
CITY OF SANTA PAULA

DOWNTOWN IMPROVEMENT PLAN UPDATE

ADOPTED

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CONCEIVED BY THE CITIZENS OF SANTA PAULA

Prepared With The Assistance Of:

Mogavero Notestine Associates

building communities through architecture, planning and development



and

Applied Development Economics

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I. EXECUTIVE SUMMARY

To nurture and realize community goals and to return to a quality of life reminiscent of years past will require the combined efforts of the whole community, public and private. Fortunately, the potential for rejuvenation of the Downtown is good! Downtown has many assets and strengths to call upon.

- The City Leaders and staff are committed to revitalization and are already active in Downtown;
- Community members are on hand and ready to lend their insight and strength to future efforts; and
- The City Hall, California Oil Museum, Railroad Plaza, Santa Paula Theater Center, Library, Post Office, and various banks and retailers are stable and active community assets that attract the broader community to Downtown - Downtown is the physical and psychological heart of Santa Paula.

Using the expertise of the City of Santa Paula and the commitment and enthusiasm of the Downtown Business Association, the community is poised for a sustained, organized approach on specific problems that will stabilize the Downtown and return it to its former highly prosperous position in the Santa Paula community.

The Downtown Improvement Plan Update contains specific recommendations and implementation actions that will direct that effort.

II. INTRODUCTION AND PURPOSE

The City of Santa Paula is located in the beautiful Santa Clara River Valley some 15 miles east of the Pacific Ocean.

Santa Paula is a historic oil and agricultural community that was established in the 1870s. Its downtown core abounds with historic commercial structures dating to its inception. This rich architectural character is a valuable asset to Santa Paula's charm as well as its tourism industry.

Over the past 130 years Santa Paula has experienced slow but sustained growth. Downtown has always been a primary employment center in the community where numerous commercial, processing and service functions can be found.

The historic downtown core has a combination of agricultural, commercial, office, civic and residential uses. The commercial district is abundant with quaint turn of the century buildings. Newer buildings and styles include the City Hall, the Police Station, a couple of gas stations along 10th Street and the offices and banks of the west end of Main Street. One newer building that is very sympathetic to the historic character of downtown is the California Oil Museum Annex.



Located in the beautiful Santa Clara River Valley, it's easy to recognize the evidence of Santa Paula's agricultural heritage.



To the north, south and west ends of the commercial core are the historic residential neighborhoods. These neighborhoods are best characterized by small Victorian era homes and workforce housing on small lots along narrow streets.

A vibrant downtown core is the key ingredient in creating a philosophically and economically successful community. The approach to the strategic planning process has had as its main end product, a downtown that is alive with people chattering over lunch and dinner in local restaurants, visiting downtown merchants throughout the day and evening, and generally contributing to a vibrant downtown community all day, every day (see Exhibit A for the study area boundary and Exhibit B for land uses within the downtown).

The timing of this Downtown Improvement Plan Update is very important as a way to direct favorable change while preventing degradation of the existing environment. Several planning and organizational implementation activities have already been initiated by the City, downtown merchants and property owners. They include: this planning effort (an update of the 1996 Downtown Improvement Plan); the Visioning process has stimulated new private investment in the downtown; substantial streetscape improvements along Main Street; Railroad Plaza improvements; seismic retrofitting of numerous commercial structures; and future planned improvements such as the skateboard park and Green Street Paseo. These efforts confirm the City's and the public's strong commitment to the Downtown. Due to these favorable conditions it is predicted that there will be a successful implementation effort for the City of Santa Paula and its important downtown core. The Downtown Improvement Plan Update represents just one of the City's efforts towards its goal of a healthier, more economically stable, livable community, now, and into the future.

The Santa Paula Downtown Improvement Plan Update is designed to be a housing and redevelopment tool that can be implemented, for the most part, by the City, the Redevelopment Agency and their private sector partners. Key elements include:

- The Vision
- Goals
- Methodology
- Finding of the Economic Assessment
- Downtown Design Recommendations
- Downtown Projects and Programs
- Downtown Revitalization Organizing and Funding Actions
- Design Standards and Architectural Recommendations
- Central Business District Zoning Amendments
- Other Municipal Code Amendments
- Implementation Matrix

The plan is organized by the sections identified above. Each section is further broken down into specific topics that include a discussion of the existing conditions, a vision for the future, and recommended programs or projects.

The recommendations presented in the following sections are contained in an Implementation Matrix (see Section XII) that contains a list of priorities, responsible party designation, actions, funding sources, and a preliminary budget.

Additional information such as a Full Economic Assessment, Workshop Summary, Potential Funding Sources, Design Guidelines, and Proposed Amendments to the City's Development Code can be found in the Appendices A, B, C, D and E respectively.



The elements contained in the Plan are aimed at enhancing the livability of the Downtown and have been developed and combined into a comprehensive program. The Plan emphasizes and recommends an implementation program that can be carried out through a public and private sector partnership, a partnership that establishes specific responsibilities for action and financial commitments.

III. VISION

The Citizens of Santa Paula proactively seek to maintain and enhance the diversity of the Downtown's economic base in order to provide needed goods and services to local residents and visitors alike, as well as to expand employment opportunities for all its residents. During this process, the community strives to maintain and enhance its wonderful quality of life: its small town charm, a balance between jobs and housing opportunities, community members and organizations working together, friendly atmosphere, quaint neighborhoods, quality design, and historic physical environment. Santa Paula embraces and, wherever possible, builds upon its generational, cultural and economic diversity through inclusiveness and social interaction.

The Downtown Santa Paula of the future is a vibrant fully functional community:

- Substandard commercial structures and residential units have been rehabilitated and are occupied by a stable business and resident population.
- Formerly vacant sites and dilapidated buildings have been redeveloped with new commercial uses and infill homes that are beautifully integrated into the area.
- "Santa Barbara Place," a newly developed, attached home ownership project, on Santa Barbara Street in the Railroad Corridor, is complete and fully occupied. The families chose to live here because of the quality of development and its proximity to Downtown - just a short safe walk from home.
- Through the use of distinctive street lighting, neighborhood signs, and enhanced entrances, the Downtown is seen as a very special place, not only by residents, but also by visitors.
- The neighborhoods surrounding the commercial core are now rehabilitated. The streets are pedestrian friendly, lined with a large tree canopy and blend the commercial core into the neighborhoods.
- The "Hometown USA" district has been successful in attracting many quality new businesses. Furniture stores, specialty retail shops, fine apparel outlets and appliance dealers have chosen to locate in this quaint retail district.
- The "Mercado" district is teeming with locals and tourists alike. The unique combination of Mexican and other Latin American shops, galleries and eateries is the talk of the region.
- "10th Street Centre," a new mixed-use office and residential development, is nearing completion. It is a very urban project with commercial uses fronting on 10th Street and office and residential uses on multiple stories above.
- The "Cornucopia," an agritainment marketplace that showcases locally produced agricultural products has opened on underutilized properties north of the Railroad Corridor. These uses are attracting many



visitors and employing a number of Downtown residents who can easily walk or ride their bikes to work.

- Veterans Park is now fully used. The park, with its new restaurant, “The Firehouse Inn,” and skateboard park attracts many travelers as they pass through Downtown.
- Benches and covered bus stops have been installed making transit more convenient; ridership is up.
- The new South Alley parking facilities have alleviated the parking pressures caused by the vastly improved commercial activity in Downtown.
- The combined efforts of the Downtown Business Improvement District, the City, and Santa Paula residents have dramatically changed the appearance and “feel” of Downtown. The resulting clean and safe streets, promotions, events, and new business, are the pride of all Santa Paula residents. Downtown Santa Paula has grown into a model Downtown for other areas of Ventura County, as well as other Southern California communities.
- The “Santa Paula Youth and Family Service Center” is a central hub for many of the activities in the City. Community meetings, youth activities, child care, recreational opportunities for youth and adults, and programs provided by area social service providers bring resources and services to community residents. The Center has been in use to capacity since it was opened. There are new events and programs every year.
- The Glen Tavern Inn in is fully restored and is the home of a spa and conference center. The Inn hosts well over 100 wedding receptions and other special events each year.
- The new “Civic Center” is more than government offices. With its combined meeting space/art museum, it showcases the City’s impressive collection of locally produced art. The museum is just one more venue that attracts and prolongs the stay of visitors to Downtown Santa Paula.
- A small mixed-use shopping center “Heritage Gateway,” with its anchor grocery, in-line shops and residential uses that face the Park, has brought much needed and convenient grocery shopping opportunities to the eastern part of the community.

IV. GOALS

The follow goals were originally developed as part of the 1996 Downtown Improvement Plan and supplemented as part of this planning effort, as well as, by issues identified during the initial stages of the Citywide Visioning effort.

A. Visual Character

- Develop the retail core and surrounding neighborhoods of the Downtown by establishing an attractive pedestrian oriented shopping city center which is reinforced through the use of decorative banners, lighting, street trees, street furniture and landscaping;
- Establish an implementation program which will promote coordinated and cohesive treatment of building facades and signage;



- Establish design and development guidelines which emphasize the enhancement and restoration of the original structures and maintenance of the distinctive architectural character of each building;
- Target the City's residential rehabilitation programs in the neighborhoods that immediately abut the retail core to improve the quality of life and visual character;
- Enhance the quality of the public right of way and public transportation core and create a distinct identity for the downtown as a whole; and
- Develop a unified shopping area through infill construction and renovation.

B. Parking and Transportation

- Improve pedestrian and vehicular traffic flow by upgrading entry points and directional/identification signage to the downtown area;
- Design a long-term parking plan, which will encourage infill development and revitalization without aggravating existing parking conditions;
- Resolve parking issues without adversely impacting existing compatible uses and new construction; and
- Provide non-motorized transportation facilities including security bike racks, bike lanes, pedestrian-friendly streets, crossings and walkways.

C. Land Use/Community Development

- Encourage the use of sound design criteria in the rehabilitation of older commercial and residential structures;
- Establish land uses within the project area that will be compatible with adjacent properties and the existing mixed-use character of the streets;
- Eliminate physical and economic blight by rehabilitating or removing deteriorated and functionally obsolete commercial and residential buildings;
- Take advantage of opportunity infill development and redevelopment sites;
- Encourage the development of residential uses in or near the Downtown, including single family detached, row-houses, and second and third level units. Locate these residences in areas that are negatively impacted by adjacent uses; and
- Continue the streetscape improvement project that was initiated on Main Street to include the entire planning area.

D. Enhancing the Downtown Revitalization Program

The physical improvements will only be successful if accompanied by a strong, well-organized implementation program. Success takes committed citizens who can organize the downtown merchants, conduct events and festivals, raise their share of funds, improve their merchandising tactics, and up-



grade their store space. A committed city government can provide staff support, additional funding, key project support, and provide ongoing planning, compliance, public works and other services.

Five key goals arise from the economic analysis, field analysis, interviews and workshops;

1. Santa Paula needs a focused approach to revitalization, which necessitates the creation of a well-organized inclusive organization committed to downtown revitalization. The Main Street Program is a highly successful model. A new nonprofit corporation should be created with the participation of the City, the Downtown Merchants Association, the Chamber of Commerce, the Latino Town Hall and all other appropriate organizations. This new entity should take the lead in all downtown revitalization activities. It should be formed under the eight Main Street principles and include the four committees. If the Downtown Merchants Association becomes the Main Street-type entity, active and inclusive participation by all merchants and building owners should be sought.
2. Actively expand downtown's retail potential. An active, focused business retention, expansion and recruitment program can help fill gaps in store types and can help better coordinate the efforts of existing businesses. While there is currently slow growth in retail demand, there is office demand and some opportunity for added visitor spending. Making downtown more competitive can expand individual and collective store sales. Existing retailers can expand their sales by capturing local spending that currently leaks out, and by increasing tourism capture. This takes a commitment to mutual self-help, and to using experts who advise on product lines, merchandising, management, marketing, and physical improvements. Financial assistance can be strengthened by establishing a facade and sign improvement program, and a business revolving loan fund.
3. Create an official entertainment district downtown (see Appendix A, page A-51 et. seq.). Such a district can be built over time using key principles that successful entertainment venues have used, and that many downtowns have embraced. An attractive well-operated well-maintained mix of retail, entertainment, dining, services, and office can draw locals and visitors to the downtown on a regular basis at all times of the day.
4. Create an ongoing regular Mercado/Farmers Market as described in Appendix A, page A-63. This recommendation is highly compatible with the recommended Mercado district, and is a way to bring freshness, color, vibrancy, entertainment value, people, and greater local sales. It can showcase local agricultural products, art and crafts. Care should be taken to maintain it as a well-organized well-promoted activity so it does not become a flea market.
5. Form a Property based Business Improvement District. This is an important way to establish the monies necessary for beautification and downtown association operations. Successful Main Street type programs have BID's or PBID's. Indications are that Santa Paula should try again to form a PBID after making appropriate adjustments for nonprofit landowners. The Redevelopment Agency could consider providing supplemental ongoing funding so an annual downtown program budget of \$100-150,000 can be maintained.

V. METHODOLOGY

A. Interviews

In order to obtain background information and identify community issues and aspirations, the Team (City Staff, Mogavero Notestine Associates and Applied Development Economics) conducted individual and group meetings with City Staff (administration, economic development, planning, public works, fire and code enforcement and community services), business and property owners, the Downtown Merchants Association, Realtors, and other community members.

B. Field Analysis

The Team also conducted field research to identify existing land uses, opportunity sites, building and neighborhood conditions, streetscape conditions, traffic and circulation issues, and other constraints and opportunities. See Exhibits B and C for Existing Land Use and Influences.

C. Workshops

On November 3 and 4, 2003 the City sponsored a 1½ day community workshop. The combined attendance included 43 participants. On Tuesday evening the participants were broken up into 6 groups that dealt with specific issues. The “Group Topic” session involved a downtown-wide planning effort to assess issues such as land use, circulation, transit, streetscape, crime, business recruitment, parking and opportunity sites for the entire Downtown Area.

Participants were given a few minutes to respond to a series of seven questions in one or two brief thoughts with three to four words statements for each question. The balance of the time was spent reaching consensus and prioritizing the list.

Responses were articulated on large news print pads and the top two to three concepts for each question were presented at a plenary session.

During the Wednesday mornings session, participants were randomly assigned to three different working groups that focused on specific subareas within the Planning Area Boundary.

The groups took a one hour walking tour that had been previously developed by their designated facilitator. While on the tour, participants jotted down any impressions they had in response to a six question questionnaire.



A Tuesday evening working group.



A Wednesday morning field excursion along the Railroad Corridor.



Upon completion of the tour, the groups returned to the meeting area and were given a few minutes to summarize their thoughts for each question. The groups then had an hour to discuss, prioritize and record the group's ideas and thoughts. The community's responses from the workshop can be found in Appendix B.

A second workshop was held on the evening of January 28, 2004 where preliminary recommendations were presented and discussed. Notes from that workshop can also be found in Appendix B.

VI. FINDINGS OF ECONOMIC ANALYSIS

A. Economic Assessment Summary (including future market influences)

1. Population

In 2002 Santa Paula had 8,286 households with 28,822 people. Growth between 1990 and 2000 was at a modest 0.8%, which slowed to 0.3% in 2001-2002. Santa Paula did not experience the more rapid county-wide growth which occurred mostly in communities along US 101. However, more rapid population growth is expected this decade because of the expansion of housing into the Santa Clara River Valley, including the proposed Fagan Canyon development.

In 2000 there were 20,360 Hispanics living in Santa Paula, or 71% of the city's population. Hispanic residents are even more concentrated within 1 mile of downtown. 89% of Hispanics are of Mexican descent, 10,000 being born and raised in the US, and 8,100 being born in Latin America. Only 3,381 have been in the US less than 10 years, which indicates an affluent and well-established Hispanic population. Santa Paula's local retail market is therefore rightly increasingly oriented to the Hispanic market, whose purchasing habits are only slightly different than the purchasing habits of a pure Anglo market.

2. Retail

Retail expansion will continue to be minimal beyond natural 3% growth that has been occurring. The city should therefore not try to develop too much new retail space downtown, but should instead concentrate on improving the existing space, on filling existing space with under represented store types, and on helping existing retailers expand. New retail opportunities brought by developers and neighborhood multi-use projects should be encouraged.

Existing stores should consider adding new lines of merchandise to diversify and improve their sales potential (Pamela's is a good example of filling space with multiple store types). Expansion opportunities include products sold in home improvement stores, grocery stores, specialty retail, apparel, and convenience stores. Maintaining a strong set of restaurant choices is important, as is keeping banks and other stores that attract daily visitors. The City should concentrate all government services in the downtown area as much as possible (i.e. Post Office, City Hall, Library, Police, High School, Parks, Arts, Hospital).

Because about $\frac{3}{4}$ of the population within a mile of downtown is of Mexican descent, downtown's core retail should trend toward carrying products and services oriented to the Hispanic market. Downtown should fulfill the daily and weekly shopping needs of these local residents. The suggested Mercado themed section of downtown is a good way to acknowledge the shopping needs of Hispanics and to also attract tourists.



3. Office

Unlike retail, office space demand will grow. Most of the new space developed should be configured flexibly to accommodate both office and retail. Steer retail to the ground-floor store-fronts and office upstairs. Offices are fine as an interim use in unfilled ground floor space. Adding new office space will also add new daytime retail demand downtown. Large government complexes are not a good office target in a small downtown. Concentrate on small and medium office users in the private sector. Retain all existing office users and help them upgrade their space as practicable.

4. Lodging

Lodging is not a major economic factor in the downtown. However, specialty lodging accompanied by small meeting/conference facilities would enhance tourism, would allow the city to attract small conferences, and would enhance local school, sports, church and other group events. Renovating the Glen Tavern Inn, cataloging and promoting local meeting spaces, and encouraging more Bed & Breakfasts would improve visitor capture.

5. Tourism

Visitor capture can be strengthened via continued downtown revitalization, theme development, thriving and clean storefronts, special events, active promotion, and plenty of available parking. Tourists and residents alike will enjoy locations that incorporate the entertainment principles outlined in the Economic Assessment (see Appendix A).

6. Cinema

Movie patrons will drive 15 – 30 minutes to a theater, which in this case would include Ventura, Ojai and Fillmore (15 minutes) and as far away as Camarillo and Valencia (30 minutes). Based on population, there is demand for up to 44 screens. There are 8 cinema complexes with 77 screens within 30 miles, including seven screens in Santa Paula. This is a surplus of 33 screens in the area. Santa Paula would not likely be able to attract a new cinema to downtown.

7. Housing

Over the past decade, there has been slow housing growth in Santa Paula compared to the rest of Ventura County. With the proposed Fagan Canyon development of 2,132 new homes, that will change. City-wide, the mix of housing includes about 4,700 owner-occupied units and 3,500 rental units of varying sizes. There is some current demand for owner-occupied and rental housing, but the supply has been keeping up. However, with population growth expected to be strong, housing demand will increase. Even with the development of Fagan Canyon, a shortage of family-sized rental housing may show up by 2005 and become more acute over time. Creating new housing downtown to meet this demand will enhance the economic viability of downtown.



VII. DOWNTOWN DESIGN RECOMMENDATIONS

A. Parking Resources

Public and private parking lots are scattered throughout the Downtown Area. Most of the parking resources are available for customer use. There is generally not a shortage of parking at this time. As downtown activities intensify, there is a good chance that parking will be at a premium.

Also, as property uses intensify through new development or renovation it will become increasingly difficult for property owners to meet the City's current parking standards. A number of recommendations are presented below which should be considered as part of a comprehensive parking analysis.

Summary recommendations (see Section XII - The Implementation Matrix for more detail) include:

- Conduct a parking demand, supply and management analysis,
- Reduce parking quantity standards,
- Protect residential property from conversion to parking,
- Provide parking credits for preexisting use,
- Establish a parking mitigation funding mechanism,
- Establish a transportation management program, and
- Develop a program for the joint-use of adjoining properties, redesign or reorganize existing parking areas, and develop new lots that are accessible from the major downtown entry points convenient for downtown shoppers and visitors.

The 1996 Plan demonstrated how the redesign of existing parking lots (926 E Main, Green Street, Glen Tavern and Library parking lots) could net new parking resources (Exhibits C and D). In total, the redesign of these lots could produce 494 parking spaces. At a parking ratio of 1 space for each 400 square feet of commercial space these lots could support almost 200,000 square feet of commercial space. Currently there is approximately 82,250 square feet of retail commercial space in the Downtown area.

B. Infill Development and Redevelopment

The 1996 Plan highlights the need to support expansion of existing uses as well as well as redevelopment and new construction on vacant or underutilized land. That is still the case today. During the current planning process several underutilized catalyst sites and Subareas have been identified, they include the following:

- The Railroad Corridor
- The Santa Paula Orange Association building
- The church property at 10th and Railroad Avenue
- The former Union Gas Station and surrounding properties
- The 10th Street Corridor
- The Tower Theater
- The fire station at 10th and South Alley
- The Glen Tavern Inn
- Two infill sites on Main Street near 8th Street

A more detailed discussion can be found in section VIII. C. (Subareas) and XII. (Implementation Matrix).

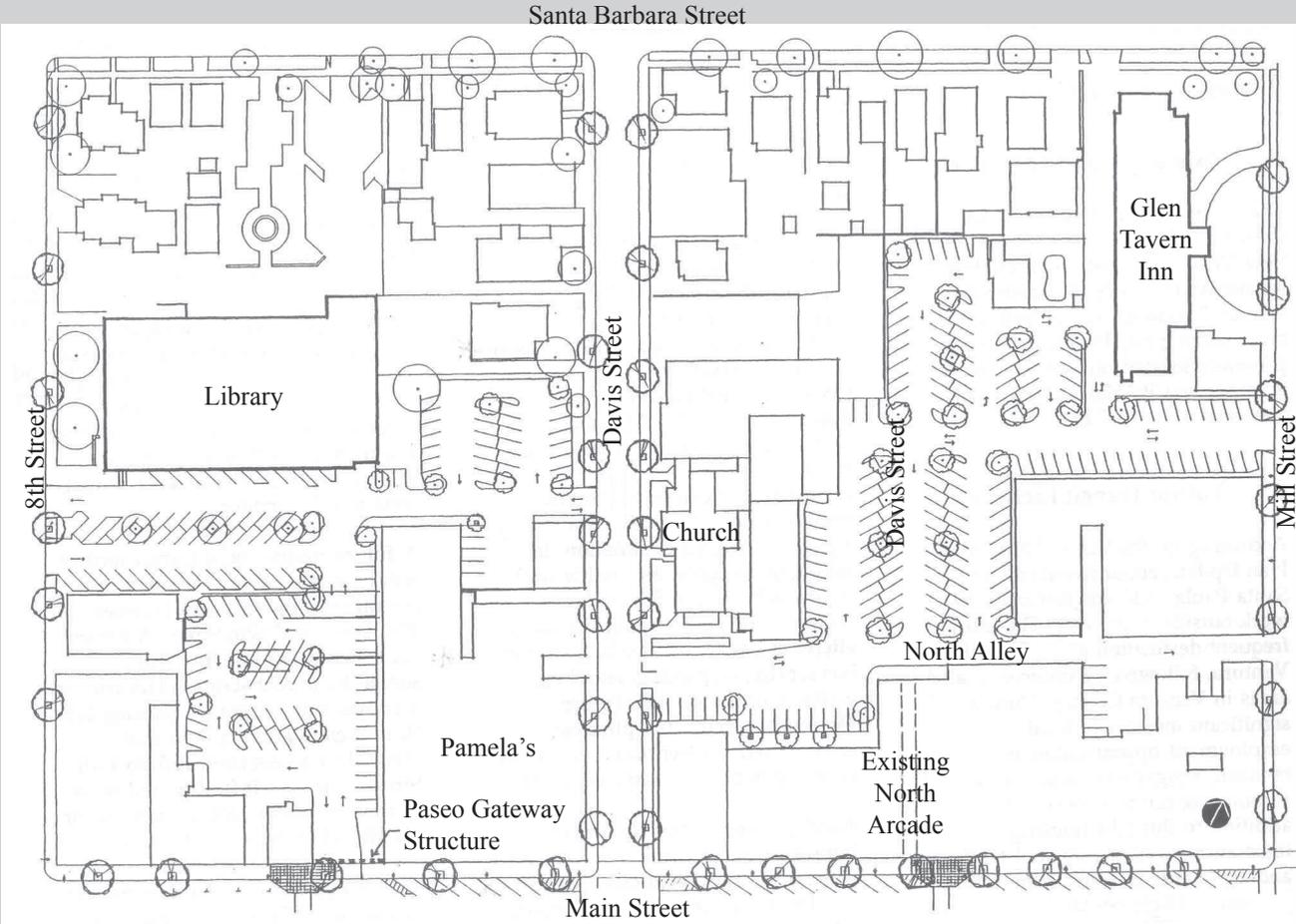


Exhibit C - Redesigned North Alley Parking

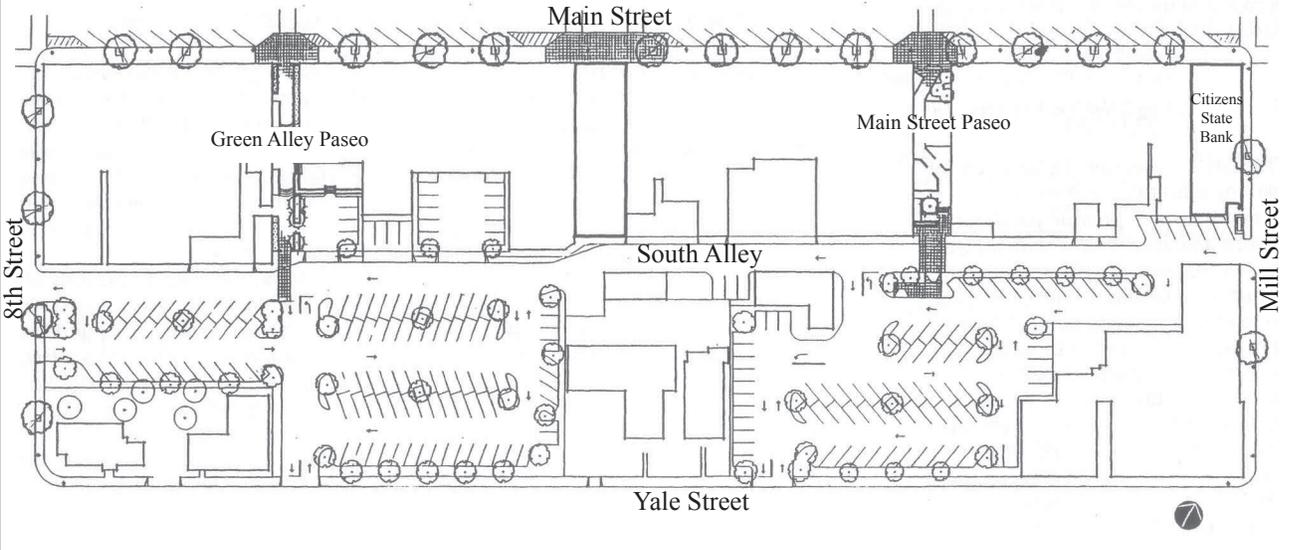


Exhibit D - Redesigned South Alley Parking

Source: 1996 Downtown Improvement Plan



C. Historic Preservation

The community’s image is an important economic development tool. Historic quality of the buildings in the downtown area is an important asset to the image and to the residents of Santa Paula as is evidenced by the responses received during the first downtown workshop and the Community Visioning process. One of the recommendations in the 1996 Improvement Plan was to “Improve the streetscape through the preservation, restoration and enhancement of existing structures in a manner which is sympathetic to the original character of the building and to the streetscape.”

To protect and encourage their preservation the City should sponsor the preparation of an application for the nomination of a Downtown National Register Historic District(s). The nomination, if approved, would provide

a twenty percent Federal tax credit to property owners who restore properties that are listed in the National Register of Historic Places District, providing the rehabilitation work conforms with Federal standards. More modest credits are available for the rehabilitation of buildings over 50 years old, whether or not they are listed in the National Register.



Modest tax incentives exist at the state level for property owners who donate a facade easement to a nonprofit preservation organization. A facade easement works like the Williamson Act contracts for farmland, reducing property taxes in accordance with the restricted land use associated with the easement.

Buildings which are currently listed on the National Register are:

- Oil Museum
- Railroad Depot
- Ebell Theater
- Glen Tavern Inn



The Mills Act provides for a reduction in property taxes on a historic property when certain conditions are met - owners of designated historic properties must enter into a preservation contract directly with the local government, agreeing to restore the property if necessary, maintain its historic character, and use it in a manner compatible with the historic characteristics. Use of the Mills Act requires the county tax assessor to adjust the assessed value of the property downward to reflect the restrictions placed on the property. A lower assessment will result in lower taxation.

While not a formal grant or incentive program, the State Historic Building Code can be a considerable incentive for historic preservation when it results in lower cost rehabilitation. The State Historic Building Code provides an alternative building code that may be used on any property that is designated at the local, state, or federal levels. Experience has shown that rehabilitation using the alternative code is typically less expensive than work conducted using only the Uniform Building Code.

Two of the most recognizable historic structures in Downtown Santa Paula.



The City should also develop an ordinance that discourages or prohibits the demolition of historic structures.

Summary recommendations (see Section XII - The Implementation Matrix for more detail) include:

- Conduct a Historic Building Survey
- Submit an Application to the Office of Historic Preservation for Inclusion on the National Register of Historic Place as a District
- Adopt the State Historic Building Code
- Adopt an anti-demolition ordinance

D. Facade Improvements

City Staff is in the process of developing a “Facade and Signage Improvement Program” to enhance the Downtown area through facade, signage, and other improvements which follow recommended design standards and architectural guidelines.

Through this program, eligible business/property owners specifically along Main and 10th Streets will be encouraged to obtain a complete assessment of the exterior appearance of their buildings (including existing signage), and to complete improvements which will increase the attractiveness of a given building as well as improve or enhance positive customer identification of the business/building. Generally, other communities provide the following type of assistance to eligible businesses and/or property owners within the boundaries of the program area for approved exterior renovations of existing buildings, including signage:

- Fifty percent of the total direct cost of exterior improvements, including signage, up to a total direct cost maximum amount of \$5,000.
- An additional 15% of all total direct costs exceeding \$5,000 up to a maximum amount of \$20,000 per project.
- The minimum amount is generally \$500.

These amounts should be reevaluated in light of SB 975 which requires that projects which utilize public resources pay prevailing wage.



Front and rear facades that would benefit from the Facade and Sign Improvement Program.

E. Entry Ways and Wayfinding

Signage systems are very important to the success of revitalization in the Downtown. Once viewed as a navigational aid, directional sign systems are now seen as a way to market an area resources, alter negative perceptions, evoke a sense of downtown history and character, and improve the streetscape.

A well thought out directional sign “Wayfinding” system will bring the scale of Downtown to a manageable size by pointing out attractions, adding historical explanations, directing vehicles to public parking locations and identifying amenities.

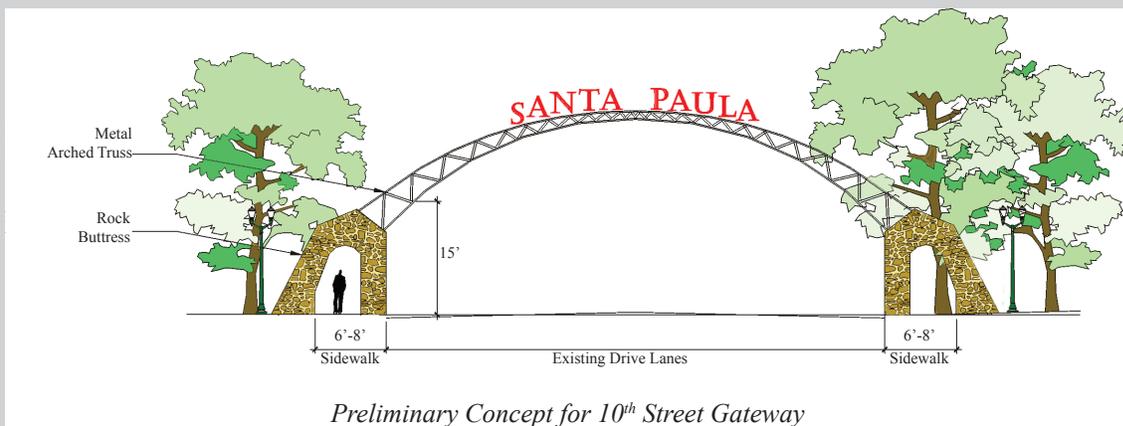
For years well designed wayfinding systems have been used by indoor malls, airports, and corporate campuses. Now, these environmental graphics are being used more and more by traditional downtown commercial areas.

People make qualitative assessments about a place based upon how well designed and understandable it is to find certain things. Currently, the only sign program in Downtown are older city signs scattered throughout local streets and a small entrance sign at either end of Main Street. These do little to attract motorists into downtown.

As currently configured, a vehicular or pedestrian traveler approaching downtown is not greeted or pulled into the Downtown area. As part of an overall downtown revitalization approach it is very important to announce the fact that you have arrived at a significant place or destination. Ideally, there should be places, called gateways, where large amounts of traffic move through a specific point. These points should be located in the public right of way, so that automobiles and pedestrians pass by a physical structure.

It is proposed that the gateways into the downtown be enhanced with items such as monument signage, mini plazas, water features and the like. These improvements would occur at the following locations:

- North side of the railroad corridor at Railroad Avenue and 10th Street; and
- 10th and Ventura.



Once visitors approaching downtown pass through the gateway elements, they will need easily recognizable directional signs to help them locate important destinations within the Downtown. It is very important that these are:



- Graphically interesting
- Uniquely designed
- Externally illuminated
- Used in the Downtown only

The directional signs should identify locations such as:

- Public Parking
- Library
- City Hall
- Hometown USA Street Commercial Area
- Mercado Commercial Area
- Chamber of Commerce
- Ebell and Veterans Parks
- The Santa Paula Theater Center
- California Oil Museum
- Post Office



Example of wayfaring signage and kiosk from Ventura and Fillmore.

It is recommended that all new public directional signs incorporate a custom designed Downtown logo designed by a graphic artist or through a City sponsored design competition. The design should be over a field of integral color used on all of the other street furniture and a crisp, non-italicized lettering style.

It is also recommended that a new, distinctive logo and public signage program be developed with Caltrans for signs that announce Downtown from Highway 126.



F. Overhead Utilities

Most overhead utilities are located in alleyways and do not pose an aesthetic issue except where they cross major streets such as 10th Street. Undergrounding of utilities can be very expensive and is recommended to occur only where utilities cross 10th Street and the visual corridors of Mill and Davis.



Work with Caltrans to place “Point of Historical Interest” sign at the 10th Street off-ramp.

VIII. DOWNTOWN PROJECTS AND PROGRAMS

A. Access and Circulation Project

With the exception of the redesign of parking lots, the entry and wayfaring program, and the closure of two short street sections (Ventura in front of City Hall and 9th Street across from the railroad) the Access and Circulation Project suggested by the 1996 Downtown Improvement Plan is complete.

In order to provide a complete roadway system in the traditional grid pattern, it is recommended that Ventura and 9th Streets not be abandoned.



Parking and entry treatments and wayfinding have been discussed in previous sections of this plan.

The streetscape improvements like those completed along Main and portions of 10th and Mill should be expanded to include the entire Downtown area. Wherever street widths allow, parallel parking should be converted to diagonal parking. The following is the recommended sequence for streetscape improvements:

- Santa Barbara and Davis
- Railroad and Ventura
- Yale and South Alley
- 7th, 8th and 9th
- Ojai, 11th, Miller, and Oak

Many businesses are accessed from North Alley as is the public parking lot between Mill and Davis. The alley also adds to the overall pedestrian circulation system. This alley should be modestly enhanced with new pavement accented at intersections with north/south streets, attractive trash enclosures and lighting.

B. Building a Competitive Downtown

Achieving the five goals described in Section IV requires long-term commitment. It also requires initial focus on a few key activities that will immediately make downtown Santa Paula more competitive, and enhance this competitiveness over time. Key organizational projects include:

1. Formally Organize for Effectiveness. Incorporating a non-profit Main Street type organization based on California Main Street's successful model — with the support of a broad set of local stakeholders — will be an important statement of commitment.
2. Establish a PBID. Funding the formation and operations of the managing organization through voluntary self-assessment is strong evidence of commitment.
3. Enhancing the Downtown Retail Sector. The managing organization's Economic Restructuring Committee should immediately bring training and business expansion assistance to existing merchants, actively help individual businesses expand, and recruit new business to fill vacant spaces.
4. Considering of a Broker Incentive Program. A local broker incentive program could provide incentive for local commercial brokers to more quickly try to fill vacant space with quality tenants and develop vacant sites in the downtown. The incentive program could include enhanced commissions or other incentives.
5. Entertainment. Locals appreciate a people-friendly concentrated area where they can get their daily, weekly and occasional shopping needs filled, including personal grooming and automobile needs. If at the same time they can find dining and entertainment value and are drawn to a positive experience, they will visit that place often. Satisfying the entertainment needs of locals is the first step to attracting tourists. Entertainment comes in many forms, including active, passive, ambient, and impulse. The Economic Restructuring Committee should focus on filling all the needs of local shoppers while the Promotion Committee simultaneously creates a unique people-friendly place for everyone, starting with signage, banners and designated places to gather in small groups. Attracting tourists will naturally follow.



6. The 5 D's. The four committees should work to create a downtown that is Distinct from other communities, Draws visitors, has Depth (meets ongoing repeat needs), extends the Duration of the visit (by linking multiple activities in the same area), and is open during the customer's Demand periods (i.e. day for working people, and evenings for families and other groups). Local merchants need to forge agreements as to common designs, themes, promotion, cleanup days, hours of operation, and employee use of parking spaces.
7. Murals and Historic Walking Tours. Santa Paula already has a well developed mural program. It can fulfill many of the 5 D's through a carefully designed walking tour that incorporates (or at least passes) shops, restaurants, and places to visit.
8. Personal Communications and Newsletter. The Organizing Committee should make sure to include all merchants in its activities through frequent communication. The Downtown newsletter is a key communicating tool, but it should not take the place of face-to-face management-by-walking around. The managing organization's staff (bilingual) and volunteers should meet frequently at working and social events.

C. Subareas

For ease of discussion and implementation programming, the Downtown study area has been broken up into manageable subareas. See Exhibit E. They include the following:

- A. City Gateway
- B. Civic Center
- C. Railroad Corridor
- D. Mercado
- E. Hometown USA
- F. Glen Tavern Inn
- G. Service
- H. Office
- I. Residential Areas

A. City Gateway

Location: Harvard, Mill, South Alley, and Ojai Streets

10th Street is the main visitor entrance to Downtown Santa Paula. Currently it lacks the distinction to capture visitors traveling north to Ojai and other areas. During the first workshops there was much discussion on the need to grab the interest of travelers before they passed the 10th and Main Street intersection. In order to attain that goal it is recommended that the enhancement of the corridor be a high priority.

The program for the City Gateway subarea is basically five fold:

- 1) Beautify the streetscape including the installation of a major gateway element (implementing the wayfaring recommendations previously discussed). The streetscape improvements should include 6 to 8 foot sidewalks, pedestrian scaled street lighting, street furniture, banners, wayfaring signage and street trees. These improvements should be designed to be consistent with the Main Street improvements. The gateway elements should include a base that emulates the entrance elements installed at Oak and Main and at 7th and Main with an steel arch that connects the base units. The City should work with Caltrans to secure freeway signage (off -ramp and exit sign locations).

Northern Gateway



Exhibit F

- 2) Prepare a Park Improvement Plan designed to upgrade Veterans Park through redevelopment of the fire station into a high quality restaurant utilizing a standard redevelopment "Request for Development Proposal" process (the restaurant should be surrounded by green with a dining area spilling out of the building into a park like setting), complete the development of the proposed skateboard park, enhance landscaping and park furniture, and rehabilitate or replace the transit and restroom facilities. It is important to the community that the Veteran's Memorial remain intact.
- 3) The City should continue negotiation with the proposed development team to redevelop the block that now houses City Hall into a neighborhood oriented shopping center. The design for the center should: be very pedestrian oriented, with as many commercial uses fronting on 10th Street and Harvard Boulevard as possible, provide gathering places for shoppers to congregate, and be cognizant of the park by providing active uses such as housing or small scale retail that face Ventura Street.

Southern Gateway

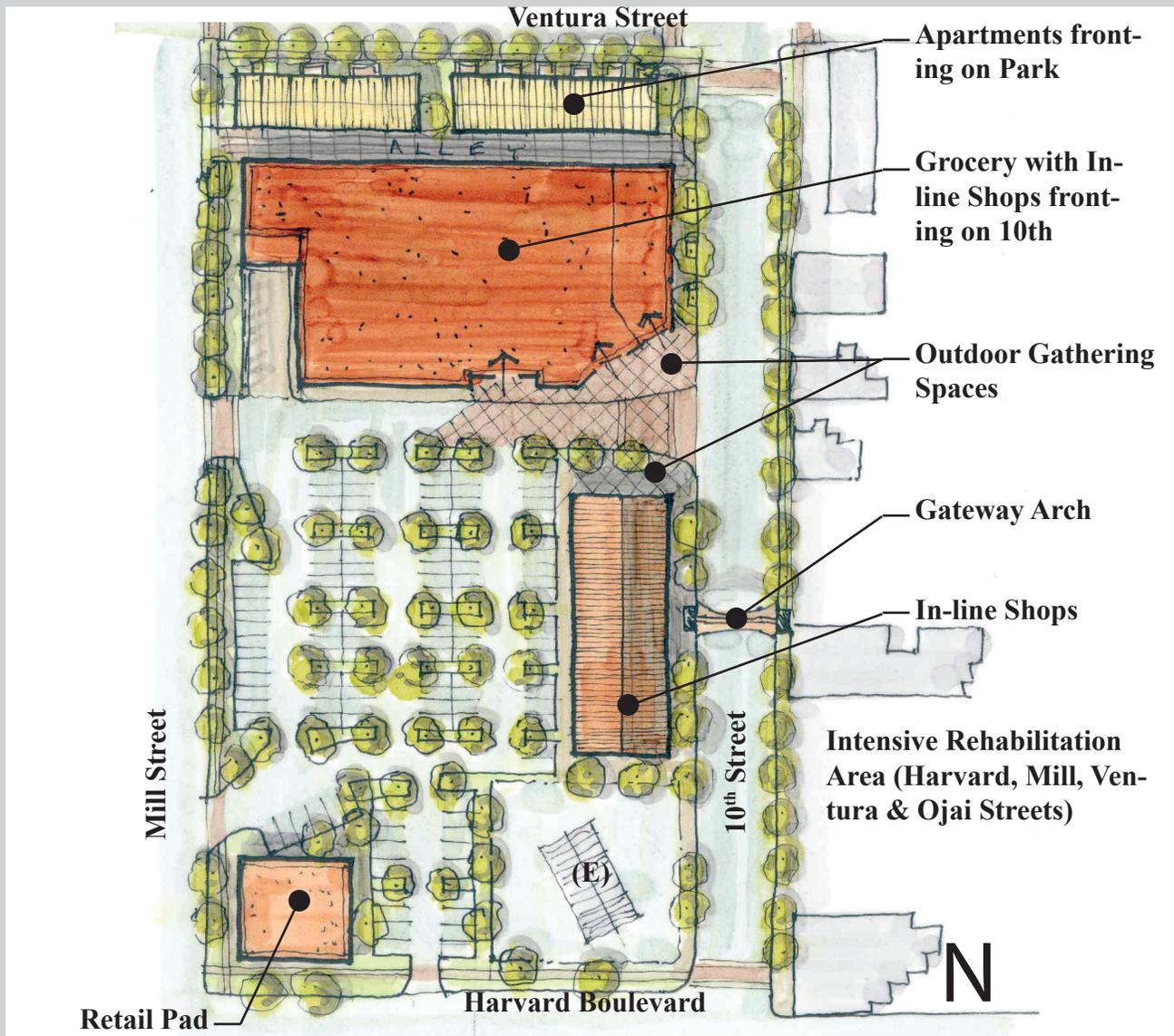


Exhibit G

- 4) Encourage the redevelopment of the area bounded by Ventura, 10th, South Alley and Ojai Streets into a very urban (3-4 story) mixed-use project that houses a mixture of residential, office, and retail. Important design elements include: ground level retail facing onto 10th Street, internalized parking, recognition of the residential uses east of Ojai by minimizing the impact of the project's height and mass.
- 5) Due to the large number of residential structures located in the area bounded by Harvard, 10th, Ventura and Ojai Streets, and the dislocation impact that would result in any major redevelopment effort, the City should target the area for an extensive residential rehabilitation program. The City's proposed Facade and Signage Improvement Program should be made available to the three businesses located in this section of the subarea, as well as, the gas station located on the northeast corner of 10th and Ventura Streets.



B. Civic Center

Location: Northeast and Northwest corners of Ojai and Main Streets

If the City is successful in negotiating the development of a neighborhood shopping center at the current location of City Hall it will need a location for a new civic center. As envisioned the new civic center could house a number of public uses including city offices, a public art gallery, community meeting rooms for public and private events, a youth and family activity center and public restrooms that are easily accessible to the visiting public.

The inclusion of an art gallery will add an important venue to attract visitors to the Downtown.

It is important that the design of the center is noble and builds off of other notable Santa Paula buildings such as the Union Oil building, the Farmers and Merchants Bank building, the Oddfellows Hall, or the Linoneira Company building. The building at the northeast corner of Main and Ojai Streets was identified in the 1996 Downtown Improvement Plan as a contributing historical structure and should be adaptively reused. New components could be three to four stories in height depending on ultimate space requirements. It is recommended that Ojai Street remain open. If internal circulation warrants, an upper level bridge could provide connections between uses to the east or west of Ojai Street.

If necessary, parking could be in a structured lot tucked internal to the project.

The City needs to begin detailed planning for the Civic Center by conducting an architectural programming exercise. Included would be determination of space needs, functional relationships of uses and staff, equipment/furnishing needs and space requirements, user and visitor parking requirements, outline specifications, outline budget and schedule.

