
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).

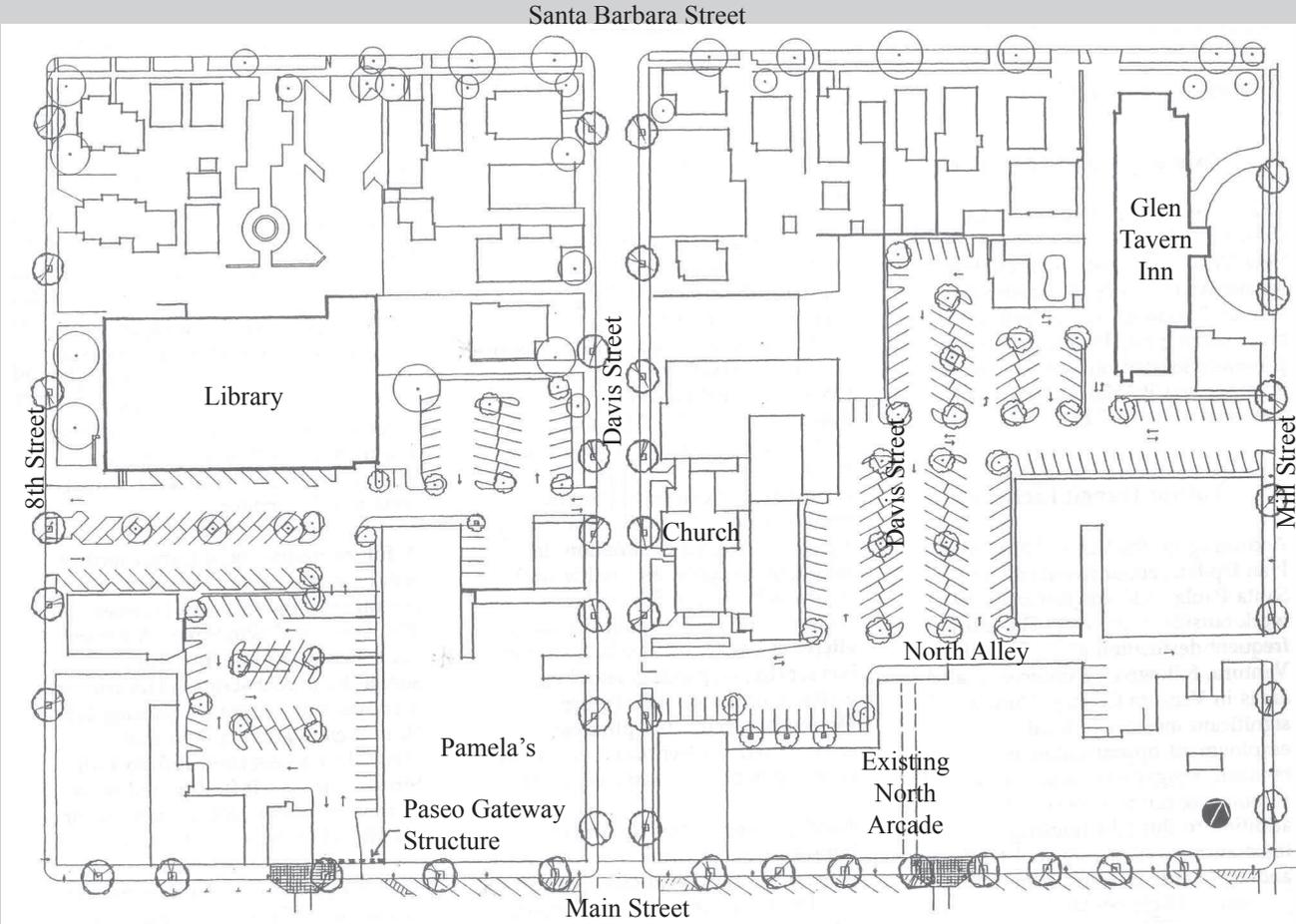


Exhibit C - Redesigned North Alley Parking

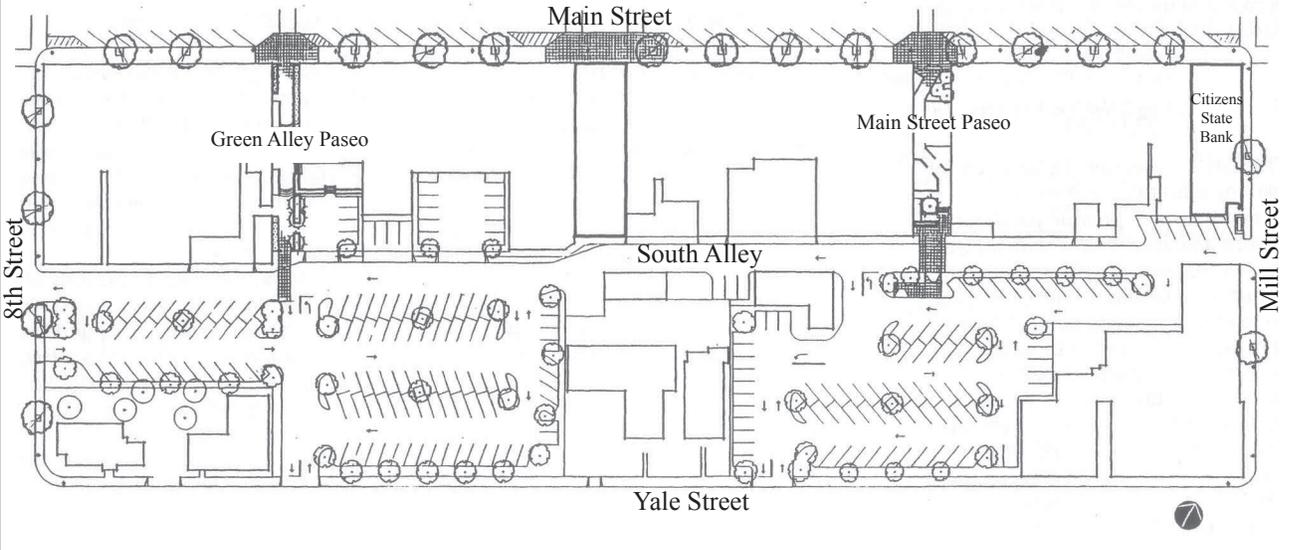


Exhibit D - Redesigned South Alley Parking

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.

