

REVITALIZATION STRATEGY For DOWNTOWN KINGSBURG



June 15, 2017



COMMUNITY PLANNING ASSISTANCE TEAM
AMERICAN PLANNING ASSOCIATION, CALIFORNIA CHAPTER

THE CPAT PROGRAM OF THE AMERICAN PLANNING ASSOCIATION

The California Chapter of the American Planning Association (APA) created the Community Planning Assistance Team (CPAT) program in 2016 to provide pro bono planning assistance to financially constrained municipalities and community groups in California and Baja California. The program was initiated by the Planners Emeritus Network (PEN), an affiliate of the Chapter which recognizes experienced planners who have made significant contributions to the profession and to the communities they serve.

The CPAT program pairs expert planning professionals from throughout California with residents and other stakeholders from communities with limited resources to solve specific planning problems. It is an intensive one to four day effort. The volunteer professional planners receive no compensation, but the community is expected to cover direct costs for transportation, meals, and any required overnight accommodations.

The California CPAT program is modeled after the nation-wide Community Planning Assistance Team program sponsored by the national American Planning Association. That program was created in 1995, and has since assisted 30 communities. Four other state chapters of APA, in addition to California, have created CPAT programs for their state.

Municipalities or community groups may file applications for California's CPAT program through the California Chapter website: www.apacalifornia.org/ (click professional development/CPAT). APA California is eager to empower communities with limited resources to solve pressing planning problems and to gain the confidence necessary to develop and achieve a positive vision for their future.

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CHAPTER ONE CPAT COMES TO KINGSBURG

Introduction to the City of Kingsburg

The Charter City of Kingsburg is rather unique compared to other communities in California's Central Valley. The town of approximately 12,000 persons, located about 24 miles south of Fresno, shares with its neighboring towns an economic base of agriculture, including grapes, almonds, peaches, raisins and berries. What distinguishes it from others, however, is its Swedish heritage. It was settled in 1873 by a group of Swedish natives at a flag stop on the Central Pacific Railroad. The village grew to become a prosperous little farming town, but always retained its unique identification; in 1921, with 94% of its population of Swedish heritage, it became known as "Little Sweden."

Despite population growth and demographic shifts (see Figure 2-4); Kingsburg retains its unique Swedish character. City leaders have used it to advantage to attract visitors and to add tourism to its economic base. The Downtown is now marketed as "Swedish Village" to drivers passing by on busy Highway 99. It has a quintessential main street corridor, Draper Street, with commercial buildings dating back to the 1900s. Design guidelines require a "Swedish architectural style," and a Form Based Zoning Code encourages building forms and site plans which promote pedestrian activity. All of the very wide Downtown streets, including Draper, have diagonal parking; bulb-outs at intersections have attractive, well-maintained landscaping. The nearby Historic Kingsburg Train Depot has undergone a complete renovation, and an affordable multifamily senior housing project has recently opened just a block off of Draper Street.

On October 15, 2016, an early morning fire destroyed the historic Stone Hotel building on Draper at the western entrance to Downtown.



Draper at the western entrance to Downtown. Although the building's upper floors of hotel rooms had been unused for many years, the ground floor uses, including a popular coffee shop, had added vibrant life to Downtown.

View of Draper Street

The loss of one of Downtown's iconic buildings was felt as a devastating blow by

community leaders and Downtown merchants, who finally accepted the fact that the Downtown has been in decline for many years. Most of the Swedish specialty shops and restaurants have gradually left the main street. Former small retail businesses have closed, and have been replaced by office uses or have remained vacant; one major storefront has been held

vacant for nearly 25 years. Except for restaurants, most businesses in downtown are now closed on evenings and on Saturdays and Sundays.

Community leaders realized that downtown Kingsburg needed help. At first they turned to the Small Business Revolution, a reality television show which promised to provide \$500,000 to assist small downtown businesses in the town it selected as the focus for its second TV season. The show narrowed down its initial 14,000 applicants to five, including Kingsburg. Unfortunately, Kingsburg did not make the final cut.

Overview of the Community Planning Assistance Team Project

The City then turned to the Community Planning Assistance Team (CPAT) program, recently created by the California Chapter of the American Planning Association (APA) to provide pro bono planning assistance to financially constrained California communities. Kingsburg filed an application with APA on January 22, 2017, requesting advice and assistance on revitalizing its downtown and updating its wayfinding (signage) program. On February 9, 2017, Kingsburg received notification that its application had been accepted, and the City and CPAT leadership began scheduling the project. It was agreed that a team of planning professionals would visit Kingsburg for four days and three nights on April 27 through April 30 to work with the community on a revitalization strategy for Downtown.

The Community Planning Assistance Team assembled by APA to assist Kingsburg consisted of six experienced professionals: Team leader Robert Paternoster, FAICP, is a retired planning manager, having served as planning director for the cities of Pittsburgh, PA, Long Beach and Sunnyvale, CA; Michael Dozier served as Economic Development Director for the City of Clovis and recently served in the same position for Fresno State; Tom Ford, AICP, is an urban designer with the M-Group in Hayward; Stanley Hoffman, FAICP, is the president of the urban economics consulting firm of Stanley R. Hoffman Associates in Los Angeles; Emily Morishita is a senior designer with the wayfinding consulting firm of Hunt Design in Pasadena; and, Cynthia de la Torre is an assistant planner and zoning specialist for the City of Beverly Hills (for more biographic details, see Appendix B: Meet the Team).

The Team arrived in Kingsburg on Thursday afternoon, April 27, a beautiful sunny and comfortably cool Central Valley day. They were greeted at lunch by a welcoming committee which included Mayor Michelle Roman, City Manager Alexander Henderson, and Economic Development Advisor Jolene Polyack, as well as selected leaders from the business community. Following lunch they were led on a walking tour of downtown, highlighted by a reenactment of a 1920's train departure at the restored Historic Kingsburg Train Depot. They then hopped on a bus to tour the remainder of Kingsburg, its surrounding farms, and the nearby City of Selma.

With the quick physical reconnaissance completed, the Team conducted a major community meeting in the evening to obtain input on community values and aspirations. The scores of residents and business owners who attended the meeting responded actively and enthusiastically to the SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis led by the Team. Table 1-1 summarizes the results of the SWOT analysis, with priorities indicated by the numbers recording the community vote for each issue.

**Table 1-1
Kingsburg Downtown SWOT Analysis
(Strengths-Weaknesses-Opportunities-Threats)**

Strengths		Weaknesses	
17	Community festivals	17	Lack of retail
13	Authentic scandinavian theme	13	Vacancies
12	Swedish heritage/history/foundation	10	Generational property ownership w/o involvement
11	Strong religious community	9	Directional signage
8	Historic tourism	8	Entry unattractive
7	Coffee pot tower	5	Lack of Swedish-themed restaurants
7	Band concerts in park	5	Parking signage
		5	Increase in crime
Opportunities		Threats	
17	Tourism bus stop & hospitality welcome	NA	Loss of identity
12	Antique shops	NA	Growth
10	Coffee Shop	NA	Loss of business
9	Outdoor dining	NA	Loss of Kingsburg's historic education
9	Kingsburg historic education		
8	Downtown business association		
7	Additional murals		

There was a clear consensus that the Swedish heritage and related community festivals are Kingsburg’s major strength, followed closely by its strong religious orientation. A similar consensus was obvious on major weaknesses, including the increased retail vacancies in downtown, perhaps caused in part by uninvolved absentee property owners, and inadequate directional signage. Overall, the Team was impressed with the deeply personal and positive feelings that the residents and business owners expressed towards Kingsburg, the strong community pride which they evidenced, and their overall sense of optimism.