Civic Center

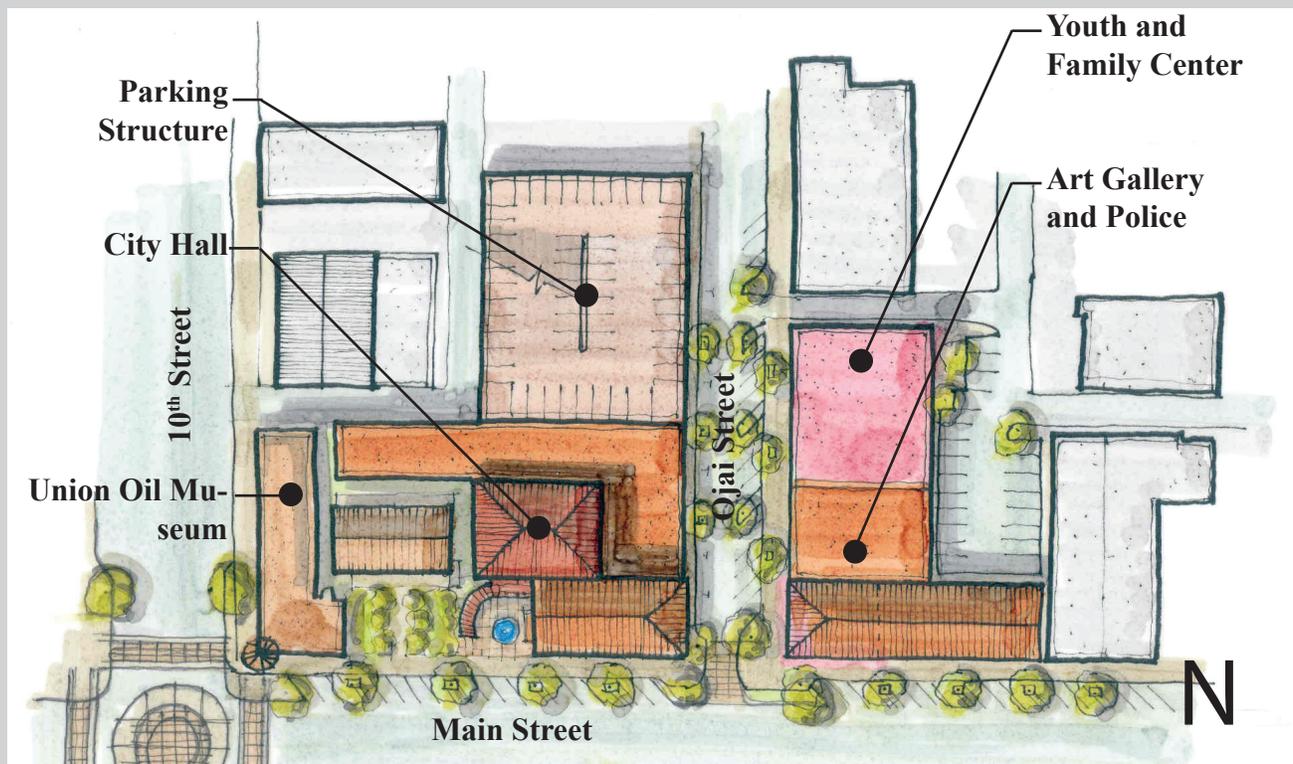


Exhibit H



C. Railroad Corridor

Location: Santa Barbara, 7th, Railroad, and Oak Streets

Since the adoption of the 1996 Downtown Improvement Plan several substantial improvements have occurred in the corridor. Streetscape and parkway improvements have been constructed on the north side of Santa Barbara Street between 10th and Davis, new restroom facilities gazebos have been constructed, Mill Street has been closed between Santa Barbara and Railroad Avenue, and the “Warnings” monument has been installed. The 1996 Plan called for the parkway to be continued east to Oak and west to 7th, a new commercial building to be constructed between Mill Street and 10th Street along Railroad Avenue, and parking to be developed north of the tracks on 10th Street.

The Santa Paula Orange Association may vacate their building on Ojai north of the tracks and the church just north of the tracks on 10th is available for sale. These properties could provide reuse opportunities.

During the workshop process the concept of creating a place to celebrate the rich agricultural heritage of Santa Clara River Valley through a combination of historical interpretation, entertainment and retail functions, and “agritainment”, was enthusiastically supported. The ideal location for such a facility would be the church site north of the railroad tracks. The concept has been incorporated into this update but it is recommended that the project be pursued cautiously. The plan also proposes new retail uses along 10th Street south of Main Street. There is also a need to enhance the caliber of retail uses along Main Street. It is recommended that the agritainment facility not be a high priority until quality commercial uses are abundant along Main Street.

The Santa Paula Orange building should be reused as live/work housing. This type of housing is becoming much more common in larger communities. The term live/work generally refers to living and working on the same property. The live/work housing concept is gaining greater acceptance throughout California and across the country as city planners attempt to solve problems such as excess vacant land zoned as commercial or industrial, urban infill, urban sprawl, affordable housing, pollution and traffic congestion. Advocates of live/work housing suggest that it allows individuals to better manage the balance between work and home life and can create productive and healthy communities. The City should encourage this type of housing and initiate its zoning entitlement process, but it is recommended that the City not participate financially in this project. The City’s financial participation would trigger SB 975 requiring the builder to provide prevailing wages for construction, driving the cost up approximately 20 to 30%.

Contrary to the 1996 plan, which recommends parkway development, it is recommended that Downtown residential development occur along the corridor on Santa Barbara Street east of 10th Street. It is proposed that the area be developed with townhomes and be affordable and marketed to the local workforce (bank clerk, police officer, secretary, city staff) as ownership opportunities. Scattered sites south of Santa Barbara Street could also be redeveloped as infill housing. Aside from facilitating the project with the Fillmore and Western Railroad and initiating its zoning entitlement process, it is recommended that the City not participate financially in these infill projects. Again, the City’s financial participation would trigger SB 975 requiring the builder to provide prevailing wages for construction, driving the cost up approximately 20 to 30%. The bike trail recommended in the 1996 Plan should be located on the north side of the railroad tracks.

Several sites are recommended for use as parking resources subject to completion of a parking demand, supply and management analysis as recommended in Section VII. A. (See Exhibit H for locations). These lots would serve area uses such as the Station, the live/work housing, the Mill, etc. The lots should be heavily landscaped and provide facilities (water faucets and electrical outlets) for multiple uses such as auto shows, flea markets and other sponsored events.



The City should, through a standard redevelopment “Request for Development Proposal” process, offer the former fire station at Santa Barbara and 8th Streets for redevelopment.

D. Mercado

Location: South Alley, Mill, North Alley, and 11th Streets (excluding Civic Center)

The traditional Mexican Mercado is the central marketplace of a community, an exciting and inviting destination for daily, weekly and occasional shopping, and for the latest news. In the US, Mercados are often designed as year-round festivals offering shopping, dining, entertainment and culture. U.S. Mercados can be exclusively Mexican oriented, such as Olvera Street, but often also include shops and restaurants of all types for maximum variety (e.g. Santa Barbara’s Paseo and Orlando’s Mercado). They can also enhance appreciation of local history.

“... enjoy strolling through this beautiful street and stop for the popular taquitos or tacos at the outdoor cafes. Olvera Street also offers a variety of traditional authentic Mexican cuisine, delicious enchiladas, mole and other native dishes. On weekends especially, you can also enjoy the outdoor entertainment by strolling bolero musicians, Mariachis music and perhaps performances by Aztec Indians and folkloric dancing.”

Excerpted from Olvera Street’s web site www.olvera-street.com

The concept for Santa Paula’s Mercado district arose from the first two community workshops where participants wanted to showcase the Latin American culture by providing high-quality Mexican and Latin American arts, crafts, general merchandise and restaurants. These shops would primarily serve the large Hispanic population living in close proximity to Downtown, including shops that provide clothing, wedding supplies and dresses, Spanish language books and newspapers, specialty foods, leather goods and shoes, flowers, jewelry and baked goods.

The key to a successful Mercado in Santa Paula is to concentrate it in as small a cluster as possible, keeping it full of people — locals and tourists alike. Expansion occurs as the customer base expands. For instance, successful Olvera Street is only one block long. Main Street should be temporarily closed as needed for the farmers market, festivals and performances.

Obviously the Mercado district would be enhanced by co-locating it with a farmers market. This periodic market could showcase locally grown citrus, avocados, and other fruits, vegetables and flowers. Local arts, crafts, foods and store merchandise would round out other stalls.

The Mercado’s district’s suggested location is adjacent to the Oil Museum and the future Civic Center site. This is a perfect opportunity to incorporate Santa Paula’s history and its strengths in citrus and avocado production into the Mercado’s design.

In addition, local growers and packers can participate in Mercado activities, and can use the Mercado’s draw as a starting point to create “agritainment” activities and the eventual center proposed for the Railroad Corridor. An office can become the focal point to book guided tours, farm stays, demonstrations, seminars, and other farm-oriented activities that draw tourists¹, scientists, technicians and others from the US and overseas.



“Tens of thousands of school kids, parents and families visit farms each year. They are part of a growing number of tourists who visit farmers’ markets each weekend. They tour wineries. They hire ranchers to take them hunting or for hay rides on their land. They ride with real cowpokes. They nosh barbecue from chuck wagons. They are `agri- tourists,” and they are changing the world’s oldest industry.”

Excerpt from the Eugene Oregon Register Guard, October 8, 2003

The City’s role in the Mercado district is to recruit businesses that fit the concept and encourage them to locate in the district. Business organizations such as the Chamber and/or the Downtown Business Association would also assist in the recruitment process as well as programming live entertainment and events that celebrate the culture and ethnic holidays.

Architecturally, structures in the Mercado district would maintain their historic Santa Paula building designs but could be enhanced with Mexican tiles and vivid trim colors reminiscent of Mexico and Latin America (see the Design Standards and Architectural Recommendations in Section IX). Specialty banners and hanging planters that highlight the culture could also distinguish the district from other areas in the Downtown.

(Footnotes)

¹ Emerging agritainment activities can include farm tours, playgrounds, hay tunnels and mazes, Halloween festivals, haunted hay rides, nature trails, fee hunting and fishing, farm museums, pumpkin hunts, craft shops, pumpkin painting, camping, corporate picnics, farm zoos.

Mercado

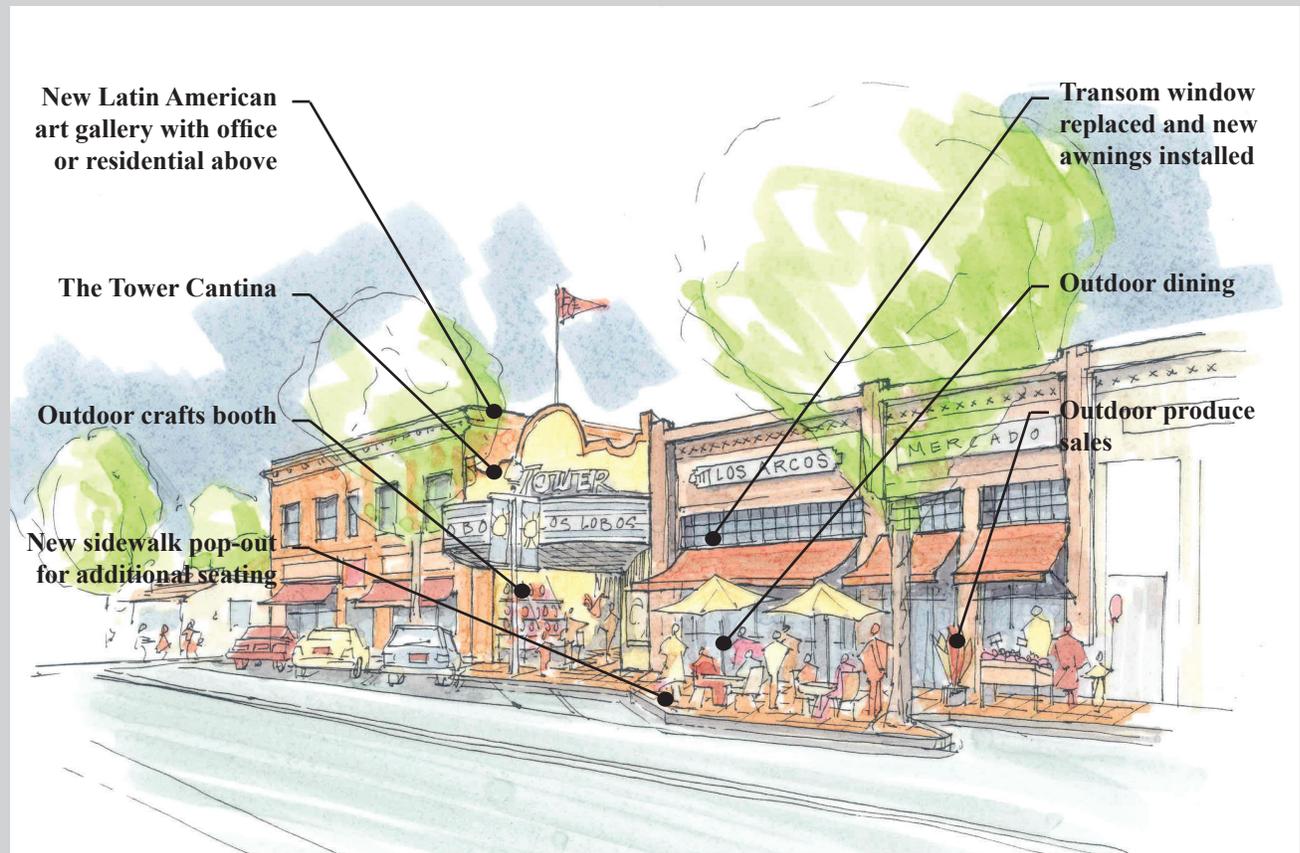


Exhibit J



E. Hometown USA

Location: Yale, 8th, North Alley, and Mill Streets

Those of us over 50 who grew up in small towns may remember walking downtown after school for a jerked soda, a high school pep rally or a magic show. We did convenience shopping at Woolworth’s, and watched the evening’s cruisers gather. We may remember family picnics in the park with our take-out Chinese or Mexican food. Our parents attended classes, church and fraternal meetings there in the evenings. We went downtown for car parts and repairs, hardware, furniture, clothes, banking, the Post Office, dentist and hair dresser. We helped light the town’s Christmas tree, visited its haunted house, and heard Mayoral and statewide candidates speak under the clock tower. Our kids did all this in the suburbs, all spread out. Why not again downtown? The best of the past brought to the future. All within walking distance.

Since the adoption of the 1996 Downtown Improvement Plan much has happened in the Hometown USA district, as well as the entirety of Main Street. Streetscape improvements have been completed, Main Street has been converted from four lanes to two lanes, diagonal parking has been installed, unreinforced masonry buildings have been stabilized, Green Alley Paseo has been funded and designed and is now ready for construction, and several murals have been installed throughout the Downtown with others planned.

The Hometown USA district is envisioned to be the home for high-quality general merchandise, furniture, clothing, services and restaurants, and an occasional Mercado-type use. The hub of the district is the Oddfellows Hall which provides a key identity icon from other locations in the Downtown and the terminus of a vista which will be viewed by tourists as they walk down Davis Street from the excursion trains debarking at the Railroad Depot.

Several additional activities are in need of attention:

- 1) The City should encourage new development to fill the gaps on the street face of Main Street near 8th Street. One gap is currently a used car sales lot and the other a parking/yard area for the former Santa Paula Hardware. These lots could be redeveloped as retail spaces with depths of 30 to 40 feet with the rear of the properties maintained as parking resources.
- 2) Building owners should be encouraged to rehabilitate their storefronts and alley facades consistent with Section IX (Design Standards and Architectural Recommendation) through the proposed Facade and Signage Improvement Program (see Section VII. D). The existing buildings should maintain their distinctively hometown architectural styling and be consistent with the Downtown Design Standards.



The Oddfellows Hall is the anchor location for the Hometown USA district.



Hometown USA

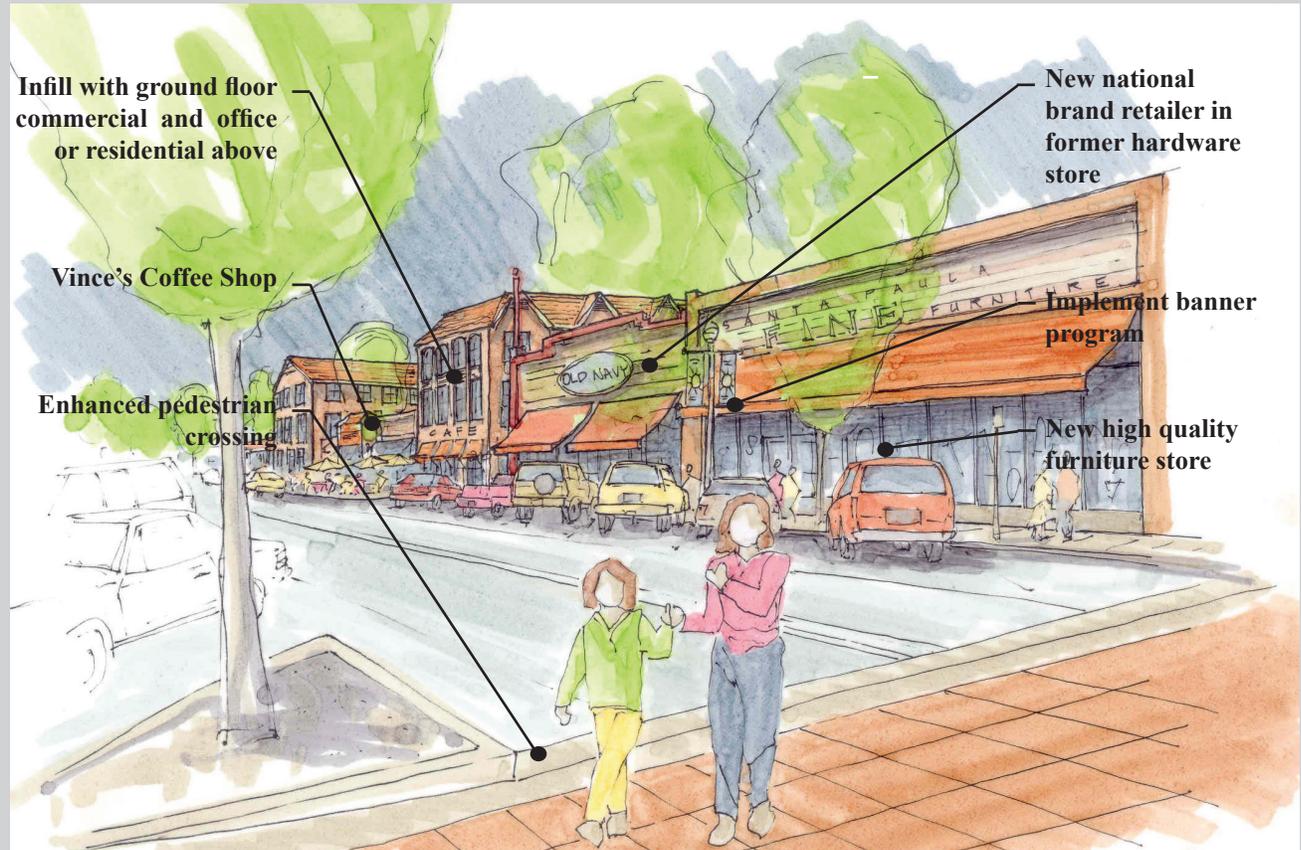


Exhibit K

- 3) Parking reorganization/structures are discussed in Section VII. A.
- 4) The City should encourage office or residential above commercial uses. Residential uses above or behind commercial uses in the Hometown USA district will add life to the area, especially in the evening hours. The proposed update to the Santa Paula Development Code Chapter 16.15 allows residential uses on second and third floors with a conditional use permit. Section IX (Design Standards and Architectural Recommendation) of this document provides guidance on how mixed-use development should be implemented.



F. Glen Tavern Inn

Location: Southwest corner of Mill and Santa Barbara Streets

The Glen Tavern Inn was opened in May 1911 and housed many movie stars and traveling businessmen in its day. The building is a Tudor Revival style and is listed on the National Register for Historic Preservation. In recent years the building has fallen into disrepair and is in need of substantial attention. In addition, an addition to the historic inn was condemned for health and safety reasons in late 2003.

The Inn has recently been purchased by local investors who are planning to restore the once grand building. The City should support the restoration through fee reduction, permit expediting and other administrative mechanisms at its disposal.

The Glen Tavern Inn could be expanded to include a conference/gathering facility and spa.

Glen Tavern Inn

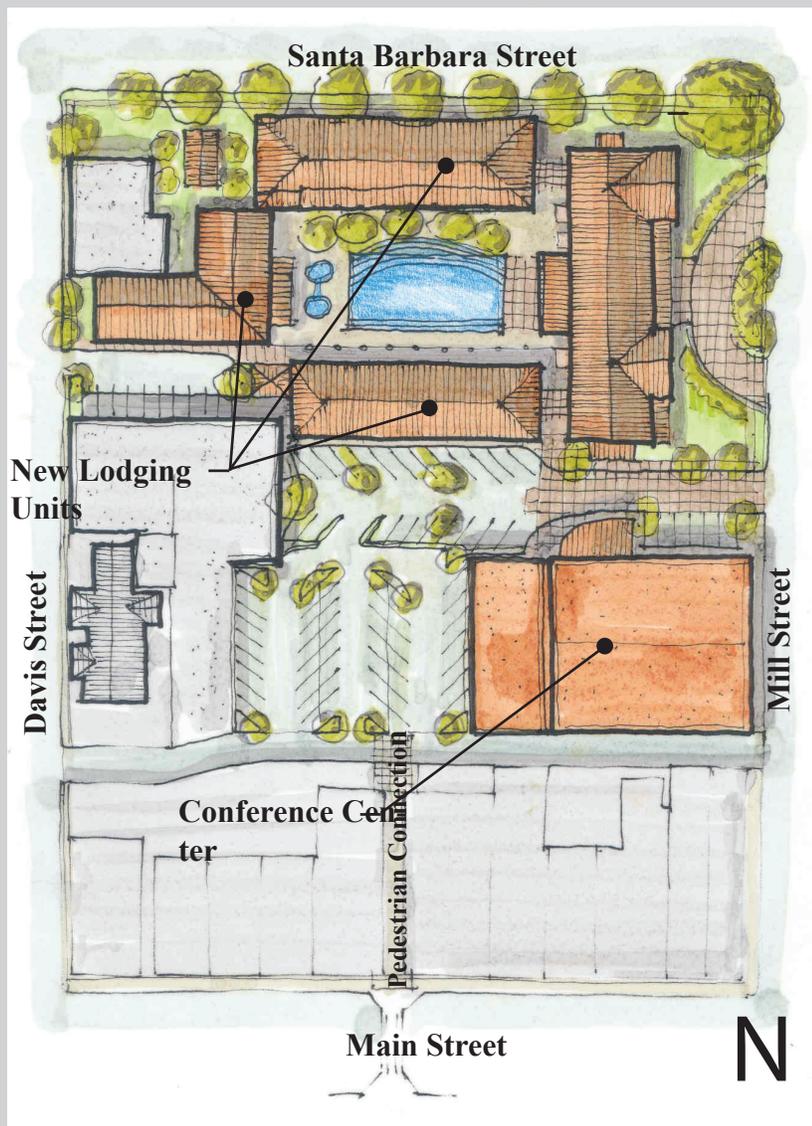


Exhibit L

G. Service District

Location: Commercial Areas east of Ojai Street

Downtowns and their residents need basic services in proximity to their core areas. Such an area exists in the eastern end of Downtown. The City's economic development efforts should seek to retain and encourage service business in the eastern quadrant of Downtown. The types of supportive uses include auto repair and service, office equipment sales and service, printing and publishing, contractors, etc. Outdoor storage areas should be discouraged.

Building owners should be encouraged to rehabilitate their storefronts consistent with Section IX (Design Standards and Architectural Recommendation) through the proposed Facade and Signage Improvement Program (see Section VII. D). Most older existing buildings should maintain their distinctively Santa Paula architectural styling though many newer industrial style buildings should be enhanced.

Streetscape improvements should be implemented consistent with the recommendations found in Section VIII. A.



Many local serving business are located in the Service District.

H. Office District

Location: Commercial Areas west of 8th Street and north of South Alley

The Office district is home to numerous financial institutions, real estate offices and other small office users. In addition there are a few service and retail uses, a church and Ebell Park with the Santa Paula Theater Center.

Streetscape improvements have been constructed consistent with the 1996 Downtown Improvement Plan and buildings with the exception of the Santa Paula Theater Center are in relatively good condition.

During the three community workshops there was no discussion regarding this area and the Team has no physical recommendations regarding the Office district. The City's efforts should be focused on business retention and investigating the need for assisting with the rehabilitation of the Santa Paula Theater Center.



No streetscape improvements are necessary in the Office District.



I. Residential Areas

Location: Scattered throughout the Downtown with concentrations south of Yale and Ventura Streets and north of South Alley east of 12th Street.

The residential uses in the Downtown can best be characterized as small, single story and modest. This housing provides affordable housing close to Downtown employment and is seen as a valuable resource.

It is recommended that the City concentrate its housing rehabilitation resources and efforts on these areas.

New housing is proposed in mixed use structures in the Gateway and Hometown USA subareas and in attached residential development on Santa Barbara Street in the Railroad Corridor subarea (see Sections 8 C.A., 8.C.C., and 8.C.E.).

IX. DESIGN STANDARDS AND ARCHITECTURAL RECOMMENDATIONS

Revised Design Standards are attached as Appendix D.

X. CENTRAL BUSINESS DISTRICT ZONING AMENDMENTS

The City is currently in the process of amending the City Development Code related to the Commercial Zones (Chapter 16.15) and Signs (Chapter 16.48). The an early draft of the Development Code was reviewed by the consultant team. The team provided input which was incorporated into the draft.

XI. OTHER MUNICIPAL CODE AMENDMENTS

No Municipal Code sections were reviewed by the Team other than the City Development Code amendments related to the Commercial Zones (Chapter 16.15) and Signs (Chapter 16.48).

XII.IMPLEMENTATION MATRIX

SPaMS - Santa Paula Main Street type program
RATI - Redevelopment Agency Tax Increment
CDBG - Federal Community Development Block Grant

HOME - Federal HOME Program
CEDC - Cabrillo Economic Development Corporation



RECOMMENDATION IV.D. ORGANIZE FOR EFFECTIVENESS	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Identify all relevant stakeholder organizations, downtown merchants, and downtown property owners. Create a merge mailing list. Invite all to a series of meetings designed to create a focused downtown entity based on the principles of Main Street. Determine a mutually agreeable approach to the creation of a Main Street Program.	Organizing Team composed of City staff and relevant organizations.	\$10,000 in-kind	2004
b. Incorporate as a 501(c)(3) nonprofit, or adapt the Downtown Business Association' existing incorporation documents. Santa Paula Main Street = SPaMS	Team composed of City staff and relevant organizations.	\$1,000 SPaMS	2004
c. Form the 4 committees – Organization, Design, Promotion, Economic Restructuring	SPaMS	In-kind	2004
d. Join the national Main Street Association, the California Downtown Association and others, and take full advantage of their publications, networking opportunities and services.	SPaMS	\$5,000 SPaMS	2004
e. Create a Mission Statement for the organization.	SPaMS Organizing Committee	In-kind	2004
f. Create and maintain a joint prioritized action plan, taking advantage of the strengths and capabilities of each stakeholder group.	SPaMS Organizing Committee	In-kind	2004
g. Find a secure interim office and meeting space downtown	SPaMS Organizing Committee	In-kind	2004
h. Recruit part- and/or full-time staff to manage the program and coordinate the efforts of the association and all committees.	SPaMS All Committees	\$35-50,000 for 1 fte RATI	2004
i. Market the program to existing downtown businesses. Recruit members.	SPaMS Promotion and Organizing Committees	In-kind	2004
j. Publicize the formation, then the incorporation, then each milestone and each significant activity.	SPaMS Promotion Committee	\$500 per newsletter issue SPaMS	2004



<p>k. The City RDA should determine the extent it will support the startup of the Main Street Program.</p>	<p>Redevelopment</p>	<p>\$50-100,000 for one year, \$10-50,000 per year after.</p>	<p>2004</p>
<p>l. If the California Main Street Program again establishes its certification program, apply for and achieve certification</p>	<p>SPaMS Organizing Committee</p>	<p>N/A</p>	<p>2005 or later</p>
<p>m. Consider adding more public access restrooms, particularly near gathering places. Potential maintenance and security should be addressed.</p>	<p>SPaMS City Depts Economic Restructuring Committee</p>	<p>N/A</p>	<p>2005</p>
<p>n. Actively participate in the city’s deliberations for future streetscape and other projects, Downtown Improvement Plan Update implementation, and other activities. Stay particularly involved in creating the recommended districts throughout the downtown.</p>	<p>SPaMS Economic Restructuring and Design Committees Planning Depts</p>	<p>N/A</p>	<p>Ongoing</p>



RECOMMENDATION IV.D.2 DOWNTOWN BUSINESS EXPANSION AND RECRUITMENT	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Promote business retention and expansion by working with individual businesses, especially businesses having difficulty staying in business. Form a response team for each company as needed. Arrange training in merchandising and entrepreneurship, and other assistance.	SPaMS Economic Restructuring Committee Planning Dept	In-kind	Ongoing
b. Arrange architectural assistance for key buildings and areas, including how to improve building facades, and how to create people-friendly open spaces.	SPaMS Design Committee	Main Street Design Assistance if available, free or low-cost architectural help.	2004-2005
c. Help businesses and building owners find financing assistance for their projects, including low-interest financing and SBA loan guarantees.	SPaMS Economic Restructuring Committee	CEDC, In-kind	Ongoing
d. Encourage all local businesses to follow the new theme(s) with their future improvements.	SPaMS Design Committee	N/A	Ongoing
e. Recruit businesses that will move downtown closer to an optimal balance of retail, office, entertainment, dining and services. Use the list of under-served retail categories to fill specific needs. Steer resources where they will fit best, based on themes and space needs. Approach specific targeted retail and entertainment companies to fill key locations.	SPaMS Economic Restructuring and Promotion Committees	\$10 – 50,000 per year, depending on level of outreach.	2004 and beyond
f. Recruit convenience oriented shopping and service businesses. Examples include pharmacy, health food store, bakery, delicatessen, wine and cheese shop, traditional dry goods/”surplus” store, Laundromat, and travel agency.	SPaMS Economic Restructuring Committee	Administrative	2004 and beyond
g. Recruit specialty retailers focused on quality consumer products from Mexico.	SPaMS Economic Restructuring and Promotion Committees	Costs depend on nature/design of recruitment package and advertising rates.	2004-2005



<p>h. Develop recruitment materials, including a community profile brochure using market analysis materials presented in the Economic Analysis. Add similar materials to an enhanced website. Advertise in trade and business magazines.</p>	<p>SPaMS Promotion Committee</p>	<p>Costs depend on nature/design of recruitment package and advertising rates.</p>	<p>2004- 2005</p>
<p>i. Enhance word-of-mouth marketing and recruiting efforts.</p>	<p>Everyone</p>	<p>Free</p>	<p>2003 and ongoing</p>



RECOMMENDATION IV.D.3 CREATE AN ENTERTAINMENT DISTRICT	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
<p>a. Develop appropriate themes for each downtown district and begin incremental improvements for:</p> <ul style="list-style-type: none"> • Design and signage • Stores • Public spaces • Murals • Advertising and promotion • Create entertainment venues and enhance existing ones. Every business and common space should incorporate some entertainment component. 	Everyone	Varies depending on project.	2004-2005
<p>b. Work with the organizers of all events and festivals. Ensure downtown merchants are actively involved in each event, and that downtown is part of the activity's venue.</p>	SPaMS Organizing and Promotion Committees	Variable In-kind and joint financial support.	2004-2005
<p>c. Create a joint promotion program to bring in new local shoppers to the downtown, including capturing commuters on Highways 126 and 150.</p> <ul style="list-style-type: none"> • Encourage multiple visits. Promote the many reasons for locals to shop downtown: prepare a joint, thematic advertising campaign emphasizing convenience, range of stores and services, entertainment and dining options. • Prepare a brochure for distribution to local real estate agents, libraries, visitor centers, city offices, and other locations where the public gathers. • Investigate opportunities for posting on employee bulletin boards, features in newsletters, or mailing inserts. • Design and sell Downtown T-shirts and/or hats. 	SPaMS Promotion Committee	\$2,000 - \$25,000 depending on design and distribution plan. Some costs could be recouped through sales SPaMS	2004-2005
<p>d. Create a joint promotion program to bring in new tourists to the downtown, and to encourage visitors to stop for a visit.</p>	SPaMS Promotion Committee	\$2,000 - \$25,000 depending on design and distribution plan.	2005



RECOMMENDATION IV.D.4 EXPAND OR REORGANIZE THE EXISTING WENDNESDAY FRAMERS MARKET	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Market it as the official community farmers market. Certification should be considered, but need not be pursued immediately.	Special Mercado organizing committee, Preferable if sponsored by several organizations.	Varies by type, need, patronage and season.	Organize in 2004 for 2004 harvest season if possible, or for spring 2005.
b. Set minimum standards for products, booths and vendors. For instance, consider local products only, including produce, art, crafts, and antiques. Discourage 'flea market' products such as used clothing and furniture, music, eyeglasses and other retail products freely available at local stores. Do include food and entertainment components, color and vibrancy. Consider allowing downtown merchants to participate.	Special Mercado organizing committee	Varies by type, need, patronage and season.	2004 planning activity
c. Secure an attractive temporary location, outdoors or in, grass or paved, in a parking lot, a park, or along a street. Size does not matter, except expandability is important. The venue should appear crowded without being congested. <ul style="list-style-type: none"> • In Auburn, the Saturday market is a dozen booths in a corner of a city parking lot. • In Pismo Beach it covers a half-block city parking lot monthly during the tourist season. • In Sacramento it is a whole block in the main city park with about 100 certified growers and some food vendors, and occurs every Wednesday at lunch from March through October, rain or shine. • In Grass valley, it's along 4 blocks of sidewalks one evening each month during the summer, with vehicles temporarily banned. • In Benicia it's a craft/antique/flea market extending 7-8 blocks straight up both sides of Main Street, with vehicles banned during the entire day of the event. 	Special Mercado organizing committee	Varies by type, need, patronage and season.	2004 planning activity
d. Schedule a market day (monthly, weekly during harvest season, etc.) Publicize it, sign up vendors, and arrange security and gate staff if needed.	Special Mercado organizing committee	Vendor fees should subsidize each event.	2004 planning activity



RECOMMENDATION IV.D.5 CREATE A PROPERTY BASED IMPROVEMENT DISTRICT (PBID)	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Revive the previous PBID documents and structure. Modify it's plan as appropriate for a better chance at passage. Calculate a new assessment structure and income pro forma. Determine what PBID funds will be used for, and if and how they might be supplemented to support the Downtown revitalization effort. Check that all legal and regulatory mandates have been met.	SPaMS Organizing, Economic Restructuring and Promotion Committees And City	Undetermined	2004-2005
b. Create a team to promote the PBID.	SPaMS Promotion Committee	Administrative	2004-2005
d. Create promotional materials that answer FAQ's and give honest pros and cons.	SPaMS Promotion Committee	Administrative	2004-2005
e. Conduct the petition campaign.	Everyone	Administrative	2004-2005
f. Conduct vote.	Designated entity, designated ballot.	Administrative	2004-2005
g. Public Hearings, Ratification, enlist Assessor	City	Administrative	2004-2005



RECOMMENDATION VII.A. PARKING RESOURCES	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
<p>a. Reduce the parking required in the study area as follows:</p> <p style="padding-left: 40px;">Residential - 1/du Retail 1:400 sf Office 1:450 sf</p>	Planning Division	Administrative	Implementation and timing subject to the analysis performed in VII.A.g
<p>b. Allow required parking for residential uses to be reduced to 0.5/du if parking is shared with office uses (on or off site) subject to the approval of the Planning Commission.</p>	Planning Division	Administrative	Implementation and timing subject to the analysis performed in VII.A.g
<p>c. Allow required parking for residential uses to be reduced to 0.5/du if residential unit is located on the upper floor of an existing structure.</p>	Planning Division	Administrative	Implementation and timing subject to the analysis performed in VII.A.g
<p>d. Allow residential uses to utilize City parking facilities between 6:00 pm and 7:00 am and develop a residential permit program for new residential uses.</p>	Police Department	Administrative	Implementation and timing subject to the analysis performed in VII.A.g



RECOMMENDATION VII.A. PARKING RESOURCES	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING/PRIORITY
<p>e. Allow an applicant to be credited for having the parking that would have been required for the land use, area or intensity made of the building on the operative date of the parking requirements in place at the time the building constructed or of last planning entitlement secured if those requirements had applied. If the new land use, area or intensity of the building requires greater parking than the land use, area or intensity being made on the operative date of the parking requirements, the applicant shall be required to provide actual off-street parking in an amount equal to the difference between the parking required of the new land use, area or intensity and the parking that would have been required of the land use being made on the operative date of the parking requirements if such requirements had been applicable.</p> <p>Example: A 1000 sf building built in 1910 would have been required to have (at 1:400) 2.5 parking stalls by today's standards but has none. Assume that the use in the building is changing to a use that is required to have 5 spaces under the current code. The new use would be credited the 2.5 spaces for the historic use and would only be required to provide the additional 2.5 spaces.</p>	<p>Planning Division</p>	<p>Administrative</p>	<p>Implementation and timing subject to the analysis performed in VII.A.g</p>
<p>f. Establish a parking mitigation program with assessments in lieu of providing required parking. The assessment would be used to develop city managed parking facilities.</p>	<p>Planning Division, Finance & Consultant</p>	<p>Administrative</p>	<p>Implementation and timing subject to the analysis performed in 7.1.h.</p>
<p>g. Conduct a parking demand, supply and management analysis. The assessment should include an analysis of recommendations VII.A.a.-f. above. The analysis would also include a feasibility assessment for the South Alley and Civic Center parking facilities.</p>	<p>Planning Division & Consultant</p>	<p>\$90,000 RATI</p>	<p>Priority 1 2004-2005</p>
<p>h. Establish a Transportation Management Program which facilitates the use of alternative modes of transportation by employees and visitors. The program would be implemented by the SPaMS.</p>	<p>Planning Division, SPaMS, & Consultant</p>	<p>\$24,000</p>	<p>Priority 2 2005-2006</p>



RECOMMENDATION VII.A. PARKING RESOURCES	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING/PRIORITY
i. Allow the parking lot landscaped areas to be used as drainage/detention swales.	Planning Division	Administrative	On an opportunistic basis
j. Develop program to support the joint use of adjacent parking areas to increase efficiency and numbers.	Public Works Planning Division	Administrative	2004
k. Landscape parking lots.	Public Works, Planning Division, & Private Owners	Vary by lot size and condition	On an opportunistic basis

RECOMMENDATION VII.C. HISTORIC PRESERVATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Sponsor an application to nominate the Downtown Historic District for inclusion on the National Register of Historic Places. The nomination, if approved, would provide a twenty percent tax credit to property owners who restore contributing properties.	Planning Division & Consultant	\$12,000 Redevelopment Agency Tax Increment (RATI)	2004-2005
b. Develop an ordinance that discourages or prohibits the demolition of historic structures.	Planning Division & Legal	Administrative	2004

RECOMMENDATION VII.D. FACADE IMPROVEMENTS	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Adopt and implement the Façade and Signage Improvement Program.	Economic Development	\$75,000 per year (RATI)	2004 and ongoing



RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
VII.E. ENTRY WAYS & WAYFARING			
a. Work with Caltrans to install "Historic Downtown Santa Paula" signage on Highway 126 in both directions.	Economic Development & SPaMS	Administrative	2004
b. Install a "Historic Downtown Santa Paula" sign at the off ramps of Highway 126.	SPaMS	\$5,000 SPaMS	2004-2005
c. Wayfaring signage program with design competition.	Public Works & SPaMS	\$1,500 SPaMS	2005
d. Implementation of wayfaring signage program.	Public Works & SPaMS	Variable allocate \$25,000 Transportation Fund	Initiate in 2005-2006
e. Design and construct a major gateway at 10 th and Ventura Streets.	Economic Development	\$50,000-\$75,000 Transportation Fund	2005-2006
f. Underground overhead utilities were they cross Davis, Mill and 10 th Streets.	Public Works	\$100,000 Utility Underground Fund	2005-2006



RECOMMENDATION VIII.A. ACCESS & CIRCULATION PROJECT	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Based on existing design themes undertake a design for streetscape improvements. Design components include survey, schematic design, electrical engineering, civil engineering, landscape design, and a public process. Improvements would include sidewalk widening, landscape planters, street trees, benches, potable water, pedestrian gathering niches at intersection, enhanced crosswalks and public art.	Public Works, Planning Division & Consultant	\$ 240,000 Phase 1 RATI	2004-2005 Phase 1 Phase 2 as funding becomes available
b. Obtain City Council approval of streetscape elements including, but not limited to, benches, lighting, trash cans, bike racks, special paving materials, signage, landscaping treatments (trees, shrubs), kiosks, public telephone and bollards based on design project identified in VIII.A.a.	Public Works	Administrative	2005
c. Construct streetscape improvements along Santa Barbara and Davis Streets	Public Works	\$1,300 per lineal foot	2006-2007
d. Undertake streetscape improvements along remaining road ways. ^{1/} Improvements would include sidewalk widening, landscape planters, street trees, benches, potable water, and enhanced crosswalks.	Public Works, Planning Division & Consultant	Unknown	Not in the planning horizon. Priority 1.

^{1/} See sequence for improvements in the narrative Section VIII.A.



RECOMMENDATION VIII.C.1 CITY GATEWAY	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING/PRIORITY
a. Install streetscape improvements.	Public Works	See Matrix VIII.A.b.	See Matrix VIII.A.b.
b. Prepare Park Master Plan for Veterans Park.	Parks, Economic Development & Consultant	\$45,000 (RATI)	2006-2007
c. Continue negotiations for the redevelopment of the City Hall block.	City Manager	Administrative	2004
d. Encourage the redevelopment of mixed use project east of 10 th Street – north of Ventura Street.	Economic Development	Administrative	2004-2005
e. Concentrate residential rehabilitation in area east of 10 th Street – south of Ventura Street.	Economic Development	\$150,000 annually HOME, CDBG & RATI	2004 and ongoing

RECOMMENDATION VIII.C.2 CIVIC CENTER	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING/PRIORITY
a. Conduct architectural programming exercise for new Civic Center.	Public Works & City Manager	\$30,000-\$60,000 RATI/ General Fund	Subject to negotiations on current City Hall site disposition

RECOMMENDATION VIII.C.3 RAILROAD CORRIDOR	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING/PRIORITY
a. Encourage development of an “agritainment” retail space.	Economic Development	Administrative	Not in this planning horizon
b. Encourage development of live-work housing in Santa Paula Orange Association Building, develop and distribute real estate fact sheet on the property, solicit developer interest and expedite entitlement process.	Economic Development	Administrative	2004 and ongoing as necessary
c. Encourage development of workforce housing along Santa Barbara Street east of 10 th Street – facilitate discussions with Fillmore and Western Railroad, solicit developer interest and expedite entitlement process, develop and distribute real estate fact sheet on the property.	Economic Development	Administrative	2004 and ongoing as necessary
d. Develop parking north of the tracks.	Public Works	See Matrix VII.A.g.	See Matrix VII.A.g.
e. Use standard “request for development proposals” process to redevelop the former fire station building.	Economic Development	Administrative	2004-2005



RECOMMENDATION VIII.C.4 MERCADO	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING/PRIORITY
a. Recruit businesses that fit the Mercado concept. (See Section VIII.C.D.).	Economic Development SPaMS	Administrative	2004 and ongoing
b. Program events.(See Section VIII.C.D.).	SPaMS	Vary depending on event. SPaMS	2004 and ongoing
c. Enlist local growers and agricultural firms for Agritainment program.	Chamber, growers and agricultural firms, & City Economic Development	Varies depending on target markets, tactics and media.	2005
e. Incorporate Filmore & Western Railroad excursions into packages.	Chamber, growers and agricultural firms, & City Economic Development, & Filmore & Western Railroad	Varies depending on target markets, tactics and media.	2005
f. Promote agricultural tours in conjunction with events at Mercado.	Chamber, growers and agricultural firms, & City Economic Development	Varies depending on tactics, regional, US or overseas, ect.	2005
g. Collaborate with Heritage Valley Tourism Bureau program.	Chamber, growers and agricultural firms, & City Economic Development, Filmore, & County	Taps into County for agritainment	Ongoing



RECOMMENDATION VIII.C.5 HOMETOWN USA	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING/PRIORITY
a. Recruit businesses that fit the Hometown USA concept. (See Section VIII. 8.C.).	Economic Development & SPaMS	Administrative	2004 and ongoing
b. Encourage infill development on Main Street near 8 th . Facilitate with owners, develop and distribute real estate fact sheet and expedite entitlement process, solicit developer interest and expedite entitlement process.	Economic Development	Administrative	2004-2005
c. Implement Façade and Sign Improvement Program.	Economic Development	See Matrix VII.D.	See Matrix VII.D.
d. Implement Parking Program.	Public Works	See Matrix VII.A.g.	See Matrix VIII.A.g.
e. Encourage office and residential uses above ground floor retail.	Economic Development & Planning Division	Administrative	2004 and ongoing

RECOMMENDATION VIII.C.6 GLEN TAVERN INN	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING/PRIORITY
a. Support restoration through fee reduction, entitlement expediting and other means.	City Manager Economic Development, & Planning Division	Administrative	2004 and ongoing

RECOMMENDATION VIII.C.7 SERVICE DISTRICT	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING/PRIORITY
a. Implement the Façade and Signage Improvement Program.	Economic Development	See Matrix VII.D.	See Matrix VII.D.



RECOMMENDATION VIII.C.8 OFFICE DISTRICT	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING/PRIORITY
a. None	N/A	N/A	N/A

RECOMMENDATION VIII.C.9 RESIDENTIAL AREAS	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING/PRIORITY
a. None	N/A	N/A	N/A
b. Concentrate residential rehabilitation in area east of 10 th Street – south of Ventura Street.	?	\$150,000 annually HOME, CDBG, & RATI	2004 and ongoing

APPENDIX A
ECONOMIC ANALYSIS

APPENDIX A
Santa Paula
Downtown Improvement Plan
Economic Analysis
And Economic Development
Strategy

June 2004

Prepared for
City of Santa Paula

Prepared by

Applied Development Economics

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1. INTRODUCTION

Known as the “Citrus Capital of the World,” Santa Paula, California is a city of 28,800 people that is undergoing considerable change. To guide this change, local volunteers and leaders have embarked on a citywide visioning project, which, among other things, brings all members of the diverse community together to talk about the future of the city and to determine how Santa Paula should move forward in the coming years.

Downtown vibrancy is one key area that city officials and resident are seeking to improve. City officials and residents have commissioned a Downtown Improvement Plan Update document, which includes recommendations for design, thematic, physical, organizational and operational improvements. This appendix supports the update document.

This appendix contains economic data and analysis relevant to the downtown revitalization effort. The data supplements information gathered during interviews, field analysis, and workshops, which together form the basis for an economic development strategy to help the city of Santa Paula and its citizens strengthen its current downtown revitalization program.

Chapters 2 through 4 include relevant data and analyses. Chapter 2 of this report is a retail leakage analysis, which identifies the retail strengths and weaknesses of downtown Santa Paula and estimates retail growth potential. Chapter 3 estimates the potential demand for downtown offices, lodging and a cinema complex Chapter 4 discusses housing supply and demand and its potential downtown.

Chapter 5 includes a set of compatible downtown revitalization strategies that have been suggested by the data, interviews, workshops and field work. These strategies have proven successful in other communities. Chapter 6 then recommends relevant implementation activities.

The Downtown Improvement Plan Update document incorporates the findings and recommendations in this volume, but in less detail.

2. RETAIL LEAKAGE ANALYSIS – LOCAL DEMAND

This chapter describes broad demographic trends, discusses retail trends within the local market trade area, and then compares household spending by Santa Paula residents against actual sales by local retailers, to see in which retail store groups “sales leakages” occurs. In so doing, this report identifies possible retail store types that local decision makers may want to consider when attracting new or expanding existing stores. The second part compares household spending at the regional level against actual sales by local retailers, again to see in which retail store groups “sales leakages” occurs. The third section identifies possible retail opportunities resulting from the development of a 17,000 unit residential development in the foothills just outside of Santa Paula.