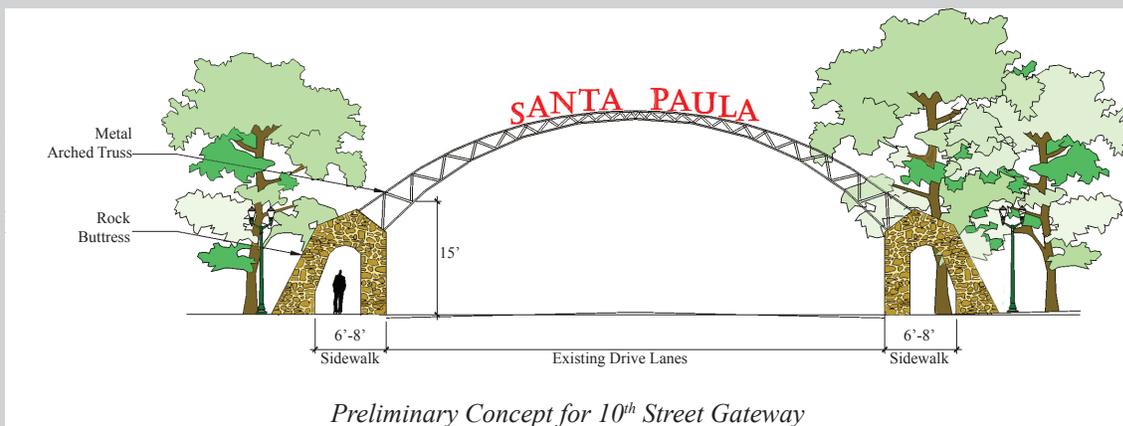
For years well designed wayfinding systems have been used by indoor malls, airports, and corporate campuses. Now, these environmental graphics are being used more and more by traditional downtown commercial areas.