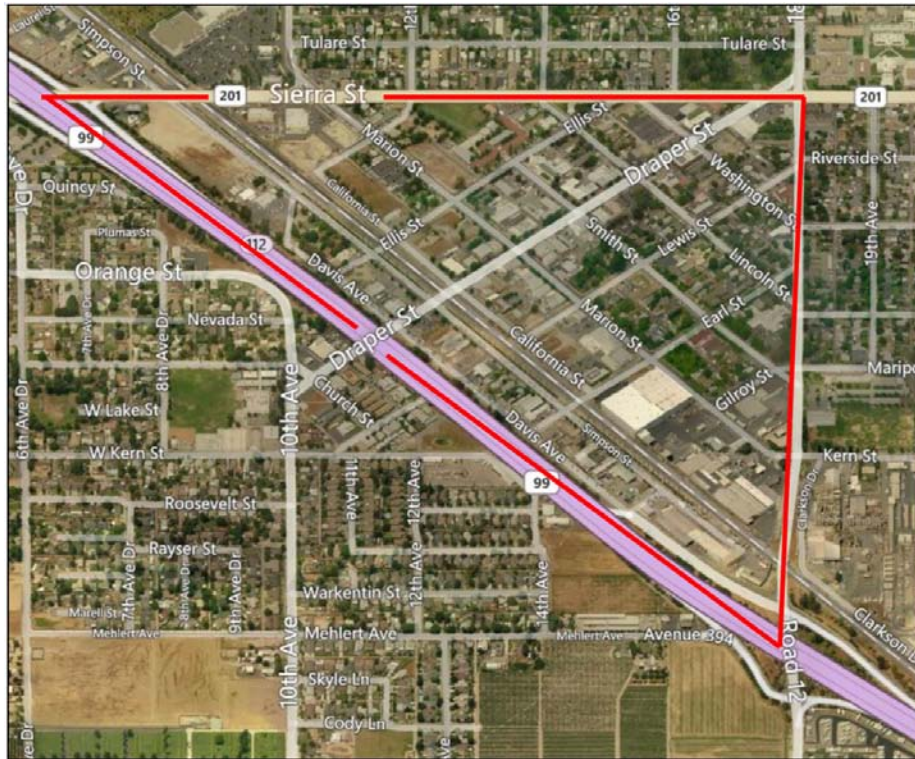
The Team completed its reconnaissance during most of the day on Friday, holding one-on-one interviews with 23 key community stakeholders. The Team felt confident by the end of the day that they had gained a good understanding of the problems facing Kingsburg, the potential for solutions, and the aspirations of its people. The hard work then

began in an intensive charette all day Saturday and early Sunday morning. By 1 PM Sunday afternoon, the Team was prepared to make its recommendations to the community at a special

City Council meeting in City Hall. The meeting was well attended by the community, and the City Council responded positively to many of the Team’s recommendations, which are summarized in Table 1-2 at the end of this chapter. The Team’s detailed analysis leading to the recommendations are contained in the remaining chapters of this report.

Figure 1-1

Downtown Kingsburg Study Area



The study area for the CPAT project is Downtown Kingsburg, a triangular area of approximately 181 acres bounded by Sierra Street, 18th Avenue and Highway 99. Downtown’s main street, Draper Street, bisects the triangle. The active part of Draper consists of only five blocks between California Street and Sierra Street; of the five blocks, the westernmost three are the busiest, lined

with shops in century-old buildings. Simpson Street runs parallel to Highway 99, between Highway 99 and the railroad line, perpendicular to Draper Street; it houses free standing commercial structures, including a winery/wine tasting establishment, numerous auto repair shops and a large vacant site at the southwest corner with Sierra Street, just east of the interchange with Highway 99.

The study area reflects many progressive actions of the City of Kingsburg in its support of Downtown. Many of the physical improvements and programs that professional planners would normally recommend are already in place:

Branding: Downtown has been identified as “Swedish Village,” a brand unique to Kingsburg in all of California. The brand is reinforced through required “Swedish architectural style” in Downtown, and proclaimed on the City’s website. The establishment of a strong and legitimate brand for a community is difficult, but this community has already accomplished it. **Kingsburg should maintain its Swedish Village brand and work to strengthen it.**



Streetscape: Draper Street already enjoys an attractive streetscape which includes lovely large street trees adorned with “twinkle lights,” banners promoting the Swedish theme, and attractively landscaped sidewalk bulb-outs at intersections. The City is currently undertaking a major repair of all older sidewalks.

Business Incentives: A Façade and Alley Improvement Program have been instituted, which reimburses a business for façade and alley improvements with a matching grant of up to \$5,000. New and expanded businesses are guaranteed a 21-day permitting schedule and a 25% reduction in impact fee assessments. In addition, the City offers new and expanded businesses a 50% rebate on real estate and local sales taxes for 36 months.



Public Parking: The City has provided three public parking lots behind the Draper Street shops, but has not installed effective signage to direct shoppers to them. All curbside parking on the wide Downtown streets has been converted to diagonal, thereby increasing the number of on-street parking spaces. Although the CPAT

did not undertake a parking analysis, there appears to exist sufficient parking to support significant revitalization of Downtown. However, the City may want to retain a transportation consultant in the future to verify that the parking supply is sufficient to support proposed Downtown development.

Form Based Code: The City has adopted a form based zoning code for Downtown, which requires active street frontages and encourages mixed use development in multi-story buildings.

Despite the fact that the City of Kingsburg has done “all the right things” to promote its Downtown, the central business area continues to struggle. Numerous problems are evident:

Loss of Retail Uses: Retail uses have been leaving Draper Street in disturbing numbers, being replaced by office uses or no use at all. A continuous frontage of active retail, service and restaurant uses is critical to the success of a commercial area. These uses generate a dynamic concentration of pedestrian activity, with each store or restaurant attracting scores of customers per hour compared to the relatively few attracted by offices, and none by vacant storefronts.

Unsupportive Absentee Property Owners: Many of the properties along Draper Street are owned by families who got their start in Kingsburg, but have since moved away from the City. Their legitimate objective is to manage their properties as simply as possible, maximizing rents and minimizing overhead costs. In some cases, they have found it easier and more profitable to rent to an office use than to work with a local merchant wanting to establish a new retail or restaurant business. In one notable case, a family which owns one property has found it in its best interest to leave the building vacant (for nearly 25 years!) rather than undertake the costly seismic improvements required prior to occupancy. Such owners may fail to appreciate the redevelopment potential of their properties.

Inexperienced Local Merchants: The ownership of retail businesses by local merchants is a distinct advantage, often offering one-of-a-kind merchandise and friendly customer service. But local merchants are sometimes inexperienced in business management and marketing, resulting in untenably low sales volumes. Such appears to be the case in Kingsburg, where business training programs could serve to enhance their opportunity for success.

Limited Business Hours: Another aspect of business ownership by small local merchants is that they often try to operate their businesses entirely by themselves, with no employees. Unless they are young and aggressive, they prefer working no more than 40 hours a week, leading to very limited business hours. A high proportion of the retail businesses on Draper Street are closed on evenings and on Saturdays and Sundays, the very times that many local residents and most tourists desire to visit their shops and restaurants.

The assignment of the Community Planning Assistance Team was to determine how Kingsburg might build on its strengths and overcome its weaknesses, leading to the revitalization of Downtown. The Team realized that commercial centers throughout the country, big and small, are suffering as consumers increasingly turn to the internet to purchase many of their necessary, standard goods. But the Team also realized that its study area is more than just a commercial center; it is a genuine, historic downtown. (The big box center in Selma is a commercial center, and an enclosed suburban mall is a shopping center; but neither is a downtown.)

The Team understood that people today are increasingly seeking more than just a shopping center when they need to purchase goods. Many are now seeking a pleasant and unique experience, including an attractive and unique physical environment and an opportunity to satisfy multiple needs on a single trip. They may not come primarily to shop, but to experience the unique place and to partake of other offerings, such as food and/or entertainment; nevertheless, they may end up spending for goods and services.

The conclusion is that these current trends in consumer behavior and retailing can work to Kingsburg's advantage. It possesses not just a commercial center, but a genuine downtown, albeit a struggling one. The challenge for the Community Planning Assistance Team, therefore, was to make realistic recommendations to the City of Kingsburg which, if implemented, could restore the Downtown as the vibrant heart of the community. Downtown Kingsburg can and should continue to give the City its identity, and become its one place to which everyone in the community relates --- a common ground, a social meeting place, and a walkable, pleasing shopping and dining environment.

Summary of Recommendations

Tables 1-2 through 1-4 summarize the recommendations of this report. These recommendations are stated in bold in the text of each chapter along with a detailed discussion and rationale for each. The recommendations which are suggested for immediate action (within 12 months) are shown in bold type.

Table 1-2
PHYSICAL DEVELOPMENT RECOMMENDATIONS

<ul style="list-style-type: none"> ● Kingsburg should maintain its Swedish Village brand and work to strengthen it.
<ul style="list-style-type: none"> ● The primary entrance to the Downtown Swedish Village from Highway 99 should be Sierra Street.
<ul style="list-style-type: none"> ● Visitors should be directed to turn right (south) on Simpson Street to Draper Street. New uses, such as a brew pub and restaurants with outdoor dining, should be encouraged to make this three block stretch a welcoming entry commercial corridor.
<ul style="list-style-type: none"> ● The Downtown Form Based Code should be amended to revise the Main Street transect (FBC 3) use table to permit only retail businesses, restaurants, personal services, public libraries, and hotel lobbies on the ground floor of structures fronting on Draper Street east of California Street.
<ul style="list-style-type: none"> ● Three story buildings for multi-family residential, office and hotel uses should be encouraged throughout Downtown except in the Neighborhood Flex (FBC 1) transect, and hotels should be permitted four stories in the Main Street (FBC 3) transect and five stories in the Main Street Flex (FBC 2) transect.
<ul style="list-style-type: none"> ● City staff is encouraged to focus in the immediate future on four catalytic development sites, being creative in the offering of incentives to achieve the type and intensity of development recommended.
<ul style="list-style-type: none"> ● A large hotel and restaurant should be developed on the 5.25-acre vacant site on the west side of Simpson Street south of Sierra where it will anchor the entry to Downtown and put visitors within walking distance to the Swedish Village core. The Downtown Form Based Code should be extended north along Simpson Street to include the entire existing vacant site.
<ul style="list-style-type: none"> ● The former Stone Hotel at the southeast corner of Draper and California Streets should be developed with a three-story, mixed-use project with active retail uses on the ground floor and boutique hotel rooms, residential or office uses on the upper floors.
<ul style="list-style-type: none"> ● The building at the northwest corner of Draper and Smith Streets, which has been vacant for more than two decades, should be demolished by the owners and, perhaps together with one or two adjacent parcels, redeveloped into a three-story building with active retail or restaurant uses on the ground floor and residential uses above.
<ul style="list-style-type: none"> ● The former Larson’s Auto Service facility on the northeast corner of Draper and Lincoln Streets should be redeveloped with a three-story mixed-use development with ground floor retail so as to provide a significant marker from the northern entry to the active retail core.
<ul style="list-style-type: none"> ● Pedestrian light standards should be added to the sidewalks on the west side of Simpson Street between Sierra and Draper, and on both sides of Draper from Simpson to Sierra.