2.1 HOUSEHOLD DEMAND

2.1.1 DEMOGRAPHIC TRENDS

According to the Department of Finance, there were 8,286 households in Santa Paula in the year 2002. These households contain 28,822 people. Between 1990 and 2000, the number of Santa Paula households grew at a relatively modest pace of 0.8 percent per year between 1990 and 2000, slowing to 0.3 percent per year between 2000 and 2002. Tables 1 and 2 provide comparison data on population and household growth over the 1990s and from 2000 to 2002. Population grew at a slightly faster pace than households between 1990 and 2000.

TABLE 1
Population Change
1990 - 2002

	Population			Annual Growth	
	1990	2000	2002	1990 - 2000	2000 - 2002
Ventura County	669,016	753,197	778,423	1.26%	1.67%
Santa Paula	25,062	28,631	28,822	1.42%	0.33%
Fillmore	12,001	13,479	14,445	1.23%	3.58%
Piru	1,148	1,164	1,164	0.14%	0.00%
Santa Clarita (LA County)	110,642	151,381	158,151	3.68%	2.24%
Ventura	92,575	101,155	102,658	0.93%	0.74%
LA County	8,863,164	9,519,338	9,817,419	0.74%	1.57%
California	29,760,021	33,871,648	34,999,827	1.38%	1.67%

**TABLE 2
Household Change**

	Households			Annual Growth	
	1990	2000	2002	1990 - 2000	2000 - 2002
Ventura County	217,723	243,503	250,126	1.18%	1.36%
Santa Paula	7,656	8,231	8,286	0.75%	0.33%
Fillmore	3,469	3,694	3,967	0.65%	3.70%
Piru	302	325	325	0.76%	0.00%
Santa Clarita (LA County)	38,362	50,697	51,906	3.22%	1.19%
Ventura	35,546	38,675	39,010	0.88%	0.43%
LA County	2,994,343	3,136,279	3,155,328	0.47%	0.30%
California	10,399,700	11,512,020	11,729,526	1.07%	0.94%

2.1.2 ACTUAL SALES TRENDS

Table 3 compares aggregate household spending, aggregate retail sales, and sales leakages for various cities along Highway 126 corridor, including the City of Santa Paula. This table shows that actual sales exceeds household spending for each city, meaning that all of these cities succeed in capturing spending from commuters or visitors traveling

**TABLE 3
Sales Leakages in Santa Clara Valley
2002**

	Aggregate Household Demand	Aggregate Actual Retail Sales	Retail Sales Leakage \ (Retail Sales Surplus)
Ventura	\$796,339,689	\$1,674,303,543	(\$877,963,854)
Santa Paula	\$143,516,614	\$186,464,980	(\$42,948,365)
Fillmore	\$71,380,773	\$114,712,130	(\$43,331,357)
Piru	\$5,286,714	\$5,293,980	(\$7,266)
Santa Clarita	\$1,622,446,769	\$1,674,303,543	(\$51,856,774)

2.1.3 METHODOLOGY

When examining retail demand and sales trends, the analysis typically includes data for specific types of stores within broad categories, such as household demand for and retail sales by auto supply stores, which is within the automotive group category. The City of Santa Paula provided the consultants with the necessary data with which to perform the retail sales leakage analysis. Local officials made sure to combine data where necessary in order to prevent the release of confidential information for store categories dominated by only one to three stores.

2.2 RETAIL MARKET AREA

Figure 1 below is a map of Santa Paula and its Ventura County neighbors, such as Fillmore and Piru to the northeast and San Buena Ventura (“Ventura”) to the southwest. Santa Paula is located along

Highway 126, a major thoroughfare connecting cities of Santa Clarita (Los Angeles County) and Ventura.

FIGURE 1
Santa Paula and Ventura County Neighbors

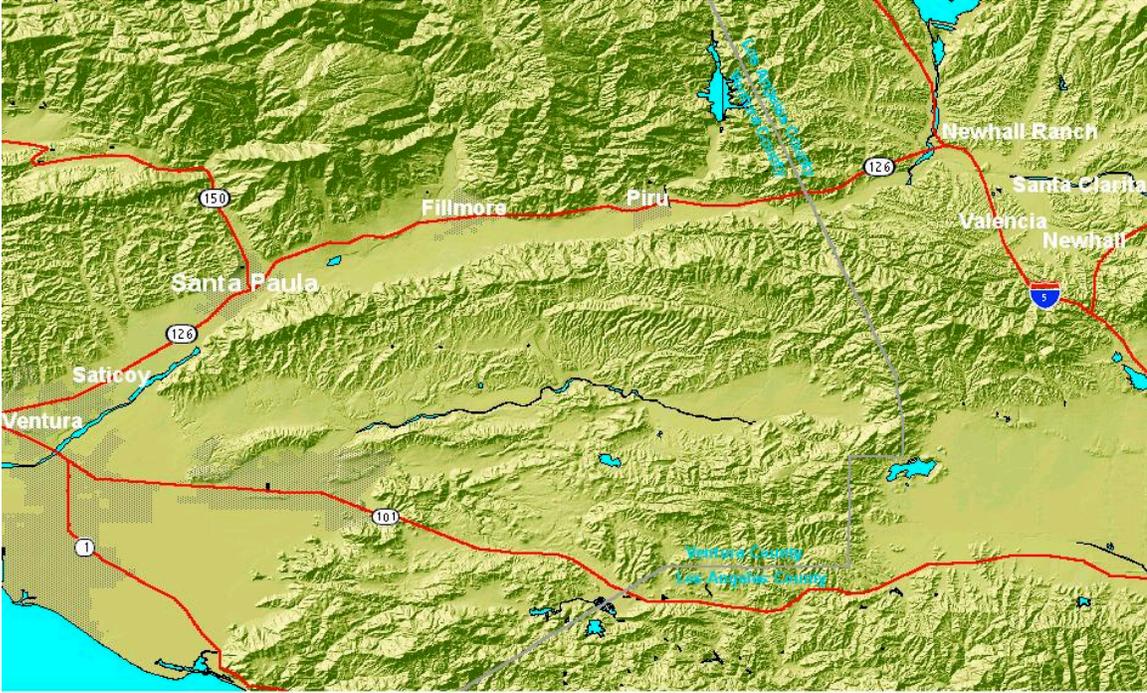
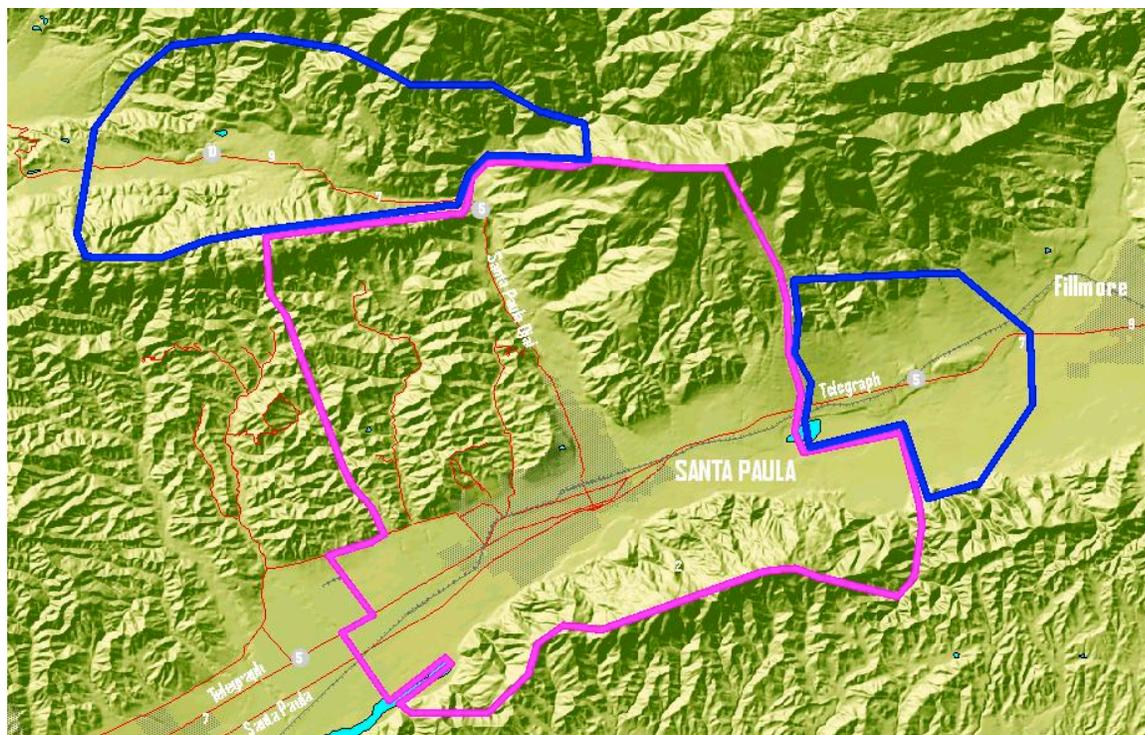


Figure 2 shows the market area for the leakage analysis conducted below, which includes the census block groups of those residents most likely to shop in Santa Paula. The violet area is the area analyzed. The blue areas have been included in the regional retail analysis reported in the next chapter.

FIGURE 2
Geographic Boundaries
Santa Paula Local Retail Trade Area



2.2.1 LOCAL HOUSEHOLD DEMAND AND SPENDING

In aggregate, the 8,286 households in Santa Paula spent up to \$143.5 million in a variety of retail store types and categories in the year 2002. Among households in Santa Paula, the two largest retail spending categories are food stores and automotive group. Together, these two retail categories account for 59 percent of the total retail spending among Santa Paula residents, with each of them accounting for \$39.2 million and \$46.5 million of annual household spending.

2.2.2 RETAIL SALES LEAKAGE ANALYSIS

Based on the above methodology, the City of Santa Paula is experiencing limited retail sales leakage. Retail sales leakages occur in the apparel, specialty retail, and building materials-home furnishing categories. Below is a summary of retail store categories experiencing retail sales leakages. Table 4 below indicates that Santa Paula retailers within the food-eating-drinking and automotive groups succeed in attracting \$55 million and \$7.6 million respectively from outside of the city.

TABLE 4
Santa Paula Citywide Retail Sales
2002

Retail Group	Total Household Demand: Santa Paula	Citywide Taxable Sales	Citywide Actual Sales	Sales Surplus	Sales Leakages
Total	\$143,516,614	\$117,261,600	\$186,464,980	-\$42,948,365	
Apparel Store Group	\$8,526,821	\$3,266,700	\$3,266,700		\$5,260,121
Women's Apparel	\$1,924,794	\$589,700	\$589,700		\$1,335,094
Men's Apparel	\$699,303	\$30,400	\$30,400		\$668,903
Family Clothing	\$4,259,246	\$2,190,100	\$2,190,100		\$2,069,146
Shoe Stores	\$1,643,479	\$456,500	\$456,500		\$1,186,979
General Merchandise Group	\$25,067,721	\$17,073,800	\$24,380,833		\$686,888
Department & Dry Goods	\$13,950,911	\$13,221,400	\$14,080,298	-\$129,387	
Discount Stores (Big Lots, 99 cent)	\$8,302,045	\$2,829,000	\$3,012,780		\$5,289,266
Department Stores	\$5,648,783	\$10,392,400	\$11,067,519	-\$5,418,735	
Other General Merchandise	\$6,986,544	\$0	\$0		\$6,986,544
Warehouse Clubs and Superstores	\$5,267,795	\$0			\$5,267,795
Misc. General Merchandise	\$1,718,749	\$0			\$1,718,749
Drug & Proprietary Stores	\$4,130,266	\$3,852,400	\$10,300,535	-\$6,170,269	
Specialty Retail Group	\$9,945,578	\$5,070,700	\$5,111,750		\$4,833,829
Gifts & Novelties	\$781,701	\$329,000	\$333,333		\$448,368
Sporting Goods	\$1,080,139	\$186,300	\$186,486		\$893,653
Florists	\$253,340	\$137,800	\$138,492		\$114,848
Photographic Equipment	\$129,154	\$0	\$0		\$129,154
Records & Music	\$580,044	\$676,800	\$676,800	-\$96,756	
Books & Stationery	\$691,758	\$347,800	\$347,800		\$343,958
Office Supplies/Computer Equipment	\$1,697,388	\$58,100	\$58,100		\$1,639,288
Office Supplies	\$748,171	- confidential -	- confidential -		- confidential -
Computer Equipment	\$949,217	- confidential -	- confidential -		- confidential -
Jewelry	\$997,317	\$418,800	\$419,219		\$578,098
Misc. Specialty Retail	\$3,734,735	\$2,916,100	\$2,951,518		\$783,217
Cosmetics/Beauty Supply	\$177,700	- confidential -	- confidential -		- confidential -
Optical Goods	\$542,116	- confidential -	- confidential -		- confidential -
Other Health/Personal Care Stores	\$340,891	- confidential -	- confidential -		- confidential -
Toys & Hobbies	\$1,150,135	- confidential -	- confidential -		- confidential -
Pet Stores	\$534,834	- confidential -	- confidential -		- confidential -
Other Misc. Specialty Stores	\$989,059	- confidential -	- confidential -		- confidential -
Food, Eating and Drinking Group	\$39,242,084	\$33,840,000	\$84,719,555	-\$45,477,471	
Grocery Stores	\$25,746,521	\$13,459,000	\$41,300,000	-\$25,234,540	
Supermarkets	\$24,641,210	\$8,775,100	\$33,239,015	-\$8,597,805	
Convenience Stores	\$1,105,291	\$4,683,900	\$8,089,637	-\$6,984,346	
Specialty Food Stores	\$796,678	\$1,248,000	\$22,285,714	-\$21,489,037	
Meat & Fish Markets	\$398,386	\$936,000	\$16,714,281	-\$16,315,900	
Fruit & Vegetable Markets	\$154,362	\$0	\$0		\$154,362
Misc. Specialty Food	\$243,929	\$312,000	\$5,571,429	-\$5,327,500	
Liquor Stores	\$1,124,400	\$1,638,300	\$1,666,633	-\$542,233	
Eating Places	\$11,574,486	\$17,494,700	\$19,438,556	-\$7,864,070	
Full-Service Restaurants	\$5,522,775	\$5,925,600	\$6,584,000	-\$1,061,225	
Other Eating Places	\$5,600,073	\$11,204,500	\$12,449,445	-\$6,849,372	
Drinking Places	\$451,638	\$364,600	\$405,111		\$46,527

TABLE 4
Santa Paula Citywide Retail Sales
2002

Retail Group	Total Household Demand: Santa Paula	Citywide Taxable Sales	Citywide Actual Sales	Sales Surplus	Sales Leakages
Building Materials And Home Furnishings Group	\$14,263,795	\$5,281,600	\$5,286,030		\$8,977,765
Furniture & Home Furnishings	\$6,287,585	\$1,022,300	\$1,024,349		\$5,263,236
Furniture Stores	\$3,715,744	\$1,022,300	\$1,024,349		\$2,691,395
Other Home Furnishings Stores	\$2,571,840	\$0	\$0		\$2,571,840
Household Appliances & Electronics	\$2,540,861	\$644,000	\$644,000		\$1,896,861
Used Merchandise	\$391,012	\$24,500	\$24,500		\$366,512
Nurseries & Garden Supply Stores	\$1,205,742	\$335,400	\$336,072		\$869,670
Lumber & Other Building Materials	\$2,199,321	- confidential -	- confidential -		- confidential -
Home Centers and Hardware Stores	\$1,526,498	\$1,707,000	\$1,708,709	-\$182,211	
Paint & Wallpaper	\$112,776	\$1,548,100	\$1,548,100	-\$1,435,324	
Automotive Group	\$46,470,616	\$52,728,800	\$54,047,704	-\$7,577,089	
New Cars & RVs	\$30,074,893	\$30,983,700	\$30,983,700	-\$908,807	
Used Car Dealers	\$2,185,034	\$1,914,500	\$1,914,500		\$270,534
Gasoline Service Stations	\$12,213,839	\$16,035,100	\$17,354,004	-\$5,140,165	
Mobile Homes & Trailers	\$8,076	\$86,500	\$86,500	-\$78,424	
Auto Parts & Accessories	\$1,078,773	\$3,683,400	\$3,683,400	-\$2,604,627	
Boats & Motorcycles	\$910,000	\$25,600	\$25,600		\$884,400

Apparel store group

Households in Santa Paula spent approximately \$8.5 million on apparel in the year 2002, as Table 4 shows. Retail spending exceeds aggregate actual sales by apparel stores, which in 2002 was approximately \$3.3 million. Thus, the City of Santa Paula experienced approximately \$5.2 million in sales leakage in apparel store spending. Of the \$5.2 million in overall apparel sales leakage, \$2.2 million is retail sales leakage for family apparel stores. National family apparel stores such as the GAP or Abercrombie and Fitch, on average, record \$3.4 and \$2.7 million in store sales respectively. Moreover, national apparel stores tend to locate in areas such as regional or super-regional shopping malls or downtown shopping districts with an abundance of new stores. In other words, there is not enough to support a new national family apparel store.

General merchandise stores

Santa Paula households spent approximately \$25 million in 2002 on retailers within the general merchandise group, such as department and discount stores, and warehouse clubs and superstores. The amount Santa Paula retailers earned within the general merchandise group only slightly exceeded the \$25 million: these retailers recorded actual sales in the amount of \$24.4 million, as Table 4 shows. To be sure, Santa Paula experienced sales leakages within the “Other general merchandise” category, to the tune of \$6.9 million.

Specialty retail group

Table 4 shows that the amount of actual sales at Santa Paula -based specialty retailers lagged behind estimated household spending at these kinds of stores by \$4.9 million, meaning that, within this category, Santa Paula residents for the most part went outside of the city to purchase specialty retail. Overall, actual sales by specialty retail stores amounted to \$5.1 million in 2002, versus household spending of \$9.9 million, for a “sales leakage” of \$4.9 million.

Food, eating, and drinking group

There are 8,286 households in Santa Paula and these households spent approximately \$39.2 million on retailers within the food, eating and drinking group. Of the \$39.2 million, \$24.6 million was spent at grocery stores. Santa Paula grocery stores in aggregate sold \$33.2 million in taxable and non-taxable items, meaning that these stores managed to attract \$8.6 million in spending from customers outside of the city.

Building materials and home furnishings group

At first glance, it appears that this retail group experienced significant retail sales leakage. At \$14.2 million in the year 2002, households in Santa Paula spent an amount on building materials and home furnishing stores that exceeded combined sales for these store, of \$5.3 million. Of the \$8.9 million in “sales leakage”, \$5.2 million occurred within furniture and home furnishings stores. Lumber and building materials retailers experienced \$2.2 million in leakage, while household appliance and electronics stores recorded \$1.9 million in leakages.

Keep in mind that furniture stores such as Levitz or Ethan Allen, on average, record \$8.9 and \$10 million in sales per store. Home furnishing stores such as Bed and bath, Linen N Things, Cost Plus, and Pier 1 Imports, on average, record \$7.5 million, \$5.6 million, \$4.0 million, and \$1.8 million in store sales respectively. National brand lumber and building materials stores such as Home Depot and Lowes record average store sales in excess of \$50 million, while average store sales for appliance and electronic stores start at \$10 million, except for Radio Shack, which averages \$800,000 in store sales.

Thus, the \$8.9 million in leakage within the building materials and home furnishing group is not enough to support a furniture store, although it could support home furnishings. A small electronic and appliance store such as Radio Shack could be supported by available leakage, although there is not enough to support home centers such as Home Depot or Lowes.

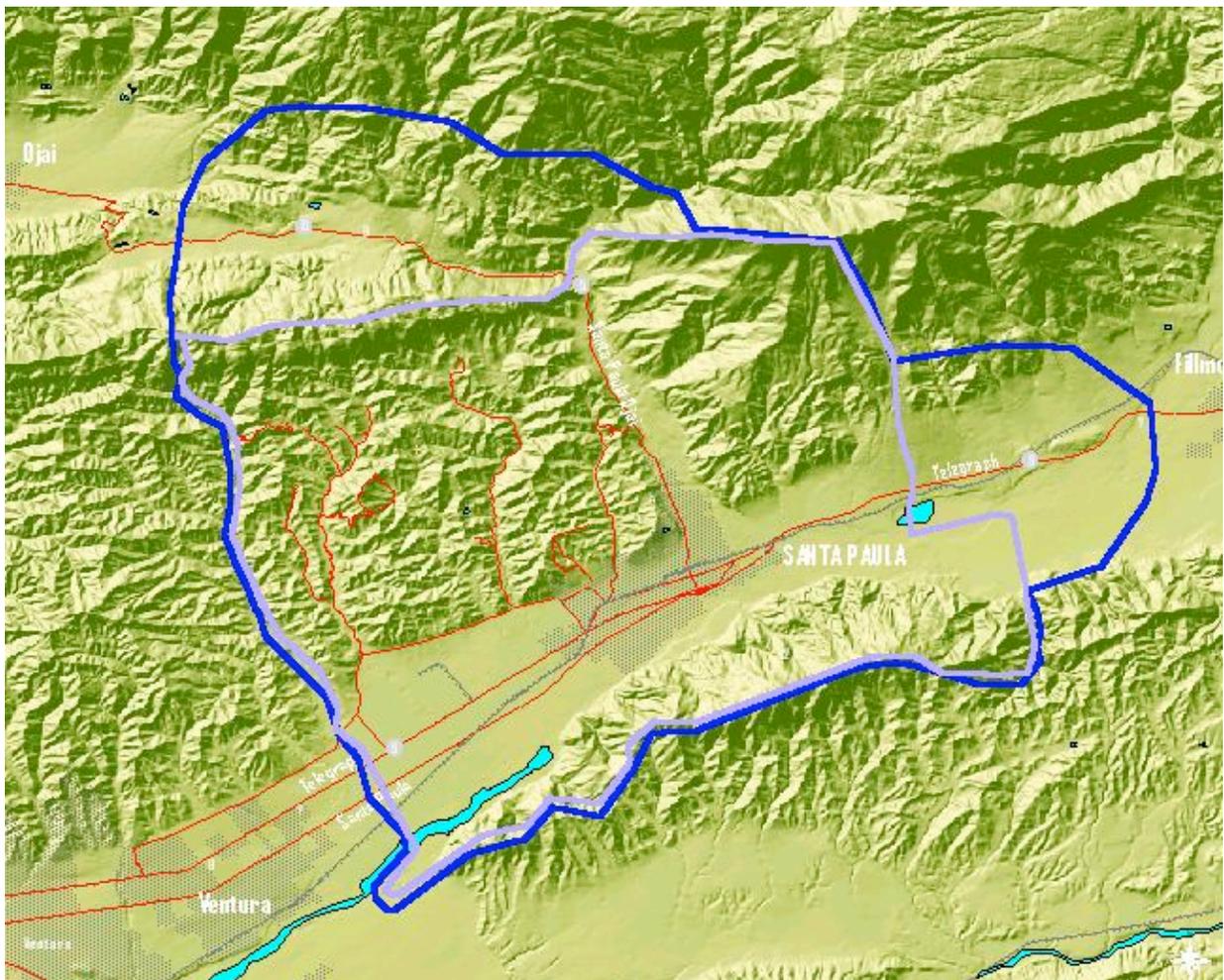
Auto dealers and auto supplies

The City of Santa Paula succeeded in attracting approximately \$7.6 million in spending on retailers within the automotive group from households from outside of the city. As Table 4 shows, gasoline service stations account for the bulk of regional capture in the automotive group.

3. REGIONAL HOUSEHOLD DEMAND, SALES AND SALES LEAKAGES

In addition to local demand, this report analyzes demand by households in the Santa Paula trade area, which encompasses census area (census tracts and block groups) beyond the borders of the City of Santa Paula. Figure 3 below identifies the geographic boundaries of the regional market trade area for Santa Paula. The regional market trade area stretches to northeast to a point that is equidistant between Fillmore and Santa Paula, and, in the southwest direction, to a point that is equidistant between Santa Paula and the City of Ventura. To the north, the regional market trade area includes census areas in the hills whose roads take residents and commuters there in the direction of Santa Paula.

Figure 3
Regional Retail Market Area



In aggregate, there are 8,797 households in the regional market trade area, meaning that the bulk of households in the trade area reside in the City of Santa Paula. These households in region are estimated to have spent up to \$152.9 million in a variety of retail store types and categories in the year 2002.

3.1. RETAIL SALES LEAKAGE ANALYSIS

The City of Santa Paula is experiencing limited retail sales leakage by store categories. Retail sales leakages occur in the apparel, specialty retail, and building materials-home furnishing categories. Below is a summary of retail store categories experiencing retail sales leakages. Table 5 below indicates that Santa Paula retailers within the food-eating-drinking and automotive groups succeed in attracting spending from shoppers from outside of the city, to the tune of \$53 million and \$6.9 million respectively. Below is a summary of trends within each major retail group.

TABLE 5
Santa Paula's Capture of Regional Demand

Regional Market	Total Household Spending: Region	Taxable Sales	Actual Sales	Regional Capture	Sales Leakages
Total	\$152,901,676	\$117,261,600	\$186,464,980	-\$33,563,304	
Apparel Store Group	\$9,081,685	\$3,266,700	\$3,266,700		\$5,814,985
Women's Apparel	\$2,049,861	\$589,700	\$589,700		\$1,460,161
Men's Apparel	\$745,218	\$30,400	\$30,400		\$714,818
Family Clothing	\$4,536,058	\$2,190,100	\$2,190,100		\$2,345,958
Shoe Stores	\$1,750,548	\$456,500	\$456,500		\$1,294,048
General Merchandise Group	\$26,692,591	\$17,073,800	\$24,380,833		\$2,311,758
Department & Dry Goods	\$14,856,679	\$13,221,400	\$14,080,298		\$776,381
Discount Stores	\$8,841,332	\$2,829,000	\$3,012,780		\$5,828,552
Department Stores	\$6,015,259	\$10,392,400	\$11,067,519	-\$5,052,260	
Other General Merchandise	\$7,441,332	\$0	\$0		\$7,441,332
Warehouse Clubs and Superstores	\$5,610,632	\$0	\$0		\$5,610,632
Misc. General Merchandise	\$1,830,700	\$0	\$0		\$1,830,700
Drug & Proprietary Stores	\$4,394,580	\$3,852,400	\$10,300,535	-\$5,905,955	
Specialty Retail Group	\$10,592,731	\$5,070,700	\$5,111,750		\$5,540,443
Gifts & Novelties	\$832,679	\$329,000	\$333,333		\$499,346
Sporting Goods	\$1,151,157	\$186,300	\$186,486		\$964,670
Florists	\$269,949	\$137,800	\$138,492		\$131,456
Photographic Equipment	\$137,542	\$0	\$0		\$137,542
Records & Music	\$617,338	\$676,800	\$676,800	-\$59,462	
Books & Stationery	\$735,575	\$347,800	\$347,800		\$387,775
Office Supplies/Computer Equipment	\$1,809,379	\$58,100	\$58,100		\$1,751,279
Office Supplies	\$796,778	- confidential -	- confidential -		- confidential -
Computer Equipment	\$1,012,601	- confidential -	- confidential -		- confidential -

TABLE 5
Santa Paula's Capture of Regional Demand

Regional Market	Total Household Spending: Region	Taxable Sales	Actual Sales	Regional Capture	Sales Leakages
Total	\$152,901,676	\$117,261,600	\$186,464,980	-\$33,563,304	
Jewelry	\$1,060,954	\$418,800	\$419,219		\$641,735
Misc. Specialty Retail	\$3,978,159	\$2,916,100	\$2,951,518		\$1,026,641
Cosmetics/Beauty Supply	\$189,036	- confidential -	- confidential -		- confidential -
Optical Goods	\$577,278	- confidential -	- confidential -		- confidential -
Other Health/Personal Care Stores	\$362,670	- confidential -	- confidential -		- confidential -
Toys & Hobbies	\$1,225,616	- confidential -	- confidential -		- confidential -
Pet Stores	\$570,535	- confidential -	- confidential -		- confidential -
Other Misc. Specialty Stores	\$1,053,024	- confidential -	- confidential -		- confidential -
Food, Eating and Drinking Group	\$41,795,964	\$33,840,000	\$84,719,555	-\$42,923,590	
Grocery Stores	\$27,421,662	\$13,459,000	\$50,981,061	-\$23,559,398	
Supermarkets	\$26,244,555	\$8,775,100	\$33,239,015	-\$6,994,461	
Convenience Stores	\$1,177,086	\$4,683,900	\$8,089,637	-\$6,912,551	
Specialty Food Stores	\$848,483	\$1,248,000	\$22,285,714	-\$21,437,231	
Meat & Fish Markets	\$424,291	\$936,000	\$16,714,281	-\$16,289,990	
Fruit & Vegetable Markets	\$164,400	\$0	\$0		\$164,000
Misc. Specialty Food	\$259,791	\$312,000	\$5,571,429	-\$5,311,638	
Liquor Stores	\$1,197,195	\$1,638,300	\$1,666,633	-\$469,438	
Eating Places	\$12,328,624	\$17,494,700	\$19,438,556	-\$7,109,931	
Full-Service Restaurants	\$5,882,571	\$5,925,600	\$6,584,000	-\$701,429	
Other Eating Places	\$5,965,123	\$11,204,500	\$12,449,445	-\$6,484,322	
Drinking Places	\$480,930	\$364,600	\$405,111		\$75,819
Building Materials And Home Furnishings Group	\$15,183,127	\$5,281,600	\$5,286,030		\$9,897,098
Furniture & Home Furnishings	\$6,683,687	\$1,022,300	\$1,024,349		\$5,659,339
Furniture Stores	\$3,950,826	\$1,022,300	\$1,024,349		\$2,926,447
Other Home Furnishings Stores	\$2,732,862	\$0	\$0		\$2,732,862
Household Appliances & Electronics	\$2,706,035	\$644,000	\$644,000		\$2,062,035
Used Merchandise	\$416,280	\$24,500	\$24,500		\$391,780
Nurseries & Garden Supply Stores	\$1,284,828	\$335,400	\$336,072		\$948,756
Lumber & Other Building Materials	\$2,345,783	- confidential -	- confidential -		- confidential -
Home Centers and Hardware Stores	\$1,626,465	\$1,707,000	\$1,708,709	-\$82,243	
Paint & Wallpaper	\$120,048	\$1,548,100	\$1,548,100	-\$1,428,052	
Automotive Group	\$49,555,578	\$52,728,800	\$54,047,704	-\$4,492,126	
New Cars & RVs	\$32,080,601	\$30,983,700	\$30,983,700		\$1,096,901
Used Car Dealers	\$2,330,618	\$1,914,500	\$1,914,500		\$416,118
Gasoline Service Stations	\$13,014,969	\$16,035,100	\$17,354,004	-\$4,339,035	
Mobile Homes & Trailers	\$8,609	\$86,500	\$86,500	-\$77,891	
Auto Parts & Accessories	\$1,150,506	\$3,683,400	\$3,683,400	-\$2,532,894	
Boats & Motorcycles	\$970,276	\$25,600	\$25,600		\$944,676

3.1.1 Apparel store group

Households in regional trade area are estimated to have spent approximately \$9.1 million at apparel stores in the year 2002, as Table 5 shows. Retail spending exceeds aggregate actual sales by apparel stores, which in 2002 was approximately \$3.3 million. Thus, the regional trade area experienced approximately \$5.8 million in sales leakage in apparel store spending. Of the \$5.8 million in overall apparel sales leakage, \$2.2 million is retail sales leakage for family apparel stores. Given typical stores sales of national family apparel store retailers, such as the GAP (\$3.4 million), Abercrombie and Fitch (\$2.4 million), TJ Maxx (\$6.4 million) and Urban Outfitters (\$5.7 million), there are not enough leakages to support a new national family apparel store.

3.1.2 General merchandise stores

Trade area households spent approximately \$26.7 million in 2002 on retailers within the general merchandise group, such as department and discount stores, warehouse clubs and superstores. Actual sales by Santa Paula general merchandise retailers amounted to \$24.4 million, as Table 5 shows. Thus, the regional trade area experienced an overall leakage in the amount of \$2.3 million. The bulk of leakages occurred within the “other general merchandise” category, whose \$7.4 million in leakages was off-set by \$5.9 million in regional capture recorded by drug stores, as Table 5 shows. The \$7.4 million in leakages in the “other general merchandise” is not enough to support “other general merchandisers” such as COSTCO or Sam’s, warehouse clubs whose annual store sales are \$97 million and \$60 million respectively.

3.1.3 Specialty retail group

Table 5 shows that the amount of actual sales at Santa Paula -based specialty retailers lagged behind estimated regional household spending by \$5.5 million, meaning that, within this category, trade area households for the most part went outside of the city to purchase specialty retail. Overall, actual sales by specialty retail stores amounted to \$5.1 million in 2002, versus household spending of \$10.6 million, for a “sales leakage” of \$5.5 million. When leakages for specific specialty retailers are compared against national store sales averages, there are not enough sales leakages to attract national specialty retailers into Santa Paula. For example, the bookstore sales leakage of \$388,000 cannot support large and small national brand bookstores such as Barnes and Noble (average store sales: \$5.7 million), Walden Books (\$1.1 million), and B. Dalton (\$1 million).

3.1.4 Food, eating, and drinking group

There are 8,797 households in regional trade area market and these households spent approximately \$41.8 million on retailers within the food, eating and drinking group. Of the \$41.8 million, \$26.2 million was spent at grocery stores. Santa Paula grocery stores in aggregate sold \$33.2 million in taxable and non-taxable items, meaning that these stores managed to attract \$6.9 million in spending from customers outside of the regional trade area market. Restaurants in Santa Paula also succeed in capturing spending from households outside of the regional trade area. These retailers earned actual sales of \$19 million in 2002, versus estimated regional household spending of \$12.3 million. In other words, Santa Paula restaurants, fast foods establishments, and taverns captured \$7.1 million from outside of the trade area, as Table 5 shows.

3.1.5 Building materials and home furnishings group

At first glance, it appears that this retail group experienced significant retail sales leakage. At \$15.2 million in the year 2002, households in the regional trade area spent an amount on building materials and home furnishing stores that exceeded combined sales for these store, of \$5.3 million. Of the \$9.8 million in “sales leakage”, \$5.6 million occurred within furniture and home furnishings stores. Lumber and building materials retailers experienced \$2.3 million in leakage, while household appliance and electronics stores recorded \$1.9 million in leakages.

However, the leakage amounts do not support many national retailers within the on building materials and home furnishing category. Furniture stores such as Levitz or Ethan Allen, on average, earn \$8.9 and \$10 million in sales per store. These amounts exceed regional household demand for furniture and home furnishing, which, as Table 5 shows, is \$6.7 million. There is sufficient demand to support a small-sized home furnishing store such as Pier 1 Imports, which, on average, earns \$1.8 million in store sales. National brand lumber and building materials stores such as Home Depot and Lowes record average store sales in excess of \$50 million, while average store sales for appliance and electronic stores start at \$10 million, except for Radio Shack, which averages \$800,000 in store sales.

Thus, the \$9.8 million in leakage within the building materials and home furnishing group is not enough to support a furniture store, although it could support home furnishings. A small electronic and appliance store such as Radio Shack could be supported by available leakage, although there is not enough to support home centers such as Home Depot or Lowes.

3.1.6 Auto dealers and auto supplies

The City of Santa Paula succeeded in attracting approximately \$4.5 million in spending on retailers within the automotive group from households from outside of the regional trade area. As Table 5 shows, gasoline service stations account for the bulk of regional capture (\$4.3 million).

4. HOUSEHOLD DEMAND, SALES AND LEAKAGES ASSUMING FAGAN CANYON'S 1,700 UNITS

This section of the report includes potential demand resulting from households living in the proposed 1,700 residential units development, which will be built over a period of 10 years. Based on current value of housing units, we estimate that, on average, the 1,700 units will cost \$650,000. Based on 20 percent down payment, 6.5 % interest, and thirty-year mortgage, we calculate that the minimum qualifying income to be \$122,400. The anticipated retail spending of those households can then be calculated.

With the addition of the 1,700 units, in aggregate, there are 10,497 households in the regional market trade area. If all the households were present in the year 2002, these households would have spent up to \$199.9 million in a variety of retail store types and categories in the year 2002.

4.1. RETAIL SALES LEAKAGE ANALYSIS

The regional trade area (including the 1,700 units) is experiencing limited retail sales leakage by store categories. Retail sales leakages occur in the apparel, general merchandise, specialty retail, building materials-home furnishing and automotive group categories. Below is a summary of

TABLE 6
Retail Leakage Assuming Fagan Canyon is Built

Retail Group	Total Household Spending: Region	Total Household Spending: 1,700 Households	New Total Household Spending	Taxable Sales	Actual Sales	Regional Capture	Sales Leakages
Total	\$152,901,676	\$48,099,366	\$201,001,041	\$117,261,600	\$186,464,980		\$14,536,061
Apparel Store Group	\$9,081,685	\$2,952,834	\$12,034,518	\$3,266,700	\$3,266,700		\$8,767,818
Women's Apparel	\$2,049,861	\$681,704	\$2,731,565	\$589,700	\$589,700		\$2,141,865
Men's Apparel	\$745,218	\$272,131	\$1,017,349	\$30,400	\$30,400		\$986,949
Family Clothing	\$4,536,058	\$1,515,831	\$6,051,889	\$2,190,100	\$2,190,100		\$3,861,789
Shoe Stores	\$1,750,548	\$483,167	\$2,233,715	\$456,500	\$456,500		\$1,777,215
General Merchandise Group	\$26,692,591	\$8,232,149	\$34,924,740	\$17,073,800	\$24,380,833		\$10,543,907
Department & Dry Goods	\$14,856,679	\$4,884,402	\$19,741,080	\$13,221,400	\$14,080,298		\$5,660,782
Discount Stores	\$8,841,332	\$2,868,669	\$11,710,001	\$2,829,000	\$3,012,780		\$8,697,221
Department Stores	\$6,015,259	\$2,015,702	\$8,030,961	\$10,392,400	\$11,067,519	-\$3,036,558	
Other General Merchandise	\$7,441,332	\$2,193,674	\$9,635,006	\$0	\$0		\$9,635,006
Warehouse Clubs	\$5,610,632	\$1,597,238	\$7,207,871	\$0	\$0		\$7,207,871
Superstores							
Misc. General Merchandise	\$1,830,700	\$596,435	\$2,427,135	\$0	\$0		\$2,427,135
Drug & Proprietary Stores	\$4,394,580	\$1,154,074	\$5,548,653	\$3,852,400	\$10,300,535	-\$4,751,881	
Specialty Retail Group	\$10,592,731	\$3,619,094	\$14,211,825	\$5,070,700	\$5,111,750		\$9,100,075

TABLE 6
Retail Leakage Assuming Fagan Canyon is Built

Retail Group	Total Household Spending: Region	Total Household Spending: 1,700 Households	New Total Household Spending	Taxable Sales	Actual Sales	Regional Capture	Sales Leakages
Gifts & Novelties	\$832,679	\$269,566	\$1,102,246	\$329,000	\$333,333		\$768,912
Sporting Goods	\$1,151,157	\$441,020	\$1,592,177	\$186,300	\$186,486		\$1,405,690
Florists	\$269,949	\$95,805	\$365,754	\$137,800	\$138,492		\$227,261
Photographic Equipment	\$137,542	\$53,551	\$191,093	\$0	\$0		\$191,093
Records & Music	\$617,338	\$238,529	\$855,867	\$676,800	\$676,800		\$179,067
Books & Stationery	\$735,575	\$242,285	\$977,860	\$347,800	\$347,800		\$630,060
Office Supplies/Computer Equipment	\$1,809,379	\$625,493	\$2,434,872	\$58,100	\$58,100		\$2,376,772
Office Supplies	\$796,778	\$265,324	\$1,062,102	- confidential -	- confidential -		confidential
Computer Equipment	\$1,012,601	\$360,169	\$1,372,770	- confidential -	- confidential -		confidential
Jewelry	\$1,060,954	\$419,952	\$1,480,907	\$418,800	\$419,219		\$1,061,688
Misc. Specialty Retail	\$3,978,159	\$1,232,891	\$5,211,050	\$2,916,100	\$2,951,518		\$2,259,532
Cosmetics/Beauty Supply	\$189,036	\$49,601	\$238,637	- confidential -	- confidential -		confidential
Optical Goods	\$577,278	\$196,733	\$774,011	- confidential -	- confidential -		confidential
Other Health/Personal Care	\$362,670	\$92,921	\$455,591	- confidential -	- confidential -		confidential
Toys & Hobbies	\$1,225,616	\$415,654	\$1,641,270	- confidential -	- confidential -		confidential
Pet Stores	\$570,535	\$159,194	\$729,729	- confidential -	- confidential -		confidential
Other Misc. Specialty Stores	\$1,053,024	\$318,789	\$1,371,813	- confidential -	- confidential -		confidential
Food, Eating, Drinking Group	\$41,795,964	\$11,540,599	\$53,336,563	\$33,840,000	\$84,719,555	-\$31,382,992	
Grocery Stores	\$27,421,662	\$7,265,280	\$34,686,942	\$13,459,000	\$50,981,061	-\$16,294,119	
Supermarkets	\$26,244,555	\$6,964,119	\$33,208,674	\$8,775,100	\$33,239,015		
Convenience Stores	\$1,177,086	\$301,153	\$1,478,239	\$4,683,900	\$8,089,637		
Specialty Food Stores	\$848,483	\$225,491	\$1,073,974	\$1,248,000	\$22,285,714	-\$21,211,740	
Meat & Fish Markets	\$424,291	\$112,471	\$536,761	\$936,000	\$16,714,281	-\$16,177,520	
Fruit & Vegetable Markets	\$164,400	\$43,796	\$208,196	\$0	\$0		\$208,196
Misc. Specialty Food	\$259,791	\$69,225	\$329,016	\$312,000	\$5,571,429	-\$5,242,413	
Liquor Stores	\$1,197,195	\$355,122	\$1,552,316	\$1,638,300	\$1,666,633	-\$114,316	
Eating Places	\$12,328,624	\$3,694,707	\$16,023,331	\$17,494,700	\$19,438,556	-\$3,415,225	
Full-Service Restaurants	\$5,882,571	\$1,773,597	\$7,656,168	\$5,925,600	\$6,584,000		\$1,072,168
Other Eating Places	\$5,965,123	\$1,750,875	\$7,715,999	\$11,204,500	\$12,449,445	-\$4,733,466	
Drinking Places	\$480,930	\$170,234	\$651,164	\$364,600	\$405,111		\$246,053
Building Materials and Home Furnishings Group	\$15,183,127	\$6,873,492	\$22,056,619	\$5,281,600	\$5,286,030		\$16,770,590
Furniture & Home Furnishings	\$6,683,687	\$3,317,433	\$10,001,121	\$1,022,300	\$1,024,349		\$8,976,772
Furniture Stores	\$3,950,826	\$1,918,390	\$5,869,216	\$1,022,300	\$1,024,349		\$4,844,867
Other Home Furnishings	\$2,732,862	\$1,399,043	\$4,131,904	\$0	\$0		\$4,131,904
Household Appliances & Electronics	\$2,706,035	\$1,040,802	\$3,746,837	\$644,000	\$644,000		\$3,102,837
Used Merchandise	\$416,280	\$171,478	\$587,758	\$24,500	\$24,500		\$563,258
Nurseries & Garden Supply Stores	\$1,284,828	\$543,733	\$1,828,561	\$335,400	\$336,072		\$1,492,489
Lumber & Other Building Materials	\$2,345,783	\$1,034,131	\$3,379,914	- confidential -	- confidential -		confidential
Home Centers and Hardware Stores	\$1,626,465	\$716,442	\$2,342,907	\$1,707,000	\$1,708,709		\$634,198
Paint & Wallpaper	\$120,048	\$49,473	\$169,522	\$1,548,100	\$1,548,100	-\$1,378,578	

TABLE 6
Retail Leakage Assuming Fagan Canyon is Built

Retail Group	Total Household Spending: Region	Total Household Spending: 1,700 Households	New Total Household Spending	Taxable Sales	Actual Sales	Regional Capture	Sales Leakages
Automotive Group	\$49,555,578	\$14,881,198	\$64,436,776	\$52,728,800	\$54,047,704		\$10,389,071
New Cars & RVs	\$32,080,601	\$10,030,355	\$42,110,956	\$30,983,700	\$30,983,700		\$11,127,256
Used Car Dealers	\$2,330,618	\$735,236	\$3,065,854	\$1,914,500	\$1,914,500		\$1,151,354
Gasoline Service Stations	\$13,014,969	\$3,455,442	\$16,470,412	\$16,035,100	\$17,354,004	-\$883,593	
Mobile Homes & Trailers	\$8,609	\$2,518	\$11,127	\$86,500	\$86,500	-\$75,373	
Auto Parts & Accessories	\$1,150,506	\$299,232	\$1,449,737	\$3,683,400	\$3,683,400	-\$2,233,663	
Boats & Motorcycles	\$970,276	\$358,414	\$1,328,690	\$25,600	\$25,600		\$1,303,090

4.1.1 Apparel store group

If the modified regional trade area included the 1,700 units, households would have spent an estimated approximately \$12.0 million at apparel stores in the year 2002, as Table 6 shows. Retail spending exceeds aggregate actual sales by apparel stores, which in 2002 was approximately \$3.3 million. Thus, the modified regional trade area would experience approximately \$8.7 million in sales leakage in apparel store spending. Of the \$8.7 million in overall apparel sales leakage, \$3.9 million is retail sales leakage for family apparel stores. Given typical stores sales of national family apparel store retailers, such as the GAP (\$3.4 million) or Abercrombie and Fitch (\$2.4 million), there is enough leakages to support at least one national family apparel store.

4.1.2 General merchandise stores

Modified trade area households would have spent approximately \$34.9 million in 2002 on retailers within the general merchandise group. Actual sales by Santa Paula general merchandise retailers amounted to \$24.4 million, as Table 6 shows. Thus, the regional trade area experienced an overall leakage in the amount of \$10.5 million. The bulk of leakages occurred within the “other general merchandise” category, whose sales leakage is an estimated \$9.6 million. The \$9.6 million in leakages in the “other general merchandise” is not enough to support “other general merchandisers” such as COSTCO or Sam’s, warehouse clubs whose annual store sales are \$97 million and \$60 million respectively.

4.1.3 Specialty retail group

Table 6 shows that the amount of actual sales at Santa Paula -based specialty retailers lagged behind estimated regional household spending by \$9.1 million, meaning that, within this category, modified trade area households for the most part went outside of the city to purchase specialty retail. Overall, actual sales by specialty retail stores amounted to \$5.1 million in 2002, versus household spending of \$14.2 million, for the

“sales leakage” of \$9.1 million. However, there are not enough sales leakages to attract national specialty retailers into Santa Paula. For example, the bookstore sales leakage of \$630,060 is not enough to support large and small national brand bookstores such as Barnes and Noble (average store sales: \$5.7 million), Walden Books (\$1.1 million), and B. Dalton (\$1 million).