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

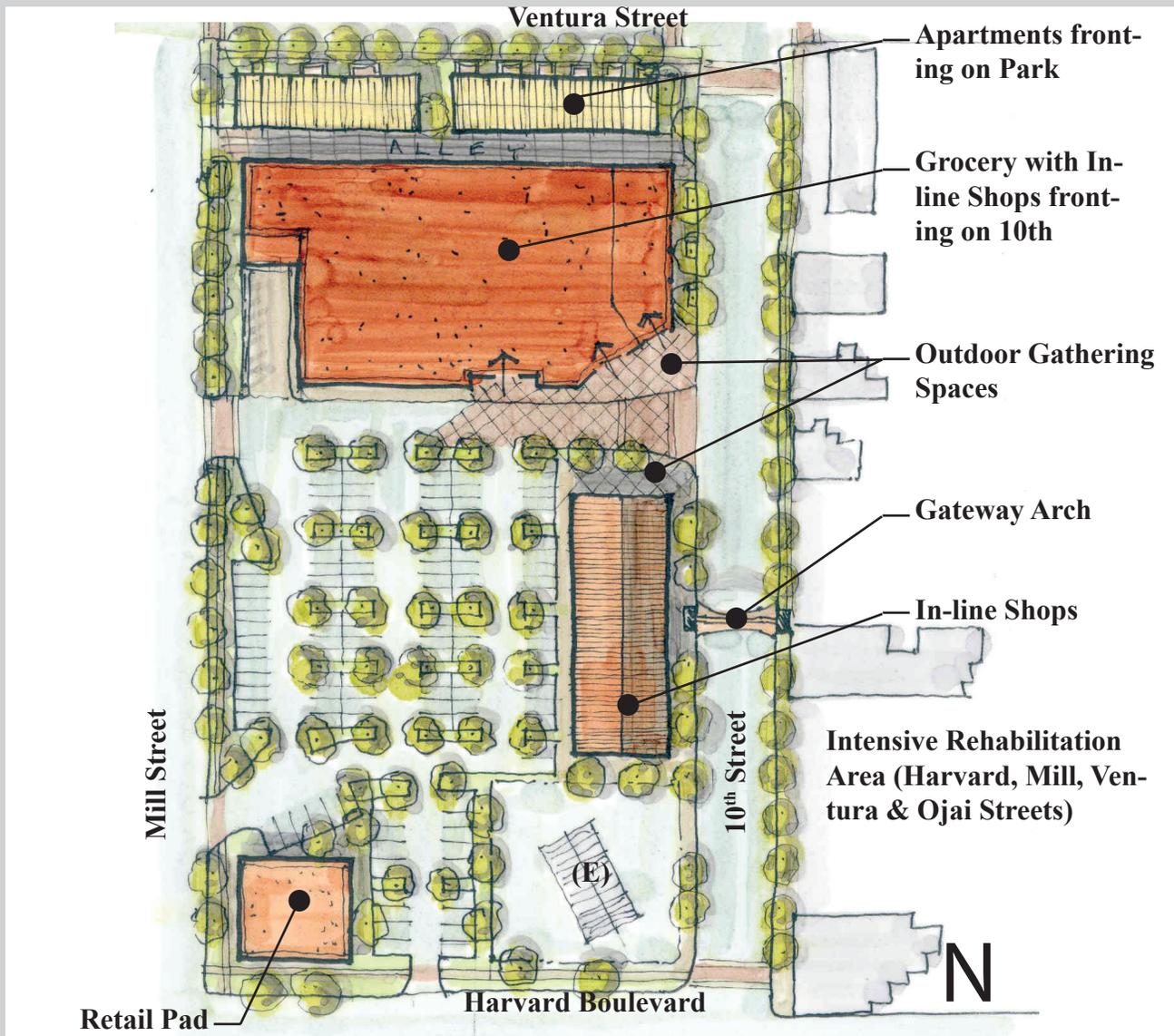


Exhibit G

- 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