Table 1-3
WAYFINDING RECOMMENDATIONS

<ul style="list-style-type: none"> ● Kingsburg should design and implement a new wayfinding system which is distinctive and cohesive, based upon the Swedish Village brand.
<ul style="list-style-type: none"> ● Kingsburg should consider adding an LED digital display to the Business Park sign which would advertise special events, such as the Annual Kingsburg Swedish Festival and the Annual Car Show, and alert drivers to the upcoming Sierra Street exit to Downtown Swedish Village. A similar but smaller changing message sign should be placed along the northbound lanes of Highway 99 between the 18th Avenue and Sierra Street exits.
<ul style="list-style-type: none"> ● The City’s existing Swedish Village identification signs seen from the Highway should remain, but the message should be changed to include “Downtown” and “Use Sierra St. exit.”
<ul style="list-style-type: none"> ● The City should request that Caltrans modify its existing directional signs for the exit onto Sierra Street to read “Sierra Street, Downtown Kingsburg Swedish Village.” A secondary directional sign needs to be added on the Sierra Street off ramp which points east to “Downtown Swedish Village.”
<ul style="list-style-type: none"> ● The City should replace the existing blue and yellow directional signs on City streets, limiting destinations to no more than three, and utilizing bolder colors and type face.
<ul style="list-style-type: none"> ● A gateway arch, announcing “Downtown Swedish Village”, should be constructed over the entrance to Draper Street on the east side of California Street.
<ul style="list-style-type: none"> ● Signs should be placed on Draper Street to direct motorists to turn onto side streets to access public parking lots; parking lots signs should have clearer directions and better placement .
<ul style="list-style-type: none"> ● A map kiosk showing the Downtown area and local destinations should be erected at key locations, such as on the plaza by the Historic Train Depot or near City Hall.
<ul style="list-style-type: none"> ● Interpretive panels should be used to feature historic buildings or areas.

Table 1-4
ECONOMIC DEVELOPMENT RECOMMENDATIONS

<ul style="list-style-type: none"> ● Kingsburg must create and maintain a cohesive Downtown economic development partnership consisting of the City, the Chamber of Commerce, and Downtown merchants and property owners to focus limited resources on key strategies for rebuilding a vibrant Downtown.
<ul style="list-style-type: none"> ● A Downtown Business Association should be formed of Downtown merchants and property owners whose sole mission is the economic development of a vibrant Downtown Swedish Village.
<ul style="list-style-type: none"> ● The Chamber of Commerce should provide local merchants with ongoing business support and training through a small business development center; such training should include business and accounting management, procurement of loans, and marketing techniques which include social media skills.
<ul style="list-style-type: none"> ● The Downtown Business Association should work with Downtown merchants to establish uniform store opening and closing hours, including weekends and at least four evenings per week.
<ul style="list-style-type: none"> ● The Downtown Business Association should consider forming a Business Improvement District to fund Downtown improvements to supplement those provided by the City and to support a comprehensive marketing and promotion program for Downtown Swedish Village.
<ul style="list-style-type: none"> ● The City, the Downtown Business Association, and the Chamber should aggressively market Downtown to quality eating and drinking establishments, unique specialty shops, and even consider a specialty movie theater.
<ul style="list-style-type: none"> ● A comprehensive effort is required to promote Downtown Swedish Village to local residents and employees.
<ul style="list-style-type: none"> ● The Chamber, in cooperation with the City and the Business Association, should launch a major effort to attract more tourists to Downtown Swedish Village.
<ul style="list-style-type: none"> ● The Chamber of Commerce should establish a Visitor Center in the Historic Kingsburg Train Depot. The Kingsburg Historical Society should prepare a video to be shown at the visitor center and at various kiosks throughout Downtown to further introduce visitors to the rich history and culture of Kingsburg, including a map of significant venues to visit.
<ul style="list-style-type: none"> ● The Chamber of Commerce and the Downtown Business Association should initiate discussions with bus tour operators to make Kingsburg a regular stop for such bus tours.
<ul style="list-style-type: none"> ● The City should accelerate its efforts to attract agri-tourism, building upon existing raisin, wine and olive oil businesses, and coordinate with the Fresno/Clovis Convention and Visitors Bureau (FCCVB).

CHAPTER TWO

KINGSBURG GROWTH PROJECTIONS: 2015 – 2050

This chapter summarizes population, households and employment statistics and growth projections for the City of Kingsburg and its surrounding sphere of influence area from 2015 to 2050. The location of the Downtown Kingsburg Study Area in relation to the City of Kingsburg can be seen in Figure 2-1. The growth projections were compiled from a draft report entitled *Fresno County 2050 Growth Projections* prepared by Applied Development Economics, Inc. for the Fresno County Council of Governments, April 5, 2017.

Growth Projections

As shown in Table 2-1, Kingsburg is not a large city with a 2015 estimated population of 12,750. Out of 15 cities in Fresno County, the City of Kingsburg is the seventh smallest city and represents about 1.3 percent of the total County population of 972,300. As shown in Figure 2-2, the total population is projected to increase by an estimated 5,820 persons between 2015 and 2050, which is an increase of about 45.6 percent, at an average annual growth rate of 1.1 percent.

Also, shown in Table 2-1, there are an estimated 4,340 households in Kingsburg in 2015; households are projected to increase by an estimated 1,590 households between 2015 and 2050, which is an increase of about 36.6 percent. This is a relatively small projected growth of households, at an average annual growth rate of 0.9 percent.

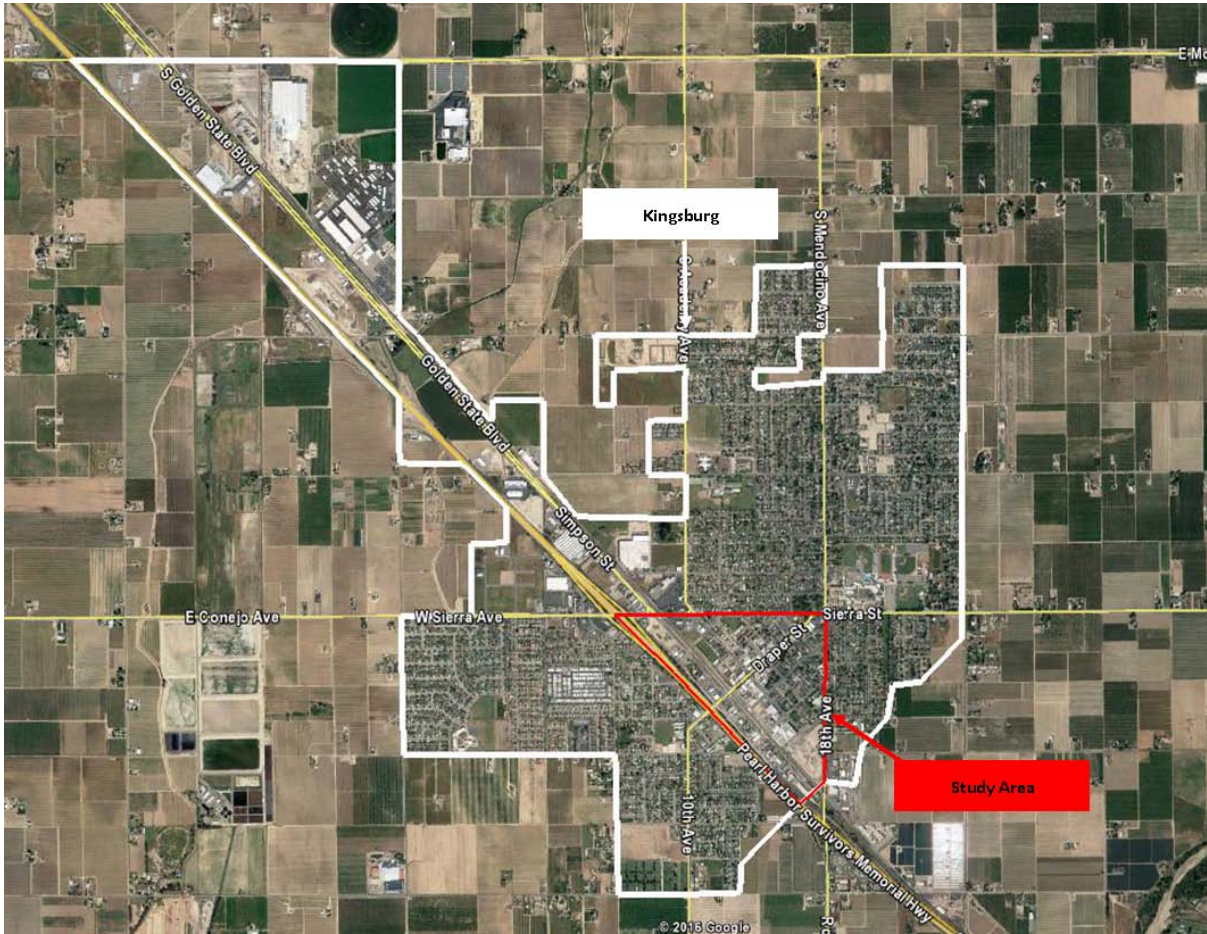
Similarly, Kingsburg does not have a large employment base with an estimated 3,540 total jobs in 2015. Employment is projected to increase by an estimated 1,610 jobs between 2015 and 2050, which is an increase of about 45.5 percent, at an average annual growth rate of 1.1 percent.