4.1.4 Food, eating, and drinking group

There are 10,497 households in the modified regional trade area market and these households spent approximately \$53.3 million on retailers within the food, eating and drinking group. Of the \$53.3 million, \$33.2 million was spent at grocery stores. Santa Paula grocery stores in aggregate sold \$33.2 million in taxable and non-taxable items, resulting in a slight regional capture of \$30,300. Restaurants in Santa Paula also succeed in capturing spending from households outside of the regional trade area. These retailers would have earned actual sales of \$19.4 million in 2002, versus estimated regional household spending of \$16 million. In other words, Santa Paula restaurants, fast foods establishments, and taverns captured \$3.4 million from outside of the trade area, as Table 5 shows.

4.1.5 Building materials and home furnishings group

At first glance, it appears that this retail group experienced significant retail sales leakage. At \$20.9 million in the year 2002, households in the modified regional trade area would have spent an amount on building materials and home furnishing stores that exceeded combined sales for these store, of \$5.3 million. Of the \$15.6 million in “sales leakage”, \$8.4 million occurred within furniture and home furnishings stores. Lumber and building materials retailers experienced \$3.2 million in leakage, while household appliance and electronics stores recorded \$2.9 million in leakages.

The leakage amounts could support a few national retailers within the on building materials and home furnishing category. The Levitz furniture, on average, earns \$8.9 million in sales per store. There is sufficient demand to support a wide range of home furnishing stores, such as Bed N Bath, Linen N Things, Williams Sonoma, Cost Plus, Strouds, and Pier One Imports, which, on average, earn \$7.5 million, \$5.6 million, \$4.9 million, \$4.0 million, \$3.3 million, and \$1.8 million respectively in store sales. There is enough leakage to support two small home furnishings stores, such as Pier 1 Imports and Linen N Things.

At \$3.2 million, there is not enough leakage to support a national brand home center, lumber and building materials stores. Stores such as the

Home Depot and Lowes record average store sales in excess of \$50 million, while average store sales for appliance and electronic stores start at \$10 million, except for Radio Shack, which averages \$800,000 in store sales.

4.1.6 Auto dealers and auto supplies

The City of Santa Paula succeeded in attracting approximately \$10.3 million in spending on retailers within the automotive group from households from outside of the regional trade area. As Table 6 shows, gasoline service stations account for the bulk of regional capture (\$880,000) in the automotive group (assuming that Fagan Canyon is built).

5. DOWNTOWN RETAIL DEMAND

Table 7 below compares actual sales by downtown retailers versus citywide retail sales. As the table shows, overall, downtown retailers account for 9 percent of total retail sales, or \$16.4 million in aggregate.

TABLE 7
Downtown Santa Paula's Retail Capture

Retail Group	Downtown Actual Sales	Citywide Actual Sales	Downtown versus Citywide Actual Sales
Total	\$16,431,516	\$186,464,980	9%
Apparel Store Group	\$327,400	\$3,266,700	10%
Women's Apparel	-confidential-	-confidential-	8%
Men's Apparel	-confidential-	-confidential-	100%
Family Clothing	-confidential-	-confidential-	9%
Shoe Stores	-confidential-	-confidential-	14%
General Merchandise Group	\$838,658	\$24,380,833	3%
Department & Dry Goods	-confidential-	-confidential-	6%
Discount Stores (Big Lots, 99 cent)	-confidential-	-confidential-	27%
Department Stores	-confidential-	-confidential-	0%
Other General Merchandise	\$0	\$0	
Warehouse Clubs and Superstores	\$0	\$0	
Misc. General Merchandise	\$0	\$0	
Drug & Proprietary Stores	\$0	-confidential-	0%
Specialty Retail Group	\$1,886,100	\$5,111,750	37%
Gifts & Novelties	-confidential-	-confidential-	84%
Sporting Goods	\$0	-confidential-	0%
Florists	-confidential-	-confidential-	76%
Photographic Equipment	\$0	\$0	
Records & Music	-confidential-0	-confidential-	96%
Books & Stationery	\$0	-confidential-	0%
Office Supplies/Computer Equipment	\$0	-confidential-	0%
Office Supplies	\$0	\$0	
Computer Equipment	\$0	\$0	
Jewelry	-confidential-	-confidential-	8%
Misc. Specialty Retail	-confidential-	-confidential-	28%
Cosmetics/Beauty Supply	\$0	\$0	
Optical Goods	\$0	\$0	
Other Health/Personal Care Stores	\$0	\$0	
Toys & Hobbies	\$0	\$0	
Pet Stores	\$0	\$0	
Other Misc. Specialty Stores	\$0	\$0	
Food, Eating and Drinking Group	\$8,334,701	\$94,371,963	9%
Grocery Stores	-confidential-	-confidential-	3%
Supermarkets	-confidential-	-confidential-	1%
Convenience Stores	-confidential-	-confidential-	8%
Specialty Food Stores	-confidential-	-confidential-	25%
Meat & Fish Markets	\$0	\$0	
Fruit & Vegetable Markets	\$0	\$0	

TABLE 7
Downtown Santa Paula's Retail Capture

Retail Group	Downtown Actual Sales	Citywide Actual Sales	Downtown versus Citywide Actual Sales
Misc. Specialty Food	\$0	\$0	
Liquor Stores	\$0	-confidential-	0%
Eating Places	-confidential-	-confidential-	5%
Full-Service Restaurants	-confidential-	\$0	
Other Eating Places	-confidential-	\$0	
Drinking Places	-confidential-	\$0	
Building Materials And		\$0	
Building Materials and Home Furnishings Group	\$3,209,545	\$5,286,030	61%
Furniture & Home Furnishings	-confidential-	-confidential-	84%
Furniture Stores	\$0	\$0	
Other Home Furnishings Stores	\$0	\$0	
Household Appliances & Electronics	-confidential-	-confidential-	10%
Used Merchandise	-confidential-	-confidential-	90%
Nurseries & Garden Supply Stores	\$0	-confidential-	0%
Lumber & Other Building Materials	\$0	-confidential-	0%
Home Centers and Hardware Stores	-confidential-	-confidential-	77%
Paint & Wallpaper	-confidential-	-confidential-	61%
Automotive Group	\$1,835,112	\$54,047,704	3%
New Cars & RVs	\$0	-confidential-	0%
Used Car Dealers	-confidential-	-confidential-	5%
Gasoline Service Stations	-confidential-	-confidential-	8%
Mobile Homes & Trailers	\$0	-confidential-	0%
Auto Parts & Accessories	-confidential-	-confidential-	8%
Boats & Motorcycles	-confidential-	-confidential-	85%

Table 8 is the same data sorted by the percentage of citywide sales that are downtown. Downtown retail strength lies in gift and novelties, records and music, furniture and home furnishings, and florist shops, whose sales represent 84 percent, 96 percent, 84 percent, and 76 percent of citywide sales in these respective categories.

While it could be assumed these store types are not well represented elsewhere in the city, the strongest categories are the categories for which downtown Santa Paula has the most affinity, and which are therefore candidates for expansion or attraction. They are also the categories to which local shoppers in particular are attracted.

TABLE 8
Downtown Santa Paula's Retail Capture
Sorted by Percent of Citywide Sales

Retail Group	Downtown versus Citywide Actual Sales
Total	9%
Apparel Store Group: Men's Apparel Retailers	100%
Specialty Retail Group: Records & Music	96%
Building Materials And Home Furnishings Group: Used Merchandise	90%
Automotive Group: Boats & Motorcycles	85%
Specialty Retail Group: Gifts & Novelties	84%
Building Materials And Home Furnishings Group: Home Centers and Hardware Stores	77%
Specialty Retail Group: Florists	76%
Building Materials And Home Furnishings Group: Paint & Wallpaper	61%
Specialty Retail Group: Misc. Specialty Retail	28%
Food, Eating and Drinking Group: Specialty Food Stores	25%
Apparel Store Group: Shoe Stores Retailers	14%
Building Materials And Home furnishings Group: Household Appliances & Electronics	10%
Apparel Store Group: Family Clothing Retailers	9%
Automotive Group: Auto Parts & Accessories	8%
Food, Eating and Drinking Group: Grocery Stores: Convenience Stores	8%
Automotive Group: Gasoline Service Stations	8%
Specialty Retail Group: Jewelry	8%
Apparel Store Group: Women's Apparel Retailers	8%
Food, Eating and Drinking Group: Eating Places	5%
Automotive Group: Used Car Dealers	5%
Food, Eating and Drinking Group: Grocery Stores: Supermarkets	1%
General Merchandise Group: Department & Dry Good: Department Stores	0%
Drug & Proprietary Stores	0%
Specialty Retail Group: Sporting Goods	0%
Specialty Retail Group: Books & Stationery	0%
Specialty Retail Group: Office Supplies/Computer Equipment	0%
Food, Eating and Drinking Group: Liquor Stores	0%
Building Materials And Home furnishings Group:	0%

TABLE 8
Downtown Santa Paula's Retail Capture
Sorted by Percent of Citywide Sales

Retail Group	Downtown versus Citywide Actual Sales
Nurseries & Garden Supply Stores	
Lumber & Other Building Materials	0%
Automotive Group:	
New Cars & RVs	0%
Mobile Homes & Trailers	0%
General Merchandise Group:	
Other General Merchandise: Warehouse Clubs and Superstores	0%
Other General Merchandise: Misc. General Merchandise	0%
Specialty Retail Group:	
Photographic Equipment	0%
Food, Eating and Drinking Group:	
Specialty Food Stores: Meat & Fish Markets	0%
Fruit & Vegetable Markets	0%
Specialty Food Stores: Misc. Specialty Food	0%
Eating Places: Full-Service Restaurants	0%
Eating Places: Other Eating Places	0%
Eating Places: Drinking Places	0%

There appears not be enough sales potential from either the regional trade area market or the modified regional trade area market to support attracting new national retailers into the downtown area. However, the sales leakages in Tables 7 & 8 above can be used by downtown retailers to improve their respective market positions. For example, downtown apparel retailers earned \$327,400 in aggregate in the year 2002, or 10 percent of all apparel retail sales in the city. **With technical assistance, storefront assistance, and other downtown improvement strategies, perhaps these downtown retailers could over time capture a portion of the market-wide apparel store leakage of \$5.8 million.**

Also for example, downtown merchants can more effectively access some of the \$5.5 million in sales leakages within the specialty retail category. Since Santa Paula attracts some visitor spending from daily commuters and other travelers on Highway 126, downtown specialty retail stores can cater to these potential customers, as well as attracting more residents from the regional trade area.

5.1 HISPANIC DEMOGRAPHICS

The 2000 US Census shows a high percentage of Santa Paula's population is of Hispanic origin. This means the city and local

merchants should consider any differences in demographics, shopping patterns, brand preferences and other marketing considerations:

- 20,360 Hispanics live in Santa Paula, 71% of the city's 28,598 population in 2000;
- The concentration of Hispanic households within 1 mile of downtown is 75%;
- Of Hispanic residents, 18,069 or 89% are of Mexican heritage;
- Of Hispanic residents, about 8,100 were born in Latin America (primarily Mexico), leaving almost 10,000 born in the US. Of the 8,100 born out of country, only 3,381 have entered the US in the last 10 years.

5.1.1 PURCHASING TENDENCIES OF HISPANICS

The above demographics indicate a majority Hispanic population that is well established, stable and affluent. In general, Hispanics born in the US tend to have purchasing habits very similar to Anglo Americans, having been raised in the same environment and been exposed to the same products, brands, and advertising. Hispanics born in other countries, on the other hand, tend to be comfortable with the products, brands, and merchandising tactics in those countries.

Therefore, understanding the Latino consumer can help sales. Openly acknowledging the strength of the Hispanic market can aid in the expansion of existing retailers and the recruitment of new ones. Bilingual store owners and clerks obviously have a definite advantage. Santa Paula's Hispanic population will generally have similar buying habits to Anglos, but will tend to have a higher than average household consumption of the following categories of goods and services¹:

- Food eaten at home
- Fresh produce
- Meats, poultry, fish and eggs
- Dairy products
- Baked goods
- Ethnic restaurants
- Mexican
- Chinese
- Pizza

¹ Based upon data collected from Hispanic Market Connections, The Hispanic Market Handbook, Hispanic & Asian Marketing Research, Inc., and the U.S. Bureau of Labor Statistics.

- Fast food
- Family clothing
 - Children's clothing
 - Quinceanera dresses
 - Shoes
 - Cosmetics and beauty products
 - Wedding related items including:
 - Bridal Gowns And Bride's Maids Gowns
 - Tuxedos
 - Photographers
 - Florists
 - Caterers
 - Travel Agents
 - Home Location Services
 - Infant Wear
 - Sporting Goods
 - Home repair items
 - Auto repair items
 - Jewelry
 - Music records, disks, tapes
 - Spanish language books, especially novellas
 - Arts, crafts, nurseries and garden supplies
 - Hometown newspapers
 - Immigration services
 - Tax, legal and secretarial services
 - Medical and dental clinics
 - Herbal and homeopathic medicines
 - Child care/day care services

5.2 RETAIL SPACE ESTIMATES

Table 9 outlines the estimated square footage currently devoted to retail in Santa Paula.

TABLE 9
Estimated Square Footage Dedicated to Retail²

	Total Sales	Avg. Sales per SF Factor	Retail Square Footage	Percent of City
City-Wide – Current Estimated (Table 4)	\$186,500,000	\$200/s.f.	932,000	100%
Current Demand In Under-Represented Store Categories City-Wide (Table 10)	\$20,000,000	\$200/s.f.	100,000	
Downtown – Current Estimated Occupied Space.(Table 7)	\$16,450,000	\$200/s.f.	82,000	9%
Additional Future City-Wide Potential With Fagan Canyon’s Added Demand (Table 6)	\$47, 000,000	\$200/s.f.	235,000	25%

Source: ADE, ULI. Numbers are rounded

Table 10 highlights the potential demand for space in selected store types that can be expanded. It should not be assumed that these store types should build new space. Instead, these store types are prime targets for expansion into existing vacant retail space, particularly in the downtown.

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² This methodology calculates square footage using retail sales and applying Ventura County averages for sales/square foot. Other estimates using employment and other factors generated a range of square footage estimates devoted to retail for the downtown of 45,000 square feet to 150,000 square feet. Only a store-by-store survey would be totally accurate.

TABLE 10
Selected Retail Categories – Estimated Square Footage of Additional Retail Demand in Santa Paula
2002

Retail Group	Sales Leakages	Typical Sales per Sq. Ft.	Sq Ft of Additional Retail	2005 Leakage	2005 Sq Ft of Additional Retail*	2010 Leakage	2010 Sq Ft of Additional Retail
Total Selected leakage	\$19,758,603	\$198	99,967		101,410		103,078
Apparel Store Group	\$5,260,121		25,074		25,218		25,190
Women's Apparel	\$1,335,094	\$178	7,501	\$1,359,478	7,638	\$1,392,178	7,821
Men's Apparel	\$668,903	\$200	3,345	\$698,992	3,495	\$751,843	3,759
Family Clothing	\$2,069,146	\$205	10,093	\$2,020,884	9,858	\$1,895,979	9,249
Shoe Stores	\$1,186,979	\$287	4,136	\$1,213,228	4,227	\$1,251,626	4,361
General Merchandise Group	\$686,888		0		0		0
Specialty Retail Group	\$4,833,829		21,710		21,101		19,581
Gifts & Novelties	\$448,368	\$139	3,226	\$447,434	3,219	\$439,802	3,164
Sporting Goods	\$893,653	\$205	4,359	\$924,016	4,507	\$974,554	4,754
Florists	\$114,848	\$164	700	\$111,027	677	\$101,765	621
Photographic Equipment	\$129,154	\$596	217	\$135,360	227	\$146,372	246
Books & Stationery	\$343,958	\$177	1,943	\$337,032	1,904	\$318,507	1,799
Office Supplies/Computer Equipment	\$1,639,288	\$340	4,821	\$1,714,134	5,042	\$1,845,913	5,429
Jewelry	\$578,098	\$290	1,993	\$577,606	1,992	\$569,218	1,963
Misc. Specialty Retail	\$783,217	\$176	4,450	\$621,826	3,533	\$282,518	1,605
Food, Eating and Drinking Group	-\$55,129,879		0		0		0
Building Materials And Home Furnishings Group	\$8,977,765		53,183		55,091		58,307
Furniture & Home Furnishings	\$5,263,236	\$225	23,392	\$24,209	24,209	\$5,754,877	25,577
Household Appliances & Electronics	\$1,896,861	\$235	8,072	\$8,275	8,275	\$2,017,704	8,586
Used Merchandise	\$366,512	\$179	2,048	\$2,137	2,137	\$410,349	2,292
Nurseries & Garden Supply Stores	\$869,670	\$156	5,575	\$5,697	5,697	\$916,707	5,876
Lumber & Other Building Materials	\$2,199,021	\$156	14,096	\$14,773	14,773	\$2,492,114	15,975
Automotive Group	-\$7,577,089		0		0		0

*Cumulative Demand. Not new demand

5.3 DOWNTOWN RETAIL CONCLUSION

Retail expansion in Santa Paula will be minimal beyond natural 3% growth, which existing stores can absorb for the near future. The city should therefore not try to develop too much new retail space downtown, but should **concentrate on improving the existing space, on filling existing space with underrepresented store types, and on helping existing retailers expand. New retail opportunities brought by developers and neighborhood multi-use projects should be encouraged.** As much as possible, all new retail not dependent on Highway 128 should be encouraged to first seek space downtown before establishing on Harvard.

Existing stores should consider adding new lines of merchandise to diversify and improve their sales potential (Pamela's is a good example of filling space with multiple store types). Expansion opportunities

include products sold in home improvement stores (i.e. try to bring back a hardware store to downtown), grocery stores, specialty retail, apparel, and convenience stores. Maintaining a strong set of restaurant choices is important, as is keeping banks and other stores that attract daily visitors. The City should concentrate all government services in the downtown area as much as possible (i.e. Post Office, City Hall, Library, Police, High School, parks, Hospital).

Because about three-quarters of the local population is of Mexican descent, downtown's core retail should emphasize products and services oriented to the Hispanic market. Most of Santa Paula's Hispanic population was born and raised in the US, so brand preferences and shopping habits are generally identical to those of Anglos. There are an additional 8,500 Mexico-born residents who have the brand loyalties and shopping preferences of the home country. Downtown should fulfill the daily and weekly shopping needs of these local residents. The above retail expansion categories are equally applicable to Hispanics and Anglos. High-end furnishings, boutiques and restaurants appeal to all. While stores oriented solely to Anglos should be included in the downtown retail mix, they currently cater to a smaller market (25% of the city population and to tourists) and therefore would never successfully dominate downtown. Adding merchandise and employing marketing tactics that appeal to Hispanics would improve sales potential. The suggested Mercado section of downtown is a good way to acknowledge the shopping needs of Hispanics and to also attract tourists.

6. ADDITIONAL DEMAND – OFFICE, LODGING, CINEMA, TOURISM

6.1 OFFICE ABSORPTION

The acreage dedicated to office users in Santa Paula is shown in Table 11. Table 11 also shows the projected office demand in square footage and in acreage between now and 2015. **Office demand in the downtown is expected to be stronger than retail, requiring 100,000 square feet of new office space by the year 2010, and another 185,000 of service retail space that can be located along downtown’s side streets, and on Main north of 10th.**

TABLE 11
Land Demand for Office Users, Santa Paula Zip Codes 93060 & 96061

	Total Acres of Land			
	2003	2005	2010	2015
Pure Office Users	71	75	82	88
Misc. Commercial	5	6	6	7
R & D/Flex Space	7	7	8	8
Government Offices	7	7	8	8
Other Retail/Services	129	136	147	158
Total	220	231	251	269
Additional Acres Needed		11.8	19.3	18.4
SQ FT -- cumulative	3,616,122	3,810,048	4,127,336	4,430,218
SQ FT -- additive		193,926	317,288	302,882

Source: ADE using Dun & Bradstreet, Natelson, Woods & Poole. Factors: FAR=0.56; Net/Gross=0.75; Building Efficiency = 0.9.

6.2 LODGING GROWTH

Table 12 shows that Santa Paula has about 5% of Ventura County’s total lodging industry, represented by five establishments.

TABLE 12
Lodging in Ventura County 2001
(All lodging including campgrounds)

Current Share of Lodging In Ventura County (by zip code)	No of Est	% of Supply	Estimated Employment 2005
Unincorporated/Ventura	41	37%	1,140
Camarillo	13	12%	362
Fillmore	3	3%	83
Ojai	13	12%	362
Oxnard	13	12%	362
Port Hueneme	7	6%	195
San Buenaventura	9	8%	250
Santa Paula	5	5%	139
Simi Valley	4	4%	111
Thousand Oaks	2	2%	56
Total	110	100%	3,059

Table 13 shows that new lodging demand has been slow throughout the county, and is likely to stay slow.

TABLE 13
Growth in Lodging in Ventura County
1992-2010

	1992	2001	2005	2010
Ventura County				
Spending on Lodging	\$112,061,533	\$143,400,000		
Number of Establishments		110		
Number of employees	2,752	2,937	3,059	3,186
New employees		+185	+122	+249
Acres of Hotel/Motels in Ventura County		215	225	270
Avg. Acres Per Establishment		2.41		
New Establishments			+4	+9
New acreage			+10.1	+20.7
Santa Paula (estimated @ 5%)				
Sales	\$5,600,000	\$7,170,000		
Employment		139	+6	+12
New Establishments			0	0
New acreage			+0.5	+1

Source: ADE, Woods & Poole, Dun and Bradstreet. Data available countywide only except number of establishments. Dates of available data vary.

It appears there may be some potential in downtown Santa Paula for smaller specialty lodging such as bed & breakfasts, and or renovating the Glen Tavern Inn. Conditions of success would include creating adjunct meeting space for symposia and other smaller meetings, and improving the attractiveness of the downtown for tourists.

6.3 CINEMA

Movie patrons will drive 15 – 30 minutes to a theater, which in this case would include Ventura, Ojai and Fillmore (15 minutes) and as far away as Camarillo and Valencia (30 minutes). Table 15 shows that based on population, there is demand for up to 44 movie screens within the movie market area. Table 14 shows that there are 8 cinema complexes with 77 screens within 30 miles, including seven screens in Santa Paula. This is a surplus of 33 screens. Santa Paula would not likely be able to attract a new cinema to downtown.

TABLE 14
Cinema Complexes Within 30 Miles of Santa Paula

TYPE	ADDRESS	PLACE	ZIP	PHONE	CAPACITY
Movie Theater	550 W Main St	Santa Paula	93060-3222	805-933-6707	7 Screens
Movie Theater	2875 Elba St	Ventura	93003-7232	805-644-5666	16 Screens
Movie Theater	555 E. Main St.	Ventura		805-641-6500	10 Screens
Movie Theater	1440 Eastman Ave	Ventura	93003-7784	805-658-6544	06 Screens
Movie Theater	24201 Valencia Blvd	Valencia	91355-1861	661-287-1740	10 Screens
Movie Theater	23415 Cinema Dr	Valencia	91355-1722	661-255-3966	14 Screens
Movie Theater	390 Lantana St. 383-2267	Camarillo		805-383-2267	02 Screens
Movie Theater	680 Ventura Blvd.	Camarillo		805-383-8866	12 Screens

TABLE 15
Market Demand for Movie Screens Based on Population

Total Households Spending on Movie Theaters	Santa Paula	\$937,494
	Regional Trade Area	\$999,797
	Regional Movie Trade Area	\$19,361,667
Sales Per Square Feet: ULI: 1998 Regional	Top Ten percent performers	\$130
	Median performers	\$67
Average Theater Size Per Screen (sq ft.)		\$6,500
Sales per screen	Top Ten percent performers	\$843,765
	Median performers	\$438,165
Supportable Screens: Top 10% Performing Cinema	Santa Paula	1
	Regional Trade Area	1
	Regional Movie Trade Area	23
Supportable Screens: Median Sales Performing Cinema	Santa Paula	2
	Regional Trade Area	2
	Regional Movie Trade Area	44
	Existing Movie Theaters In Region	8
Aggregate Number of Screens In Existing Movie Theaters In Region		77
	FINDINGS (positive = surplus)	33

6.4 TOURISM AND VISITOR SPENDING

The retail analysis in Chapter 2 of this appendix indicates excess retail capture beyond what Santa Paula’s residents typically spend on retail goods. The extra capture can be from at least two sources:

1. Undocumented residents that were not counted in the 2000 Census. There is no way to quantify that excess capture;
2. Tourism and visitor spending. Visitors can include commercial traffic and people on business – primarily during the week -- and it can also include tourists who travel on Highways 150 and 126 primarily during weekends. While business and commercial travel cannot easily be separated from tourist spending, visitor spending as a whole can be estimated.

Table 16 shows that the ratio of tourist spending on select retail items that tourists typically purchase is approximately the same for Santa Paula as it is for Ventura County as a whole.

TABLE 16
Retail and Visitor spending

	2001 Ventura County Actual Sales (millions)	County Visitor Spending (millions)	Visitor Spending as a Percent of County Sales	Santa Paula Sales Actual (millions)	Santa Paula Estimated Visitor Sales (based on County-level Visitor Spending Ratios) (millions)	Santa Paula Visitor Spending as Percent of Retail Sales (millions)	Ventura County Visitor Spending as Percent of Retail Sales (millions)
Accommodations	\$143.4	\$143.4	100%	\$0.6	\$0.6		
Eating and Drinking Places	\$842.9	\$273.8	32%	\$19.4	\$6.3		
Food Stores	\$1,299.2	\$40.5	3%	\$14.7	\$0.5		
Other Retail	\$3,321.9	\$289.5	9%	\$51.1	\$4.5		
	\$5,607.4	\$747.2	13.3%	\$85.9	\$11.8	13.8%	13.3%

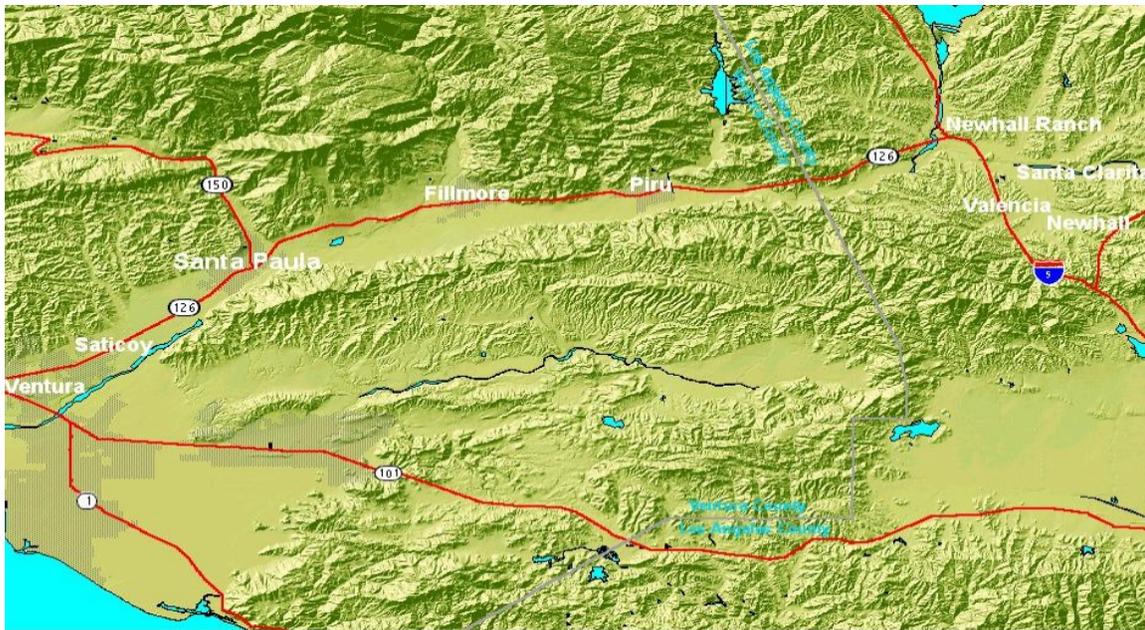
Sources: Applied Development Economics, based on data from the Board of Equalization, City of Santa Paula, and Dean Runyan Associates

To check whether Santa Paula’s excess visitor capture was an anomaly or if it occurs throughout the region, ADE also compared household (resident) demand against sales in several communities along Highway 126. Table 17 shows that the amount of actual sales in 2002 exceeds household retail spending in all communities. They all show a surplus in retail sales of about double the household demand. Fillmore is notable in that it captures as much excess as Santa Paula (\$43 million in 2002), but has only half the household retail demand. Fillmore has many of its main retail businesses along Highway 126, which has not been converted to freeway, and would logically be expected to capture sales at highly visible establishments.

TABLE 17
Retail Sales Leakages in Communities Along Highway 126

	Aggregate Household Demand	Aggregate Actual Retail Sales	Retail Sales Leakage \ (Retail Sales Surplus)
Ventura	\$796,339,689	\$1,674,303,543	-\$877,963,854
Santa Paula	\$143,516,614	\$186,464,980	-\$42,948,365
Fillmore	\$71,380,773	\$114,712,130	-\$43,331,357
Piru	\$5,286,714	\$5,293,980	-\$7,266
Santa Clarita	\$1,622,446,769	\$1,674,303,543	-\$51,856,774

FIGURE 4
Communities Along Highway 126



6.5 TOURISM CONCLUSION

There is clear evidence that visitor capture is strong in Santa Paula and the region. It is logical to assume most of the visitor capture is along Highway 126 away from downtown, with a lesser amount along Highway 150 toward Ojai. Downtown Santa Paula has the potential to capture additional visitor trade by improving signage, attractiveness, and strengthening its capacity in accommodations, eating and drinking places, food stores and retail goods and services purchased by families on travel (e.g. souvenirs, film, books, clothing, specialty household goods, etc.). Santa Paula would do well to create a downtown using the entertainment principles and themes discussed in several other places in this appendix and in the full report.

7. HOUSING SUPPLY AND DEMAND – PAST, PRESENT AND FUTURE

This report analyses current and projected housing supply and housing demand in Santa Paula, using readily available information produced by sources such as the California Department of Finance, local sources, US Census and the Construction Industry Research Board. The first part of the report analyzes housing supply trends in Santa Paula. The second part analyzes housing demand trends. Given current trends, the demand for rental housing will exceed rental housing supply as early as the year 2005.

7.1 HOUSING SUPPLY

According to the US Census, there were 8,231 households in the City of Santa Paula in the year 2000. Of these households, 8,157 live in traditional housing units of varying sizes, from single-room housing units, to 2 to 3 room units, to units with 4 and more rooms. Table 18 below provides a breakdown of the 8,157 households by size of units in terms of rooms and by tenure.

TABLE 18
Distribution of Housing Units by Tenure
City of Santa Paula, 2000

	Number	Percentage
Owner-Occupied Housing Units	4,691	58%
Single-Room	36	1%
2 – 3 Rooms	902	19%
4 Or More Rooms	3,753	80%
Rental Housing Units	3,466	42%
Single-Room	289	8%
2 – 3 Rooms	1,325	38%
4 Or More Rooms	1,852	53%
TOTAL UNITS	8,157	

As Table 18 shows, the homeownership rate in Santa Paula is 58 percent, or 4,691 owner-occupied homes divided by 8,157 total housing units. The bulk of housing in the city have more than 4 rooms. Eighty percent of all owner-occupied units (or 3,753 owner-occupied units) have 4 or more rooms, while 53 percent (1,852) of all renter-occupied units 4 rooms or more, as Table 18 shows.

Since 2000, Santa Paula has grown at a relatively slow pace in terms of housing units. Table 19 shows the number of housing building permits issued since 2000. On average, single-family units had increased by 10 units per year between 2000 and 2003, a rate that is considerably less than other cities in Ventura County as Table 19 shows. Multi-family units had increased annually by an average of three units per year between 2000 and 2003. To be sure, lack of financing, weather, or problems at the site may preclude a builder from actually building homes for which she or he obtained building permits.

TABLE 19
Annual Building Permits Issued by Dwelling Type
City of Santa Paula, Comparison Areas, and Ventura County, 1995 – 2003

	1995	1996	1997	1998	1999	2000	2001	2002	2003	'95 – '03 Total	'95 – '03 Annual Average	'00 – '03 Annual Average
Single-Family Units												
Santa Paula	4	21	15	23	7	3	9	4	13	99	12	10
Fillmore	38	15	18	4	30	130	155	4	51	445	56	113
Unincorporated Area	140	157	238	227	216	224	212	181	171	1,766	221	263
San Buena Ventura	370	52	159	113	350	174	405	145	20	1,788	224	248
County	1,954	2,130	2,071	2,811	3,662	2,995	3,157	2,228	2,067	23,075	2,884	3,482
Multi-Family Units												
Santa Paula	0	0	0	0	14	0	0	10	0	24	3	3
Fillmore	6	43	4	0	0	0	8	0	0	61	8	3
Unincorporated Area	9	4	16	0	40	8	6	12	0	95	12	9
San Buena Ventura	2		14	4	12	45	142	71	94	384	48	117
County	212	223	245	371	780	976	289	279	1,061	4,436	555	868

Source:

Table 20 shows the change in those same categories of housing units throughout Ventura county.

TABLE 20
Housing Price Trends
(Average price per Unit)

	1995	1996	1997	1998	1999	2000	2001	2002	2003
Single-Family Units									
Santa Paula	\$228,875	\$133,614	\$143,253	\$206,587	\$201,200	\$232,400	\$217,133	\$396,225	\$249,738
Fillmore	\$116,413	\$103,767	\$694,183	\$112,200	\$200,897	\$222,907	\$217,559	\$128,825	\$240,400
Unincorporated Area	\$248,239	\$270,917	\$281,976	\$319,702	\$350,214	\$323,235	\$312,073	\$325,892	\$364,671
San Buena Ventura	\$154,240	\$156,138	\$175,313	\$197,147	\$179,590	\$200,101	\$220,605	\$257,383	\$271,150
County	\$189,880	\$194,401	\$219,141	\$229,176	\$226,568	\$240,598	\$249,817	\$277,802	\$275,206
Multi-Family Units									
Santa Paula					\$77,221				
Fillmore	\$81,517	\$70,326	\$161,475				\$121,138		
Unincorporated Area	\$161,800	\$128,300	\$146,494		\$98,995	\$52,600	\$32,433	\$221,742	
San Buena Ventura	\$96,800		\$61,429	\$76,525	\$89,167	\$164,611	\$91,096	\$138,803	\$83,957
County	\$118,825	\$92,973	\$124,132	\$70,528	\$69,242	\$98,028	\$100,108	\$109,634	\$84,684

Source:

Over the next eight to ten years, Santa Paula envisions the development of a 1,700 to 2,100 unit development called the Fagan Canyon development. This project will significantly increase Santa Paula's total housing stock. Table 21 below shows projected phasing of the development project.

TABLE 21
Preliminary Fagan Canyon Housing Development Phasing

	TOTAL		02003	2004	2005	2006	2007	2008	2009	2010
Single Family Units	1,189	57%	0	396		396	0	396	0	0
Cluster Homes	402	19%	0	77	171	63	57	34	0	0
Townhomes	241	11%	0	49	68	79	45	0	0	0
Apartments	268	13%	0	75	113	80	0	0	0	0
TOTALS	2,100			597	352	618	102	430		

When developed, the bulk of housing units will be constructed single-family homes (57 percent), although 13 percent will be developed as part of apartment complexes. The project will also contain other higher density housing units arranged in cluster and townhouse formats.

Since anticipated construction between 2004 and 2010 due to the Fagan Canyon project far exceeds previous years pace of housing construction, we assume that the project will constitute all housing construction in Santa Paula between the years 2003 and 2010. Table 20 presents the projected housing supply between the years 2000 and 2010. This table disaggregates current and projected housing stock estimates by tenure and number of rooms.

TABLE 22
Housing units: 2000 – 2010

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Owner-Occupied Housing Units	4,691	4,700	4,704	4,717	5,232	5,461	5,987	6,083	6,513	6,513	6,513
Single-Room	36	36	36	36	36	36	36	36	36	36	36
2 – 3 Rooms	902	902	902	902	1,021	1,249	1,380	1,475	1,509	1,509	1,509
4 Or More Rooms	3,753	3,762	3,766	3,779	4,175	4,175	4,572	4,572	4,968	4,968	4,968
Rental Housing Units	3,466	3,466	3,476	3,476	3,564	3,697	3,795	3,802	3,802	3,802	3,802
Single-Room	289	289	289	289	295	304	310	310	310	310	310
2 – 3 Rooms	1,325	1,325	1,335	1,335	1,417	1,541	1,632	1,639	1,639	1,639	1,639
4 Or More Rooms	1,852	1,852	1,852	1,852	1,852	1,852	1,852	1,852	1,852	1,852	1,852
TOTAL UNITS	8,157	8,166	8,180	8,193	8,796	9,157	9,782	9,884	10,314	10,314	10,314
Other Units	74	139	200	262							
					Historic		Future				

Source: Applied Development Economics, based on California Department of Finance, construction Industry Board. Includes anticipated Fagan Canyon development.

In the year 2005, there will be an estimated 9,157 housing units in Santa Paula, or approximately 1,000 more housing units than the amount in 2000. The number of owner-occupied units will increase by 770 units (17 percent), from 4,691 to 5,461. The number of rental units will increase by 231 units (7 percent), from 3,466 to 3,697 units. Between 2000 and 2010, the number of owner-occupied housing will increase by 39 percent, while rental housing stock will increase by approximately 10 percent.

7.2 HOUSING DEMAND

The California Department of Finance projects future population growth for counties for a variety of planning-related purposes. Table 23 presents population growth rates for Ventura County for different time periods. In general, the Department of Finance anticipates moderate growth in Ventura County between 2000 and 2010, as demonstrated by the annual 2 percent growth for these years. Growth estimates by the Department of Finance exceeds what occurred between 1990 and 2000, when Ventura County grew by 10 percent or 1 percent annually. In addition, growth estimates for Ventura County exceeds future growth estimates for other southern California counties, as Table 23 shows.

TABLE 23
California Department of Finance Population Projections

		2000	2000-2005	2000-2010	2000-2015	2000-2020
Ventura County Population Growth	Cumulative	0	8%	16%	23%	33%
	Annual	0	2%	2%	2%	2%
Los Angeles County	Cumulative	0	5%	9%	13%	19%
	Annual	0	0.9%	0.9%	0.9%	1.0%
Orange County	Cumulative	0	7%	13%	17%	22%
	Annual	0	1.4%	1.3%	1.1%	1.1%
California	Cumulative	0	9%	17%	24%	33%
	Annual	0	2%	2%	2%	2%

Based on the growth rates, Table 24 projects household growth in Santa Paula. The Ventura County growth rates are applied to the Santa Paula census data on households. Census 2000 provides data on the number of households in Santa Paula by number people and by housing tenure status.

TABLE 24
Department Of Finance Population Projections
Persons per Household

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Households (by housing units)	8,157	8,230	8,304	8,379	8,454	8,530	8,653	8,777	8,903	9,031	9,161
Owner-occupied	4,691	4,696	4,704	4,712	5,059	5,266	5,626	5,684	5,932	5,932	5,932
1-person households	864	865	866	868	932	970	1,036	1,047	1,093	1,093	1,093
2- to 3- person households	2,094	2,096	2,100	2,103	2,258	2,351	2,511	2,537	2,648	2,648	2,648
4- or more person households	1,733	1,735	1,738	1,741	1,869	1,946	2,078	2,100	2,191	2,191	2,191
Renter-occupied	3,466	3,470	3,476	3,481	3,738	3,891	4,157	4,200	4,383	4,383	4,383
1-person households	575	576	577	578	620	646	690	697	727	727	727
2- to 3- person households	1,087	1,088	1,090	1,092	1,172	1,220	1,304	1,317	1,374	1,374	1,374
4- or more person households	1,804	1,806	1,809	1,812	1,945	2,025	2,163	2,186	2,281	2,281	2,281
TOTALS	8,157	8,166	8,180	8,193	8,796	9,157	9,782	9,884	10,314	10,314	10,314
					Historic		Future				

Source: California Department of Finance

If the number of households that rented their respective housing in the year 2000 increased in accordance to the county growth rates, by the year 2005, there will be 3,891 rental households. Thus, as early as 2005, there will be almost 200 more rental households than the amount of anticipated rental housing units for the year 2005, or 3,697 rental units (see Table 24). As Table 25 shows, there will be an estimated 2,025 rental households comprising of four or more people in the year 2005. In contrast, in that year, there will be an estimated 1,852 rental housing units for four or more people. **Therefore, early indications are that there will be a shortage in supply for family-sized rental housing as early as 2005.** The discrepancy between potential rental housing demand and potential rental housing supply will continue to widen even with the development of the 2,100 unit Fagan Canyon project, as Table 25 shows.

TABLE 25
Projected Rental Housing Stock Vs Project Number of Households That Rent, 2000
(negative = housing deficit)

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Rental housing surplus (positive) versus rental housing deficit (negative)	Balance	Deficit	Balance	Deficit							
	0	-4	0	-5	-173	-194	-362	-398	-581	-581	-581
	Historic				Future						

Source: Applied Development Economics. The proposed Fagan Canyon development is included in the anticipated supply.

7.3 HOUSING CONCLUSIONS

There were 8,231 housing units in 2000. The breakdown is as follows:

- 4,691 owner occupied 58%
- 3,466 rentals 42%
- 289 single room 8% of the 42%
- 1,325 @ 2-3 rooms 38% of the 42%
- 1,852 @ 4 or more rooms 53% of the 42%.
 - Slow growth lately, average of 10 new housing building permits per year between 2000 and 2003, at a considerably slower rate than other cities in Ventura County.
 - Fagan Canyon will include 1,700 or more homes, mostly single family units, but there will be some apartment complexes. The Fagan Canyon project may add 231 rental units in its first phase -

- some will be apartments, some townhouses, and some cluster homes.

- Most renting households in Santa Paula are comprised of 4 or more persons.

Most current and future demand for rental units is therefore expected to be for units of 4 or more persons (i.e. 2 or more bedrooms). There is therefore clearly some demand for family rental housing downtown, in the form of multi-family, upstairs apartments, mixed use developments, cluster housing, etc

- There may be a shortage of family-sized rental housing by about 2005. The gap between demand and supply should widen by 2005 and after, even with the Fagan Canyon project.

There is also demand for owner-occupied housing of the same size. Programs for affordable owner-occupied housing should therefore be a good alternative.

8. RECOMMENDED DOWNTOWN STRATEGIES

The following downtown revitalization strategies arise from the economic analysis, field analysis, interviews and workshops.

While there are a number of strategies in this chapter, the reader should not be overwhelmed with their volume and complexity. In truth, the strategies are compatible, and can be realized over the span of many years and even decades through the dedicated and cooperative efforts of each civic official, each merchant, and each involved organization. These revitalization strategies should be undertaken one by one, in order of priority. Santa Paula's leaders need to start small, but need to start immediately. They need not start from scratch, but should build on the steps already taken. As momentum builds, so will available resources and so will successes.

This Chapter describes 4 compatible strategies, including the all-important organizing for success, helping existing downtown businesses expand, creating a Santa Paula entertainment district including a local Mercado or farmers market, and a PBID for downtown revitalization funding. Each strategy has a number of associated goals and implementation steps, which can be found in the main report.

The City, including the Redevelopment Agency, should continue to participate heavily, including:

- Continue to support the community as it organizes itself for downtown revitalization. It is recognized that this assistance will primarily occur through the Redevelopment Agency, but assistance will be needed, in particular, from individual staff and elected officials.
- Continue to renovate existing buildings through assistance to private owners and through outright ownership, and continue to fund beautification and other projects that help revitalize downtown Santa Paula.
- Encourage CalTrans to work with the community to incorporate appropriate recommendations regarding changes to Highway 150.

GOAL #1: ORGANIZING FOR ACTION AND RESULTS

Santa Paula in the process of developing the required cohesiveness, an agreed-upon direction, a focused approach to community development, and a joint vision for its future. Without such focus

citizens are frustrated and tend to remain uninvolved. Without broad participation debate occurs but consensus is not reached, comprehensive planning does not occur, local resources are not used or are used ineffectively, and outside grant agencies cannot help. **This cohesiveness needs to start with the local citizenry. It cannot come primarily from the City or the RDA, though these entities can help.**

The consultants working on this project have met many in the community who are involved and have witnessed tremendous local enthusiasm and participation. Santa Paula's potential is clearly great. All the necessary elements are present. Santa Paula is ready to cement its strong community spirit. There are currently a number of local entities that are pursuing pieces of the total vision and that have a significant stake in success, including the Downtown Merchant's Association, the Chamber of Commerce, the Latino Town Hall, the School District, the Library District, the Historical Society, Cabrillo EDC and others. They only need more chances to compare their goals, coordinate their work, and leverage their resources.

The above entities should consider cooperating to form a Main-Street-type non-profit corporation which generally follows the Main Street Principles. While the new corporation need not be an official Main Street City registered as such, it should seek to follow the successful Main Street model. Described below, the Main Street approach with its eight guiding principles and four-committee structure has proven successful throughout the United States in hundreds of communities. The Downtown Merchants' Association could become the entity, or a new entity could be formed.

The Redevelopment Agency (RDA) should actively participate in creation and support of this entity. About half of the registered Main Street cities in California receive significant financial support from their city, usually through the RDA.

While following the Main Street model, the corporation should cooperate closely with existing organizations for the mutual benefit of all. Its projects and policies should be formed that:

- All stakeholders can support and to which all can contribute.
- Ensures continued support of the efforts of its stakeholder groups.
- Includes a **joint prioritized action plan**, taking advantage of the strengths and capabilities of each stakeholder group.

- Coordinate and **monitor all projects** undertaken by each development group, removing roadblocks, encouraging collaboration, avoiding duplication, and helping find funding to ensure each project is successfully completed.
- **Promote business retention and expansion** by working with individual businesses, by encouraging business expansions to optimal sites, by steering resources where they are most needed, and by arranging appropriate training opportunities.
- Get written notice of all meetings at the local, county, regional and state level that affect downtown Santa Paula and its future. **Ensure a local representative attends.** Make presentations and testify as appropriate.
- **Publicize all successes** as they occur.

THE MAIN STREET APPROACH AND ITS EIGHT GUIDING PRINCIPLES

The Main Street Program is a national program operated by the National Trust for Historic Preservation. Communities active in the program have memberships, attend conferences and workshops, purchase and borrow the many available videos, books and other materials, and trade strategies and best practices with each other.

The Main Street Program established a Four Point Program and eight guiding principles, which are summarized below. There is a plethora of information and assistance available, starting with <http://www.mainstreet.org/>

The Four Committees:

1. **Organization.** Get everyone working toward the same goal. Revitalize. Recruit volunteers, including the high school, community service organizations, and local businesses. Become a dynamic events organizer.

Typical Organization committee projects:

- Nonprofit incorporation
- Bylaws
- Budget
- Personnel management
- Workplan development
- Volunteer recruitment
- Board elections
- Fundraising
- Insurance
- Accounting
- Membership
- Annual report

2. **Promotion.** Identify and market your unique characteristics. Target market. Take classes in merchandising. Advertise. Hold special events and retail promotions. Conduct marketing campaigns.

Typical Promotion committee projects:

- Cooperative advertising
- Business directory
- Calendar of events
- Retail events
- Image campaigns
- Marketing plan
- Sponsorships
- Walking tour

3. **Design.** Capitalize on your best assets, including historic buildings. Concentrate on window displays, parking, signage, sidewalks, street lighting, and landscaping. Create facade grants, paint grants, low-interest loan pool, and a local architect volunteer pool.