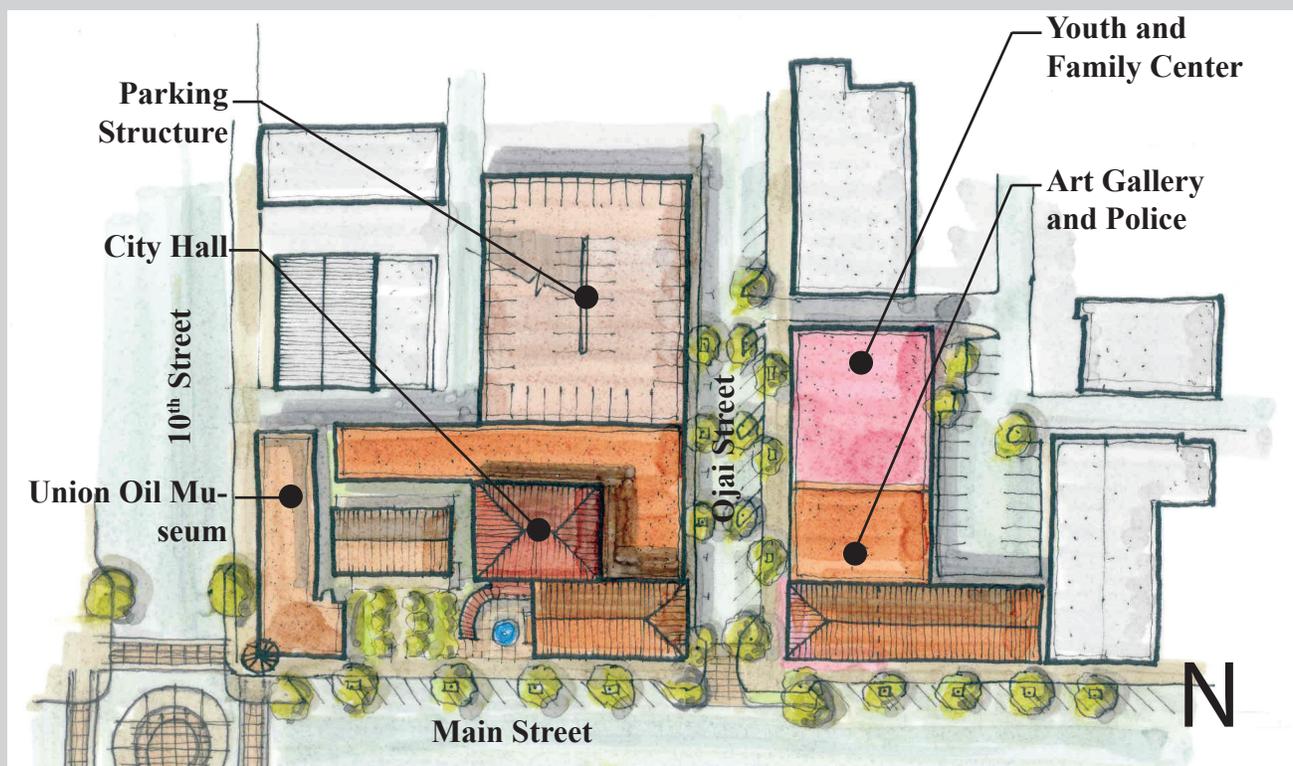


Exhibit H



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

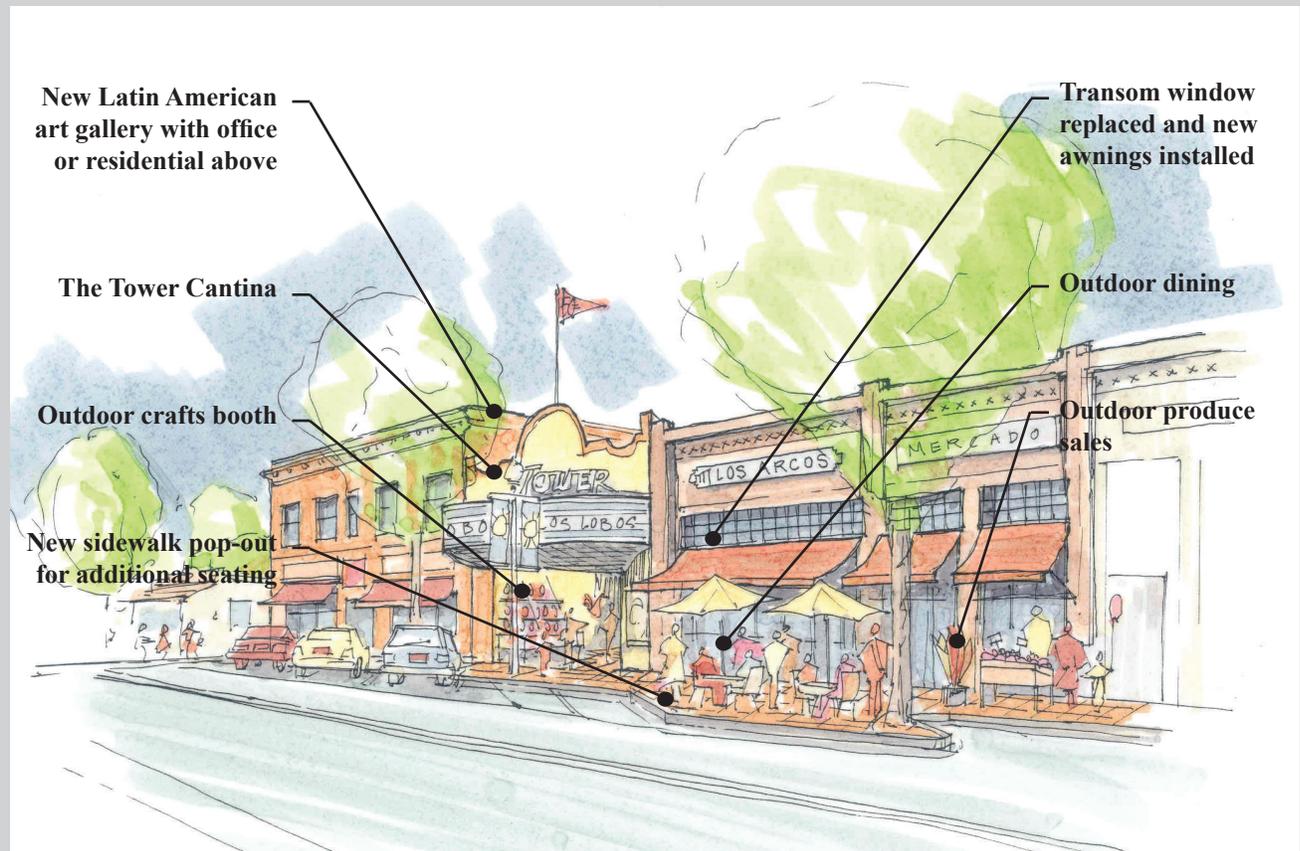