Socio-Economic Characteristics

Selected socio-economic characteristics have been compiled based on the U.S. Census Bureau's 2011-2015 American Community Survey 5-Year Estimates.

As shown in Figure 2-3, the City of Kingsburg is relatively more affluent than the overall county with a median household income of \$57,723; this is about 28 percent higher than Fresno County's median household income of \$45,233. Also, as shown in Figure 2-4, White population in Kingsburg is about 52% of the total compared with about 31% for Fresno County. In contrast, the Hispanic Origin population in Kingsburg is about 43% of the total compared with about 52% in Fresno County. Other race/ethnicity groups are relatively small in Kingsburg, with Asian Alone as the only other grouping of significant size at 9.6% for Fresno County.

Figure 2-1
City of Kingsburg and Downtown Kingsburg Study Area



Sources: Stanley R. Hoffman Associates, Inc.
Google Maps

Table 2-1
Summary of Demographic Projections
Kingsburg Sphere of Influence (SOI)

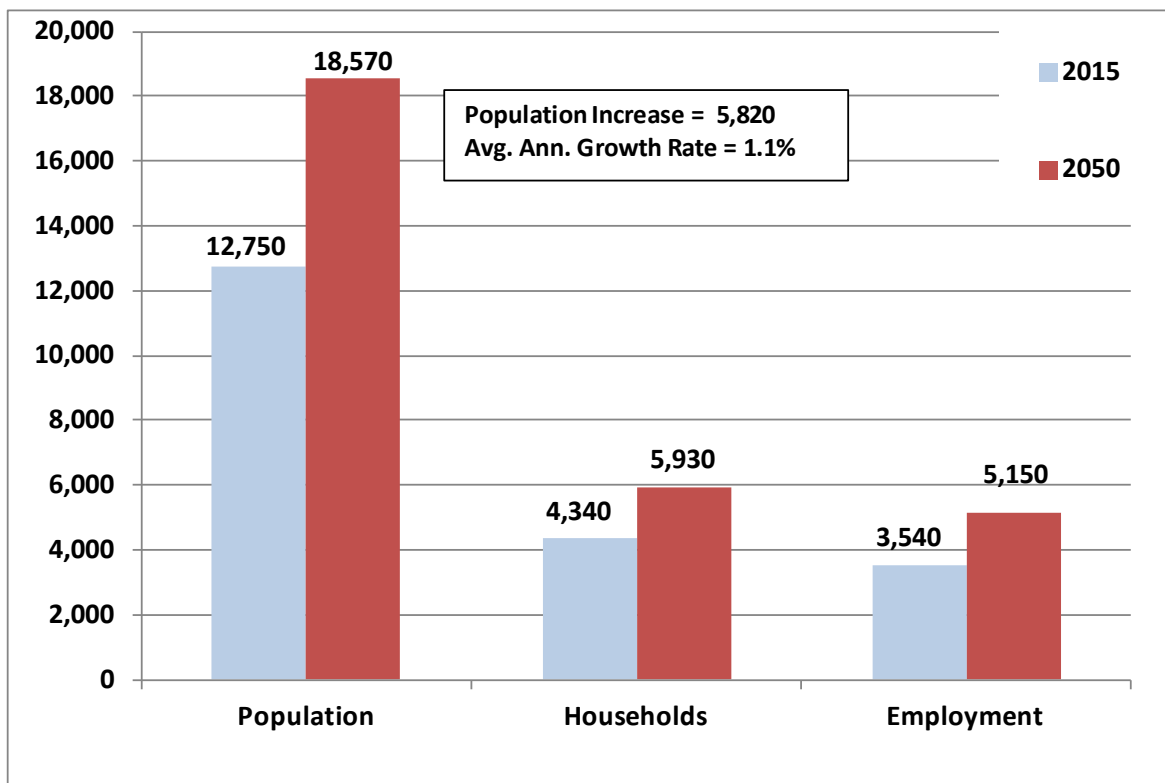
Demographic Category	2015	2050	2015 - 2050		
			Total Change	Percent Change	AAGR
Population	12,750	18,570	5,820	45.6%	1.1%
Households	4,340	5,930	1,590	36.6%	0.9%
Employment	3,540	5,150	1,610	45.5%	1.1%

1. AAGR: Average Annual Growth Rate

Sources: Stanley R. Hoffman Associates, Inc.

Applied Development Economics, Inc.

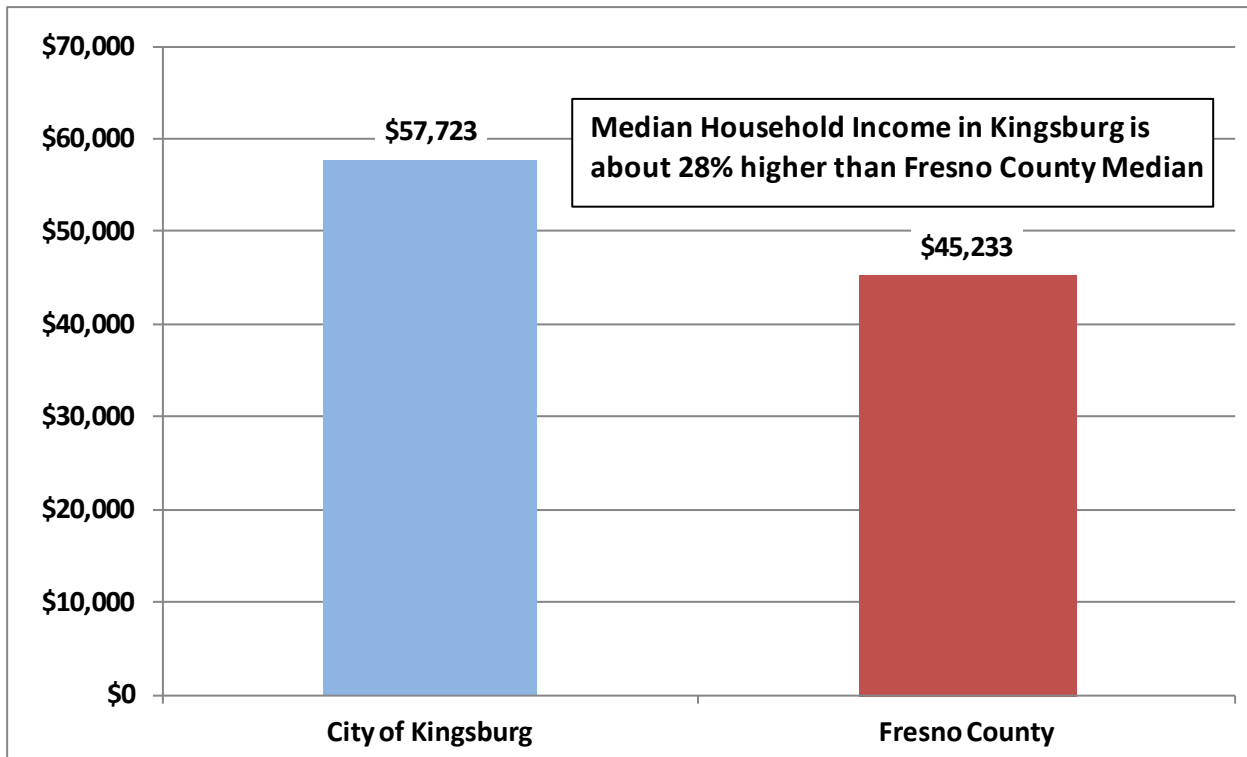
Figure 2-2
Population, Households and Employment Growth Projections
City of Kingsburg: 2015 - 2050



Sources: Stanley R. Hoffman Associates, Inc.