Typical design committee projects:

- Art in public places
- Banners
- Building survey
- Cleaning and maintenance
- Design guidelines
- Façade improvement program
- Historic district designation
- Streetscape improvements
- Signage
- Seismic retrofit
- Window displays
- Compatible infill development

4. **Commit to economic restructuring.** This is a seemingly endless, painful process. Define your own niche. Evaluate opportunities. Help merchants expand, recruit new business, fix it up.

Typical economic restructuring projects:

- Business retention and recruitment
- Small business education
- Business and property inventories
- Parking
- Market analysis
- Upper story uses
- Transportation

The Main Street Program also has eight guiding principles:

1. **Comprehensive.** Expect the program to be long term, with no quick fixes. Use a variety of strategies. Put big and small projects and activities together;
2. **Incremental.** Take baby steps first. Develop local skills and momentum. Pound the pavement -- recruit. Use local and regional advertising
3. **Self-Help.** Mobilize local resources. Find a key energy personality -- a spark plug. Get local donations. Keep a clean program.
4. **Partnerships, public and private.** Each must contribute time, monies and expertise
5. **Capitalize on Assets,** including your history. Concentrate on creating a human scale not found in shopping centers. Capitalize on distinctive buildings and friendly, neighborly service.
6. **Quality.** Build to last, don't skimp. Build less, well. Do top quality work, including promotion and marketing
7. **Change.** Believe in the turnaround
8. **Implementation.** Create visible change now while future planning is going on.

Typical Development Considerations of Main Street Organizations

- **Consider creating a new private or non-profit capital fund that would invest in Promenade projects.** This fund could be capitalized through the participation of local investors, who could include property owners, business leaders, and others. The fund would act like a venture capital fund, expecting to generate income.
- **Analyze second story spaces.** Encourage office users to occupy upper floors or side-street locations. Office users are not a required component of a successful entertainment district, but they are a necessary component of any downtown. Encourage store owners to live above their establishments. As the core area fills with targeted users, so will the side streets.
- **Test rental assumptions** with key tenants. **Prelease** buildings being constructed or renovated whenever possible.
- Like indoor malls, **coordinate business hours among merchants,** and capitalize on local events.
- **Continue a major events calendar.** Coordinate among the various organizations that conduct these events. Maximize attendance, leverage marketing and other expenses.

- **Recruit smaller conventions and meetings.** Church conferences and other events can be recruited, especially day-long events. Overnight events will require more lodging choices in town.
- **Advertise heavily.** Announcing Santa Paula's location and its key attractions will bring visitors. Collateral materials should combine with print, radio and television advertising.

STARTING THE DOWNTOWN ORGANIZATION

Among the requirements of becoming a Certified Main Street community³ are an annual budget with realistic sources of income identified, full- or part-time staff, and a BID or PBID. These features show local commitment to the program, and are considered essential for a program's long term viability, which is so necessary for success over time. These features are important even if not formally participating in the Main Street program.

About half of new downtown associations in California get startup and ongoing operating funds from the City's Redevelopment Agency. In the case of Santa Paula, such funds could be reserved by the Redevelopment Agency, and spent over the next year to sponsor initial meetings, help the new association incorporate, to establish and support the four committees and their agendas, to fund part-time staff, and to make another attempt to establish a PBID. Establishing a first-year budget and finding meeting space should be among the first actions of the organizing committee. The recommended action plan is in the main report.

GOAL # 2:

EXPAND RETAIL POTENTIAL, PLUS BUSINESS ASSISTANCE, EXPANSION AND ATTRACTION

From a purely retailing point of view it will be difficult to attract major new retailers to the downtown. Nevertheless, the Retail chapter of this appendix lists several retail categories that appear to be missing or in short supply within the trade area. These may become the focus of a retail recruiting strategy. A higher priority strategy would be to help existing retailers either expand physically and/or expand their market reach. Strategies to encourage the

³ The California Main Street Program conducted a program whereby cities could become certified, and thus avail themselves of significant assistance from the state for design, promotion and other assistance. Unfortunately that program is no longer staffed or budgeted.

recruitment and expansion of retailers include physical improvements to the downtown, possible relocation or expansion of specific retailers, an active recruitment effort, and the creation of area-related theme retailing that may attract shoppers from a larger trade area.

RETAIL EXPANSION AND BEAUTIFICATION

Several key development tasks should be undertaken to make both commercial areas more attractive places for businesses, retailers and shoppers of all ethnicities.

1. **Site Inventory Preparation:** The economic development strategies outlined herein presuppose the existence of available sites of sufficient size, zoning and location to be attractive to developers, retailers and businesses. Sites may include vacant land, dilapidated buildings, and underutilized properties. Thus, the Site Inventory currently posted on Santa Paula's web site can be expanded to document sites' availability, description, locations, prices, area rent rates, owners/brokers names, zoning, surrounding uses, and the entitlement procedure to be followed. The site inventory should be distributed to developers, retailers, businesses, brokers, the Chamber of Commerce, the Redevelopment Agency and the Cabrillo Economic Development Corporation. The inventory should be updated monthly and used to promote the community not only to retailers but also to all businesses and developers.
2. **Facade Improvements:** The community, perhaps through the Redevelopment Agency, should implement a facade improvement program for the downtown. Facade improvement funds from the federal or state governments are available to businesses as low interest loans or grants. Property owners must be brought on-board to support such a program and to encourage non-participants to also upgrade. Adherence to the relevant downtown design theme is normally a condition of assistance. The Façade program can be funded by a small investment of \$50,000.
3. **Revolving Loan Fund:** Santa Paula's should create or find an existing Revolving Loan Fund. Such programs can help businesses (and landlords) with their physical plant needs and their financing needs. Once these programs are set up, property owners can apply for low-cost loans to increase the sales potential of their property or business. The interest rate of these low-interest loans typically varies with the need of the business and the jobs and tax benefits it brings.

RETAIL RECRUITMENT

An on-going retailer recruiting effort should be implemented in order to attract quality retailers to the area to serve the local population and to attract shoppers from the larger region. This effort can be led by city economic development staff, but at some point could be taken

over by downtown program staff, or by a local volunteer with the appropriate knowledge and commitment to the task.

4. **Recruitment of Retailers Serving the Local Community:**

Armed with a Site Inventory, the retail leakage analysis and Latino population consumption preferences provided in Chapter 2, a recruiter should focus on several tasks:

- a. **Prepare promotional materials** on Santa Paula, regularly updated to include changes, public space improvements, etc.
- b. **Meet with area real estate brokers** to inform them of opportunities, provide them with promotional materials, and discuss possible successful retailers from the surrounding area as well as national and regional chains that may fit the Santa Paula market.
- c. **Meet with area developers** and repeat step "b" above.
- d. **Canvass other communities** in the region to identify successful retailers in the target categories, and discuss with those owners the possibilities of opening a store in Santa Paula.
- e. **Attend regional meetings** of businesses, retailers, developers and brokers to promote Santa Paula, including chambers of commerce. In addition, the International Council of Shopping Centers (www.icsc.org) is an industry association devoted to improving retail opportunities in shopping centers and downtowns, including actively helping retailers link with communities seeking retailers. The ICSC has a large membership, and conducts many conferences and meetings throughout the nation every year.
- f. **Use mailing lists to find and contact local retailers.**
The Dun and Bradstreet Marketplace® is one of hundreds of comprehensive source of company names and contact information. If the previous methods of locating interested retailers are unsuccessful, such lists sorted by retail type, location, annual sales, and other factors can be purchased for nominal sums. City and county business license lists are also useful.

5. **Specialty Retailer Recruitment:** Specialty retailers may attract shoppers from a larger trade area. Such retailers must be sufficient in numbers and clustered near each other so that they create a kind of retailing district whose reputation becomes larger than each individual retailer. If the retailers had some logical connection

to the area this could provide them with a competitive advantage that can be used in marketing.

Financial And Technical Assistance For Downtown Businesses

There are a number of available and suggested programs to assist local merchants, including downtown merchants. Some of the more established and successful programs are described below.

Small Business Development Center

The California Small Business Development Center Program is a free service to small businesses in California. Assistance is tailored to helping business owners better manage their operations through one-stop access to business counseling, planning, marketing and training programs. The SBDC emphasizes the delivery of in-depth, high quality small business services. The small business services include but are not limited to: management, marketing, financing, accounting, strategic planning, regulation, taxation, capital formation, procurement, human resource management, production, operations, economic development, production analysis, plant layout and design, agribusiness, computer applications, limited business law assistance, exporting, office automation, site selection, or any other areas of assistance. The SBDC does not loan money directly to businesses, but helps find and arrange financing for its clients.

The Gold Coast Small Business Development Center, which serves Santa Paula, is based in Ventura:

Gold Coast Small Business Development Center,
Jose Vega, Satellite Manager
5700 Ralston St., Ste. 310 Ventura, CA 93003
(805) 658-2688 5700
FAX: (805) 658-2252
E-mail: gcsbdc@vedc.org

The SBDC services are free to businesses. However, the SBDC is funded through the state SBDC program, plus each SBDC is free to pursue grant funds and other funds from the communities they serve. Therefore, if requested by the city, and especially if financial support is provided to cover staff time and expenses, the SBDC could take an active role in providing services to the downtown businesses in Santa Paula. The city may provide temporary office space for the SBDC staff to conduct workshops, other training, and meetings with businesses.

City of Santa Paula Recommended Programs for Business

Commercial Building and Façade Improvement Program – described above. Typically for improving the appearance of buildings by painting, adding or replacing awnings, making repairs, putting in new windows, etc. One version of this program could be a matching grant up to \$15,000 for such purposes.

Revolving Loan Fund. The City does not offer a small business loan program, but there should be an entity that does. Loan programs funded by CDBG typically require a minimum of one new job for every \$35,000 borrowed. The Small Business Administration also can guarantee loans to businesses.

Redevelopment Agency Assistance. Assistance to businesses in the form of grants or loans for infrastructure and other business purposes is available on a case-by-case basis. Amounts of assistance are determined by the amount and type of jobs, increased taxes, and blight elimination that would occur.

Information Resources and Referral. Santa Paula's Economic Development Department has or has access to free demographic information, retail analysis and reports, handbooks for small businesses, and other information relevant to doing business in Santa Paula, Ventura County, and California.

Fundraising. The Downtown association, the Chamber, the Latino Town Hall and other cooperating entities can use fundraisers to supplement funds obtained from the PBID, from the City, from grants and from other sources. Most nonprofit organizations are familiar with and use fundraising with varying degrees of success, including fairs and festivals, car washes, soliciting donations, bake sales, raffles, bazaars, silent auctions, Monte Carlo nights, etc. Two potential ideas specific to downtown Santa Paula include:

- ❑ Expanding the First Sunday fly-in with shuttles to downtown and bundled promotions;
- ❑ A monthly farmers market, or bazaar in the downtown.

GOAL #3:

BUILD DOWNTOWN AS AN ENTERTAINMENT DISTRICT

PRINCIPLES OF ENTERTAINMENT CENTERS AND GREAT STREETS

Successful entertainment centers are not just places to be entertained. They are no longer just a place to go and do one thing, such as watch a movie. To succeed in today's market entertainment centers must offer a multiplicity of activities. Conversely, successful malls must be more than shopping places -- they must also offer experiences through entertainment. In fact, entertainment, retailing and dining places are now learning they must co-exist for each to succeed.

The 21st century will be the era of paradox. Americans will continue to stuff themselves with junk food while at the same time exercising to the point of obsession. They will eat no-fat cookies and enjoy their scoop of Häagen-Dazs at the same time. They will increasingly stay at home to shop, meditate, and pamper their bodies, but they'll also expect more from the outside world in terms of entertainment. "... the 21st Century will see the continuation of the trend toward the 'entertainmentization' of retailing," says Ira Mayer, president of EPM Communications in New York City. More than ever before, he says, stores will stage events, show videos on large screens, and use CDs as premiums in an attempt to add an entertainment overlay to the everyday shopping experience".⁴

Individual stores are learning to "nest" entertainment, dining and retail together. Examples abound (Table 26)

⁴ Article in American Demographics, January 1999, Page 64

TABLE 26
Examples Of Multi-Use Stores

Primary Store Type	Store	Nesting		
		Entertainment	Dining	Retail
Dining	Planet Hollywood	Movie memorabilia, video screens, theming	Full-service restaurant	Boutique with logo clothing and items
Book retailer	Borders Books and Music	Live jazz, reading chairs	Coffee bar	Books, recorded music
Outdoor Retail Sports	R.E.I.	Hiking trail, rain gear test shower, rock climbing wall	Samples of dehydrated foods	Outdoor and camping gear
Entertainment	GameWorks	Video games, internet access, theming	Brewpub, cafe, coffee bar	Boutique with logo clothing
Entertainment	Any brand of Multi-plex theater	Movies, video game room	Snack bar, pizza, desserts and coffee bar.	Advance ticket sales, gift certificates

Source: ULI⁵

Successful entertainment centers also offer a place for people to gather. Throughout the world successful gathering places, whether a great street, a successful town square or a successful entertainment center, all have certain qualities that can be defined. Santa Paula already has a good start on many of these features through its ongoing streetscape improvement programs. ***To enhance chances of success for its entertainment center, Santa Paula should incorporate as many of the features described in this chapter as possible, consistent with the recommendations in the main report.***

URBAN ENTERTAINMENT PRINCIPLES

Entertainment is often stereotyped as loud and animated. It can also be quiet and serene. The best entertainment centers always offer a variety of entertainment types. Disneyland, for instance, has areas of noise and areas of pleasant quietude -areas of history and areas of science fiction -- areas for all ages -- different types of dining, and plentiful shopping. According to ULI, successful entertainment centers have a mix of the following entertainment types.⁶

Ambient Entertainment

Ambient entertainment sets the mood, establishes the location as a leisure destination in which merely visiting is enjoyable. Ambient entertainment extends the duration of the guest's visit, inviting them to browse and linger, thus taking advantage of other types of entertainment. Free things to look at that are part of ambiance include:

⁵ *Developing Urban Entertainment Centers* © 1998, Urban Land Institute, Washington DC

⁶ *Developing Urban Entertainment Centers* © 1998, Urban Land Institute, Washington DC

- Environmental design themes -- must exude excitement, energy, creativity, unconventionality. Can include:
 - Theme architecture or historic architecture
 - Dynamic signage
 - Bold landscaping
 - Unique lighting
 - Interesting street fixtures like fountains, kiosks, banners, clocks.
- **Public performances** in common areas such as plazas, and street performances that are dynamic and often interactive.

Impulse Entertainment

The guest can pay on a whim for spontaneous experiences. Typically located in common areas, with some type of action for non-participants to watch (ambient). These are typically of short duration and repeatable, and can be changed frequently for variety. Things to do on the spur of the moment include:

- Carousels, rock climbing walls, bungee trampolines, gyroscopes, portrait artists;
- Video games and high-tech game centers;
- Walk-up food, craft, souvenir kiosks.

Destination Entertainment

Places people will intentionally drive some distance to visit directly. These entertainment types are often designed to attract large crowds and appeal to a broad demographic range. Examples include:

- Cinema complexes -- the best way to draw repeat customers on a regular basis
- Dinner theaters-- eat and watch, including display kitchens and performances at specified times, Chuck E Cheese audiotronic figures, live stunts, flying fajitas.
- Educational facilities - e.g. aquariums, traveling exhibits, gardens, museums
- Family Entertainment centers
- Comedy clubs
- High-tech game centers, including virtual reality
- Indoor theme parks

- Live performance theaters
- Nightclubs, Casinos
- Specialty format film theaters (e.g. Imax, sensation-linked)
- Sports venues, such as skating, batting cages, miniature golf
- Brand name or destination restaurants

THE "TRINITY OF SYNERGY"⁷

Three critical components comprise successful entertainment centers. Santa Paula's district must also be designed to include these components. The Downtown entertainment district would have to begin in phases, first concentrating on the local market and expanding its regional and tourist market over time. ***Providing a multiplicity of options in a small area is the key to success. Creating the Mercado district first, then other themed districts are a good way to concentrate resources.***

Entertainment

Also called "experiential consumption". The consumer pays for pleasure that is short-lived;

- Examples of active or physical entertainment
 - Bowling, darts
 - Skating
 - Dancing
 - Fitness center
 - Basketball, Volleyball
 - Equestrian or horseback riding
 - Miniature golf
 - Batting cages
 - mini auto racing
 - Video arcade
- Examples of Passive Entertainment
 - Murals
 - Movies
 - Live theater and music
 - Museum
 - Street performances

⁷ Ibid

Dining

Often termed 'literal consumption.' The body interacts with the experience via food and beverage

- Sit-down Dining Choices - as many as possible in one place

Styles (Mexican, Chinese, San Francisco, steak, pizza, etc.). Can be accomplished by a combination of:

- Local restaurants – family dining
 - Destination restaurants (unique regional draws) with full bar such as microbreweries, steak houses, etc.
 - Brand name recognizable (Olive Garden, Sizzler, etc)
- Walk-in or walk-up choices, including:
 - Ice cream
 - Coffee houses
 - Walk-up stalls, push carts and kiosks with common outdoor seating areas (e.g. pizza, churros, hot dogs, pretzels, taquitos, skewers, drinks, etc.)
 - Mini Fast food -- avoid drive-ins in the downtown.

Retail

Often termed "acquisition consumption." The consumer can buy objects to take home for later or long-term enjoyment. Brand shopping is important. Clustering stores makes the downtown as much like a shopping mall as possible. The product mix can include traditional shopping, brand name shopping and souvenir shopping. The entertainment district retail mix typically includes:

- Clothing, jewelry
- Souvenirs, film, cameras, etc.
- Crafts, antiques, toys, flowers, etc.
- Groceries for picnics and for local residents.
- Household goods, including furniture, exercise equipment, etc.

Downtown Santa Paula serves local shopping needs, and must also include its traditional mix of bridal, craft, books, hardware, banks, variety, etc. While this traditional shopping mix serves a different clientele than the entertainment shopper, the traditional retail types can adapt as needed, comfortably coexisting with entertainment retail.

STRATEGIC POSITIONING FOR EFFECTIVE ENTERTAINMENT - - THE FIVE D'S AND WHAT TO DO ABOUT THEM⁸

Effective entertainment centers all design their projects for maximum customer visits. The following five strategic positioning principles, all beginning with "D", can help Santa Paula penetrate its market. The recommended Main Street Program described above incorporates these elements programmatically.

Distinctiveness of the product - Santa Paula can develop an entertainment center for the existing local market, and can include some unique elements for the regional market. Distinctiveness includes having a product unlike any other nearby. Consider:

- Local-serving – dance venue, skate bowl, video game center, town square, family restaurants, brand name restaurants.
- Regional serving -- develop regionally exclusive events that draw Fillmore and Ventura residents. Attract a great destination restaurant or dining cluster, create a town square with unique events not found elsewhere or not done as well elsewhere (e.g. Cinco de Mayo, classic car or motorcycle shows, Farmers Market).
- Distinctive physical feature (e.g. water tower) that attracts visitors and becomes a conversation piece such as a distinctive fountain, sky-light, and/or planetarium.

Drawing Power -- the product should serve the local population by providing a closer alternative than venues available in Fillmore and Ventura. Regional attractions can draw from outside the market area. Even at the best theme parks 56% of visitors will live or work within 15 minutes, 87% within 30 minutes, and only 5% are out-of-area tourists.

- Santa Paula must create a clustered, street-oriented retail/dining/entertainment environment better than Fillmore, Ventura, Oxnard, Camarillo, Port Hueneme, and even Valencia. This includes creating a popular theme, and providing a rich mix of opportunities. This could require aggressive City subsidies for a kick-start in developing major attractions.

Depth of penetration -- (i.e. High capture and repeat visitation). The center should expect frequent visits from locals -- within 5 miles. -- Women, men and families alike -- cater to a variety of customer types and a mix of preferences.

⁸ Ibid

Duration of visit -- The more linked choices, the longer the stay. Daytime and extended evening hours will encourage extended browsing. For instance, spatial and operational features can combine to encourage visitors:

- Arrive, go to a local matinee play, dine after, shop after.
- Arrive, dine, shop, walk the promenade
- Arrive, bike or skate the bike trail, eat at a walk-up food kiosk or picnic, sip coffee at an outdoor cafe, watch dancers, go to a play.
- Arrive, go to fitness center, batting cages or bowl, climb a wall, eat a bag lunch, go to a movie.
- Leave work in Ventura headed for home in Santa Paula, pick up cleaning, visit Post Office, meet family in the town square, eat a picnic dinner while kids skate and run around, movie in the park after dark.
- Arrive by train, dine, walk the murals and shop.

Demand periods There are heavy-use times and slack times. Demand periods can, however, be extended through:

- Stadium seating at a local theater or community center for school classes, business and civic meetings, and other gathering events such as conventions requiring 100 - 150 seats.
- Hold a farmers market along part of Main Street at noon or evenings on weekdays, and/or on weekends.
- Gatherings of all types at a new plaza/town center – close off traffic for short periods at the clock tower²
- Expanded lunch trade from the high school and local churches (e.g. specials on a certain day).
- Expanded lunch trade from local employers, perhaps via shuttle service from the industrial park.
- Dinner trade from locals.

TO DRAW VISITORS, SEEK A BALANCE OF FEATURES

A successful center, whether an entertainment center or the downtown, incorporates the following features in its own unique combination

1. ***Unique architectural identity*** for a strong sense of place.
2. ***Landmarking*** -- visible from a distance -- Perhaps a large, bright Movie Marquee, Decorations and/or lighting schemes, a giant lighted flagpole, or archways.

An Entertainment anchor -- This could be one establishment, but in Santa Paula this must probably be a cluster of establishments with a single theme linked to family fun. Entertainment anchors cause spillover spending, which is desperately needed downtown. (An urban entertainment center designed as such seeks to develop 50% of its space for entertainment, which may be unrealistic for a rural downtown).

A Cluster of restaurant choices -- This is the successful food court concept expanded over 3-4 blocks. The gross income per square foot of every eating place rises when more choices are available in a small area (Urban entertainment Goal: 20-30% of space).

A cluster of Icon or brand retailers mixed with unique local shops. (Goal: 30-40% of space for customer friendly shopping).

By business count, Santa Paula's mix at ground level in 1999, 104 establishments. A downtown has to have a mix of offices and personal services, which are external to entertainment centers. However, more entertainment and dining establishments are indicated:

- 53% retail:
- 30% personal or business services:
- 6% office
- 9% dining
- 2% entertainment

SUCCESSFUL CENTRAL GATHERING PLACES THROUGHOUT THE WORLD

High Quality outdoor spaces are places where people gather for social activities (e.g. to play, people watch, dance, etc.). They meet all three levels of the hierarchy of why people gather:

- Social
- Optional
- Necessary
- Medium quality outdoor spaces are places where people go for optional activities, such as walking, skating, picnicking. Poor quality outdoor spaces are where people go only as need for work, school, shopping or business.⁹

⁹ *Life Between Buildings: Using Public Space*, 1987 by Jan Gehl.

Volumes of studies exist on what makes a successful street, promenade, gathering place, and people- and pedestrian-friendly places. Several of these references have been reviewed, with the best summarized below. A successful downtown promenade and entertainment district must be people-friendly, family-friendly and pedestrian-friendly. It has places to sit, places to stroll, places to gather, places to be entertained, places to shop, places to eat. The original Downtown Improvement Plan already had a good start on many of the necessary physical features, including providing a pleasant streetscape, selectively slowing traffic, providing adequate parking, etc. However, the transformation is incomplete. The ambiance must be improved, making the promenade the place in town to gather.

A Community Plaza or Town Square??

Santa Paula has Veteran's Park, which is one block off Main, but which can be more fully incorporated into the Downtown Improvement Plan. A town square should incorporate:

- Ample public seating in a variety of configurations
- A clear sense of enclosure (e.g. 2-story buildings, berming, dense landscaping)
- Varied levels of natural and artificial lighting
- Animation, with moving water to provide a focal point and soothing background noise
- Enliven the edges of the space with visible activity on more than one level if possible
- Soft geometric forms -- asymmetrical, irregular, curving forms
- Walking surfaces varied in level and finish
- Bright and primary colors and bold graphics
- **Facilities for organized, scheduled entertainment, and also for spontaneous interaction by the visitors.**
- Liberal use of:
 - Planter boxes
 - Bollards
 - Trees
 - ATM's
 - Open access to places

GREAT STREETS (PROMENADES)

Similar to a town square, successful downtowns have streets that are inviting and attractive. Santa Paula should emulate the world's great streets in its promenade. Some of these features are physical, and have been dealt with in the main report. Some are operational. All will promote vibrancy, which translates directly into increased sales.

Essential Qualities

Places for people to walk with some leisure:

- Leisurely, safe walking, with walkways
- Room to walk at varying paces -- width
- Curbs and sidewalks, or other separation from cars, or if no car-people separation there must be slow driving

Physical comfort:

- Warmth and sunlight when it's cool (protection from wind and rain)
- Shade and coolness when it's hot (trees, awnings)

Definition, which can vary:

- Boundaries using vertical and horizontal spacing (e.g. buildings, proportionality)
- Boundaries at both ends
- Building spacing

Qualities that engage the eyes:

- Variety to prompt eye movement
- Visual complexity without being chaotic or disorienting
- Perceived easy access to promote people movement
- Window treatments, cornices, signage, flags, brightness at eye level, trees, barriers, color.

Transparency

- Windows and doors that give a sense of what's beyond
 - Walled and muraled passageways that are inviting
- Complementarity
- Variations in building heights and design not too dramatic

Maintenance

- Clean, smooth, no potholes
- Care of trees, materials, buildings, trash
- Fill vacant stores with displays, posters, etc. -- not boarded up

Quality of construction and design

- Workmanship and materials and how they are used
- Appropriateness of materials
- No shabbiness

Contributing Qualities to Great Streets (not essential, but helpful)

- Trees
- Beginnings and endings; where a street starts and ends somewhere
- Many buildings rather than few; diversity
- Special design features (details) such as streetlights, benches and bulbouts
- Places; open spaces for gathering and sitting and watching
- Accessibility
- Density helps
- Diversity
- Length can vary, but visual interest must be kept
- Slope; noticeable if not steep changes in elevation
- Parking; on-street parking is ok. Effective off-street parking must empty people to the front of shops, not the rear.
- Contrast; different than any other street in the market area
- Time needed to develop a great street

Other People-Friendly Features For Promenade And Plaza

The following miscellaneous list of features were collected from various references. Many of these features have been implemented.

- Make it your city's marketplace
- Make it your city's natural gathering place; the place to go
- Go to other street fairs and expositions to get ideas

- Make it changeable, flexible for multiple uses.
- Have high school band and orchestra recitals
- Have a focus group to design specific street and plaza components
- ATM's
- Piped in music
- Temporary street closings for selected events
- Bus stops in central city
- Bike trail along tracks or streets to reach Main
- Convenient parking on the periphery of shopping districts
- Reduce traffic speed and volume
- Slow through traffic
- Selective sidewalk widening
- Mid block crossings
- Plantings/landscape elements/trees
- Encourage rest and breaks with benches, outdoor restaurants, seating
- Litter baskets
- Canopies and rain shelters
- Plazas in human scale
- Light, movement and patterns
- Child play areas
- Seating clustered
- Outdoor dining
- Permanent stage with electricity
- Playing clock, a writing wall, fairs
- Extend hours open to bring pedestrians/traffic
- Separate autos and pedestrians areas
- Interesting and unique paving
- Fountains (size matters less than it fits the space)
- Unique art
- Children's flea market
- Supervised child-day care

- Clustered seating is better than seating evenly spaced throughout. "The theory is that transients shy away from crowds"¹⁰
- Community market that has street vendors selling all types of products, including hand crafts, clothing, jewelry, art works, etc. Many community markets include produce such as flowers, food and fresh fruits and vegetables.
- "Farmers market", which is a legal term referring to efforts by farmers to sell produce directly to consumers, bypassing wholesale and retail middleman. To be a certified farmer you must demonstrate that you have raised all produce sold on your own property, and apply to be "certified" as such by a County agricultural agent.

GOAL # 4

MERCADO AND/OR FARMERS MARKET

A Mercado or farmers market is an approach that can be created in conjunction with a craft and antique cluster, or by itself. In Santa Paula it can occur as part of the overall Mercado District development. Local produce adds color and excitement to any location, and helps meet the shopping needs of locals and visitors. A market can start small with a few vendors and expand as interest grows.

Make a specific location the community's marketplace. Mobile structures and portable restrooms can be used to start on vacant land, with permanent locations and structures being created later, hopefully at the location of the future civic center. Everyone, and Latinos especially, respond to a central plaza or marketplace in their communities. Several locations are possible as interim locations or as permanent locations:

- Main street between 10th and Mill;
- Main Street between 10th and Ojai;
- The parking lot between Veterans Park and the Post Office;
- Veterans Park;
- The Rail depot;
- Other locations, especially if a land owner volunteers their land.

¹⁰ New Design for Chavez Plaza Targets Lunch Crowds, Concerts". Sacramento Business Journal, June 18, 1999.

COMMON CHARACTERISTICS OF SUCCESSFUL COMMUNITY MARKETS.

There are several common features that make community markets successful.

- **Prepublished Schedule.** Successful community markets need to have a well-established understanding of the schedule, i.e., every Thursdays evening, every first and third Saturday of the month, etc.
- **Signage for the Day of the Event.** Each community with a successful market has established permanent posts with rope and pulley systems that could be utilized to fly banners advertising that TODAY or TONIGHT the community market was being held. Signs are located both at the market site and along nearby traffic routes.
- **Good Administration of Event.** A community market needs to be governed by a set of regulations and administrative rules. Successful community markets have an administrative procedure that obligates vendors to set up their stands/booths by a fixed time, and not remove them until after the scheduled ending time. Security also must be offered for the event.
- **Mix of products, prepared foods, and entertainment.** All successful community markets offer several types of prepared foods. Alcohol is only provided in existing establishments surrounding the sites. Equally important -- a wide selection of crafts and products need to be made available to consumers.
- **Attracting Vendors.** Virtually all the vendors attending craft shows in California subscribe to *Craftmaster News*, the leading publication of California Craft Shows. There are eleven monthly issues of a "Vendors Guide" to all shows, community markets etc. available at \$28 per year. This publication is a valuable source of outreach to vendors that could be attracted to a community market in Santa Paula. In addition, the organization sponsors Craft Network meetings where the community could participate
- **Direct mail** is another method used by successful community markets to attract vendors. There are private firms that specialize in organizing and managing community markets for cities. For example, Long Beach, and San Juan Capistrano contract with a private vendor to manage the process of organizing and managing a community market. These companies have their own vendor mailing list, which organizers can access for a fee.¹¹

¹¹ Contact Paul Amarillas at Conte Productions, 212 Yacht Club Way, Suite 1A, Redondo Beach, CA 90277, (310) 798-2488, Fax (310) 798-2577

GOAL #5 FORMING A PROPERTY BASED IMPROVEMENT DISTRICT¹²

Effective ongoing downtown promotion and development will need to be coordinated between business and property owners. Main Street is a nationwide program that promotes downtown revitalization through a successful formula, called the Main Street Principles. Santa Paula has the potential to become a Main Street participant, but would need to take some preliminary steps before applying or becoming part of the program. Creating a business improvement district (BID) or a property-based business improvement district (PBID) should be considered as an important step to forming a Main-Street-type organization, or for downtown revitalization. A BID is a voluntary self-assessment mechanism that would provide ongoing funds that could help Santa Paula develop a more attractive and vibrant downtown. A BID or PBID typically funds or augments downtown enhancements such as security, maintenance, and marketing. Allowed under California law since 1994, BIDs and PBIDs have become a popular private sector tool to revitalize cities and towns, making them more economically viable.

Business Improvement Districts are an innovative approach to the delivery of public services. (P)BIDs have traditionally been established by groups of local businesses and property owners. Funds to support (P)BIDs are raised in the form of additional taxes and/or fees for services in a particular geographic area. These funds are used to improve specific business areas, including beautification efforts, increased maintenance, additional security, local promotion, special events, and other activities selected by the local (P)BID board to benefit the business district. The goal of the (P)BID activities is to attract customers, clients, and shoppers, as well as businesses, to their business district.

While there are no set rules on what constitutes either a BID or PBID, there are some general guidelines that are used, and some basic differences between the two.

¹² Santa Paula attempted to create a PBID in 2002, which was narrowly defeated. There are indications that a PBID election might succeed if it were again attempted., especially if the plan can be adjusted to accommodate the needs of non-profit property owners who would be assessed, but who would not have an opportunity to recoup the extra cost with increased revenues.

BID (BUSINESS IMPROVEMENT DISTRICT)

A BID is a self-help, self-taxing, merchant-based entity organized with the cooperation of local government. BIDs are renewed on an annual basis and merchants typically see their money go to work for them quickly. Typically, BID funds are used for smaller, more retail-oriented revitalization and economic development programs in downtowns and commercial corridors, including farmers' markets.

PBID (PROPERTY BASED IMPROVEMENT DISTRICT)

A PBID is property-based and is an assessment district within a geographically defined area. Proceeds from assessments are used to provide services supplemental to those normally provided by municipal government. PBIDs have certain advantages over traditional BIDs, in that they can raise funds by directly assessing property owners who have a long-term stake in the area's vitality. A PBID is usually established for up to five years and is often used for larger districts with higher budget requirements.

ADE recommends that downtown Santa Paula follow the PBID approach as opposed to a BID, partly because assessing the merchants alone will not raise sufficient funds, and partly because upgrading and maintaining the town's commercial buildings are key to successful revitalization.

PBIDs are fairly easy to set up, especially when compared to the process of creating a new redevelopment area. In most cities, organizers just need to prove they have contacted every property owner within the proposed district. If a majority agrees, then each owner pays a special assessment on their property tax.

PBIDs are based upon the "benefit assessment district" concept, which provides for an assessment on commercial property to be raised within a specific geographic area. Proceeds from the assessment are used to provide services that benefit the district.

Some of the advantages of a PBID are:

1. A PBID allows a wide range of service options, including security, maintenance, marketing, economic development, and special events among others.
2. It is designed and created by those who will pay the assessment.
3. It is governed by those who pay through a property and business owner advisory board that supervises operations and submits a yearly service plan.

4. It is implemented by those who pay through a nonprofit, private sector, management organization.
5. It is established through petition support from property owners who will pay the proposed property assessments.
6. PBIDs are established for a set term determined by those who pay the assessment and must be reestablished by those who pay through a new petition process.

PROCESS OF FORMING A PBID

The process to form a PBID takes from 9-12 months and consists of the following steps:

1. Creating The Pbid Formation Infrastructure
 - Property Owners Support Committee
 - City Resource Team
 - Database Development
 - Local Staff Support Team
2. Consensus Building/Education
 - Property and Business Owner Focus Groups
 - Informational Meetings
 - Communications and Outreach
3. Management Plan Development
 - Improvements and activities-what will you do?
 - Budget-what will it cost?
 - Assessment Methodology-cost to individual properties.
 - Engineering Review of Assessment/Benefit Analysis-is it equitable?
 - Governance-who's in charge?
4. Plan Review/Consensus
 - Plan Review Workshops
 - Leadership Consensus
 - Legal Review-compliance with City and State law
 - Final Plan and Assessment Methodology
5. Petition Campaign (requirements vary by state)
 - Property Owner Sales Committee Assignments
 - Communications Materials
 - Petition Preparation and Distribution
 - Collecting Signed Petitions
6. City Council Hearings/Ratification
 - Public Hearings
 - 218 Ballot Process (California only)
7. Contract for implementation of plan between City and Non-Profit Management Organization.

8. Submit Assessments to County Assessor

PBID PLAN

One of the most important elements of the pbid formation process is the development of the management district plan. Those who pay the assessment develop the plan. The plan must be approved by the city council based on recommendations provided by the advisory committee. The plan will generally include the following elements:

1. **Location.** This section specifies the exact boundaries of the proposed district and any benefit zones within the district.
2. **Improvements and Activities.** This section describes the actual service programs (maintenance, security, marketing, etc.) the District will provide.
3. **Budget.** This section specifies the total District budget for the first year of operation, and may include budgets for the life of the District.
4. **Method of Financing.** For property based improvement districts, the method of financing would be a levy of assessments on real property that benefits from improvements and activities provided by the District.
 - ❑ **Assessment methodology:**
This section describes the assessment variables (multiplier on assessed value, square footage, street front footage, ground floor or upper floor footage, etc.) That will be used to determine the assessment rates.
 - ❑ **Cap:**
Specifies the limits that assessments may change each year and how that change will be determined (based on cpi rates, etc.).
5. **Governance.** Describes the manner and form by which the district will be governed.
6. **City Services.** Establishes the city contribution to the district, including the maintenance of the existing level of city services upon establishment of the new District.
7. **District Formation.** Specifies the percentage of positive petitions (and ballots in California) that must be received from property owners and the process to collect the petitions.
8. **Duration.** Specifies the term of the District (three-year, five-year, etc.)
9. **District Rules.** Defines the operating rules as they relate to:
 - ❑ Residential property
 - ❑ Non-profit organizations

- ❑ District Purchases
- ❑ Other District specific regulations

ELEMENTS TO CONSIDER IN DETERMINING COST OF IMPLEMENTING A DISTRICT

1. Size Of The Proposed District
 - A. Number of blocks.
 - B. Number of property owners.
2. Difficulty in Achieving Consensus
 - a. Number of focus group and one-on-one meetings needed.
 - b. Political climate.
 - c. Key property owner support.
 - d. Business owner/tenant support and political climate.
3. Database Development
 - a. Computer capabilities of local staff.
 - b. Quality of local city/county databases and willingness to cooperate (share information).
4. Local Staff Support
 - a. Administrative
 - b. Communication/Marketing
 - c. Petition Drive
 - d. Database
 - e. Private sector management organization

SANTA PAULA PBID BUDGET

The average annual budget for a PBID is estimated to be \$200,000¹³. This average annual budget includes large cities that can typically have PBID budgets of over \$700,000. In the case of Santa Paula, a budget of \$100,000 or less could be funded. While assessments for funding a PBID vary, many are based on Lot Square Footage area. In addition to the square footage, it is also common to breakout the assessment by creating zones within the PBID, for example assessing more for more commercially valuable Street Front Footage. Many PBIDs do not assess residential property, while others require a token amount (say, \$1 per year). It is also common to increase the annual budget per year based on a specific measure (e.g. CPI).

The previous PBID attempt developed a basis for collecting about \$70,000 per year, which had varying levels of assessment for three zones.

¹³ *Business Improvement Districts and Innovative Service Delivery*, Jerry Mitchell, November 1999.

APPENDIX B
WORKSHOP SUMMARIES

CITY OF SANTA PAULA

DOWNTOWN IMPROVEMENT PLAN



Downtown Workshop Summary

November 4th & 5th, 2003

COMMENTS RECEIVED AT PRESENTATION BY MNA AND ADE
FROM SANTA PAULA RESIDENTS
January 28, 2004

Comments are listed as received, not in any other order and not evaluated.

1. In general, the recommendations and directions taken are good, and the consultant team is on the right track. In fact, there is some enthusiasm for the recommendations.
2. The idea of the automated library is not liked.
3. The notion of artist live-work downtown loft spaces should be expanded to include anyone desiring loft space, including small businesses and others.
4. Vivid colors, such as those recommended for the Mercado district, are scary. Color palettes should be carefully considered.
5. The entertainment principles are OK, but the city should not go too far along the path to “Disneyfication”.
6. The railroad station is key, and should be completely pedestrian-friendly. People getting off the train should feel totally welcome and comfortable.
7. An organized and packaged historic tour of Santa Paula’s churches will help draw visitors.
8. The report should recommend getting the many Santa Paula churches together as a group to participate in downtown revitalization.
9. The next presentation should be in less of a presentation format and more of a studio forum format, which allows detailed discussions. (Outcome of discussions concerning this suggestion: While there will be some opportunity to adjust the consultant team’s recommendations at the next workshop before the report is finalized, the next presentation will be almost final, complete with hard-to-change visuals and more rigid conclusions. Comments should be directed quickly to Charmaine Stouder to get them incorporated into those recommendations.)
10. The impacts to traffic flow along 10th Street and ways to improve traffic conditions should be considered as the area is developed.
11. Noise conflicts between entertainment centers (e.g. evening entertainment and events) and residents are common in other communities, and should be addressed.
12. Suggestion to build upper story housing (3-4 stories) along 10th Street across from and facing Veteran’s Park – for the views.
13. Between 10th & 12th on Main there is an opportunity for more mixed use building types that can over time replace existing services and auto dealers. 3-4 story buildings in the area would be acceptable as long as appropriate guidelines are developed.
14. Existing issues with parking and children playing downtown should be addressed before bringing new housing downtown.
15. The youth center idea should be elevated to a higher priority.
16. The east end of Main at Wendy’s is an eyesore — both driving and by train — and this keeps travelers from stopping in Santa Paula. This is a key access point to Downtown, and should be cleaned up.
17. South Alley is an opportunity for mixed use that has egress/access to the alley. An improved alley can become a venue for festivals.
18. City Hall as it exists can be kept where it is and redeveloped as the city’s key gateway.

19. Diagonal parking should be expanded all along Main Street – to 12th Street. The parking situation between 10th and 12th will improve.
20. The alleys should be built and cleaned up.
21. Consult with Library staff prior to finalizing recommendations about its relocation.
22. Another attempt to create a PBID (Property Based Improvement District) might succeed if the capacity of the Library and other non-profits to contribute are considered. Landowners who would not benefit financially from added sales should be able to contribute in-kind or at some lesser level.
23. Homes along rail should be designed so they don't conflict visually and visa-versa.
24. Accommodate bike lanes along the rail and throughout the city.
25. The vacant site behind the Mill is an opportunity site, perhaps for a park/playground.
26. If buildings with 3-4 floors are being considered, make sure the right streetscape proportions are maintained. Tall buildings should not choke the view-shed.
27. Promote tourism as one key to revitalization. Doing so is simple, it requires being at the appropriate times and places where people and tour companies that make trip decisions congregate.
28. Plant more trees. Trees are one key to vitality and people-friendliness. (Get 1,000 Jacaranda trees for free and organize a planting program.)

SANTA PAULA DOWNTOWN IMPROVEMENT PLAN
DOWNTOWN WORKSHOP SUMMARY
November 4th and 5th, 2003

Tuesday
Evening

Group
Topic

TUESDAY EVENING - GROUP TOPIC DISCUSSION

The Group Topic session involved a downtown-wide planning effort to assess issues such as land use, circulation, transit, streetscape, crime, business recruitment, parking and opportunity sites for the entire Downtown Area.

Participants were divided into six working groups and given 10 minutes to respond to a series of seven questions in one or two brief thoughts with three to four words statements for each question. The balance of the time was spent reaching consensus and prioritizing the list.

Responses were articulated on large news print pads and the top two to three concepts for each question were presented at the Plenary Session.