Exhibit J



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

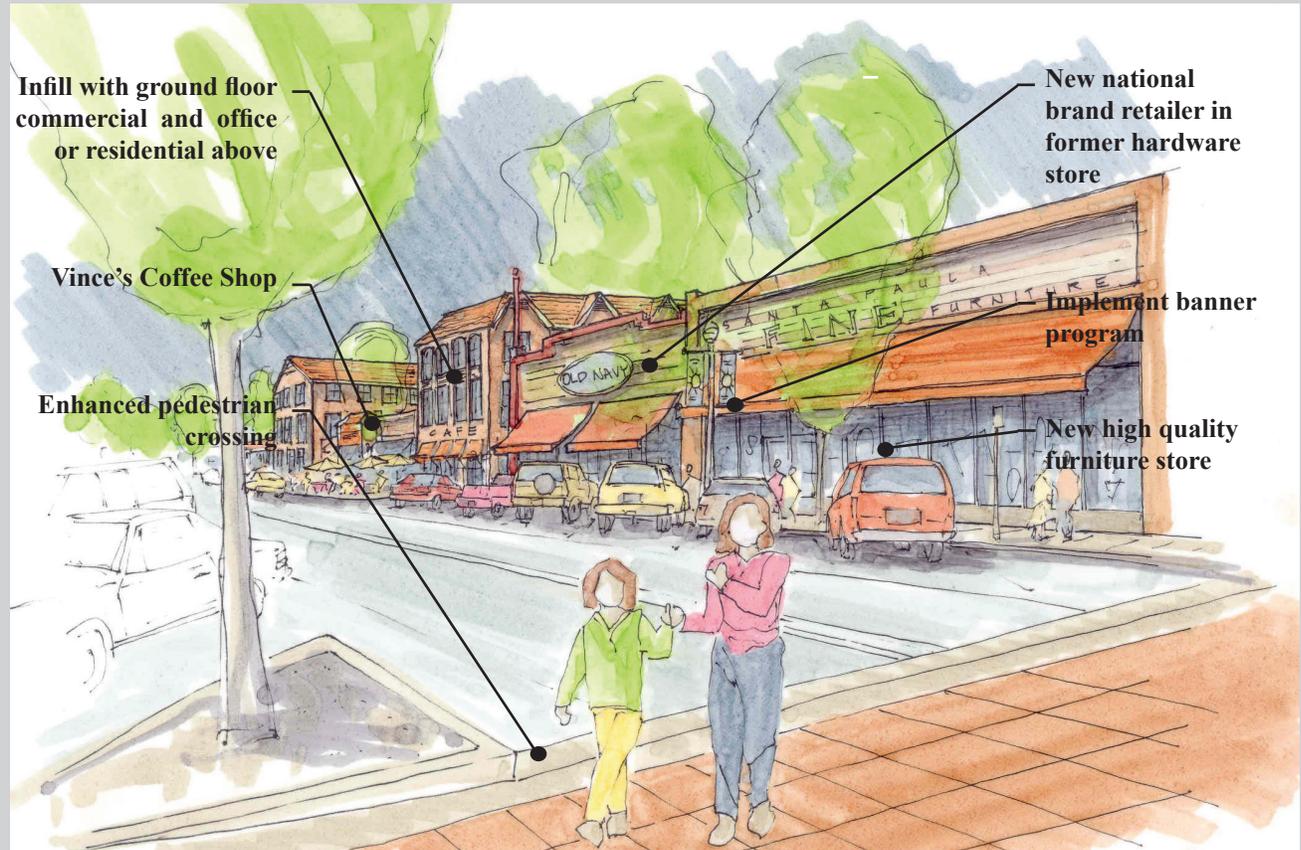


Exhibit K