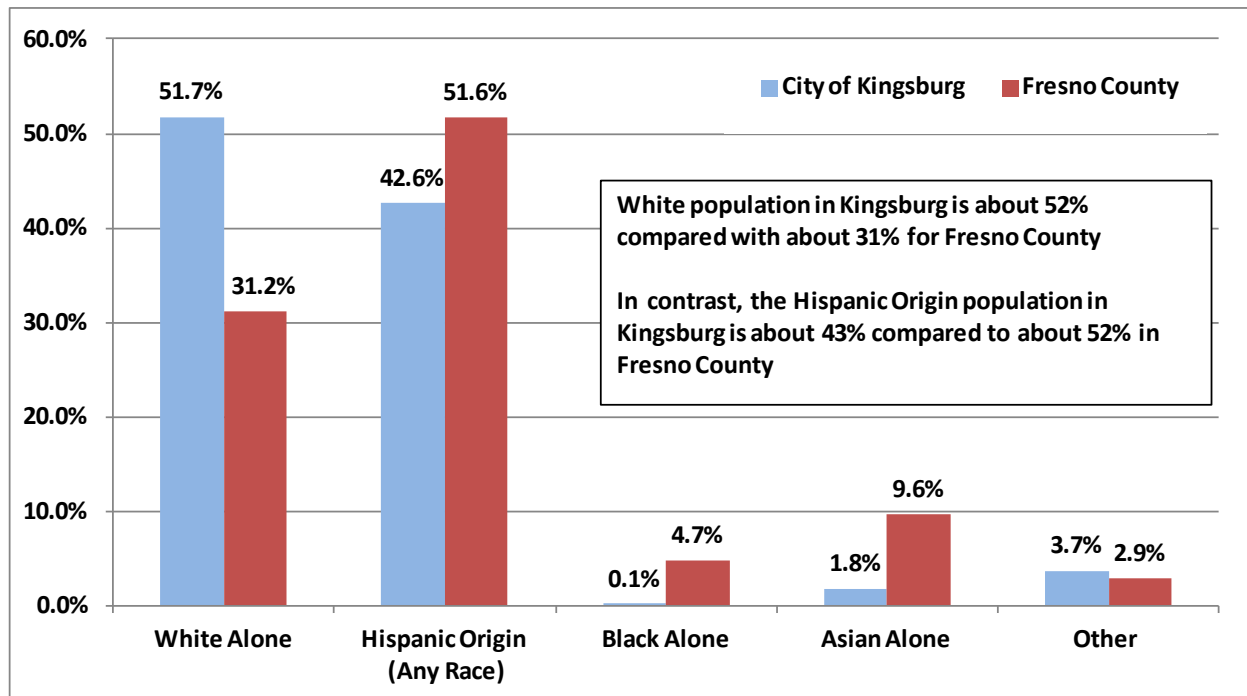
Applied Development Economics, Inc.

Figure 2-3
Kingsburg Median Household Income Compared with Fresno County



Source: Stanley R. Hoffman Associates, Inc.
U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

Figure 2-4
Race/Ethnicity Distribution of Kingsburg Compared with Fresno County

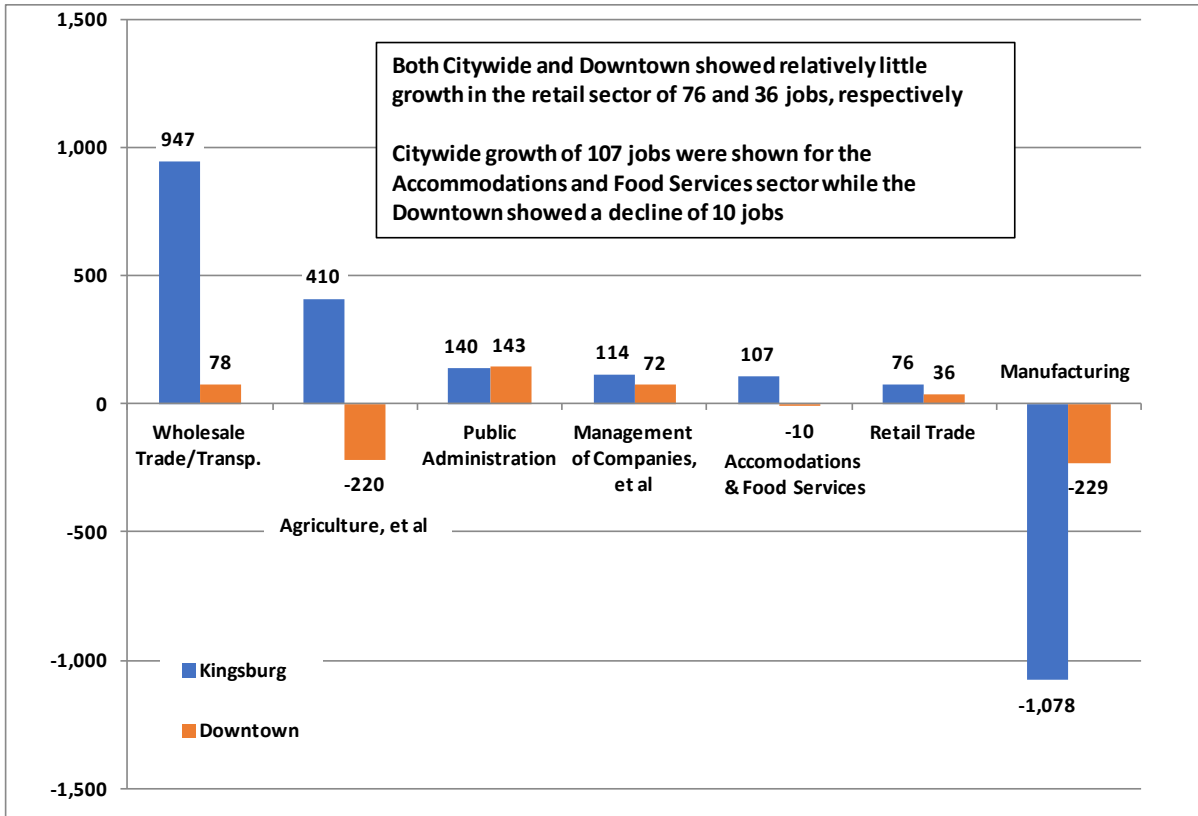


Source: Stanley R. Hoffman Associates, Inc.
 U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

Historical employment trends from 2010 to 2014 can be observed for Kingsburg and its Downtown from the Census Longitudinal Employer-Household Dynamics (LEHD) file. As shown in Table 2-2, over this period employment grew by an estimated net 658 jobs for Kingsburg, but declined by an estimated net 326 jobs for the Downtown area. Figure 2-5 shows that the most growth of 947 jobs occurred Citywide in the Wholesale Trade and Transportation and Warehousing sectors. The Agriculture sector showed the next largest growth citywide with 410 jobs while the Manufacturing showed a decline of 1,078 jobs. In contrast, the Downtown showed the most growth in Public Administration of 143 jobs. Also, both Citywide and Downtown showed relatively little growth in the retail sector of 76 and 36 jobs, respectively.

Additionally, Citywide growth of 107 jobs was shown for the Accommodations and Food Services sector while the Downtown showed a decline of 10 jobs. What is significant about the Accommodations and Food Services sector is that it includes both lodging facilities and restaurants and fast food establishments that would be desirable to attract into the Downtown area.