Downtown Planning Area



Question	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Commonality
1. What are the 2 most important issues (positive or negative) that the Downtown area will face in the next 10 years?	<ul style="list-style-type: none"> - BID/PBID - Diversification and increased retail - Preservation of architectural character 	<ul style="list-style-type: none"> - Attracting new businesses/shoppers - Incorporating housing - Small crime/maintaining secure environment 	<ul style="list-style-type: none"> - Destination type businesses (restaurants, tourism) - Lack of parking - Business attraction and retention 	<ul style="list-style-type: none"> - Strengthen sales tax generators - Strengthen tax base: <ul style="list-style-type: none"> - how to handle population growth - retail changes, i.e. internet - unity in downtown merchants - economics bringing \$\$ in - Balan 	<ul style="list-style-type: none"> - Recruiting more businesses and filling vacant stores - Create vision of Downtown. Put vision in cogent policy - Create atmosphere that is welcoming, inviting and safe. Retaining and building on architecture and ambiance. 	<ul style="list-style-type: none"> - Counteract negative reaction to Downtown by educating community - Prevent future negative problems through planning and implementation - Housing/mixed use 	<ul style="list-style-type: none"> - Attracting new businesses - Incorporating housing - BID/PBID - Preservation of architectural character - Diversification and increase retail - Educate community on positive aspects - Advanced planning and implementation - Strengthen sales tax generators
2. What underutilized resources or opportunities does Santa Paula have that can be capitalized on to improve Downtown?	<ul style="list-style-type: none"> - Events and festivals which cater to Hispanic citizens - Eating places - Uncompromised downtown character and scale 	<ul style="list-style-type: none"> - Promoting ourselves - Arts focus in Downtown - Friendly 	<ul style="list-style-type: none"> - Accentuating the unique architecture, i.e. color, material: <ul style="list-style-type: none"> - coordinating color schemes - capture high-income bracket - Capitalize on the authentic Hispanic art, music - Store featuring Ag products in the area; i.e. gift bas 	<ul style="list-style-type: none"> - Architectural treasures - Flow among assets (theatre, river, museums, airport, golf course) - Murals and museums and theatre center 	<ul style="list-style-type: none"> - More visible murals in more places - Utilize fire station on 8th and Santa Barbara and Tower Theatre - Shuttle service from airport 	<ul style="list-style-type: none"> - Fill buildings - Small town charm - Tap creativity 	<ul style="list-style-type: none"> - Promoting ourselves - Arts focus in downtown - Events and festivals which cater to Hispanic citizens - Eating places - Fill up buildings - Increase small-town charm - SP's architectural treasures - Mixed-use river is underutilized/downtown housing/river

Question	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Commonality
3. What kind of public area physical improvements should be developed in the Downtown? Where?	<ul style="list-style-type: none"> - Paseo - shops and incubator OR - Separate incubator - More murals 	<ul style="list-style-type: none"> - Plaza in downtown - Opportunity for housing downtown - Place of public gathering (indoor/outdoor) 	<ul style="list-style-type: none"> - Amphitheater at 76 gas station - Mercado - Redevelop 76 gas station to tie in with museum 	<ul style="list-style-type: none"> - Fountains, plazas, better facades, murals, lighting, green spaces, banners - Multi-mixed use with decorative code for second story - City code criteria for color and design in downtown 	<ul style="list-style-type: none"> - Graffiti control - Parking lots with access to streets/well lit, attractive, clean - Railroad corridor entrance to Santa Paula 	<ul style="list-style-type: none"> - Public restrooms - More landscaping - Directory signs 	<ul style="list-style-type: none"> - A plaza in downtown - Place of public gathering (indoor/outdoor) - Paseo - shops and incubator - Improve parking lots and alleys - Public restrooms - Landscaping - Fountains/plazas/better facades/murals, etc. - Mercado - Amphitheater @ 76 gas station loca
4. What underutilized resources or opportunities does Santa Paula have that can be capitalized on to improve Downtown?	<ul style="list-style-type: none"> - New restaurants (high quality) - More office (open second floor, retailers will follow) - Hardware 	<ul style="list-style-type: none"> - Restaurants/coffee houses - Dry goods/bookstore/clothing - Diversity of restaurants 	<ul style="list-style-type: none"> - Restaurants - Clothing boutiques - Hardware store 	#NAME?	<ul style="list-style-type: none"> - Folk and ethnic art store - Sporting goods store - Pharmacy 	<ul style="list-style-type: none"> - Restaurants - Clothing shops - Trader Joe's 	<ul style="list-style-type: none"> - Dry goods (bookstore) - Restaurants (coffee shops) - New restaurant - high quality - More offices (workers) - Restaurants - Clothing shops - Restaurants ("Ojai-style") - "Olvera-style" marketplace - Restaurants - Clothing boutiques - Expand library - Go

Question	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Commonality
5. Considering that the City and the Downtown Association have limited resources, where should their efforts be focused?	<ul style="list-style-type: none"> - Education of merchants re: <ul style="list-style-type: none"> - merchandising - customer service - BID - Improve city appearance (including signs) from 126 	<ul style="list-style-type: none"> - Business retention/ business recruitment - Merchandising - Cooperative advertising 	<ul style="list-style-type: none"> - Landscape beautification, i.e. crossing areas, fronts of businesses, sidewalks - Downtown management: business attraction, retention - Business recruitment 	<ul style="list-style-type: none"> - More diversity: recognition and celebration of - Tourism - Recruit more business 	<ul style="list-style-type: none"> - Streetscape enhancement - Provide successful retailing tips/marketing/ display/bilingual - Consultant/ retailing professional 	<ul style="list-style-type: none"> - Training for shopkeepers and building owners - Guidelines for future tenants - New businesses 	<ul style="list-style-type: none"> - Business retention/ recruitment - Merchandising - BID - Improve City appearance from Hwy 126 (includes signs) - Training of businesses and owners - Guidelines for future tenants - Combine marketing efforts for existing assets - Recognize and celebrate d
6. What do we need to consider about the broader community when planning for Downtown?	<ul style="list-style-type: none"> - Highway 126 appearance <ul style="list-style-type: none"> - "Welcome" signs - Connectivity (especially with Fagan Canyon) - Job growth 	<ul style="list-style-type: none"> - Educate public re: mixed-use - Merchants/City of Santa Paula partner to stay in tune with market trends - More events in Santa Paula, consistent 	<ul style="list-style-type: none"> - Impacts of Fagan Canyon development and capturing the new residents' business - Parking, i.e. motorcycle, bicycle, etc. 	<ul style="list-style-type: none"> - Eminent domain upgrade and build in depressed areas; ex: vacant lots - Expand Downtown - Figure out how to be competitive with Oxnard, Ventura, etc. 	<ul style="list-style-type: none"> - Be accepting of broader community/work to make community best possible - Better access to parking - Cruise nightmore events 	<ul style="list-style-type: none"> - Family-oriented businesses - Regional community events - Key in on local needs 	<ul style="list-style-type: none"> - Educate public re: mixed use - Merchants/City partner to stay in tune with market trends - Appearance of Hwy 126 - Connectivity (esp. with Fagan Canyon) - Job growth - Family-oriented businesses - Regional community events - Expand the Downtown to inclu

Question	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Commonality
7. What could I personally do to help address the problems?	<ul style="list-style-type: none"> - Talk up the good things - Spend here in the City / Downtown - Intermingle and collaborate between ethnic groups 	<ul style="list-style-type: none"> - Get involved - Leaders talk to investors - Attend meetings 	<ul style="list-style-type: none"> - Participate in community planning exercises - Promote Santa Paula outside - Address safety myth 	<ul style="list-style-type: none"> - Donate time - Encourage others - Get building owners involved 	<ul style="list-style-type: none"> - Promote good feelings with events - Shop Santa Paula - Look more deeply at different types of housing/clinics of professionals 	<ul style="list-style-type: none"> - Positive discussion about Downtown - Channel 10 information about Downtown - Donate time 	<ul style="list-style-type: none"> - Get involved - Leaders talk to investors - Talk up the good things - Spend here - Collaborate between ethnic groups - Positive discussions - Channel 10 information - Donate time - Get building owners involved - Participate in community planning exercis



1. What elements reinforce the Focus Area as an area with a “Sense of Place”?
 - Railroad
 - *Depot
 - Mill
 - Fig tree
 - *Glen Tavern
 - Rose garden
 - Churches
 - Gazebo
 - Views - mountain
 - Linear park
 - Motorcycle statue

2. What are the BARRIERS to this “Sense of Place” in the area?
 - Vacant land
 - Unkempt properties
 - Train/tracks
 - Oil facilities
 - Cell tower
 - Remnant industries (e.g. Jazz)

3. Are there places that present special DEVELOPMENT OPPORTUNITIES?
 - *Glen Tavern
 - Santa Paula orange packing house
 - SE corner of 10th & Santa Barbara Streets
 - Library site on Santa Barbara Street
 - *Railroad ROW itself
 - Vacant lot south of “Super Dave’s”
 - Re-use of “Mill” site
 - Apartments behind “Tavern”

4. Are there specific USES that would BENEFIT the area?
 - Residential
 - ▶ Row housing
 - ▶ Apartments
 - Special night lighting
 - Fountain plaza
 - Glen Tavern – rehabbed
 - ▶ Hotel or apartments
 - Continued park/green space
 - Parking lots – well designed
 - Mixed-use



4. Are there specific USES that would BENEFIT the area? (CONTINUED)
 - Mixed-use
 - ▶ Office buildings
 - ▶ Loft apartments-reuse of packing house
 - *City hall/civic center/library and art museum
 - *Apartments and row houses
 - Park areas
 - Specialized retail
 - *Outdoor seating/plaza
 - Hotels and hostels

5. What should the streetscape improvements contain that would make this area special?
 - Fountains and plaza
 - Special paving - (bricks) for 10th and Santa Barbara Street
 - Bike trail
 - Seating
 - Bike racks
 - Lighting
 - Landscaped boulevards with trees
 - Banners
 - Signs and plaques (way-finding)

6. Are there other strengths, weakness, opportunities, or threats that should be noted that have not been?
 - Strengths
 - ▶ Metro Link (future)
 - ▶ Mural at County Ag
 - Weaknesses
 - ▶ Too small site for Glen Tavern
 - ▶ Railroad bisects area #1
 - ▶ Crime and perceived sense of safety
 - Opportunities
 - ▶ More tourism
 - ▶ New tourism
 - ▶ New mural on packing house building
 - Bike racks
 - Lighting
 - Landscaped boulevards with trees
 - Banners
 - Signs and plaques (way-finding)

1. What elements reinforce the Focus Area as an area with a “Sense of Place”?
 - Historical buildings
 - Kodenko’s auto parts (gas station)
 - Main Street core
 - Architecture, uniform material type
 - Older building architecture
 - Oil museum

2. What are the BARRIERS to this “Sense of Place” in the area?
 - Inconsistent land use
 - Lack of parking for auto, bike, motorcycle
 - Lack of economic vitality
 - Underused lots
 - Trashy buildings mixed in with nice buildings
 - Need for street repairs
 - Stereotype in people’s minds
 - Lack of signage
 - Lack of consumer activity
 - Lack of property maintenance/enforcement
 - Lack of commercial availability

3. Are there places that present special DEVELOPMENT OPPORTUNITIES?
 - Mill & Ventura (city hall area)
 - Next to theatre (10th & Main) add additional floor
 - Around oil museum – park and amphitheatre
 - East of 11th – both sides of street – specialty commercial and housing (mixed-uses)
 - 11th & Main (old golf shop)
 - 10th Street between Ventura & Main – high density modular housing and retail

4. Are there specific USES that would BENEFIT the area?
 - Restaurants (classy, etc.)
 - Something for youth (hangout, rec, restaurant)
 - More downtown housing
 - Park areas (paseo)
 - Office space
 - Mixed-use opportunities
 - Bridge across 10th Street
 - Gallery-shops
 - Enhance Veterans’ Park without skate park



5. What should the streetscape improvements contain that would make this area special?
 - Restrooms (public)
 - Maintain historic character
 - Enclose trashcans attractively/seating
 - More and better trees
 - Maps and directional signage/kiosks
 - Quality stylized business signage/standards, i.e., Frank's Paints
 - Uniformity of amenities
 - Entrance features

6. Are there other strengths, weakness, opportunities, or threats that should be noted that have not been?
 - Safety – better lighting and bicycle patrol and walking patrol. More police – need safety. Police on horses – especially for events
 - Need evening activities that are safe: theater, restaurants, etc.
 - Mercado concept
 - Lighting of alleys
 - Area for entertainment – amphitheater – bands, singing groups
 - Trolley shuttle for events

Group 3

Group 3

1. What elements reinforce the Focus Area as an area with a “Sense of Place”?
 - Existing store fronts 8th - 10th
 - Ebell building park
 - Music downtown
 - Original building facade
 - Clock tower
 - Lack of enhancement of parking

2. What are the BARRIERS to this “Sense of Place” in the area?
 - Guidelines/community vision. Lack of plan
 - Inconsistent uses of building/under-utilized buildings
 - Current zoning
 - Restrooms
 - Lack of signage
 - Lack of architecture

3. Are there places that present special DEVELOPMENT OPPORTUNITIES?
 - Infill
 - ▶ Mixed-use
 - ▶ Commercial
 - ▶ Guidelines
 - Parking lots/under-utilized
 - ▶ *More destination parking
 - Directory signage
 - Outside theatre at Ebell Park
 - Fill vacant building
 - Mixed-use commercial/residential (guidelines)
 - Northeast corner of 8th and Main - mixed use
 - South parking lot
 - Green Street parking lot/residential
 - Re-zone 7th/11th - Ventura

4. Are there specific USES that would BENEFIT the area?
 - Retail Mix
 - ▶ Harry and David agricultural type store
 - ▶ Quality authentic Mexican craft/art
 - ▶ Upscale office space
 - Residential-variety of types
 - Parking deck
 - Restaurant
 - Trader Joes



5. What should the streetscape improvements contain that would make this area special?
 - Enforcement of maintenance regulations
 - New architecture should respect Santa Paula
 - Landscape in parking/Green Street alley/and access to parking
 - Entrance features on 10th Street

6. Are there other strengths, weakness, opportunities, or threats that should be noted that have not been?
 - Strength - "Existing Urbanism"; under-utilized site through zoning/redevelopment
 - "Goal develop" Specific Plan
 - Bike patrol officers
 - ▶ Police in downtown, parking lots
 - Faster action on code enforcement
 - Maintenance of buildings/sites/junk storage
 - No adequate public participation

Tuesday Evening Participants

Boyd, Greg
Chamberlain, John
Crouch, Dora
Garcia, Gloria
Garcia, Richard
Hause, Mike
Herrera, Robert
Krause, Mary Ann
Lang, John E.
Manzano, Anna Marie
Merewether, Loretta
Miller, Michael
Reich, Art
Suggs, Gordon
Suggs, Joy
Turturro, John
Tushla, Connie
Wright, Joanne
Wright, Peter
Pulido, Anita
Joe Marquez
Esther Marquez
Garfield, Jim
Nasalroad, Gary

Wednesday Morning Participants

Boyd, Greg
Chanberlain, John
Crouch, Dora
Garcia, Gloria
Garcia, Richard
Hause, Mike
Herrera, Robert
Krause, Mary Ann
Lang, John E.
Manzano, Anna Marie
Merewether, Loretta
Miller, Michael
Reich, Art
Suggs, Gordon
Suggs, Joy
Turturro, John
Tushla, Connie
Wright, Joanne
Wright, Peter

Participants

Thank
You

Facilitators

Wally Bobkiwicz
Charmaine Stouder
Thomas H. Bartlett
Stephen R. Stuart
Melissa Grisales

Sign In / Reception

Penny Small

Translation

Anna Arroyo
Gladys Izaquirre
Carlos Lugo

City Staff

Tai Le, Mapping
Teresa Young, Public Works Superintendent/Depot
Jack Garcia, Depot Setup and Cleanup
Trini Bonilla, Depot Setup and Cleanup
Louise Rangel, Community Services/Depot Scheduling

APPENDIX C
POTENTIAL FUNDING RESOURCES



Potential Funding Resources

1 Introduction

The following discussion outlines potential funding sources for improvements and programs proposed in the City of Santa Paula Downtown Improvement Plan Update, including any pertinent issues and constraints related to each.

The City of Santa Paula will need to use a variety of funding sources to implement the Downtown Improvement Plan. These include funding provided directly by private property owners, usually in conjunction with new development projects; Redevelopment Agency tax increment funding; state and federal funding, such as Community Development Block Grants (CDBG); Transportation Efficiency Act for the 21st Century (TEA21) funds; special assessment districts; developer contributions; and potential grant funding (as available).

2 Private Funding

Private individuals and businesses rightly risk their capital to generate profits via increased sales, rents and other income. In doing so they generate employment and new taxes in a community. Private funding can take the form of a range of personal capital expenditures, exactions, dedications, and contributions made by property owners and developers to pay for specific new projects that serve their properties. As an alternative to providing required funding up-front, property owners and developers are often willing to participate in assessment districts or other special taxing arrangements that provide a long-term financing mechanism for costly projects. On particularly risky projects they also often seek to share their risk with local jurisdictions who will benefit by increased tax revenues, reduced unemployment, elimination of blight, and other public purposes. If structured well, such public-private partnerships can be financially beneficial to the private and public sectors. Many of the tools available to the City of Santa Paula are discussed below.

3 Redevelopment Tax Increment Revenues

The State of California originally approved the concept of redevelopment in 1945 in order to give cities and counties the authority to create redevelopment agencies and to give these agencies the authority and power necessary to attack and solve problems of urban decay and blight. Redevelopment agencies were (and are) able to apply for grants and loans from the federal government.

The economic base for redevelopment is tax increment financing (TIF). TIF allows the governing body of a city or county to adopt a redevelopment plan that provides for the redevelopment of a designated area and to use tax increment financing to fund the costs of redevelopment projects in the designated area. The method of financing involves the issuance of bonds or other obligations that are secured by a pledge of all or part of the funds raised by the redevelopment agency. The agency raises funds because of the increase in assessed valuation of taxable real property within its designated redevelopment area. The assumption being that the assessed value of real property within a redevelopment area will increase due to redevelopment improvements.

Briefly, the redevelopment "tax increment," mechanism works as follows. When a redevelopment project area is adopted, the existing assessed valuation of property within that area is established as the "base year" assessed value. Any increases in assessed value within the project area over and above the "base year" are referred to as property "tax increment" which accrues to the redevelopment agency and other eligible "pass



through” civic entities to carry out the programs envisioned in the adopted redevelopment plan. This “tax increment” revenue is the primary source of revenue available to undertake redevelopment programs in California.

The underlying premise of tax increment financing is that property tax revenues are not likely to increase as much or as rapidly in blighted areas as in other portions of a community. Therefore, any increase in revenues from such areas after a redevelopment plan is adopted is largely attributable to the effects of the redevelopment program in eliminating blighting conditions and stimulating private investment and should accrue to the redevelopment agency. (However, other taxing entities such as schools, counties, and special districts may also continue to receive a share of tax revenues either through negotiated or statutory agreements.)

California Redevelopment Law (CRL) requires that at least 20 percent of tax increment revenues collected by a redevelopment agency be placed in a housing “set-aside” fund, to be used for increasing, improving, and preserving the community’s supply of low and moderate income housing. The remaining tax increment may be used for activities and projects which help to eliminate blight and encourage private investment within the redevelopment area, such as land assembly and write down of land costs for development projects, demolition assistance, and construction of site improvements. Tax increment may also be used to construct streets, utilities, parks, and other public improvements necessary for carrying out the redevelopment plan. Redevelopment funds can be used to fund existing development’s share of improvements that are not necessary to serve new development exclusively.

In addition to providing assistance with public improvements to facilitate redevelopment, a redevelopment agency can provide assistance to a variety of private development interests if the specific projects are in conformance with the agency’s plan:

1. Development of new industrial and commercial uses in the project area.
2. Commercial building and property renovation and improvement projects.
3. Rehabilitation and expansion of the community’s existing private housing stock.
4. “Writing Down” the cost of land when it is sold to a developer or owner participant (in accordance with an approved development agreement providing adequate assurances that the project would be completed).
5. Provide low-interest loans or tax exempt financing to reduce financing costs through certificates of participation, lease revenue bonds, industrial development bonds or various forms of tax-exempt notes.
6. Leverage its funds by using them as cash match for grants and loans from EDA, CDBG, USDA and others.
7. Offer a percentage of expected fiscal revenues for proposed development projects as a location or expansion incentive.

The economic capability of a redevelopment agency is of utmost importance in deciding whether or not redevelopment is the “lead” or primary tool for accomplishing major physical changes in a local community. If tax increment income projections are lower than the communities wants or expectations, redevelopment needs to be considered as one of the fiscal arrows in a community’s financial quiver.

a. Redevelopment Capital Projects Fund

Based on information provided by the Santa Paula Redevelopment Agency, it is estimated that after debt, approximately \$820,000 is available annually in the Agency’s capital projects fund for all projects in the Redevelopment Project Area, including housing projects. It is up to the Redevelopment Agency to allocate those funds to projects throughout the redevelopment project area, which includes most of the city’s industrial and commercial areas, in accordance with the established project priorities in its 5-year plan.



b. Redevelopment Housing Set-Aside Fund

Based on Agency financial projections, it is expected that the Housing Set Aside Fund will collect \$250,000 in new revenues in 2004/2005. The Housing Set-Aside Fund represents a significant source of annual revenue that can be used for preservation and development of housing for low-and moderate-income households. Potential uses of these funds include assisting with on- and off-site improvements, providing assistance for the development of new housing anywhere in the Plan Area that would be targeted for low- and moderate-income households, and providing funds to assist with rehabilitation of housing occupied by low- and moderate-income households.

4 TEA21 Funds

One potential federal funding source might come from Transportation Efficiency Act for the 21st Century (TEA21). The Act was initially passed in 1990, and ISTEA funds were made available for two three-year funding cycles. Available funds under both cycles have been committed, and the Act has recently been reauthorized for additional funding cycles.

TEA21 funds can be used to construct a wide variety of transportation improvements, including transit and intermodal facilities; highways, streets and roads; park-and-ride lots; bicycle and pedestrian projects; and transportation control measures. TEA21 will generally fund up to 80 percent of a project's total cost, with the remaining 20 percent funded through a local matching grant.

The City could apply for TEA21 funding through the VCTC to pay for some of the transit, streetscape, traffic calming, and trailway improvements.

5 TDA Funds

The Transportation Development Act enacted a one-quarter cent sales tax statewide to fund various transportation activities. The state appropriates funds annually to local agencies using a population-based formula. The City programs the allocation of these funds several years in advance.

While this funding source is primarily intended to finance transit system capital projects and operations, the City can apply to spend a portion of its TDA allocations on different types of roadway, pedestrian, and bike improvements. To do so, the City must make findings that other transit needs have already been met.

6 Grant Funding Sources

Other state and federal grant funding sources may be available to fund a portion of the various improvements proposed in the Plan area. While specific funding sources and dollar amounts have not been researched as part of this report, it is anticipated that potential additional funding sources could be pursued by appropriate departmental staff within the City of Santa Paula or other local agencies, as opportunities to do so arise during the course of implementing the Strategic Plan.

7 Special Assessment Districts

A special assessment is a charge imposed on real property for a public improvement (or service) directly benefiting that property. The rationale for a special assessment is that the assessed property has received a special benefit over and above that received by the general public.



Special assessments are distinguished from real property taxes by a number of factors. Unlike taxes (including special taxes, such as Mello Roos taxes), the sum of a special assessment cannot exceed the cost of the improvement or service it is financing. Furthermore, special assessments cannot be levied against those properties that do not benefit from the improvements being financed. Conversely, property within an assessment district that benefits from the improvements being financed must pay a portion of the assessment.

California statutes give local governments the authority to levy a number of special assessments for specific public improvements such as streets, storm drains, sewers, streetlights, curbs and gutters, and landscaping. Some of the most commonly used statutes include the Municipal Improvement Act of 1913 (authorizing assessments, with bonds issued under the Improvement Bond Act of 1915) and the Landscaping and Lighting Act of 1972, as summarized below.

It should be noted that passage of Proposition 218 in November 1996 has imposed additional requirements and limitations on the use of special assessment districts, raising various legal issues that will likely require future court rulings for resolution. The changes brought about by Proposition 218 are also summarized below.

Assessment districts can be useful financing mechanisms to pay for improvement costs attributable to both new development and to existing development, as long as a strong nexus exists between benefits that taxpayers receive and the assessment they are asked to pay. Assessment districts are one of the mechanisms available for the City's use that will allow up-front construction of costly improvements using bond proceeds, to be secured by property within the district and repaid by property owners over time.

For all assessment districts, but particularly when bonds are to be issued, there is a need for the City to consider whether the proposed assessment district will be of a sufficient size to justify the costs for district administration and costs associated with bond issuance. Where funds from existing sources are not available to pay existing development's share of necessary improvements, including all benefiting properties in an assessment district may be one of the few feasible ways to fund an improvement; however, this will require existing development to take on a greater tax burden.

a. Municipal Improvement Act of 1913/Improvement Bond Act of 1915

The 1913 Act authorizes cities and counties to levy assessments against properties within a district to fund acquisition, engineering, and construction costs for the following types of improvements: transportation systems; street paving and grading; sidewalks, parks, parkways and landscaping; recreation areas; sanitary sewers and drainage systems; street lighting; fire protection and flood protection; water supply systems; facilities for providing water service, electrical power, and gas service; and seismic safety and fire code upgrade requirements.

The Improvement Bond Act of 1915 does not authorize assessments, but instead provides a vehicle for issuing bonds (including variable interest bonds) to be repaid through assessments levied under the 1913 Act (as well as a number of other benefit assessment statutes). Assessment bonds are not a direct obligation of the issuing agency, and are not considered a personal or corporate indebtedness of the respective property owners paying the assessments. The bonds are secured by a public lien on the individual parcels (i.e., property benefiting from the improvements). Under the 1915 legislation, the local legislative body may also issue "bond anticipation" notes prior to actual bond sale - in effect borrowing money against the assessment bonds being proposed for sale.



b. Landscaping and Lighting Act of 1972

The 1972 Act enables assessments to be imposed to finance the following:

- Acquisition of land for parks, recreation and open space;
- Installation or construction of landscaping, street lighting, ornamental structures, and park and recreational improvements; and
- Maintenance of any of the above improvements.

Public facilities such as community centers or municipal auditoriums are specifically excluded from being financed through a landscaping and lighting district, unless approved by the property owners owning 50 percent of the area of assessable lands within the proposed district.

c. Business Improvement Districts

This is a general description of BID's. A PBID is recommended and described in more detail in the Appendix A - Economic Analysis.

Effective ongoing downtown promotion and development will need to be coordinated between business and property owners. Main Street is a nationwide program that promotes downtown revitalization through a successful formula, called the Main Street Principles. Santa Paula has the potential to become a Main Street participant, but would need to take some preliminary steps before applying or becoming part of the program. Creating a business improvement district (BID) or a property-based business improvement district (PBID) should be considered as either a step to joining Main Street, or for downtown revitalization

California cities now have a powerful tool for managing and developing urban and commercial districts. In 1994, California joined most states in the country and passed enabling legislation for property based business improvement districts (PBIDs). The limited scope and low funding capability of the current business based BIDs, coupled with the uncertainty and inconsistency of public services, were major catalysts for passage of the law. Downtown Resources was the primary author of this legislation, assisted in its passage and helped to create the first PBIDs in California. Downtown Resources specializes in the implementation and interpretation of California's PBID legislation. As the terms of the first PBIDs begin to expire, Downtown Resources has also assisted in the renewal campaigns of these PBIDs.

Main components of California's PBID Law include:

- Provides for an assessment on real property.
- Allows an expansive list of services and improvements.
- Requires a comprehensive Management District Plan.
- Requires a majority of property owner signatures on a petition to initiate the District.
- Includes a Sunset Provision-District may be established for up to five years.
- Includes a Baseline Services Contract-to ensure current levels of public services will be continued once District is in place.
- Creates a Public-Private Partnership-public sector approval and oversight with private sector funding and management.

Services and improvements permitted under California's PBID Law include:

- Security.
- Maintenance-street, alley, and sidewalk cleaning.
- Graffiti Removal.
- Promotions/Public Events/Expanding Tourism.
- Marketing.



- Economic Development.
- Retail Retention and Recruitment.
- Activities that benefit businesses and real property in the District.
- Development of parking facilities, pedestrian shelters, public amenities, fountains, parks, kiosks, lighting, benches, and trash receptacles.

8 Community Development Block Grant Program

While the City of Santa Paula is a Community Development Block Grant (CDBG) “small city” community because of its under 50,000 population, the City has joined Ventura County which, because of its large population, annually receives an “entitlement” allocation of Federal funds from the U.S. Department of Housing and Urban Development to use for various community development purposes. Santa Paula receives an annual share of those funds directly from the County based on an allocation formula. While this does not make Santa Paula eligible to compete with other small cities for as much as \$850,000 per year in grant funds, it does provide a more regular annual amount which allows the city to better plan future uses of its CDBG funds. Eligible uses can include certain public improvements/facilities, social services, economic development, and housing rehabilitation and development activities primarily benefiting low- and moderate-income households.

The Housing Investments Partnership Program (HOME) was created through the Crantson-Gonzales National Affordable Housing Act of 1990. The objectives of HOME are to provide decent affordable housing to lower-income households, to expand the capacity of nonprofit housing providers, to strengthen the ability of state and local governments to provide housing, and to leverage private sector participation. Eligible activities under HOME include first-time homebuyer assistance, homeowner rehabilitation, new home construction, acquisition and rehabilitation of housing, and tenant-based rental assistance. The City of Santa Paula is part of the County’s HOME Entitlement Program.

9 General Revenues

The likelihood of securing General Fund contributions for project implementation in the Downtown in coming years is small, due to budgetary constraints. Based on this, it is assumed that the General Funds will not provide significant financing toward the Improvement Plan. Other nondevelopment impact fee revenues, such as Redevelopment tax increment, assessment district proceeds, special grants, CDBG, and other revenues not collected from new development, may be the primary source relied upon to pay for the existing City’s share of new improvements.

APPENDIX D
DOWNTOWN DESIGN GUIDELINES



CITY OF SANTA PAULA DOWNTOWN DESIGN GUIDELINES

INTRODUCTION

A downtown is more than bricks and mortar, or just another shopping center. It is the traditional center of a community, a center not so defined geographically or architecturally as it is socially. It is a place where people doing a quick errand run into people they know and end up spending several hours. It is a place for strolling and window shopping, and watching people go by. It is a place where people live and work. It is a place where merchants know customers by face if not by name. It is a place where parades and other public celebrations and events are held. It is, in short, a place for activities of all kinds, for all kinds of people.

The physical design and image of downtown, however, is the backdrop or stage set to the street, viewing the drama on it. The very layout and amenities of the streets, the easy accessibility for the pedestrian, the variety, diversity and vitality of businesses, housing, and places of interest all contribute to the character and image of a successful downtown. All of this, underscored by the design, cohesion and rhythm of adjacent buildings and facades from one block to another can make the difference as to whether a downtown is and continues to be the true center of a community.

These City of Santa Paula Downtown Design Guidelines are intended to provide commercial and residential property owners, business owners, builders, architects, designers and the general public with information and assistance in their planning for new construction, rehabilitation, and renovation of commercial and residential buildings, and facades in the defined Downtown area. The guidelines are in a real sense one more tool, one more resource, in addition to our adopted Downtown Improvement Plan Update, to use as we work together to establish our downtown as the true center of Santa Paula.

PURPOSE

These guidelines are intended to accomplish the following:

- Establish a high level of design quality for buildings and facades
- Provide visual continuity along street frontages
- Maintain a building scale which is consistent with Santa Paula's small town, rural heritage
- Encourage commercial development to be constructed in patterns which are more pedestrian friendly
- Insure that new development relates to good examples of nearby structures
- Encourage corporate and franchise design to adapt to the unique character of their sites and the downtown
- Reinforce the historic aspects of the downtown where applicable
- Encourage additional housing and mixed use development



- Convey the City's design expectations to property owners and developers
- Protect property owner investments by discouraging inappropriate adjacent development
- Streamline the development review process by more clearly communicating community expectations to property owners and developers

These guidelines are not intended to establish or prescribe a particular design theme or style, or force uniformity in our downtown. The intent of these guidelines is to encourage good design, with respect to both tradition and innovation, and to prevent bad design.

BASIC PRINCIPLES

The guidelines in this document are based on the following basic principles. For projects which are not specifically addressed by the guidelines these principles will be used to evaluate whether plans and designs are appropriate and consistent with the intent of these design guidelines.

- Projects should reflect the uniqueness of their specific sites and neighboring development
- Building facade and landscaping designs should recognize the small town, rural heritage of Santa Paula
- Projects should emphasize the visual prominence of buildings, building facades, enhance landscaping where possible, and minimize the visual impacts of parking
- Commercial building designs should emphasize variety and avoid large boxlike structures
- Projects should be pedestrian friendly
- Landscaping should be drought tolerant, low maintenance and well adapted to our area
- Signage should be restrained and the minimum needed to identify the business
- Colors should be restrained with strong or bright colors limited to accents or focal point areas
- Buildings located near street frontages should be encouraged in order to enliven the visual environment and encourage pedestrian movements.

HOW THE DESIGN GUIDELINES APPLY

These design guidelines apply to the downtown area as defined in the Downtown Improvement Plan Update that was adopted on _____, 2004.

These Downtown Design Guidelines are voluntary and advisory for those circumstances in which Downtown property owners and builders who intend to develop new residential dwellings, structures, or buildings, or in which they intend to, with their own funds, rehabilitate existing residential or commercial buildings and building facades.

However, compliance with the specific standards of the design guidelines are required for those property owners and builders who intend to construct new commercial development in the downtown, or who elect



to participate in the City's Downtown Facade and Rebate Program and Residential Rehabilitation Program, or participate in any other City-sponsored downtown revitalization assistance program.

DESIGN REVIEW & APPROVAL

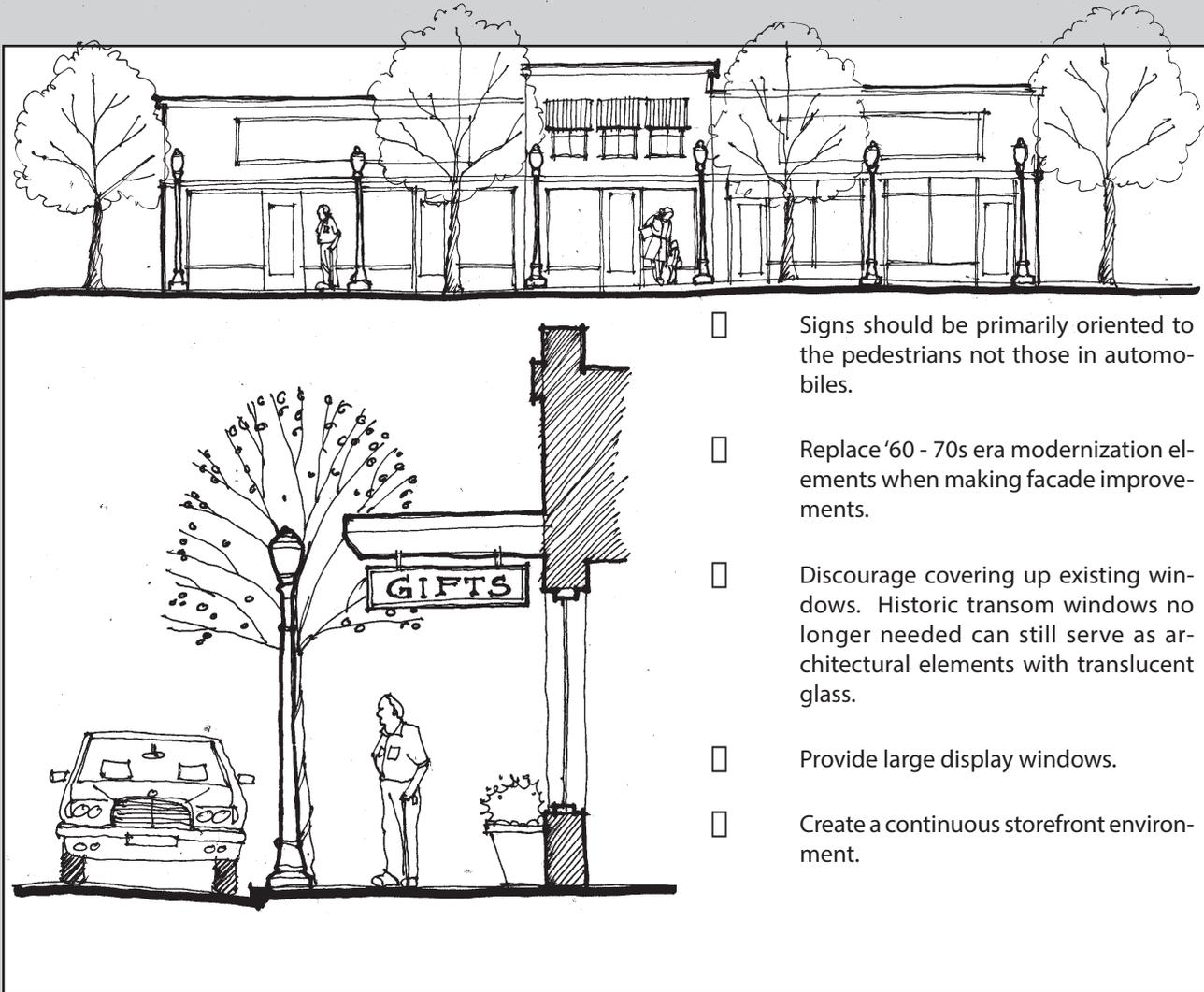
Design review and approval is conduct by the Planning Department and appealable to the City Planning Commission.

Please Note:

The reader will note that certain design or architectural elements and standards are repeated from one section to another where necessary and applicable.



COMMERCIAL DESIGN GUIDELINES



- Signs should be primarily oriented to the pedestrians not those in automobiles.
- Replace '60 - 70s era modernization elements when making facade improvements.
- Discourage covering up existing windows. Historic transom windows no longer needed can still serve as architectural elements with translucent glass.
- Provide large display windows.
- Create a continuous storefront environment.

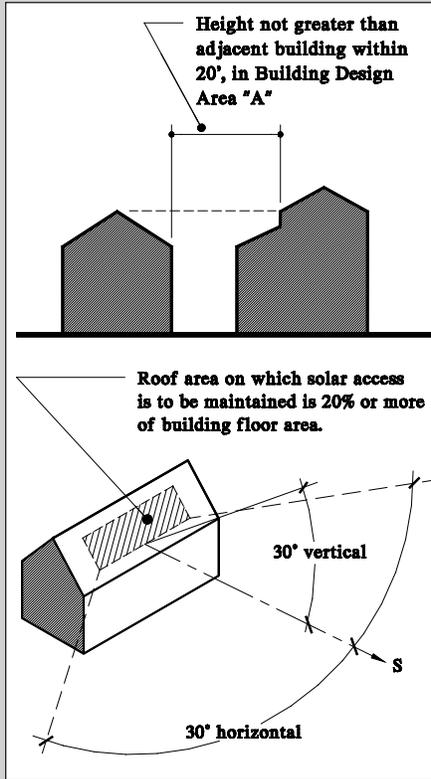
General Themes

SCALE/HEIGHT/MASSING

When appropriate a building or group of buildings shall be compatible with its surroundings through the 1) Rhythm of spaces between buildings, 2) Building scale, mass, and setbacks, 3) Building orientation and relation to the street, and 4) Continuity of storefronts on commercial streets.

Specific Criteria

Zoning Ordinance: Refer to the Santa Paula Development Code for specific height and setback requirements in addition to those discussed herein.



Solar access

Light and Air: Locate new structures on the property to maintain access to light and air circulation, and ensure the privacy of existing private open spaces on adjoining properties.

Street Trees: Balance long-term viability of trees with the need for greater or lesser setbacks where conflicts with existing street trees exist. In the Downtown, reinforcement of the street wall for the first one or two stories may be very important, while the upper floors can be set back.

Height: To be responsive to the existing context, new structures should not exceed the height of adjacent structures for an area within 20 feet of the adjacent structure.

Solar Access - Adjacent Property: To protect solar options on adjacent properties, projects should be designed to maintain solar access to a roof area equivalent to a minimum of 20% of the total floor area of each building on adjacent properties.

Solar Access - Roof Area: To allow for future solar options, projects should be designed to provide a south-facing roof area equivalent to 20% of the building floor area with unobstructed solar access.

LEVEL OF DETAIL AND ARTICULATION

Projects shall incorporate the scale and level of detail that is typical of well designed buildings in the surrounding area.

Specific Criteria

Articulation: Building articulation embodies a group of design devices that overlap Scale, Height, Massing, and Level of Detail. Building articulation can be accomplished with the placement of windows and entries, planar changes, volume changes, significant color changes, material changes, variable transparency, and the creation of shadow textures with trellises and overhangs.

Punched Windows: Provide smaller individual windows on upper levels.

Details: Provide details that create shadows, line surfaces, and volumes at a different and more human scale than larger building volumes, allowing buildings to feel less intimidating to people.

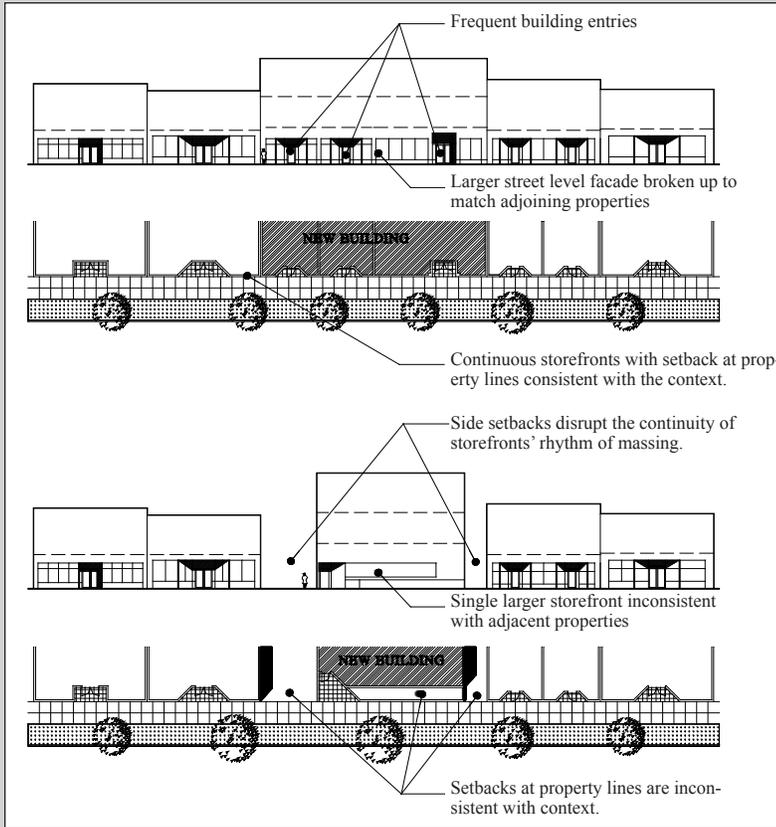


Corporate design shall be responsive to other downtown design

Equal Details: All visible building sides should be designed with a complementary level of detail, quality of materials, and continuity of color.

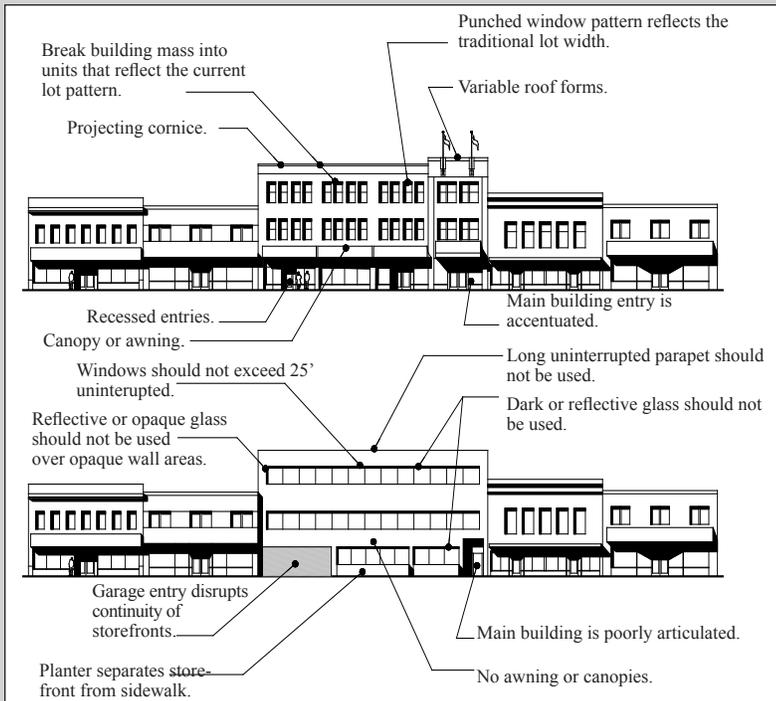
INTEGRATE CORPORATE IDENTITY

Corporate identity shall be secondary in the design of projects, and projects shall be consistent with the architecture of the surrounding community.



Appropriate Commercial Street Scale, Height and Massing

Inappropriate Commercial Street Scale, Height and Massing



Appropriate Level of Commercial Area Articulation and Detail

Inappropriate Level of Commercial Area Articulation and Detail



Specific Criteria

Signs: Signage shall be modestly scaled and shall be incorporated into an architectural element that complements the overall character of the building. Corporate signage for renovations shall be modest in scale and located to be compatible with the existing building.

Corporate Design: The design character shall not be a standard franchise prototype and shall incorporate dominant characteristics that are unique to Santa Paula.

MATERIALS/TEXTURES/COLORS

Projects shall incorporate complementary materials of the highest quality, with material textures and colors selected to further articulate the building design. Building owners and businesses are encouraged to seek qualified professional design consultation from designers and/or architects in the selection of colors, surface materials, lighting, awnings, retail merchandising signage, space planning, architectural details, new construction, and remodel both interior and exterior

Specific Criteria

Materials/Color: In general, variations in colors and materials are encouraged. Care should be taken, however, not to use too many materials that may result in visual clutter. If only one material is used, then volume and planar articulation becomes even more important.

Materials are a basic part of a building's architectural style. Certain materials can be associated with their own architectural styles. Based on the variety of architectural styles in Santa Paula's Downtown area, only the use of materials with a natural appearance, such as wood, brick, stone, tile, and stucco may be used for new commercial construction, building and/or facade renovation in the Downtown area.

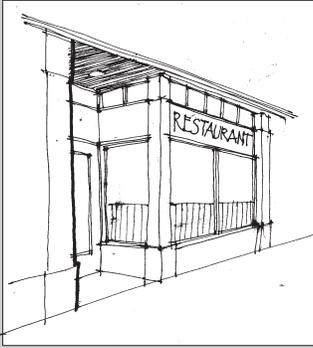
Totally new building construction should select exterior finish materials that are compatible in quality, color, texture, finish and dimension to surrounding properties. However, the use of cement, concrete block, steel siding, snap-on metal grills or metal sheeting, aluminum animation or processed materials, or vinyl siding shall not be allowed for new commercial construction, or building and/or facade renovations in the Downtown area. New or renovation construction of modern, innovative or period style may be permitted through petition and approval by the design assistance committee.

Authenticity: Authenticity in materials is essential; imitation materials should be avoided and are strongly discouraged. Imitation materials, such as lava rock or perma-stone, are those that attempt to look like something other than what they are. If imitation materials are used, the detailing should be consistent with the material they are imitating.

Durability/Maintenance: Materials should be selected, detailed and finished for durability in Santa Paula's climate. In particular, painted wood surfaces facing south should be properly prepared for painting and have opaque high quality paints applied in multiple coats.

Cleaning and maintenance is critical to a building's appearance and lack of maintenance may culminate in the need for more expensive repairs in the future. Adequate provision should be made for maintenance access to all surfaces, especially two stories or more.

Finishes such as tile, brick, stone and prefinished ceramic and metal panels are encouraged on commercial and institutional buildings



The bulkhead is that area under the storefront window

Bulkheads: The bulkhead protects the display window by raising the glass area to a safer and more easily viewed height. Due to this protective function, bulkhead materials are water, dirt and impact resistant (e.g. ceramic tile, finished stone, brick). Bulkheads in multiple storefront buildings should be consistent in height and material. Flower boxes are encouraged as long as they are maintained and do not interfere with pedestrian sidewalk traffic. Signage in the bulkhead area shall not be allowed.

Texture: Heavily textured materials such as rough sawn lumber and lacy stucco patterns are strongly discouraged.

Colors: The positive use of color on a building or building facade can make a profound difference to the overall appearance and image of a downtown. The follow criteria should be met:

- The colors of a structure should be appropriate for the chosen materials and the architectural style of the building, and be compatible with the colors of adjacent buildings. In evaluating the relationship of color to architectural style, the combined effect of the colors and style should take precedence over the historic authenticity of colors when the latter does not conform to the overall image of the area. Colors should help to visually relate facades and building elements to each other. The colors chosen for any facade should relate to the neighboring building, or building facade, and to the block as a whole.
- Complimentary colors for architectural trim (window sash, window trim, etc.) can be lighter or brighter (e.g. white, off-white) or shades slightly lighter or darker than the base color. Accent colors for architectural details or ornamentation, including front doors, may be contrasting color to the base of a building.
- Generally, no more than three colors should be used on any given building, or building facade. This includes any "natural" colors such as unpainted brick or stone. These colors typically include the:



Use of imitation materials is discouraged

Base color:

Preferred base or colors include a variety of earth tones, including brown, beige, cream, muted reds and yellows, as well as natural tones of brick and stone. Colors that should be avoided are bright basic (red, green, blue) colors and fluorescent colors. The larger and plainer the building, the more subtle the base color should be. In most cases, if neighboring elements are not currently painted, new elements should not be painted.

Major Trim Color

When the wall facade is painted, the major trim color should complement the base color. In the Mercado District major trim colors can be more vivid (terra-cotta, rust, yellow, blue, light turquoise, etc.) to reflect the Mexican/Latin American culture. Use of the same major trim color on the upper facade and on the storefront is recommended to visually tie the facade together. If the base color is natural material, the major trim color should relate to the material color.

Minor Trim Color

If minor trim is used as a third color, it should be used to strengthen the color scheme already established by the base and major trim colors. The minor trim color should be a darker shade of the major trim color.

- Color schemes sharply contrasting with neighboring buildings should be avoided, especially if facades are immediately adjacent.
- Use paint colors compatible with the colors of existing materials (such as brick or ceramic tile) already found on the facade in an effort to restore the historic look of the building wherever applicable.
- Awnings are often second only to the building wall in surface area. Careful consideration should be given to ensure that awning color does not conflict with base building color.

Renovating Glazed or Brick Surfaces: Care should be taken when renovating brick surfaces so damage to the bricks does not result from renovation efforts. If it is necessary to replace original brick surfaces, new material should match the color and size of the original brick and mortar. Bonding pattern and size of joints should also match the original sections.

If you are cleaning any glazed or masonry surfaces, strip using the gentlest means possible. Low-pressure water wash is recommended so as not to destroy brick surface or mortar joints. Sandblasting is not recommended because it defaces or causes severe damage to the brick and stone and accelerates erosion of the materials.

Furthermore, painting of glazed material such as ceramic tile, terra cotta, finished stone or glass is prohibited.

Mercado Tiles: Mexican tiles are encouraged to be used on the bulkhead area in the Mercado District.

Professional Guidance: Building owners and businesses are encourage to seek qualified professional design consultation from designers and/or architects in the selection of colors, surface materials, lighting, awnings, retail merchandising signage, space planning, architectural details, new construction, and remodel both interior and exterior.