- 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

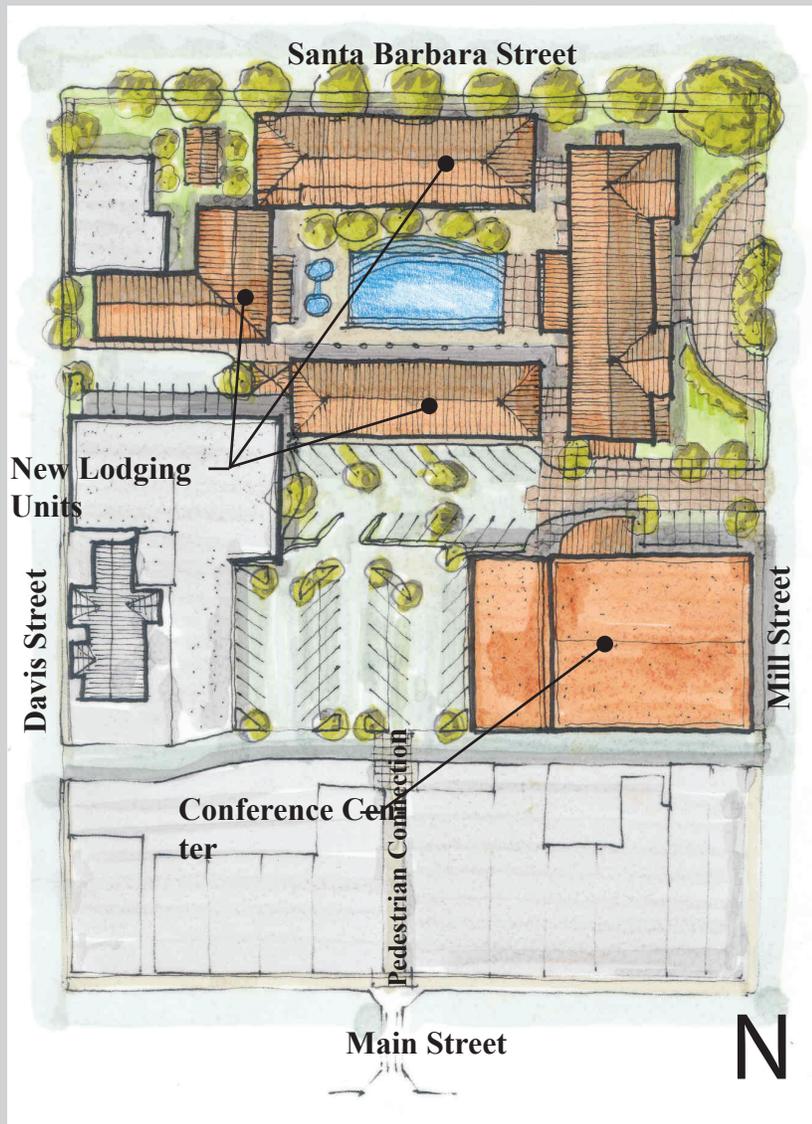


Exhibit L

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