Figure 2-5
Change in Employment in Selected Sectors: 2010 - 2014
Kingsburg and Downtown Kingsburg



Source: Stanley R. Hoffman Associates, Inc.
 U.S. Census, Longitudinal Employer-Household Dynamics (LEHD)

Table 2-2
Change in Employment: 2010 - 2014
Downtown Kingsburg and City of Kingsburg

Geography/Industry	2010	2014	Change	Average Annual Growth Rate
DOWNTOWN KINGSBURG				
Agriculture, Forestry, Fishing and Hunting	249	29	-220	-41.6%
Mining, Quarrying, and Oil and Gas Extraction	0	0	0	n/a
Utilities	6	3	-3	-15.9%
Construction	15	8	-7	-14.5%
Manufacturing	293	64	-229	-31.6%
Wholesale Trade	2	6	4	31.6%
Retail Trade	116	152	36	7.0%
Transportation and Warehousing	20	94	74	47.2%
Information	6	2	-4	-24.0%
Finance and Insurance	110	65	-45	-12.3%
Real Estate and Rental and Leasing	16	6	-10	-21.7%
Professional, Scientific, and Technical Services	52	38	-14	-7.5%
Management of Companies and Enterprises	8	80	72	77.8%
Administration & Support, Waste Management and Re	45	6	-39	-39.6%
Educational Services	63	48	-15	-6.6%
Health Care and Social Assistance	113	55	-58	-16.5%
Arts, Entertainment, and Recreation	0	0	0	n/a
Accommodation and Food Services	78	68	-10	-3.4%
Other Services (excluding Public Administration)	48	47	-1	-0.5%
Public Administration	<u>88</u>	<u>231</u>	<u>143</u>	<u>27.3%</u>
TOTAL	1,328	1,002	-326	-6.8%
CITY OF KINGSBURG				
Agriculture, Forestry, Fishing and Hunting	939	1,349	410	9.5%
Mining, Quarrying, and Oil and Gas Extraction	0	0	0	n/a
Utilities	9	27	18	31.6%
Construction	49	70	21	9.3%
Manufacturing	1,168	90	-1,078	-47.3%
Wholesale Trade	63	935	872	96.3%
Retail Trade	278	354	76	6.2%
Transportation and Warehousing	28	103	75	38.5%
Information	8	2	-6	-29.3%
Finance and Insurance	112	72	-40	-10.5%
Real Estate and Rental and Leasing	37	60	23	12.8%
Professional, Scientific, and Technical Services	78	51	-27	-10.1%
Management of Companies and Enterprises	225	339	114	10.8%
Administration & Support, Waste Management and Re	58	51	-7	-3.2%
Educational Services	404	384	-20	-1.3%
Health Care and Social Assistance	287	307	20	1.7%
Arts, Entertainment, and Recreation	0	0	0	n/a
Accommodation and Food Services	260	367	107	9.0%
Other Services (excluding Public Administration)	123	83	-40	-9.4%
Public Administration	<u>94</u>	<u>234</u>	<u>140</u>	<u>25.6%</u>
TOTAL	4,220	4,878	658	3.7%

Source : Stanley R. Hoffman Associates, Inc.
 Census, Longitudinal Employer-Household Dynamics (LEHD)

Travel Related and Agri-Tourism Spending

Tourism has historically been an important part of Fresno County's economic base and a small part of Kingsburg's economic base, with opportunity for growth. The "travel industry" is a combination of parts of other industries including lodging, food services, recreation, retail businesses and transportation. In Fresno County and Kingsburg this can include historic, recreation and natural attractions, as well as "agri-tourism." Agri-tourism can combine visits to selected agricultural locations where one can view the various aspects of preparation, growing, harvesting and production activities and engage in specialty retail and food sales associated with those operations.

According to a recent study released by Visit California, the State's tourism marketing agency, visitor spending increased from 2015 to 2016 by about 3.0 percent to \$1.19 billion in Fresno County, as shown in Table 2-3, Panel A. Total travel spending countywide increased by 1.6 percent, as shown comparatively in Figure 2-6. The study, California Travel Impacts by County, 1992 -2016p, Dean Runyan Associates, May 2017, was prepared for a joint marketing venture of Visit California and the Governor's Office of Business Development (GO-Biz).

This study also estimated that total travel-generated employment in Fresno County grew by about 480 employees from 14,060 employees in 2015 to 14,540 employees in 2016 - an increase of about 3.4 percent, as shown in Table 2-3, Panel B. In addition to job impacts, the travel industry can have very positive fiscal impacts on local jurisdictions. As shown in Table 2-3, Panel C, public revenues generated for local and state governments totaled about \$113 million in 2016 within Fresno County with about 37 percent, or \$42 million, estimated for local governments and 63 percent, or \$71 million, estimated for state government. According to the Dean Runyan study, the taxes can include property, sales and lodging occupancy taxes, as well as licenses and fees and excise taxes collected from consumers.

While the Dean Runyan study primarily presents county-level travel data for California, the study did present hotel/motel lodging occupancy taxes for both Kingsburg and Fresno County. As one measure of visitor activity, Table 2-4 and Figure 2-7 show that the lodging occupancy taxes increased by about 6.3 percent in Kingsburg to \$282,000 from 2015 – 2016; this compared with a 9.2 percent increase for Fresno County. However, relative to Fresno County, the lodging occupancy taxes for Kingsburg declined slightly from 1.95 percent of the County's total occupancy revenues in 2015 to 1.90 percent in 2016, so that while the occupancy revenues have been growing, the relatively lower estimated average lodging occupancy rate of about 65 percent in Kingsburg indicates that there is still room for growth in the lodging market.

Successful revitalization will need to capitalize on increasing retail, food service and related spending from Kingsburg's local households and employees, as well as increased spending from visitors to both Downtown Kingsburg and the surrounding destination agricultural locations.

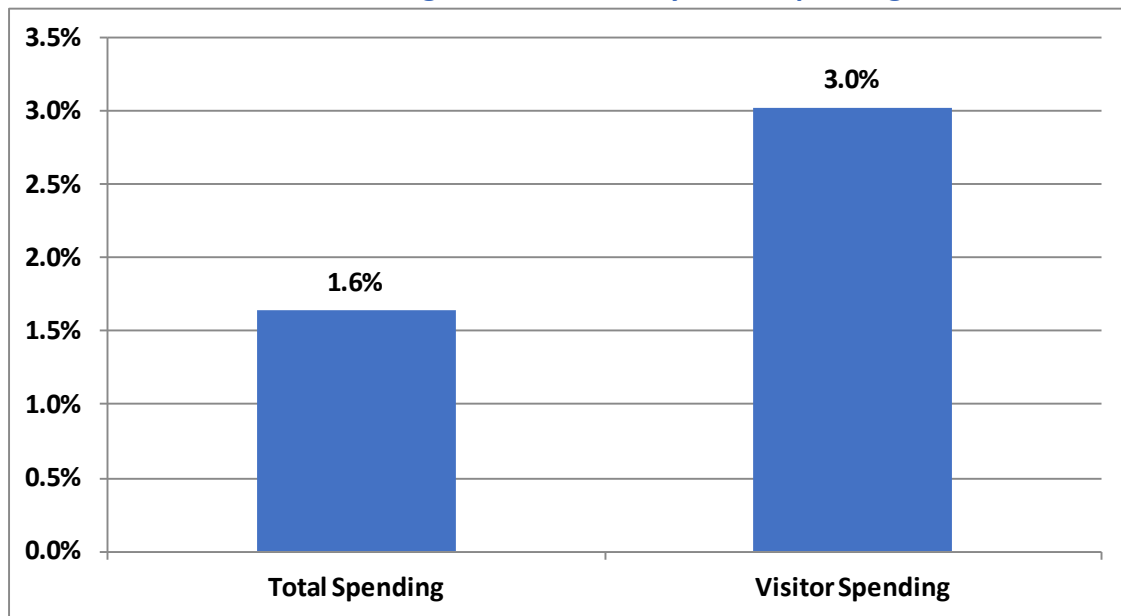
Table 2-3
Impacts of Fresno County Travel Spending
(In millions of dollars)

Category	2015	2016p ¹	Annual Change	Percent Change
Panel A. County Travel Spending				
Total Spending	\$1,399	\$1,422	\$23	1.6%
Visitor Spending	\$1,157	\$1,192	\$35	3.0%
<i>Non - Transportation</i>	\$878	\$920	\$42	4.8%
<i>Transportation</i>	\$279	\$272	-\$7	-2.5%
Panel B. County Travel-Generated Employment				
Total Employment	14,060	14,540	480	3.4%
Panel C. Government Revenue Generated by Travel Spending				
Local Tax Receipts	\$39	\$42	\$3	7.7%
State Tax Receipts	\$72	\$71	-\$1	-1.4%
Total Local & State Tax Receipts	\$111	\$113	\$2	1.8%

1. 2016 estimates are considered preliminary.