Examples of Mexican tiles

CANOPIES AND AWNINGS

Canopies are structural and permanently attach to the main structure whereas awnings are fabric over a storefront, window, door, or deck.

Canopies are sheltering elements that extend over the sidewalk and shelter pedestrians from rain and sun. They can also help prevent merchandise displayed in windows from sun damage. The city prefers canvas awnings as a first choice and canopies as a second choice.

Awnings play a significant role in encouraging pedestrian traffic throughout the year. Historically, the hanging of retractable canvas awnings was often used on traditional commercial facades in many towns throughout the country. In the summer, the awning could be lowered to shade the storefront and keep it cool. In the winter, in a raised position, it allowed the welcome sun to warm the store. Year around, it could be used to protect the pedestrian on the sidewalk from the extremes of sun and weather. It also contributed accent color and pattern to the streetscape and was often used for signage.

The awning can play these same roles in the Downtown. Today, awnings are available in a wide variety of types, shapes, and materials. They can be retractable or fixed in one position. They can be made in almost any shape or profile. The most appropriate awnings are made from treated canvas or matte finish vinyl on a light metal frame. These are available in many traditional colors and striped patterns.



The awning can play a special role in bringing visual harmony to Downtown. Visually unrelated upper facades and lower storefronts represent a common visual problem. The careful addition of an appropriate awning can create a pleasant transition between the two, thus minimizing undesirable visual contrast. In such cases, the color and pattern of the awning should be carefully chosen to tie the two basic facade portions together.

Specific Criteria

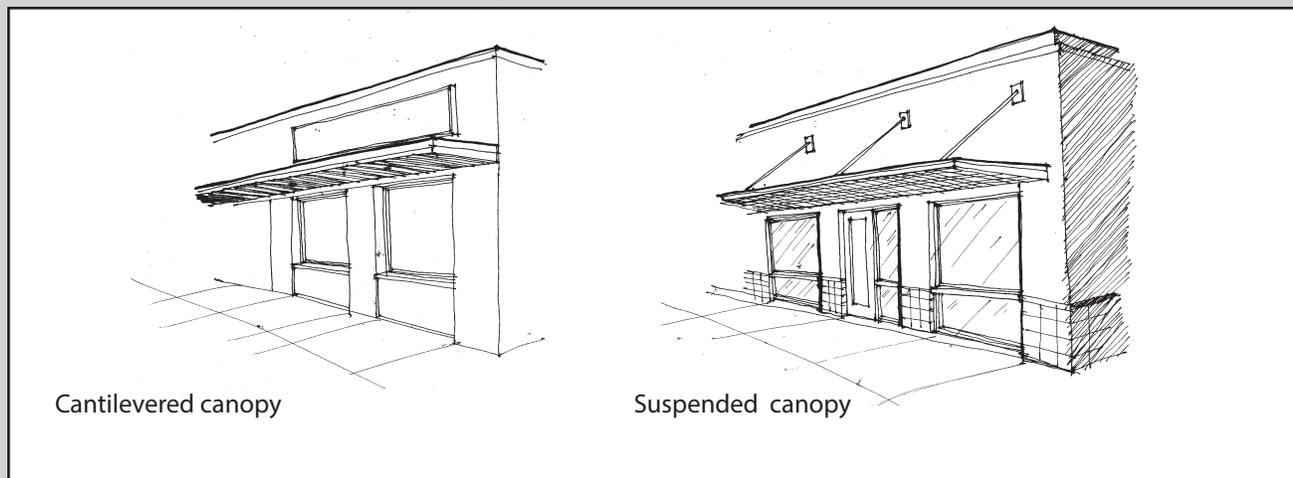
Location: Canopies and awnings should be mounted in locations that respect the design of a building, including the arrangement of bays and openings. Where the facade is divided into distinct bays or sections by vertical architectural elements, awnings should be placed within the width of the bay or section feature rather than extending between and overlapping them. The awning design should respond to the scale, proportion, and rhythm created by these elements.

Minimum height of awnings/canopies should be 8'-0" as measured from the bottom of the awning/canopy to the sidewalk and should not extend outwardly more than 6'-0" from the face of the structure for an awning and 8'-0" for a canopy. (The 6'-0" dimension should be diminished when tree plantings and other obstacles dictate.)

In general, they should not obscure transom windows, grillwork, piers, pilasters, and ornamental features, etc. In openings with transoms, the awnings should be mounted on the horizontal framing element separating the storefront window from the transom.

The highest point of a first-floor awning should not exceed the midpoint of space created between the second story windowsill or parapet for a single story building) and the top of the first floor storefront window. This awning location should leave a comfortable space between the awning and the architecture elements which comprise the building. The highest point of a canopy or its superstructure should not be higher than the midpoint of the space located between the second story windowsill or parapet for a single story, and the top of the first floor storefront window. The purpose of this requirement is to leave a comfortable space between the top of the canopy and the window, trim, and other architectural elements.

Canopies are permitted to shelter all openings at the bottom floor only, with awnings acceptable on all floors.



Cantilevered canopy

Suspended canopy

Canopy Types

Minimum height of a canopy or a sign hung from a canopy should be 8'-0" from the lowest canopy/sign point to the sidewalk.

Care should be taken so that awnings do not obstruct views to adjacent businesses.

Maintenance: Awnings should be well maintained, washed regularly, and replaced when faded or torn.

Individual Businesses: When there are several businesses in one building utilizing awnings, the awnings should be coordinated in terms of color, trim, and form. In order to differentiate the individual businesses found within the building, simple signs on the valance may vary in type style and color.

Design: Awnings should be designed to project over individual window and door openings and not be a continuous feature extending over masonry piers or arches. Canopies on the other hand should be continuous. Dome or Bullnose awnings should only be used on curved openings and Standard, Convex, or Concave awnings should only be rectangular openings.

Awnings should be mounted on the wood or metal framing within a door or window opening (and not on the wall surrounding the opening).

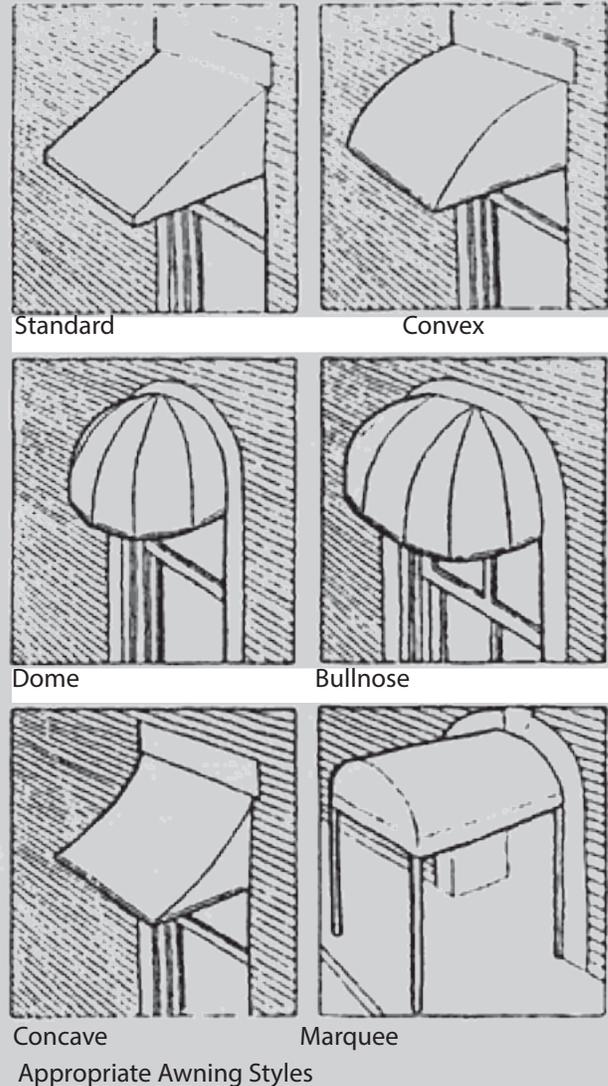
Canopies can be hung, cantilevered or supported on wooden posts. Mansard canopies or false roofs are highly discouraged. Awnings on a multiple-store-front building or groups of buildings should be consistent in character, scale, and location, but should not be identical.

Awning shape should relate to window/door openings. Barrel-shaped awnings should be used to complement arched windows, while square awnings should be used on rectangular windows.

Awnings may be dropped straight down from ends of canopies or in archways, thereby allowing more shade and sign area.

Simplicity: Awnings with no end panels are more transparent and allow better views into openings. Awnings should have simple horizontal valences instead of scalloped or decorative valences.

Color: The colors of the awnings or canopies should complement the color or colors of the building. Awnings with a solid color are preferred. Striped awnings may be appropriate for some buildings without ornamental facades. Striped awnings with highly contrasting, bright colors may be visually blaring and inappropriate.





Materials: Awnings should be of woven fabric (and not vinyl) and have a high Ultra Violet (UV) rating. Canopies should be constructed of wood or metal. The roofing material on canopies should be composition shingles or wood shingles (not shake). Metal (or glass) canopies may be appropriate on some buildings if they are compatible in scale and overall design. Canopies should be simple in design and not obscure architectural features. Elongated bullnose entrance canopies are inappropriate because of their exaggerated scale and projection.

Pedestrian Movement: Canopies and awnings should be mounted so they project out between four to seven feet from the building and the valance is seven feet or more above the sidewalk. The colors of the awnings or canopies should complement the color or colors of the building.

LIGHTING COMPATIBILITY WITH PROJECT DESIGN

Provide exterior site and building lighting with proposed light fixture scale, design, and color selected to best complement the character and design of the building.

Specific Criteria

Building Entries: Every building entry, including entries to individual shops, should be lighted. Lighted entries increase safety for walking, makes traveling easier and decreases possibilities of crime. Entry lights should be controlled by a photocell switch.

Height: Exterior light fixtures should not be mounted higher than 14 feet above the ground and located to minimize their visibility to reduce unwanted glare.

Simplicity: Exterior light fixtures should be simple and in scale with the building. Historic fixture replications should be of good quality and historically accurate.

SITE LIGHTING

Site lighting shall have a scale, design, and color that best complements the character and design of the adjacent structure.

Specific Criteria

Paths: Paths through covered or open courtyards should be illuminated.

Storefront: Storefront lighting should be designed to illuminate the sidewalk in front of the store in the evening. Shop windows shall be well lit. Fixed overhead spotlights, recessed incandescent ceiling fixtures, track lights or other concealed fixtures are recommended. Building entrances should be accentuated by brighter lighting. The building street number should be illuminated by the entry lighting.

Parking Lots: Parking lots must provide adequate lighting for safety. Lighting shall complement the building lighting fixtures.

Location and Design: Lighting should be accomplished in a manner that does not create glare for pedestrians or adjacent properties. If light fixtures are visible, they should have a low enough intensity or have adequate diffusing lenses to minimize their brightness. The emphasis should be on lighting landscape or building surface.



Night Lighting: Night lighting, visible from the exterior of a building and the project's boundaries shall be limited to that necessary for security, safety, and identification. Night lighting shall also be screened from adjacent areas and not be directed in an upward manner or beyond the boundaries of the parcel on which the building is located.

Under Canopy and Entry Lighting: Under canopy and entry lighting shall be placed to illuminate the pedestrian walkway which may be shaded from streetlights. These fixtures may be recessed down lights or pendant fixtures set in the soffit or other wall mounted shaded fixtures.

STOREFRONT OR FACADE ACCESSORIES

Maintain the integrity of the Storefront or Facade.

Specific Criteria

Security: Permanent security bars/grilles (defined as those clearly visible and fixed to windows or the facade) are prohibited. Retractable interior security grilles are preferred. (See Visibility/Windows for more details) Electronic security systems are recommended.

Screening Mechanical Equipment: Mechanical appurtenances attached top building facades, such as mechanical equipment for automatic retractable interior security grilles, must be concealed. Concealment of mechanical appurtenances can be accomplished by placement under an awning (when available) or enclosed by a housing that is appropriate to the building's architecture and color.

Lighting: In the case of a deep threshold to a building, a recessed ceiling light in this area is recommended.

Windows: Visible window-mounted air conditioning units are not appropriate. Where transom windows exist, every effort should be made to retain this storefront feature. Air conditioning units should not be placed in transom windows. Visible satellite dishes or satellite dish accessories are not appropriate. If the ceiling inside the structure has been lowered, the ceiling should be sloped up by 2-3 feet to meet the transom, allowing light to penetrate the interior of the building.

Bulkheads: The original bulkhead material should always be retained, maintained, or uncovered when possible. Newer storefronts can have simplified bulkheads in similar or smooth materials. All glass, "modern" bulkheads that retain a horizontal framing bar at their top should not be used.

ENERGY EFFICIENCY

Incorporate practical energy efficient strategies in the project design.

Specific Criteria

Energy Efficiency Criteria: The following list of the most practical energy efficiency strategies for building design apply to both residential and commercial uses, unless stated otherwise. Strategies should be integrated into the design of the building and not "tacked on." To the greatest extent possible, design should include:

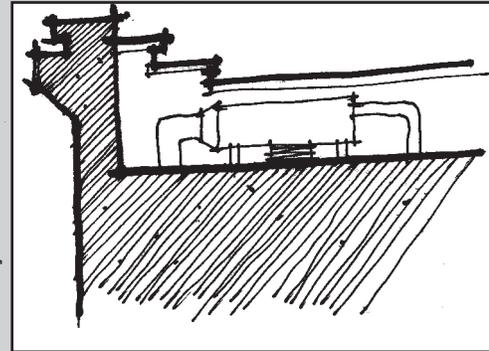
Site Design Elements: Deciduous trees should be a part of the landscape improvements, that are positioned to shade windows, the building mass, air conditioning units, and paved areas, including the street



during the summer. South and west facing sides of the building should be shaded with deciduous trees to save the most energy.

Building Design Elements: Lighter-colored finishes should be used on the exterior of buildings to help reflect heat in the summer months. Minimize east and west facing windows. Properly proportion overhangs on south windows, and sun screening on east and west windows. Accommodate daylighting of multistory office buildings by making one plan dimension (preferably the east or west dimensions) of the building small enough to maximize the number of people working near windows.

Equipment Elements: Include well insulated envelopes that minimize conductive and convective heat transfer through walls, ceilings, elevated floors and window systems. Consider night ventilation, economizer cycles, direct and indirect evaporative cooling, and other efficient heating and cooling strategies. Consider passively cooled thermal mass in residential construction, solar water heaters integrated with the forms of buildings, efficient electric lighting systems, electric vehicle charging stations in new parking lots, elements that reduce water consumption (low flow fixtures, recycled grey water, etc.), and appropriate solar design including allowance for future distributed generation systems such as photovoltaics and fuel cells.



Screen mechanical equipment behind parapet wall.

Utility Consultation: Early consultation with utilities on energy efficiency for medium and large-sized projects is strongly encouraged.

MODIFICATIONS TO HISTORIC STRUCTURES

There are many older structures that have distinctive design characteristics. Additions, Renovations, and Repairs shall be based upon the best characteristics of these structures.

Specific Criteria

Existing buildings: The removal or alteration of any original architectural feature is discouraged. Deteriorated features should be replaced by new materials that match the material being replaced in composition, design, color, texture, and other visual qualities.

Inappropriately Remodeled Buildings: When high quality original period design can be documented, buildings undergoing rehabilitation should attempt to correct building features that deviated from the building's original design period or composition.

Past Remodeling that has Enhanced Buildings: When past remodeling has enhanced the character of the building and the neighborhood, remodel the building in a manner which conforms with the period and the architectural style of the remodeling and not to the original design.

Materials: For remodeling work, materials appropriate to the building traditions of the era in which the building was built or remodeled should be used.



Substitution of high quality, contemporary materials and construction methods that support, complement, and enhance the architecture of the existing structure may be permitted.

Best Reference: Refer to the U.S. Secretary of Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings for additional guidance.

REHABILITATION DESIGN ELEMENTS

Retain high quality traditional design elements when adding to, renovating, or repairing existing structures.

Specific Criteria

Materials: Exterior materials and finishes should be of a durable high quality and generally should include details appropriate to the predominant design of the area and building style.

Unfinished or "generic" finish materials such as plywood siding, aluminum siding, aluminum awnings, and exposed concrete block are difficult to successfully incorporate into a quality design and are discouraged.

Openings: The placement, size, detailing, and construction of windows and doors should be consistent with the character of the original building design and area.

Glazing: No dark tinted or reflective glass should be utilized.

Window types: Wood frame double hung or casement windows are preferred in upper levels. Vinyl clad windows or high quality aluminum single or double hung windows with baked enamel finish may be acceptable if frame width and window style match the original.

Horizontal sliding windows as replacement windows should be avoided.

Windows should be consistent with the design style of the building.

On hand-crafted older buildings (pre-WWII), clear anodized aluminum frame sliding windows as replacement windows are not appropriate. Colored enamel may be acceptable for aluminum frame windows. In general, any obvious metallic finish, such as clear anodized aluminum, is not acceptable.

Irregular, polygonal, circular and trapezoidal window shapes are discouraged.

Window Proportions: Appropriate proportions and number of panes will vary depending upon the style of the individual building and the context.

Existing Windows: Whenever possible, original windows should be retained and repaired. The original number of panes in glazed areas should be used.

Door Style: Use of the original doors is preferred. Residential scaled and detailed solid wood or glazed doors of many styles and types may be appropriate. The style of the door should be consistent with the style of the building.



Flush veneer doors, high gloss clear-finished wood, and heavily carved “theme” doors are not consistent with the predominant building style and are inappropriate door types.

Disabled Access: Disabled access ramps and facilities where applicable and required must be designed to coordinate with the overall building design in location, materials and finishes, and landscaping. “Tacked-on” wheelchair ramps are not acceptable.

Building Shapes: Volumes and orientation should be consistent with the predominant building style.

In general, polygonal and circular building components are not appropriate unless consistent with the predominant building style.

Roofing Materials: Roofs should be of dimensional composition fiberglass shingles, or others as determined by the City of Santa Paula.

Colored standing seam metal roofs, glazed ceramic tile or imitation roofing materials are generally inappropriate. However, the newer technology may, as determined by the City, provide acceptable alternative materials.

CREATING PLACES



Flat articulated roofs with a small cornice of the 1920's - 50' era and sloped roof with tiled parapet are common in the Downtown Area

Preferred Rooflines

Create spaces that are clearly defined to satisfy gathering and privacy needs of people at various scales. Each scale should be appropriate to the role of the space in the community.

Specific Criteria

Place Transitions: Fences, bushes, elevation changes, portals, porches, and doors which face the street should be used to provide transition between varying levels of public accessibility and privacy. They should delineate

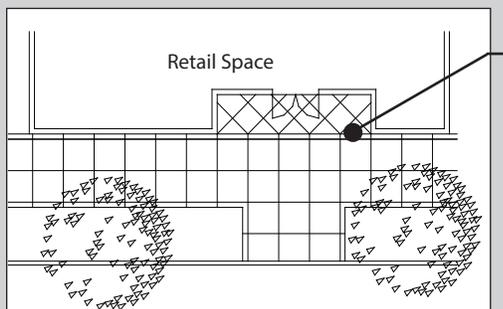
the use and ownership of public, semi-public, and private spaces, but should not be visual barriers.

Common Facilities: The inclusion of common facilities that respond to the anticipated needs of the users is encouraged. Under most circumstances, these common facilities should be located to provide a bridge between the larger downtown and the community defined by the project, e.g., a public seating area at major entrances to the project.

LOCATION OF STRUCTURES

Locate structures to create usable outdoor places and continuity of desirable characteristics of adjoining structures along the street face.

Specific Criteria



Pavement Treatments: Where the building is setback from the public right of way, the pavement treatment should be designed to compliment the building design and the public sidewalk pattern.

ENTRIES / REAR ENTRIES

Provide clearly defined site and building entries that are scaled appropriately to the area and that relate directly to the street frontage(s).

Specific Criteria

Importance of Entrances: Entries should be clearly delineated through the use of recesses, additional detailing, overhangs, lighting and change of volume and form. The greater the functional use of the entrance, the more it should be distinguished from the balance of the building.

Frequent Entrances: Entrances should be as frequent as possible along all street frontages and alleys. The following are the recommended maximum distance between entrances:

- Retail - Easy entry on retail streets can enhance the shopping experience. While entries placed every 25 to 30 feet is preferred, entrances should be a maximum of 40 feet apart for any given parcel.
- Office uses - To help activate streets, entrances should be a maximum of 150 feet apart.

Main Entrance: Traditionally, the storefront door was more than just a door. Tall and stately in proportion, its design reflected its commercial importance. Its wood and glass construction made it substantial and inviting to the customer. Other storefront doors (usually leading to upper floors) were similar in appearance but less impressive than the main entry door.



The storefront entry should play a similar role today. The customer should be invited into the store by a pleasant entry. Nine general concepts which guide the design of doors include the following:

- Reuse the historic door where applicable. If not, consider replacing it with a new door of exactly the same design.
- If the original design is not known, use a simple wood and glass door of traditional design. If an aluminum and glass door is used, it should be very simple in design with a dark anodized finish to match the trim of the building.
- Make the door special with simple details such as a handsome brass door pull, brass kickplate, or an attractively painted logo.
- Avoid inappropriately decorated doors. Faux historic or highly decorated contemporary doors look out of place in the traditional storefront.
- Historically, there has been one doorway per building. Entrances to each individual building (even when one business has expanded to include several buildings) should be retained. The rhythm of entrances is important to the visual character of the individual facade and Downtown as a whole.
- Doors to retail/commercial shops should have large glass openings. Full lite doors are encouraged because they extend the openness and transparency of the storefront.
- The main entrance should relate directly to the street to encourage pedestrian use.
- Recessed doors or areas are preferred because they allow the door to open without infringing on the sidewalk space; it also creates more window display area. Entrances are to be recessed from the public sidewalk at least the width of the door.
- "Roll-up" style security doors are not permitted for building facades that face a public street.

Professional Guidance: Building owners and businesses are encourage to seek qualified professional design consultation from designers and/or architects in the selection of colors, surface materials, lighting, awnings, retail merchandising signage, space planning, architectural details, new construction, and remodel both interior and exterior.



Rear entry treatments should reflect the front facade treatment. Add pedestrian scale amenities such as display windows, awnings, wood and glass doors and surface paving. Hide utilities and provide bike lockers.

Secondary Entrances: Secondary entrances (such as small retail shops on the ground floor of a larger office building) should be architecturally treated as subordinate to the primary entrance (such as the entrance to all the residential or office uses on the upper floors). Doors that are not regularly used, such as utility access doors, should be down played through incorporation into the design surrounding them (for example, the height could align with adjacent windows).

Rear Entrances: In order to improve pedestrian access to downtown businesses, the City encourages the establishment of rear entrances wherever possible. In developing a rear entrance, a number of issues must be considered. In general, the rear entrance must respond to the same needs as the storefront, only at a reduced scale. These include identification signage, display, and a safe and pleasant entry. In addition, it must meet the functional service needs of the business. Since these two functions are often in conflict, the design of the rear entrance must be carefully planned. A particular concern is the storage and disposal of refuse. Trash cans, dumpsters, and other containers should be hidden and screened from public view whenever possible. Regular maintenance is of paramount importance.



The design of a rear entrance should be appropriate to its surroundings. The visual character of rear facades, alleys, and parking lots is a relatively casual and utilitarian one, especially when compared to formal facades. In this context, a refined or grand design can look out of place. Rather, the design should be pleasantly inviting, incorporating architectural elements from the front facade, but simple in detail. Specific design criteria related to rear entrances includes the following:

- Signs should be modestly scaled to fit the casual visual character of the rear parking area.
- A canvas awning can soften rear facades and provide a pleasant protected entrance space.
- The rear entry door should be wood and glass or similar to the front door. Security hardware on the inside of the door is acceptable.
- Special lighting should be modest and focus on the entry door.
- Refuse containers should be screened from public view or integrated within the building's architecture (consult with trash removal company prior to finalizing actual location).
- Service equipment, utilities, and mechanical equipment should be screened from view and integrated into the building's architecture to the greatest extent possible.
- Rear public entries are to be well marked and lit for the safety of shoppers.

Separate Entrances: Second level residential units should have separate entrances from the street than the commercial use, and should be combined wherever possible with private outdoor space (porches) facing onto the street.

Weather Protection: Entries should have an area in front of them covered by a recess, canopy, overhang, or marquee to provide protection from the rain.

CONNECTING TO THE PEDESTRIAN

Where structures adjoin public areas, and along internal circulation paths of the downtown, provide pedestrians with the greatest possible sense of safety, comfort, aesthetic pleasure, and connection to building activities at edges.

Specific Criteria

Pedestrian Shelter: Provide shade from the summer sun (and protection from the rain, when possible) with street trees, trellises, awnings and other devices along street frontages and paths internal to the project, especially on the south side of buildings.

Aesthetic quality: The highest detail and material quality for projects should be placed where pedestrians have the greatest and closest contact with the project.

Semi-Private Spaces on the Street: Porches, patios, balconies, and courtyards that allow residents of mixed use projects or other users to actually and symbolically claim the space; should be placed along pedestrian paths wherever possible. This will provide clarity about who has the right to control a space, and thus a greater sense of security for the user and an increased potential for social connections.

VISIBILITY/ WINDOWS

Design projects to build in safety with maximum visibility between building occupants and the street. Display windows allow a view of the store interior and its goods, helping shoppers decide whether to enter. Display windows can help add "warmth" to the street and enliven the pedestrian experience.



The use of windows as an architectural element is of critical importance to facade design. Windows create a visual rhythm of building openings, as well as provide views into the retail interior. The primary function of glass should be to encourage visibility to interior display areas or building interiors, especially for display windows located at the ground floor sidewalk level.

The windows of retail stores should vary in size and shape, depending on the nature of the business, as well as the architectural style. Large plate glass windows are typically indigenous to fashion stores. Small windows, often characterized by mullioned framing, are characteristic of artisan studios and taverns.

When considering new window openings, it is important to relate the proposed design to the overall existing facade theme or design of the entire block. A “package-design” used to portray a corporate image, as in the case of many national franchised stores, often does not fit the existing street theme.

Specific Criteria

Observe All Outdoor Spaces: The ability to observe all outdoor spaces from windows in shops, offices, or upper level residences and from porches and other private and semi-private outdoor spaces should be provided.

Active Rooms: Wherever possible in office uses, active functions, such as customer service areas, should be located at street level adjacent to sidewalk areas.

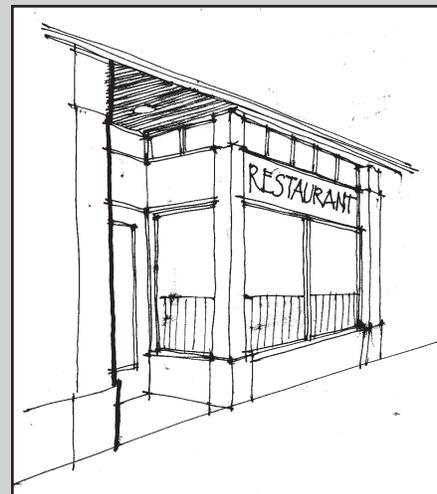
Visibility To and From Circulation Areas: Elevators, elevator lobbies, interior corridors, and stairways should be visible from the street or interior courtyards. Stairways should be designed to encourage frequent use by way of aesthetic finishes, visibility, convenient location, and location adjacent to common facilities.

Visibility: Clear glass or glass that transmits more than 88% of visible light shall be used on the ground floor of office or retail uses. Shading devices, vegetation, building massing, and low emissivity glass should be used for solar control of windows instead of reflective or darkened glass on all floors of commercial buildings. Tinted glass allowing a minimum of 50 percent light transmission may be considered only for use in second floor windows. The use of reflective glass is prohibited.

Length in windows: The first floor of a commercial building in the downtown that is fronting or siding on a street shall have a minimum of 30% of its length in windows. There should be no lengths of walls in excess of 40 feet without windows.

Window Sills: Storefront windows should be as large as possible, but no closer than 18” to the ground. Maximum bulkhead heights for new construction should be 36”. By limiting the bulkhead height, the visibility of the storefront display and retail interior is maximized.

Security Devices: Permanent, fixed security grates or grilles over windows are not allowed. The use of shatter/scratch resistant windows



Uncovered original facade - Appro-



Covered-up facade - Inappropriate



(tempered glass) is encouraged. If security grates are necessary, they should have a decorative appearance and be placed inside the building behind the window display area.

Covered Up Windows: Filled-in or covered over display windows shall be opened and reglazed.

Activity: Window displays of merchandise, night time lighting of display windows, or animated window displays are strongly encouraged to attract pedestrians and increase security. Merchandise behind display windows should face the sidewalk.

Corner Buildings: In corner buildings, adding new display windows in blank walls over 20 feet long is highly encouraged.

Single Panes: Multi- or small paned display windows are discouraged.

Maintaining the Design: Discourage introducing or changing the location or size of windows or other openings that alter the rhythm, alignment, or character of the building.

Materials: Discourage replacing window and door features with incompatible materials such as anodized aluminum, and tinted or reflective glass.

Air Conditioning: Air conditioning units placed in front of windows are not permitted.

Privacy: If there are taverns, bars or private offices in storefronts located within the Downtown, blinds, cafe curtains or if consistent with the building design glass block can be used for privacy.

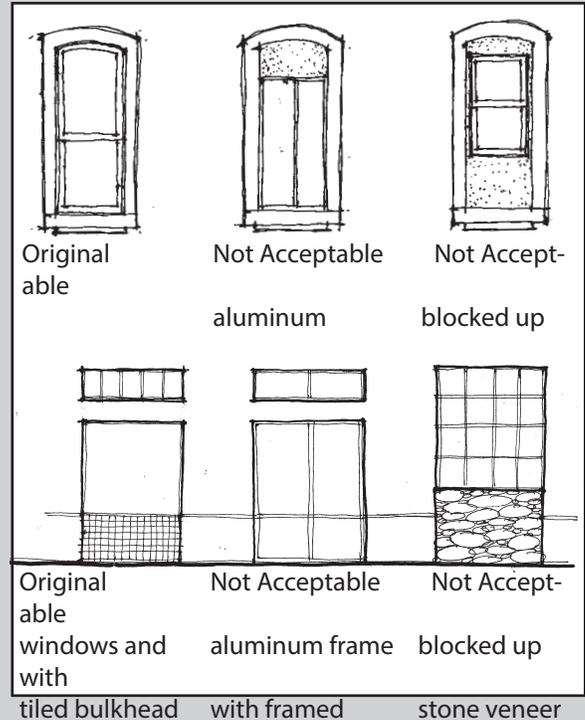
FENCES / WALLS

Fences and walls should reflect the style, materials, colors, and architectural character of the building and site.

Specific Criteria

Detailing and Materials: Detailing and materials of walls and fences shall reflect the style and character of the building and its site. Inappropriate materials such as chain link, split rail, and other fencing systems not typical of early 20th Century cities are discouraged. If these types of fences are proposed, appropriate landscape screening shall be provided.

Screening: Where large expanses of fencing are unavoidably exposed, they should be screened with upright shrubs or trellised vines. Trellises are to be constructed of substantial, durable material





PAVING/HARDSCAPE

Support the project design concept with paving and hardscape materials selected to best complement materials, textures, and color of proposed structures, and to enhance the proposed landscaping.

Specific Criteria

Fitting into the Downtown: Hardscape design should reflect the inherent character of the Downtown area with formal patterns and layout.

Quality of Design: Interesting paving patterns are encouraged. The uniqueness of a well-designed hard surface can enhance the pedestrian experience. Front entries to businesses can represent the individuality of the occupants with differing hardscape treatments.

Materials: High quality building materials are recommended. Brick, cut slate, tile, cut granite, and concrete are some examples of modular materials that represent the historic qualities of the downtown. Expensive materials are not necessary to create the desired effect. Concrete can be finished in a variety of ways to create interest and character. Furthermore, the use of complementary paving materials to create banding and/or borders can greatly enhance the richness of a paving surface without adding extraordinary project costs. Stamped concrete, painted hardscape, and wood surfaces are discouraged from use.

Safety: All paving and hardscape surfaces shall provide the proper slip resistance to prevent potential injuries. Property owners and designers should check with City building officials for current codes concerning this issue. In addition, care should be taken to avoid potential trip hazards, such as minor changes in elevation and improper stair design throughout the hardscape surface.

IRRIGATION

Provide a means for automatic timer operated irrigation in all landscaped areas.

Specific Criteria

Mechanical Irrigation Versus Hand Watering: The plant material lives a healthier life cycle with consistent supplemental watering. An automatic, underground, irrigation system is recommended to promote and/or protect the landscape investment that is installed with new projects.

Drip Irrigation: Drip irrigation is the most efficient means to deliver supplemental water to plant material; it can also be the easiest to install. Nonetheless, a drip irrigation system requires more attention and maintenance than a conventional spray system. Drip irrigation is recommended for water conservation and reduction of water runoff, but if proper maintenance can not be provided, a conventional spray system is preferable.

General Notes: All heads adjacent to walks, curbs, or any pedestrian way should be pop-up varieties. Adjust all heads to provide even coverage and to avoid overthrow onto walks, walls, and windows. Install anti-drain valves to prevent line drainage and soil erosion. Irrigation heads within turf grass areas should provide head-to-head coverage. Turf grass planting should be irrigated separately from shrub/ground cover areas. Trees should be deep irrigated with bubblers.



SITE FURNISHINGS

Utilize site and street furniture of a design, material, and color that best complements the proposed structure and landscaping concept.

Specific Criteria

Design: The proposed furnishing should be of a quality consistent with the surrounding neighborhood. Furniture, such as benches, chairs, tables, and drinking fountains, should be simple in character and compatible with the style, color, and scale of adjacent buildings and outdoor spaces.

Scale: Due to the small scale of public and private open spaces, great care should be taken to select furniture that will not overpower the area it is intended to occupy. Furniture with simple designs may be most appropriate.

Drinking Fountains: The inclusion of drinking fountains within outdoor spaces, adjacent to businesses, transit stops and multi-family residential buildings, is encouraged.

BICYCLE PARKING/STORAGE

Provide and locate bicycle parking and storage that is convenient for the bicyclist and has surveillance from the users of the building.

Specific Criteria

Rack Design: By their shape and construction, bike racks should allow the bicyclist to secure the bike frame to the device. The best devices incorporate in their design a closed loop so that either cable lock or a high security shackle lock may be used. A second desirable feature is two points of contact, which help prevent the bicycle's steering from turning and causing it to fall. Simpler designs are generally more desirable than elaborate ones that have moving parts. Examples of appropriate types include the inverted U, the ribbon type rack, or the corkscrew. Bike racks that are designed to hold a bicycle vertically by the wheel are discouraged.

Short Term Parking: Short-term bicycle parking should be located at building entrances with adequate surveillance from building occupants and visitors. Placement in view of doors with windows is preferred. Avoid unlighted locations.

Long Term Facilities: These facilities should be located inside buildings when possible. If it is necessary to locate bicycle lockers outside, they shall be securely fastened and designed in a manner that is integral to the building design.

Clear View: To minimize theft, bike racks should not be placed in a screened enclosure.



RESIDENTIAL DESIGN GUIDELINES

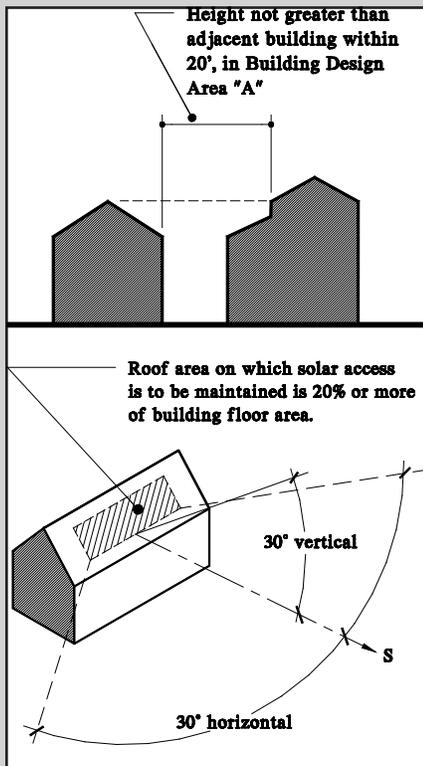
This Residential Design Guidelines section is intended to assist the effort to restore and rehabilitate the Downtown residential neighborhoods with adequate housing and a satisfactory quality of life, while maintaining the small town scale and style characteristic of Santa Paula.

Our City recognizes that maintaining and encouraging additional residential population and development in our Downtown is one of the cornerstones to a successful downtown revitalization program. Our City encourages new infill development of single-family, duplex, triplex, fourplex or multi-family residential dwelling units in the Downtown, as well as the renovation of existing housing stock in a way that preserves and enriches Santa Paula's small town character.

New residential buildings will incorporate architectural features such as peaked roofs, street facing entry porches and courtyards and site improvements such as sidewalks, street trees and lights, that help to create attractive, intimate neighborhood areas.

SCALE/HEIGHT/MASSING

When appropriate a building or group of multifamily buildings shall be compatible with its surroundings through the 1) Rhythm of spaces between buildings, 2) Building scale, mass, and setbacks, and 3) Building orientation and relation to the street.



Solar Access

Specific Criteria

Development Code: Refer to the Santa Paula Development Code for specific height and setback requirements in addition to those discussed herein.

Light and Air: Locate new structures on the property to maintain access to light and air circulation, and ensure the privacy of existing private yards on adjoining properties.

Street Trees: Balance long-term viability of trees with the need for greater or lesser setbacks where conflicts with existing street trees exist.

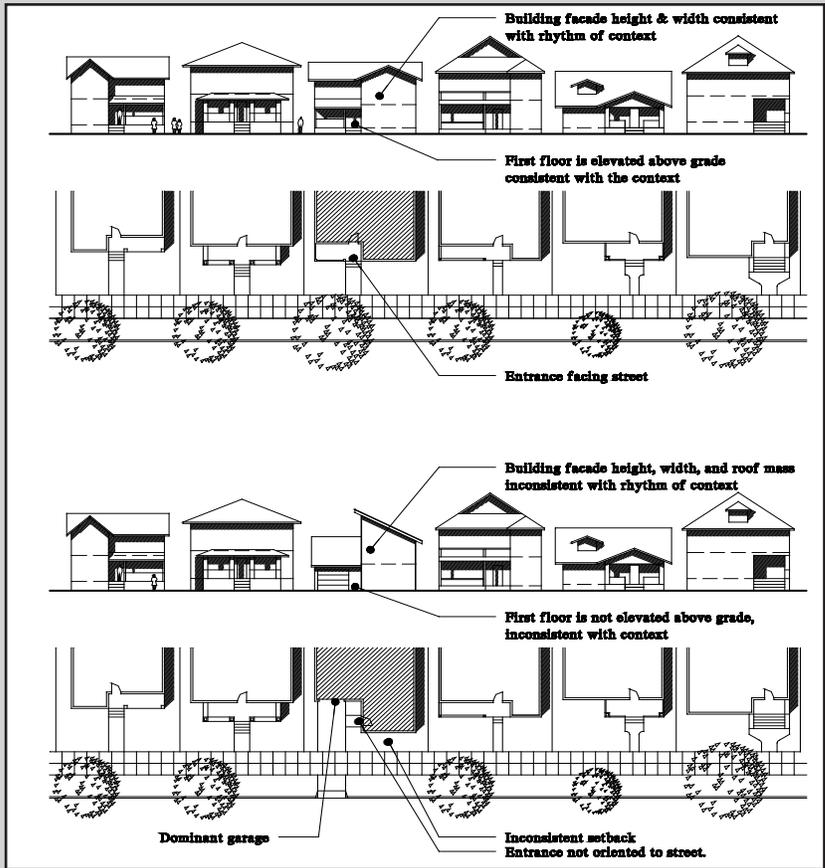
Height: To be responsive to the existing context, new structures should not exceed the height of adjacent structures for an area within 20 feet of the adjacent structure.

Solar Access - Adjacent Property: To protect solar options on adjacent properties, projects should be designed to maintain solar access to a roof area equivalent to a minimum of 20% of the total floor area of each building on adjacent properties.

Solar Access - Roof Area: To allow for future solar options, projects should be designed to provide a south-facing roof area equivalent to 20% of the building floor area with unobstructed solar access.

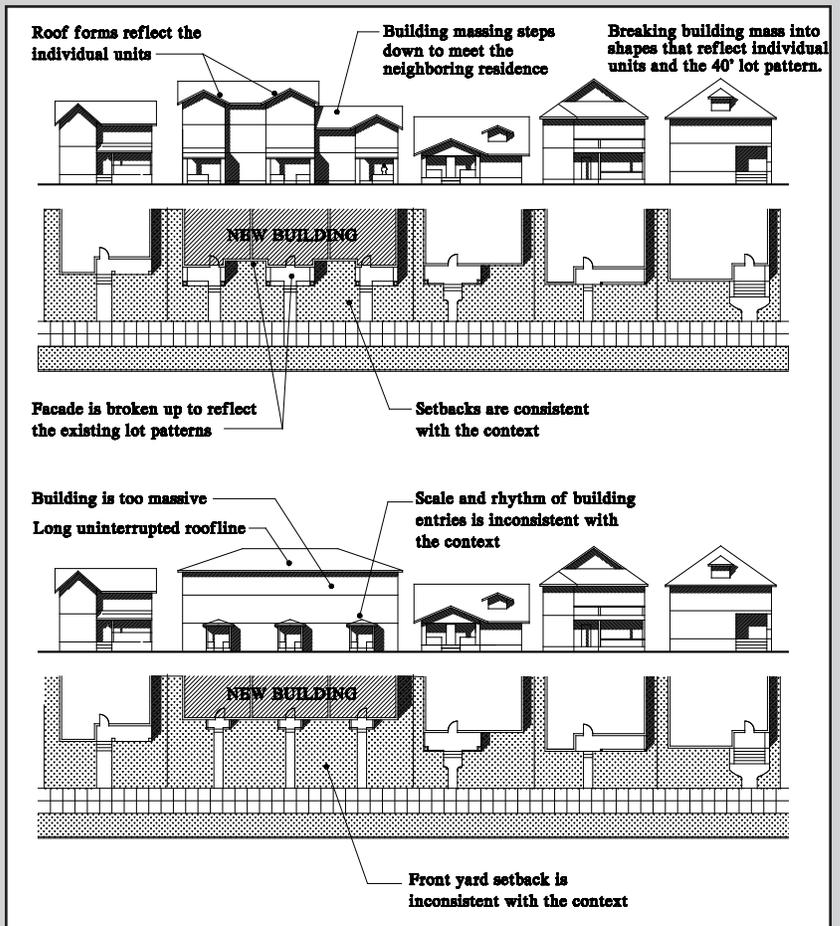


Appropriate Residential Street Scale, Height and Massing



Inappropriate Residential Street Scale, Height and Massing

Appropriate Level of Residential Area



Inappropriate Level of Residential Area



DESIGN CONCEPT

Projects shall have a coherent design concept appropriate in scale, consistent with the palette of materials, textures, and colors, and achieving continuity on all faces.

Specific Criteria

Theme: Elements of the building design, such as materials, colors, textures, light fixtures, and other features of the project should provide a cohesive theme and work together for design consistency.

Scale: Overly dramatic features that appear out of scale, especially on smaller projects, require extra design attention to be executed properly. They should not be included if they will not receive extra attention.

All Sides: All publicly visible building sides should be designed consistent with the design concept and with a complementary level of detail and material quality. All projects taller than three stories are generally not considered to have a back or rear side to be considered for lesser degree of design treatment. All projects should have, at minimum, some of the design elements of the "main" facades repeated in some form on all sides for design continuity.

RELATIONSHIP TO SURROUNDINGS

Projects shall reinforce the importance and continuity of the area by harmonizing with other neighboring structures.

Specific Criteria

Study the surroundings: A very important part of designing a harmonious relationship with project surroundings is the thorough study of the surrounding area and adjacent structures.

Immediate and Larger Area: Consideration of a project's surrounding area should include both adjacent older structures on the same block as well as those in the broader area. When the immediately adjacent structures are poorly designed, they should not be used as design precedent. The most exemplary structures in an area should be used for guidance.

Harmony: Harmony in site planning issues, such as mass and scale, is more important than harmony in detail, color, texture, and materials.

LEVEL OF DETAIL AND ARTICULATION

Projects shall incorporate the scale and level of detail that is typical of well designed buildings in the surrounding area.

Specific Criteria

Articulation: Building articulation embodies a group of design devices that overlap Scale, Height, Massing, and Level of Detail. Building articulation can be accomplished with the placement of windows and entries, planar changes, volume changes, significant color changes, material changes, variable transparency, and the creation of shadow textures with trellises and overhangs.

Equal Details: All visible building sides should be designed with a complementary level of detail, quality of materials, and continuity of color.

EXPRESSION OF FUNCTION

The function inside and outside of buildings shall be expressed through articulation of volume, fenestration, details, textures, colors, or other means.

Specific Criteria

Individual Units: In new multifamily projects, individual units in upper levels should be defined as clearly as possible. No more than two side-by-side units should be covered by one unarticulated roof. Articulations may be accomplished by changing roof height, offset, and direction of slope, and by introducing elements such as dormers, towers, or parapets. These elements must visually break the main roof or ridgeline as viewed more than 50 feet away from the building.



No more than two side-by-side units should be covered by one unarticulated roof.

Mixed Use Buildings: Different uses in the same building should be differentiated through volume articulation, scale, fenestration, entry emphasis and other means.

MATERIALS/TEXTURES/COLORS

Projects shall incorporate complementary materials of the highest quality, with material textures and colors selected to further articulate the building design.

Specific Criteria

Durability/Maintenance: Materials should be selected, detailed and finished for durability in Santa Paula's climate. In particular, painted wood surfaces facing south should be properly prepared for painting and have opaque high quality paints applied in multiple coats.

Cleaning and maintenance is critical to a building's appearance and lack of maintenance may culminate in the need for more expensive repairs in the future. Adequate provision should be made for maintenance access to all surfaces, especially two stories or more.

Professional Guidance: Building owners and businesses are encourage to seek qualified professional design consultation from designers and/or architects in the selection of colors, surface materials, lighting, awnings, retail merchandising signage, space planning, architectural details, new construction, and remodel both interior and exterior.

LIGHTING COMPATIBILITY WITH PROJECT DESIGN

Provide exterior site and building lighting with proposed light fixture scale, design, and color selected to best complement the character and design of the building.



Specific Criteria

Building Entries: Every building entry should be lighted. Lighted entries increase safety for walking, makes traveling easier and decreases possibilities of crime. Entry lights should be controlled by a photocell switch.

Height: Exterior light fixtures should not be mounted higher than 14 feet above the ground and located to minimize their visibility to reduce unwanted glare.

Simplicity: Exterior light fixtures should be simple and in scale with the building. Historic fixture replications should be of good quality and historically accurate.

Night Lighting: Night lighting, visible from the exterior of a building and the project's boundaries shall be limited to that necessary for security, safety, and identification. Night lighting shall also be screened from adjacent areas and not be directed in an upward manner or beyond the boundaries of the parcel on which the building is located.

ENERGY EFFICIENCY

Incorporate practical energy efficient strategies in the project design.

Specific Criteria

Energy Efficiency Criteria: Energy efficiency strategies should be integrated into the design of the building and not "tacked on." To the greatest extent possible, design should include:

Site Design Elements: Deciduous trees should be a part of the landscape improvements, and they should be positioned to shade windows, the building mass, air conditioning units, and paved areas, including the street during the summer. South and west facing walls of the building should be shaded with deciduous trees to save the most energy.

