to collectively accomplish community projects. Such projects could include, street beautification, graffiti removal, and street furniture purchase and installation.

7.3.6 Development Fees

Development fees are charged by a local government as part of the approval of a development project. The collection of these fees is used to pay for a portion or all of the cost of public facilities related to the development project. The fees must be reasonably related to the impact created by the proposed development. Development fees are separate from local taxes and special assessment districts.

7.3.7 In-Lieu Development Fees

In this situation developers pay all or a portion of development fees to the City to dedicate land for other uses such as parks, plazas, a community center, or affordable housing.

7.4 Next Steps

In order to accomplish the proposed objectives of this plan it is necessary for the City to come together in support of the specific plan and the goals it represents. The following suggestions provide guidance for the first steps the City and community should take together.

7.4.1 Inter-departmental collaboration.

The successful development and implementation of a specific plan depends on the commitment and dedication of the entire city. The process will require many departments, including police, fire, planning, community development, public works, economic development, zoning, and redevelopment, to collaborate and work together. In order to successfully complete a specific plan and foster community revitalization it is necessary to have a strong city vision and common goal for success.

7.4.2 Community Leadership

The proposed creation of a Downtown Business Association will help foster the necessary community involvement in the specific plan downtown revitalization process. Community members and business owners are immediately affected by Downtown changes and should be heavily involved in future projects. Having local participants take leadership roles will demonstrate individuals' support of Downtown revitalization efforts and further encourage community involvement.

7.4.3 Catalytic Development Project

Completing a successful pilot project is an important way to show the community what kind of development is possible. Having a completed example demonstrates successful factors and shows an area's potential for new development and revitalization. The community as well as developers will have a concrete example of how the process will work and what the results will look like.

Legal Notice

This document was prepared by Emily Suzanne Henderson as an academic exercise for California Polytechnic State University San Luis Obispo.

This document does not contain all the statutory requirements of a specific plan under Government Code section 65451. Although this plan is not legally binding as is, it should be used as a guide in the future completion of a Specific Plan for Downtown Delano.

References

City of Delano (2005). General Plan. Delano, California: Community Development Department.

Downtown Delano Concept Plan 2008). California Polytechnic State University, San Luis Obispo: Community Design Team.

Photos: Earl Warren Showgrounds. Source: www.earlwarren.com (n.d.)