Sources: Stanley R. Hoffman Associates, Inc.
Dean Runyan Associates

Figure 2-6
Percent Change in Fresno County Travel Spending



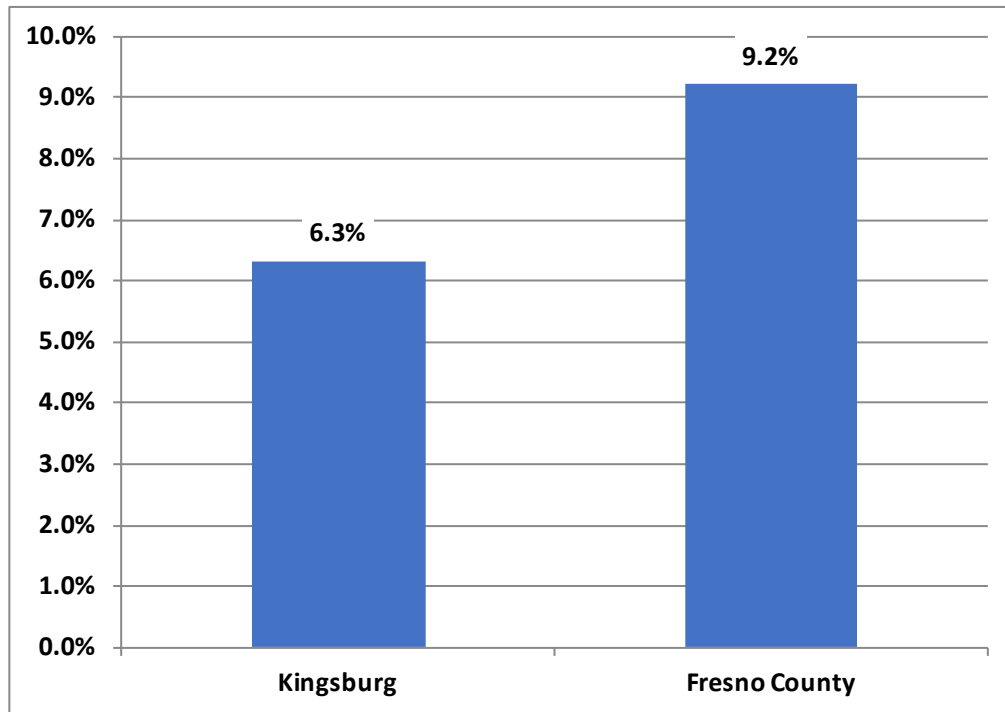
Source: Stanley R. Hoffman Associates, Inc.
Dean Runyan Associates

Table 2-4
Transit Occupancy Tax Revenue
(In thousands of dollars)

Category	2015	2016	Annual Change	Percent Change
Kingsburg	\$266	\$282	\$17	6.3%
Fresno County	\$13,586	\$14,837	\$1,251	9.2%
Kingsburg as % of County	1.95%	1.90%	N/A	N/A

Sources: Stanley R. Hoffman Associates, Inc.
 Dean Runyan Associates

Figure 2-7
Percent Change in Transit Occupancy Tax Revenue



Source: Stanley R. Hoffman Associates, Inc.

CHAPTER THREE

PHYSICAL DEVELOPMENT OF DOWNTOWN SWEDISH VILLAGE

Existing Conditions

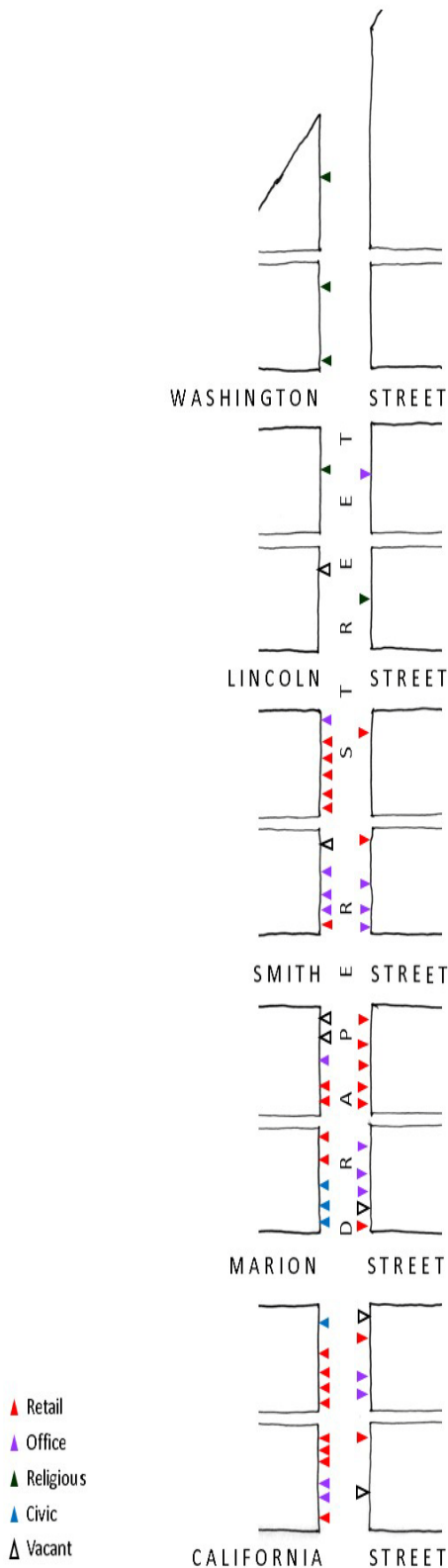
Kingsburg's Downtown is clearly confined to the triangular study area identified in Chapter One. Two of its boundary streets, 18th Avenue and Sierra Street, intersect in interchanges with Highway 99, the only two entrances to Kingsburg from Highway 99.

Land uses immediately adjacent to the 18th Avenue entrance are industrial, although the west side of the street near the Highway is being recycled into the large Grace Church complex. As one proceeds along 18th Avenue it becomes residential, and there is little awareness that it borders Downtown. In contrast, the first two blocks of Sierra Street, from the Highway to Marion St., are commercial in nature, including the busy Save Mart Shopping Center; it offers a positive look and feel of a downtown entrance.

Draper Street is the traditional main street of Kingsburg's Downtown Swedish Village, reminiscent of many classic pedestrian-oriented downtowns. The narrow parcels and sidewalk features, such as lovely mature shade trees and landscaped sidewalk bulb-outs, offer the opportunity for much activity and interaction between citizens and visitors alike. Once lined with active retail shops, Draper Street is now dotted with office and other non-retail uses, and with vacant storefronts. This is graphically demonstrated in Figure 3-1, which identifies each building entrance with a colored dash, the color indicating the type of use (retail, office, religious, civic). Included in the definition of retail uses are restaurants, hair salons, fitness centers, and any use that has the potential to generate frequent foot traffic throughout the day and evening hours. This contrasts with office uses, which typically generate much smaller volumes of foot traffic.

Clearly, retail uses are clustered in the three blocks of Draper between California Street and Lincoln Street. Even here, continuous retail frontage is interrupted by rather frequent office uses or vacant storefronts. The general character and built frontage of Draper Street changes significantly on the parcels east of Lincoln Street. In these blocks, which mark a transition to the edge of Downtown, churches, other religious and office uses, and a gas station greatly reduce the number of pedestrian doorways into Draper Street structures. Additionally, particularly with regard to the religious uses, the hours of operation are markedly different from those of the more active retail uses to the west.

Figure 3-1
Draper St. Building Entrances by Use Type



Retail uses appear to be spreading out from the traditional Draper Street frontage. There are now nearly as many successful retail establishments on adjacent streets, often occupying converted single-family homes.

Old single-family residential structures remain throughout Downtown, particularly just west of 18th Avenue. Multi-family residential structures, which are permitted by current zoning, are practically non-existent, with the notable exception of the recently completed affordable senior apartments on Marion Street. Near the center of the Downtown area, just south of Draper on Smith Street in the Downtown Park, sits the iconic water



tower fashioned as a Swedish coffee pot, symbol of the Swedish Village.

Industrial and auto repair uses exist south of Draper Street along Simpson and California Streets. These,

together with several vacant sites, seem primed for development, particularly when the large Grace Church complex opens at Gilroy and Marion Streets. Simpson Street north of Draper houses primarily free-standing commercial uses on its west side (the east side abuts the railroad tracks); a large vacant site sits south of its intersection with Sierra Street. Simpson Street has already benefited from streetscape improvements to beautify it and to provide some buffering from the railroad tracks. The recent addition of the Ramos Torres Winery/wine tasting facility has introduced new activity to this entry to the downtown. The type of activity and property improvement that this has brought within a walkable distance of Draper Street provides an opportunity to build upon for future private improvements along Simpson Street.

Recommended Entry Sequence

It seems obvious, in light of the above discussion, that **the primary entrance to the Downtown Swedish Village from Highway 99 should be Sierra Street.** The type and quality of land development, together with obvious and positive visual clues, make this entryway far superior to 18th Avenue, even after Grace Church is completed.