Building Design Elements: Lighter-colored finishes should be used on the exterior of buildings to help reflect heat in the summer months. Minimize east and west facing windows. Properly proportion overhangs on south windows, and sun screening on east and west windows.

Equipment Elements: Include well insulated envelopes that minimize conductive and convective heat transfer through walls, ceilings, elevated floors and window systems. Consider night ventilation, economizer cycles, direct and indirect evaporative cooling, and other efficient heating and cooling strategies. Consider passively cooled thermal mass in residential construction, solar water heaters integrated with the forms of buildings, efficient electric lighting systems, elements that reduce water consumption (low flow fixtures, recycled grey water, etc.), and appropriate solar design including allowance for future distributed generation systems such as photovoltaics and fuel cells.

Utility Consultation: Early consultation with utilities on energy efficiency for medium and large-sized projects is strongly encouraged.



MODIFICATIONS TO HISTORIC STRUCTURES

There are many older structures that have distinctive design characteristics. Additions, Renovations, and Repairs shall be based upon the best characteristics of these structures.

Specific Criteria

Existing buildings: The removal or alteration of any original architectural feature is discouraged. Deteriorated features should be replaced by new materials that match the material being replaced in composition, design, color, texture, and other visual qualities.

Inappropriately Remodeled Buildings: When high quality original period design can be documented, buildings undergoing rehabilitation should attempt to correct building features that deviated from the building's original design period or composition.

Past Remodeling that has Enhanced Buildings: When past remodeling has enhanced the character of the building and the neighborhood, remodel the building in a manner which conforms with the period and the architectural style of the remodeling and not to the original design.

Materials: For remodeling work, materials appropriate to the building traditions of the era in which the building was built or remodeled should be used.

Substitution of high quality, contemporary materials and construction methods that support, complement, and enhance the architecture of the existing structure may be permitted.

Best Reference: Refer to the U.S. Secretary of Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings for additional guidance.

Professional Guidance: Building owners and businesses are encourage to seek qualified professional design consultation from designers and/or architects in the selection of colors, surface materials, lighting, awnings, retail merchandising signage, space planning, architectural details, new construction, and remodel both interior and exterior.

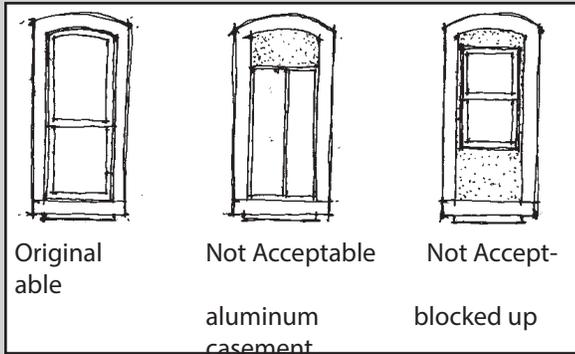
REHABILITATION DESIGN ELEMENTS

Retain high quality traditional design elements when adding to, renovating, or repairing existing structures.

Specific Criteria

Materials: Exterior materials and finishes should be of a durable high quality and generally should include details appropriate to the predominant design of the area and building style.

Unfinished or "generic" finish materials such as plywood siding, aluminum siding, aluminum awnings, and exposed concrete block are difficult to successfully incorporate into a quality design and are discouraged.



Openings: The placement, size, detailing, and construction of windows and doors should be consistent with the character of the original building design and area.

Glazing: No dark tinted or reflective glass should be utilized.

Window types: Wood frame double hung or casement windows are preferred in upper levels. Vinyl clad windows or high quality aluminum single or double hung windows with baked enamel finish may be acceptable if frame width and window style match the original.

Horizontal sliding windows as replacement windows should be avoided.

Windows should be consistent with the design style of the building.

On hand-crafted older buildings (pre-WWII), clear anodized aluminum frame sliding windows as replacement windows are not appropriate. Colored enamel may be acceptable for aluminum frame windows. In general, any obvious metallic finish, such as clear anodized aluminum, is not acceptable.

On hand-crafted older buildings (pre-WWII), irregular, polygonal, circular and trapezoidal window shapes are discouraged.

Window Proportions: Appropriate proportions and number of panes will vary depending upon the style of the individual building and the context.

Existing Windows: Whenever possible, original windows should be retained and repaired. The original number of panes in glazed areas should be used.

Door Style: Use of the original doors is preferred. The style of the door should be consistent with the style of the building.

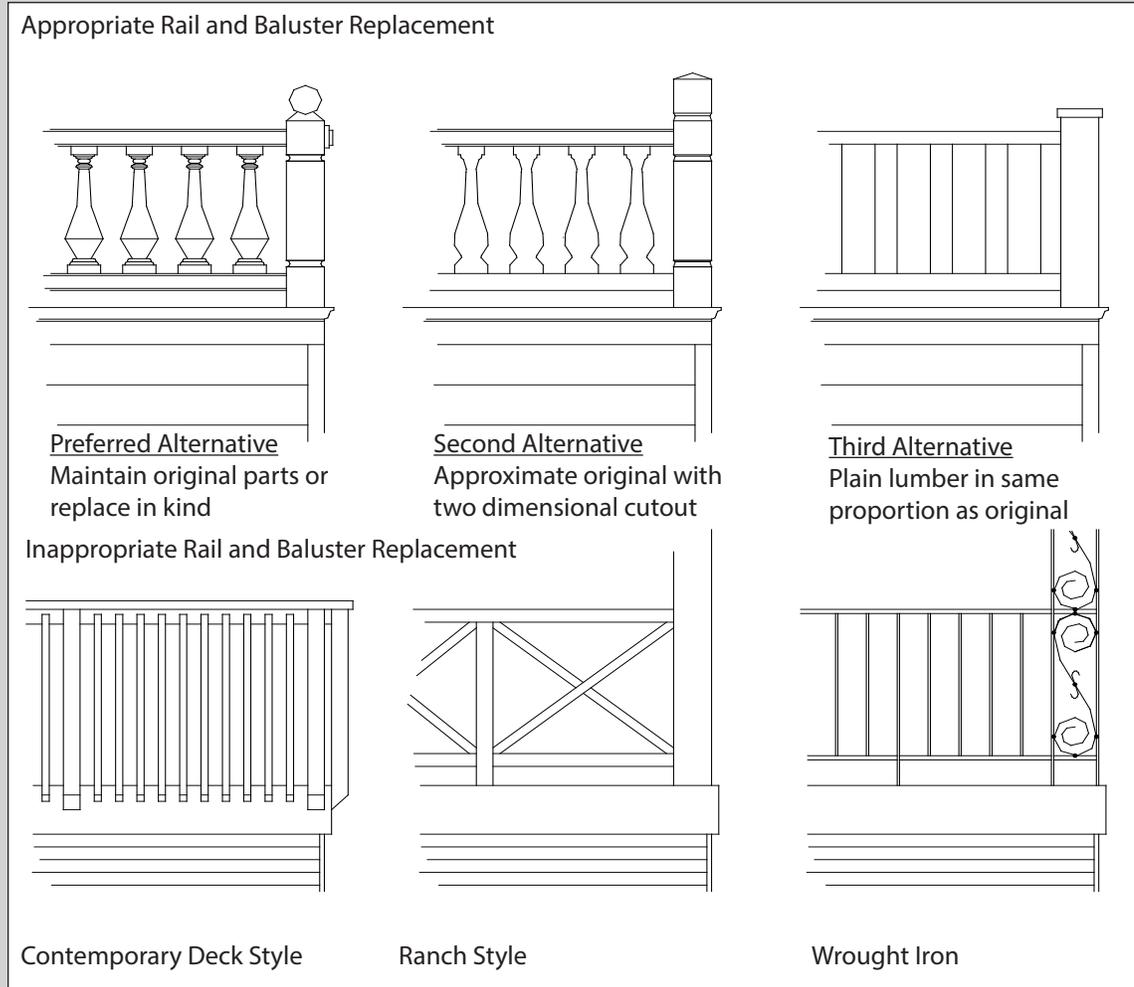
Garage doors: Garage doors should be broken up into smaller components. Single width garage doors are preferred over a double width door.

Wooden garage doors resembling those found in the neighborhood are preferred. If a metal door is used, it should be decorative and complement overall building style and character.

Porch Rebuilding: Design elements will be consistent with the style of the individual building. In rebuilding a porch, use as much of the original material as possible. When the original parts are beyond repair, use new materials that are consistent with the original.

Railing: A railing of approximately 24 inches in height is common in the porch construction of homes. This lower height is desirable because it provides a more "friendly" appearance and a better connection to the street when sitting on the porch.

To meet building codes which require a 36-42 inch height, retain the original lower height railing or structure, when appropriate, and provide the additional height by adding new structural components to the original.



Rail and Baluster Replacement

The new upper portion of the railing should be as invisible as possible. The railing design should be compatible with the architectural style of the building, the material of the original steps, and the design of the original porch railing. Wrought iron is highly discouraged.

Disabled Access: Disabled access ramps and facilities where applicable and required must be designed to coordinate with the overall building design in location, materials and finishes, and landscaping. "Tacked-on" wheelchair ramps are not acceptable.

Building Shapes: Volumes and orientation should be consistent with the predominant building style.

In general, polygonal and circular building components are not appropriate unless consistent with the predominant building style.

Existing Roofs: Original roofline shapes should be maintained. Alterations and additions must be consistent with the existing building design.

Roofing Materials: Roofs should be of dimensional composition fiberglass, or others as determined by the City of Santa Paula.



Colored standing seam metal roofs, glazed ceramic tile or similar roofing materials are generally inappropriate. However, the newer technology may, as determined by the City, provide acceptable alternative materials.

CREATING PLACES

TYPES OF PLACES

- Sidewalks are very public places.
- A frontyard or porch is a semi-private place.
- A backyard or rooftop patio is

Create spaces that are clearly defined to satisfy gathering and privacy needs of people at various scales. Each scale should be appropriate to the role of the space in the community.

Specific Criteria

Place Transitions: Fences, bushes, elevation changes, porches, community rooms in multifamily projects, and doors which face the street should be used to provide transition between varying levels of public accessibility and privacy. They should delineate the use and ownership of public, semi-public, and private spaces, but should not be visual barriers.

Common Facilities: The inclusion of common facilities that respond to the anticipated needs of the residents is encouraged. Under most circumstances, these common facilities should be located to provide a bridge between the larger downtown and the community defined by the project, e.g., a public seating area at major entrances to the project.

ENTRIES

Provide clearly defined site and residential building entries that are scaled appropriately to the neighborhood.

Specific Criteria

Importance of Entrances: Entries should be clearly delineated through the use of recesses, additional detailing, overhangs, lighting and change of volume and form. The greater the functional use of the entrance, the more it should be distinguished from the balance of the building.

Separate Entrances: Second level residential units should have separate entrances from the street than the commercial use, and should be combined wherever possible with private outdoor space (porches) facing onto the street.

Weather Protection: On multifamily structures entries should have an area in front of them covered by a recess, canopy, overhang, or marquee to provide protection from the rain.

CONNECTING TO THE PEDESTRIAN

Where structures adjoin public areas, and along internal circulation paths of the downtown, provide pedestrians with the greatest possible sense of safety, comfort, aesthetic pleasure, and connection to building activities at edges.

Specific Criteria

Pedestrian Shelter: On multifamily structures provide shade from the summer sun (and protection from the rain, when possible) with street trees, trellises, awnings, and paths internal to the project, especially on the south side of buildings.

Semi-Private Spaces on the Street: Porches, patios, balconies, and courtyards that allow residents or users to actually and symbolically claim the space; should be placed along pedestrian paths wherever possible. This will provide clarity about who has the right to control a space, and thus a greater sense of security for the user and an increased potential for social connections.

VISIBILITY

Design projects to build in safety with maximum visibility between building occupants and the street. Windows in active rooms (kitchens, living rooms, etc.) allow surveillance to the street.

Specific Criteria

Observe All Outdoor Spaces: The ability to observe all outdoor spaces from windows in residences and from porches and other private and semi-private outdoor spaces should be provided.

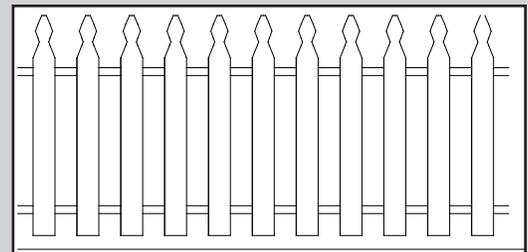
Visibility To and From Circulation Areas: Elevators, elevator lobbies, interior corridors, and stairways should be visible from the street or interior courtyards. Stairways should be designed to encourage frequent use by way of aesthetic finishes, visibility, convenient location, and location adjacent to common facilities.

FENCES / WALLS

Fences and walls should reflect the style, materials, colors, and architectural character of the building and site.

Specific Criteria

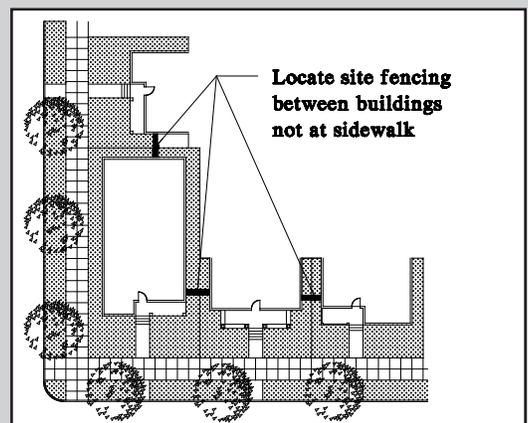
Front Yard Fences: Fences in the front yard setback should not exceed 3.5 feet in height and must be at least 50% transparent.



Front Yards - Picket fence with a minimum 50% transparency

Access Control: Fences used to control access to the interior of the site should be located between buildings as much as possible, rather than running continuously at the front of the property.

Detailing and Materials: Detailing and materials of walls and fences shall reflect the style and character of the building and its site. Inappropriate materials such as chain link, split rail, and other fencing systems not typical of early 20th Century cities are discouraged. If these types of fences are proposed, appropriate landscape screening shall be provided.



Controlling Access



Screening: Where large expanses of fencing are unavoidably exposed, they should be screened with upright shrubs or trellised vines. Trellises are to be constructed of substantial, durable material.

IRRIGATION

Provide a means for automatic timer operated irrigation in all landscaped areas.

Specific Criteria

Mechanical Irrigation Versus Hand Watering: The plant material lives a healthier life cycle with consistent supplemental watering. An automatic, underground, irrigation system is recommended to promote and/or protect the landscape investment that is installed with new projects.

Drip Irrigation: Drip irrigation is the most efficient means to deliver supplemental water to plant material; it can also be the easiest to install. Nonetheless, a drip irrigation system requires more attention and maintenance than a conventional spray system. Drip irrigation is recommended for water conservation and reduction of water runoff, but if proper maintenance can not be provided, a conventional spray system is preferable.

General Notes: All heads adjacent to walks, curbs, or any pedestrian way should be pop-up varieties. Adjust all heads to provide even coverage and to avoid overthrow onto walks, walls, and windows. Install anti-drain valves to prevent line drainage and soil erosion. Irrigation heads within turf grass areas should provide head-to-head coverage. Turf grass planting should be irrigated separately from shrub/ground cover areas. Trees should be deep irrigated with bubblers.

MIXED USE DESIGN GUIDELINES

ARTICULATION OF USES

Delineate types of uses in a mixed use building through building massing and placement of fenestration.

Specific Criteria



New mixed use development with residential on upper floor and retail on the ground floor.

Massing: Recessed or projecting room volumes, gables or other roof forms that break the roof line should be used to delineate individual rooms and dwelling units on upper floors.

Location of Uses: Mixed-use projects must consider siting and types of uses to avoid conflicts with surrounding residential uses. Generally, nonresidential uses should be located at the perimeter of the site, oriented away from residential units and toward the most active area of the site or surrounding neighborhood.

Relate to Surroundings: Design elements of a commercial use should relate to those forms found in surrounding residential units.

Fenestration: The location and sizing of windows should be used to differentiate between types of uses.

Public Presence: The design of the commercial component of a mixed use project should maintain a strong public presence through clear glass, interior and exterior lighting, display areas, awnings, or signage.

Entrances: Entrances for second story offices and/or residences should be clearly articulated and accessible from the street or courtyards that open onto the street.

Orientation: Non-residential facilities should not present a rear elevation to the front or side of any residential unit.

Courtyards and Open Space: Courtyards could be shared by different uses, such as office and residential. When a courtyard is to be shared by residential units and office or retail businesses, provide individual outdoor spaces for the residential units that are private visually and functionally.

Privacy: Avoid views to private outdoor residential spaces and circulation from commercial uses to maintain privacy for the residential uses.

UTILITIES/SERVICES/ACOUSTICS

Locate and screen utilities and services to eliminate unattractive conditions for occupants of all uses and combine utilities and services where feasible.



Specific Criteria

Chases: To eliminate the need for future installation of ducts, pipes, and conduit on the exterior of the building, provisions should be made at a maximum of 60 feet on center for one-hour-rated vertical chases through the residential floors to accommodate commercial utilities that must terminate at the roof. The chases should have an interior clear dimension of a minimum of 24 inches by 24 inches to accommodate the smallest Class A exhaust hood for restaurant uses.

Odors: Adequate provision should be made in commercial ventilation systems to eliminate the migration of odors into residential and outdoor public spaces.

Acoustical Separation: Design mixed use structures with acoustical separation between uses in floors, ceilings and walls. Where residential occupancies are horizontally attached to or located over commercial spaces, acoustical separation should be provided as follows:

- Construct floor-ceiling and wall assemblies (where uses adjoin each other horizontally) with a Sound Transmission Coefficient (STC) of 60 or greater.
- Use resilient assemblies to acoustically isolate finishes on concrete and steel columns from the columns supporting second floor framing (or the framing between commercial and residential levels).

SPECIALTY USES DESIGN GUIDELINES

SPECIAL USE CRITERIA

Design special uses to respect the design context of the neighborhood and enhance the streetscape.

Specific Criteria

Public Building, Places of Worship, Schools and Day Care Facilities: Public buildings should have entrances that are inviting and clearly defined. They should be located along commercial streets, integrated into the streetscape and maintain the continuity of store frontages. These facilities should be designed to create a sense of permanence and civic presence. Use of durable and noble materials is encouraged.

ACCESSORY STRUCTURES

Design accessory structures to reflect and complement the design, materials and colors of the primary building, and place where least disruptive to existing streetscape.

Specific Criteria

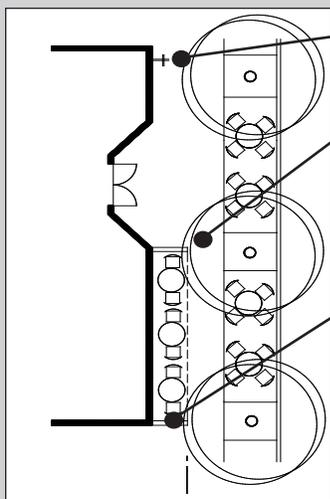
Design and Materials: Accessory structures should be compatible architecturally with primary structures, and should work together to create a sense of a whole composed project. If the character, form or materials are to be different, there should be design elements such as materials, window forms, or a dormer that links them to the main structure.

Placement: Avoid locating accessory structures in places that are part of the streetscape if they are non-habitable uses.

SIDEWALK CAFES

Design outdoor/sidewalk cafes with elements that complement the design and character of adjacent structures, and that enhance the existing streetscape.

Specific Criteria



Hose Bib: For regular cleaning of outdoor eating areas, provide a hose bib.

Path: Maintain a minimum path clearance of 4' - 0" for pedestrians to a maximum path clearance of 8' - 0". Striping on walkways to delineate eating areas should be unobtrusive and not exceed 4 inches in width and be of a cast-in-place tile or concrete material when possible.

Fences: Fences with a maximum height of 3'-6" should be used at the ends of cafe seating areas and adjacent to the curb, but not separating the seating areas from pedestrian paths. Fences shall be 75% transparent.



SIGNAGE DESIGN GUIDELINES

SIGNS AND BANNERS

In many communities like Santa Paula, the visual distinction between the traditional downtown or central business district and other commercial shopping centers, or commercial strips, has become blurred. Many businesses in the downtown use large-scale signs that are more commonly used in a commercial strip or along a commercial highway. In those locations, signs need to be large to attract the attention of motorists zooming past.

Also, businesses in relatively nondescript buildings often feel the need to rely on large, flashy signs to attract attention. In contrast, the Downtown, through facade improvements, will offer an exciting variety of building types, architectural styles, materials and well-crafted details that form a distinctive, memorable context for individual businesses. Therefore, large signs are not only out of scale here, they also overwhelm the architectural and design features that will make our downtown a special place.

Established downtown pedestrian-oriented commercial areas were designed to accommodate shoppers strolling along sidewalks and motorists driving at slower speeds. Such a pace allows people to take in more of their surroundings at a glance, including signs that are scaled more appropriately to the pedestrian environment.

When carefully planned, signs communicate essential information while ordering and enhancing the architectural character of Downtown. A sign's use of color, its size, shape, placement, and selection of lettering can attract or detract from its effectiveness. An effectively designed sign should:

- Be compatible with the surrounding physical and visual character of the area;
- Promote the "individuality" of establishments;
- Identify the business clearly and attractively;
- Enhance the building on which it is located; and
- Reduce the amount of visual clutter caused by excessive and poorly placed signage.

Signs shall be consistent and integrated with the design of the project and shall be constructed of high quality materials. Temporary promotional banners are permitted in the Downtown area. All signage and banners shall be consistent with the Santa Paula Development Code Chapter 16.48 and supplemented by the following criteria.

Specific Criteria

Preferred Sign Types: While many sign types are permitted in Downtown, the following types are preferred:

- Wall-mounted signs at the upper portion of the first story. Individually mounted channel letters are encouraged.
- Awning signs (restricted to the valance or end flap).
- Internally illuminated or backlit awnings.
- Blade or projecting signs.
- Building address numbers.
- Marquee signs for movie and theater uses.
- Murals and super-graphics (painted on a wall surface) not advertising a business.



- Building signs at rear entrances when rear customer entries exist.
- Neon tube lighting on painted wall signs.
- Neon tube lighting on window signs (25 percent maximum window area).
- Neon tube lighting around architectural features.
- Neon tube lighting on projecting signs.
- Professionally designed portable sandwich signs that comply with ADA accessibility and allow unobstructed pedestrian movement.
- Temporary (30days maximum) exterior or interior special sales promotional banners or signs

Discouraged Sign Types: The following sign types are discouraged:

- Internally illuminated can signs with light colored/translucent background field.
- Freestanding pole signs.
- Any signs above the first story (except window signs).
- Roof mounted signs.
- Emitting signs.
- Rotating, moving, or flashing signs.
- Light bulb strings - except holiday decorations.
- Off-site signs.
- Paper, cloth, or plastic streamers and bunting - except holiday decorations.
- Handmade portable sandwich signs that are not professionally designed, or violate ADA accessibility requirements, or obstruct pedestrian movement.
- Statues used for advertising.
- Traffic sign replicas.
- Vehicle signs attached to vehicles parked to advertise a nearby business.
- Balloon signs.
- Swinging signs.
- Exposed raceways behind channel letters.
- Pole signs and billboards.

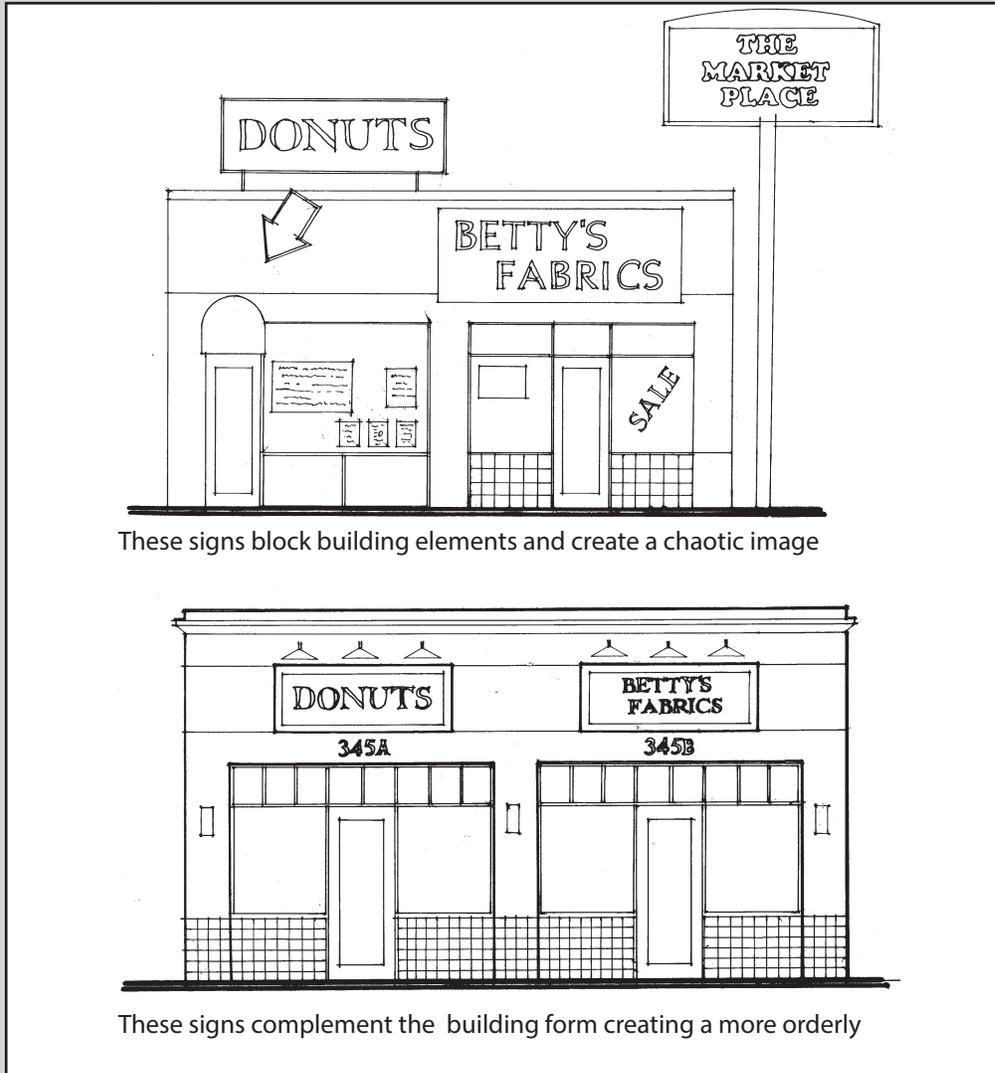
General Design Guidelines for Signs: Use widely recognized logos rather than print/text whenever possible. Make signs smaller if they are oriented to pedestrians. The pedestrian-oriented sign is usually read from a distance of fifteen to twenty feet; the vehicle-oriented sign is viewed from a much greater distance. The closer a sign's viewing distance, the smaller that sign need be.

Sign Color: Colors should be selected to contribute to legibility and design integrity of signage. Even the most carefully designed sign may be unattractive and a poor communicator because of poor color selection.

A substantial contrast should be provided between the color/material of the background and the letters/symbols to make the sign easier to read in both day and night.

Limit colors to three on a single sign. Color is most effective when used simply. Too many colors, particularly accent colors, may distract the reader, reduce legibility, and make the sign less effective.

Vertical or horizontal wooden signs can be effectively utilized in a variety of different ways on windows, building surfaces or as accent bands. A wooden wall sign can be painted or stained and sealed for a more natural look, depending upon the appearance of the surrounding structures. Lettering can consist of metal or raised wood and when placed within a sign band, can serve to unify the building facade. Carved or sand-blasted wood signs are also appropriate.



Sign Architectural Compatibility: Signs should make a positive contribution to the general appearance of the street and the character of the neighborhood in which they are located.

Sign size should be proportionate. The size and shape of a sign should be proportionate with the scale of the structure and should not overwhelm the architecture of the building.

Place wall signs to establish facade rhythm, scale, and proportion where facade rhythm does not exist. In many buildings that have a monolithic or plain facade, signs can establish or continue appropriate design rhythm, scale, and proportion.

As an alternative to an attached sign, lettering may be painted directly on the building facade. This method resembles a wooden or metal band but does not require the introduction of another material.

Wall Mounted Signs: The identification of each building or store's address in six inch high numbers over the main entry doorway or within ten feet of the main entry is recommended.

Sign lettering for storefront wall mounted signs should meet the following recommendations:

- For storefronts 30 feet wide or less, a maximum letter height of 12" is recommended,
- For storefronts 30 feet - 60 feet wide, a maximum letter height of 18" is recommended, or
- For storefronts 60 feet wide or greater, a maximum letter height of 24" is recommended.

Awning Signs: An awning is a roof-like covering or shelter that is usually constructed of canvas or other fabric extending over a pedestrian walkway. Awnings provide shelter from weather, provide scale to the building architecture, and add color and liveliness to the pedestrian path and street.

An awning is permanently attached to a building or can be raised or retracted to a position against the building when not in use. An awning sign is a message that is painted, printed, sewn, or stained onto the awning or awning flap.

The sign on awnings should be placed on the awning flap. The flap should be at least eight (8) inches in height so that the letters and symbols can be big enough to read easily.

The color of an awning sign should be compatible with and complementary to the color and material of the building to which it is attached.

Banner Signs: A banner sign is a logo or design placed on a lightweight material that can move with the wind. Banner signs should not be confused with flags or pennants. A banner sign is intended to add liveliness, color, and a sense of movement to a pedestrian-oriented street and sidewalk.

Banners are encouraged along pedestrian-oriented streets, public plazas, and civic areas.

Banners should not extend more than five (5) feet from the building or one-third (1/3) the width of a public sidewalk, whichever is less.

Banners along the same block of a street should be set at generally the same angle from the buildings.

Banners should reflect the informality and excitement of color and movement.

Hanging Signs: A hanging sign is a sign suspended from a support that projects from the building wall. Similar to awning signs and banners, a hanging sign can add interest and vitality to a street. Hanging signs can include pictorial images, logos, and symbols.

A hanging sign is generally intended to be read by pedestrians along a sidewalk or arcade and by motorists in slow-moving vehicles.

The size of a hanging sign should be proportional to the building facade to which it is attached and typically should not exceed ten (10) square feet.



Window signs are limited to 25% of the window area. Awning signs may be placed on the valance only



A hanging sign should be hung perpendicular to and should not project more than four (4) feet from the face of the building.

To minimize visual clutter, hanging signs should not be located within close proximity to other hanging signs or projecting signs, preferably maintaining a separation of at least twenty-five (25) feet from each other.

The placement of a hanging sign should not impede the safe movement of people or vehicles within a public right-of-way and should be properly secured to a building in a structurally sound manner.

Window Signs: A window sign is a permanent sign painted on or attached to the inside of a window and is designed to be viewed principally from outside the business by pedestrians and slow-moving motorists. To minimize clutter, window signs should not occupy more than 25 percent of the total area of the window in which they are displayed.

The sign copy of window signs should be proportional to the glass surface area

Temporary window signs should be allowed to identify special events and sales provided they are removed immediately following the event. Temporary window signs may remain a maximum of 30 days.

Clear Sign Message: Use a brief message. The fewer the words, the more effective the sign. A sign with a brief, succinct message is simpler and faster to read, looks cleaner, and is more attractive. The wording of signs should be limited to the occupant's names and/or company logo. The sign should not include advertising slogans or services rendered. Words describing the type of commercial use are permitted.

Undesired elements include the following:

- Phone numbers or words describing products sold, prices, or other types of advertising except as part of the occupant's trade name or logo.
- Window signs of any type except those identifying a business.

Avoid hard-to-read, overly intricate typefaces. These typefaces are difficult to read, and reduce the sign's ability to communicate.

Lettering should be in proportion to the size of the sign. As a rule of thumb, the recommended size of letters is between one-third (1/3) to one-half (1/2) the height; of the sign.

Quality and Materials: All signs should be constructed of high quality and weatherproof materials. Appropriate materials should be used for all elements of signs including: all letters, exposed edges, and surfaces. Appropriate materials may include the following: Metal, Wood, Plexiglas or Plastic, Neon, Screen Print on Canvas Awnings, and Painted Graphics (durable paints) on Building Surface.

Inappropriate materials may include the following: Paper, Stucco, and porous material, i.e., Styrofoam.

A project proposed with inappropriate materials may apply for special considerations if:

- The proposed material, in the particular application, will blend well with the existing or new materials;
- Other materials would not achieve the same desired theme of the proposed use; or
- The overall architectural design and detailing is of such quality as to justify its use.



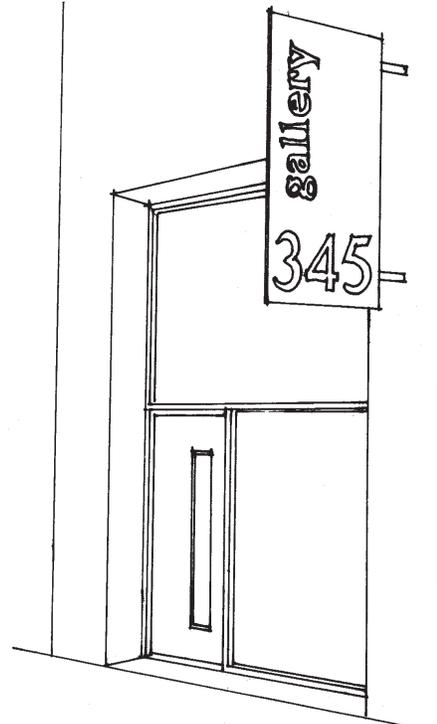
Complement Building: All signs should relate proportionately in placement and size to other building elements, and sign style and color should complement the building facade.

Historic Neon Signs: Historic neon signs should be renovated.

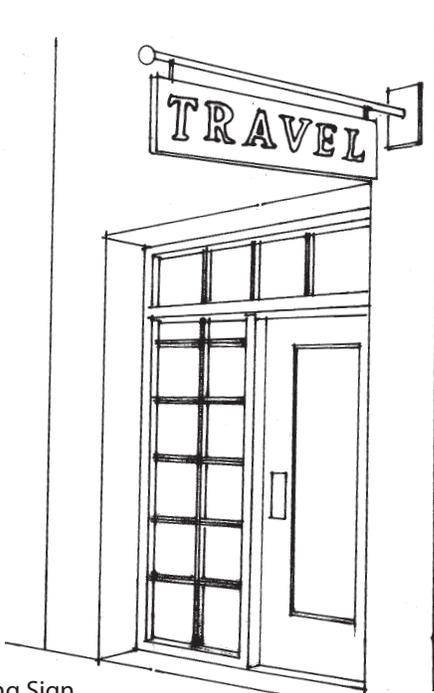
Exposed Hardware: Conduit, tubing, raceways, conductors, transformers, mounting hardware and other equipment should be concealed.



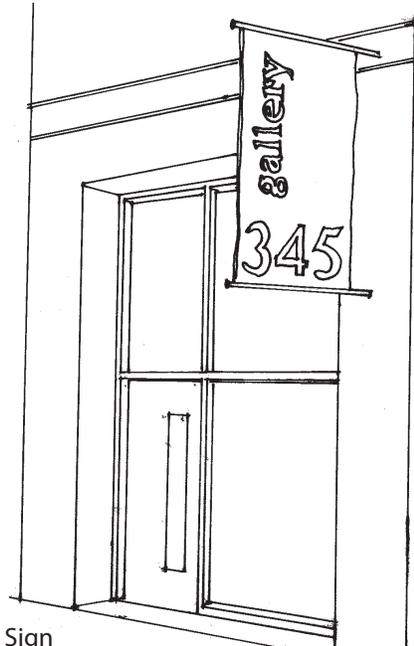
Canopy Sign



Blade Sign



Hanging Sign



Banner Sign

Sign Types

APPENDIX E
PROPOSED DEVELOPMENT CODE AMENDMENTS



RESPONSE TO COMMENTS

No response at this time

City to address

Will incorporate into document

I. Planning Commission Meeting - June 29, 2004

Public Comment:

Mike Miller -

There are some opportunities for the downtown. [Editorial](#)

The prior plan discussed the Railroad Corridor extensively and physical enhancements such as the façade improvement program. [Editorial](#)

Need to update the Development Code. [Planned in near future](#)

Need to be specific and have a regulating plan and development codes [To be evaluated as part of the Development Code update](#)

Put in the codes, provisions for high quality development [To be evaluated as part of the Development Code update](#)

The plan does highlight areas in town and how they can be developed [Editorial](#)

Wants control over what building types there are and where they are located [To be evaluated as part of the Development Code update](#)

He will attend the City Council meeting where the Plan is being deliberated [Editorial](#)

Planning Commission

Karl Berger

Provided an overview of how the visioning document proceeds from public input into regulation. This is the first step of a lengthy process. The visioning document constitutes the public's concepts for developing the downtown. The next step would be for the City Council to authorize development of actual regulation that would implement the concepts set forth in the visioning plan. Typically this is done through a specific plan which is, in essence, separate zoning regulations for one particular area within the City's jurisdiction. The specific plan would have environmental review and would establish the codes used to enforce architectural design, landscaping, and the "feel" of that particular area. Based upon the regulations established by the specific plan, guidelines would be drafted which set forth even more specific requirements to implement the specific plan. For example, if the theme for the downtown were Mediterranean, then the design guidelines might require red roofs using one of several different types of materials. In essence, the planning commission was now at the top of a funnel and the rest of the process would eventually narrow down into specific regulations for downtown development. If Santa Paula were a bigger City, this process might be done in-house with staff. However, under these circumstances it is more likely that the City Council (if it wished to move forward with implementation) would contract with a third-party consultant to draft the specific plan, conduct an environmental review, and draft design/landscaping or other guidelines.

All of these actual planning documents would go through planning commission review and, ultimately, require city council approval. Typically, the process would take 5-6 months to complete. [Staff analysis](#)

Jess Ornelas

Did not like the gateway. [Gateway design is conceptual - will note in final draft](#)

Would like to see more form-based coding [To be evaluated as part of the Development Code update](#)

Would like to see the center be denser and move outward with less density. [To be evaluated as part of the Development Code update](#)



Wants to see a means for creating more vibrancy in Downtown [Editorial](#)
Wants more dense housing [To be evaluated as part of the Development Code update](#)

Michael E. Sommer
Likes the Plan, thinks it shows good thinking and good planning [Editorial](#)
Would like to see his name spelled correctly in the document. [Will change to Michael E. Sommer](#)

John Turturro

Doesn't like the Gateway arch and proposes a different structure (says it is Disneyland-like) [Gateway design is conceptual - will note in final draft](#)

Area considered Downtown is too small he suggests the map which is attached to his comments and rendering of a new Gateway. Map includes Palm to 12th and Railroad Avenue to Harvard Blvd. Wants to see high density, mixed-use zone within that expanded area. [To be evaluated as part of the Development Code update](#)

Wants a larger mixed use zone [To be evaluated as part of the Development Code update](#)

Suggests that there could be several pocket parks in downtown ex. Next to Mill [Do as part of the Update of the Master Plan for Parks](#)

Would like the City to require professional assistance when owners or tenants are making improvements to their property even if it only includes painting or awnings [Include as part of the facade rebate program](#)
Recommends that the city have a stronger review body for projects, having people with architectural and design skills [City could establish a design review board](#)

Recommends looking at the City of Paso Robles for a good Main Street Program [Editorial](#)

Provided staff with written comments that were submitted for the record - See below

Gary Nasalroad

Doesn't like the Gateway arch either [See note above](#)

Look at the library area for a pocket park [Do as part of the Update of the Master Plan for Parks](#)

Historic properties in or near downtown include: RR Depot, Oil Museum, Ebell Clubhouse, and Glen Tavern. [Will add Glen Tavern](#)

The City of Santa Paula has invested in the Railroad Dept and the Museum has been refurbished. Commissioner Nasalroad would like to see the city invest funds like CDBG into the Ebell Theater and save it. [Do as part of the Update of the Master Plan for Parks](#)

Jennifer Matos

She likes the document [Editorial](#)

Chair Rita Graham

It is a good document [Editorial](#)

II. Draft Design Guideline Recommendations from Steve Coyle [To be evaluated as part of the Development Code update](#)

The design guidelines might include a more formal and sequential transition from larger-scale urban design principles to mid-scale architectural details and the architectural specifications. The Downtown Design Guidelines should provide the General Plan adequate criteria in providing standards for development and specific urban design standards.

Recommendations: The specific architectural guidelines should provide a clear and thorough description of the criteria through diagrams, pictures, and specific language.

Suggested hierarchical organization of Design Guidelines:

Sequential transition from; urban design principles:



- a. Visual indication of arrival and departure should be provided at entries to the space.
- b. Views through public spaces should be terminated or deflected within the space in order to create a sense of destination and arrival, by making the space visually interesting and engaging.
- c. Public spaces, including street right-of-way and pedestrian areas, should visually enclose space.
- d. Street design should create an equitable balance of convenience, safety, access, and aesthetics for pedestrians, bicycles, automobiles, and emergency vehicles.
- e. Street walls and building frontages should visually support attractive, safe, and lively pedestrian-oriented streetscapes.
- f. All buildings within the project area should be designed with a harmonious architectural vocabulary, regardless of architectural style.

To street right-of-ways, site layout, setback criteria, street enclosure, and streetscape design principles;
To massing in relation to proximity of single-family, commercial, and mixed-use;
To parking location and consolidation;

Sample Design Standards Draft:

Site Development Standards are primarily concerned with the location and orientation of a building on a site, and its visual relationship to the street and adjacent buildings. Site Development Standards determine building setbacks from the property lines, building and entrance orientation, building height, lot coverage, and off-street parking location and screening.

The building's location on a site and the amount of building façade on the street, its height and entrance orientation are important factors for the building's relationship to the street. In town center areas buildings with large setbacks from the street and sidewalk generally diminish the human scale qualities of pedestrian friendly streetscapes, in particular when parking lots are placed between the street and the building front. Buildings in a well-designed and successful commercial or mixed-use district typically are located close to the sidewalk and with main entrances in the front. In special cases, deeper building setbacks may be appropriate to accentuate a prominent civic structure, and to allow for pedestrian amenities, such as plazas or parks.

Building Location / Setbacks

In order to create a coherent streetscape, a maximum setback for all commercial and mixed-use structures should be established. Civic structures, and, in special conditions, commercial and mixed-use structures, may be excepted if the deeper front setback provides a public amenity such as a park, plaza or other pedestrian amenity.

Building Height

The height of buildings on a street contributes to the spatial experience of a pedestrian on the street or sidewalk. A street visibly enclosed by buildings and street trees helps create a strong sense of place or identity the feeling of an 'outdoor room'. The ratio of building height to the distance between building fronts determines the degree of enclosure: the tighter the ratio, the stronger the sense of enclosure and place. The degree of desired enclosure differs depending on the context. In a major city center, taller buildings may be appropriate; in a small, rural community, the same street width may be lined with much lower structures. As a general rule, if the height-to-width ration is larger than 1:6, the human eye does not perceive any spatial enclosure. For example, single story buildings along an 80-foot roadway fail to create a sense of enclosure. A human-scaled main street typically has a height-to-width ratio of no more than 1:3.



Note

The document contains much helpful specific requirements, from signage through windows and entries, and much information on implementation strategies and tactics. I would add the 'big picture' design principles. The implementing ordinances will have to be drafted as well, to connect the existing text to the proposed.

III. Mike Millers Comments

Generally, the draft plan looks ok. However, I don't see more specific language in support of the redevelopment of areas East of 10th street, or elsewhere-- areas that are presently underutilized. **Not Part of study area though the area to the east would benefit from redevelopment. It should extend to Highway 126.**

Clearly, the creation and adoption of a specific redevelopment plan for areas surrounding the downtown, with the adoption of zone changes and incentives for more compact development, would do much to facilitate investment-- and benefit the long-term economic health of the community. **To be evaluated as part of the Development Code update**

I am concern that we are missing an opportunity for the adoption of policies that encourages more efficient land-use of areas presently underutilized within the broader town center. **To be evaluated as part of the Development Code update**

With this in mind, I suggest that more specific support for compact residences, commercial, and mixed-uses be supported within the City's land-use policies. **To be evaluated as part of the Development Code update**

3 (to 4) Story Buildings

Take a look at Downtoen Play, under "City Center" sub-area, A.4.(pg. 19). I got the "3-4 story" from that sub-area. **To be evaluated as part of the Development Code update**

What many City's are doing these days is requiring the 4th story to be setback from the street frontage. This reduces concern that the building would be imposing for the pedestrian on the street. And the pulled back 4th floor provides a patio for the upper residences! So the frontage at the street would be 3 stories. **To be evaluated as part of the Development Code update**

The max height (in ft) would be provided in the development code. **To be evaluated as part of the Development Code update**

Recommended Language Addition - draft

Recommend adding the follow language to the sub-areas listed below:

Encourage the redevelopment of the specific sub- areas to allow urban 3 story building types (4th story with set-back from frontage) residential uses including mixed-use (where appropriate), Live/Work, and stand alone residential.

(Projects subject to Architectural Review, and in conformity with Development Code and Regulating Plan.)

Language to be added to sub-areas:

- A. City Gateway
- C. Rail Road Corridor, (Mill District)
- G. Service District (Town Center East),
- H. Office District (Town Center West)
- I. Residential Areas **To be evaluated as part of the Development Code update**



IV. Written Comments 7/26/04 from Planning Commissioner - John Turturro

COMMENTS

Excellent work. This report is well done. [Editorial](#)

SUGGESTIONS

- Page 14, the 10th Street Gateway. The proposed metal arched truss design seems inappropriate. This element has shown up in shopping mall and Disney-like developments and in my opinion is not representative of Santa Paula. As an alternative, I would suggest a stronger architectural element as the gateway piece. (Please see sketch - Exhibit A). **Gateway design is conceptual - will note in final draft**
- There are several opportunities to provide pocket parks within the downtown planning area. These small parks serve both residents, children and visitors. One suggest location would be one quarter of the parking lot behind the mill at 8th 4 railroad. **Do as part of the Update of the Master Plan for Parks**
- Several passages in this document encourage building owners and occupants within the downtown to rehabilitate their storefront and then go on to list some limited decision guidelines. What is missing should be included at each of these passages is seeking of professional help. My suggestion is to add the following to each of these passages. (Page 29-middle, page D-9 top, page D-18 center page, D-27 bottom)

Add this Language

Building owners and businesses are encourage to seek qualified professional design consultation from designers and/or architects in the selection of colors, surface materials, lighting, awnings, retail merchandising signage, space planning, architectural details, new construction, and remodel both interior and exterior. **Will add**

Page D-7, middle paragraph

Totally new building construction...compatible...to surrounding properties. Add: New or renovation construction of modern, innovative or period style may be permitted through petition and approval by the design assistance committee. **Will add**

- The area 4 zone of the downtown as identified in this document are somewhat small and compartmentalized. Strict separation of zones (permitted usages) is fast becoming antiquated practice in urban planning. I strongly suggest that the downtown planning area be expanded to include the areas from Palm in the west, to 12th Street in the east, Harvard in the south to Santa Barbara and Railroad in the north (see maps, Exhibit B) within the downtown planning area mixed-use and live work should be allowed. **To be evaluated as part of the Development Code update**