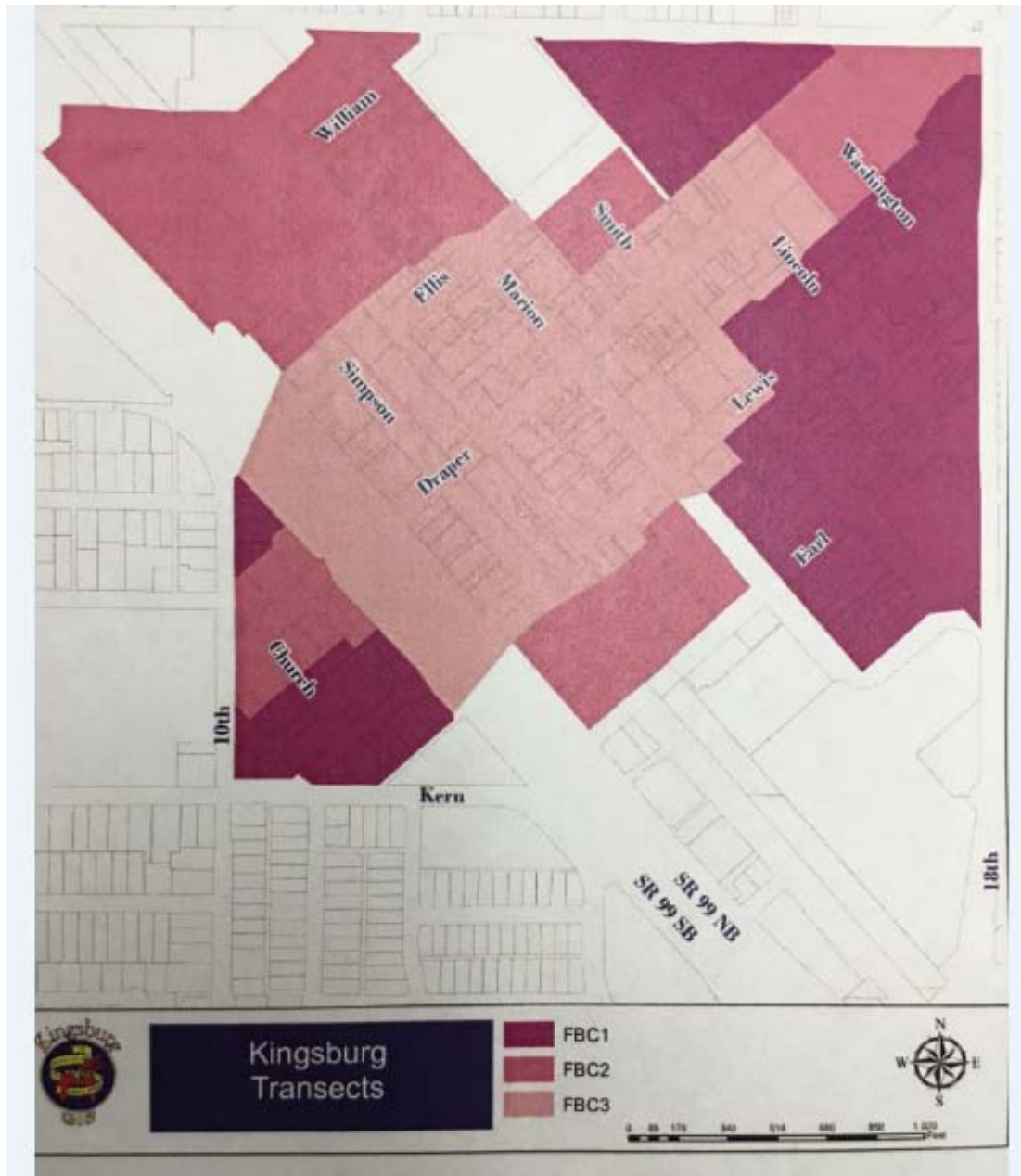
It is recommended that once on Sierra, **visitors should be directed to turn right (south) on Simpson Street to Draper Street. New uses, such as a brew pub and restaurants with outdoor dining** (and, as recommended below, a major new hotel on the large vacant site), **should be encouraged to make this three block stretch a welcoming entry commercial corridor.** Although all of the uses here are auto-oriented, they sit within walking distance to Draper Street. As discussed below, pedestrian scale light standards should be introduced on the west side from Sierra to Draper to improve pedestrian comfort and safety.

Once visitors on Simpson reach Draper Street, they should be directed across the railroad tracks to the heart of the commercial core of Downtown Swedish Village. The Historic Kingsburg Rail Depot should be identified at California Street, with guests invited to stop by at a new Visitor Center. Motorists can safely leave their vehicles in one of the diagonal parking spaces on practically all of the Downtown Streets, or in the public parking lots behind the Draper Street stores.

Concentration and Intensification of the Core

The adopted Downtown Form Based Code, which replaces traditional zoning to control land use and development, delineates the Main Street transect (FBC 3) as the Draper Street frontage from the first properties east of Lincoln to the west side of Simpson; west of the alley between Smith and Marion it widens out to Ellis on the north and to Lewis on the south (see Figure 3-2). In this area, ground floor uses are required to be commercial, with commercial or residential uses on upper floors, and buildings are required to be located “close to or at the street.” The permitted ground floor commercial uses include office uses, a feature which has allowed Draper Street ground floors to be converted from active retail uses to less active office uses.

Figure 3-2
Downtown Form Based Code Transects



To correct this situation, **the Downtown Form Based Code should be amended to revise the Main Street transect (FBC 3) use table to permit only retail businesses, restaurants, personal services, public libraries, and hotel lobbies on the ground floor of structures fronting on Draper Street east of California Street** (See Appendix A for specific recommended amendments to the Code). Such an amendment will foster a concentration of retail uses within this three block stretch of Draper; existing office uses would be permitted to remain as “grandfathered” uses, but no new such uses would be permitted on the ground level.

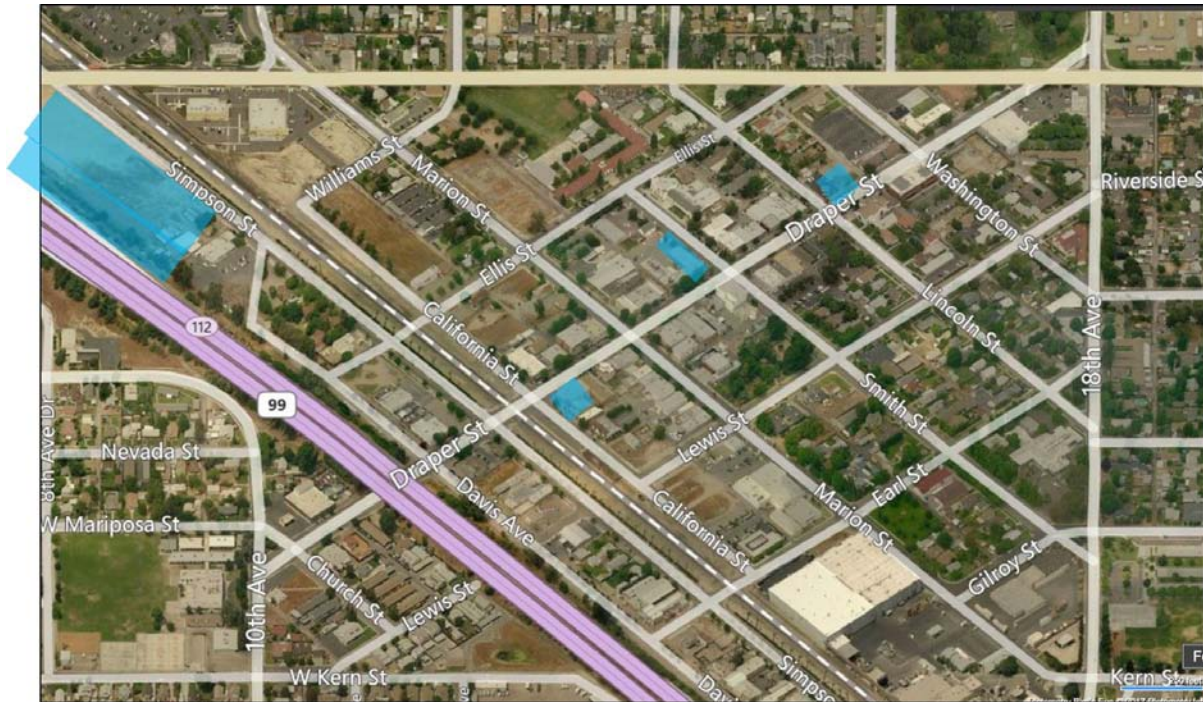
The success of Downtown as a commercial center and active social meeting place is also dependent upon an increase in the intensity of use. Present single-story development and low lot coverage results in a very low density of people, whether residents, workers, or clients. The critical mass necessary for an active and attractive center does not exist. The Downtown Form Based Code permits three-story buildings in both the Main Street (FBC3) and Main Street Flex (FBC2) transects. **Three-story buildings for multi-family residential, office and hotel uses should be encouraged throughout Downtown except in the Neighborhood Flex (FBC 1) transect, and hotels should be permitted four stories in the Main Street (FBC 3) transect and five stories in the Main Street Flex (FBC 2) transect.**

Property owners along Marion and Smith Streets should be encouraged to develop multi-story apartment and condominium buildings, particularly in the southern part of Downtown nearby the Grace Church development. Such high-density development will support the revitalization of Downtown, allowing for population growth in Kingsburg without negatively impacting existing single-family neighborhoods. Property owners along Simpson and California Streets should be encouraged to develop multi-story hotels and motels, with necessary sound attenuation for noise generated by the railroad and Highway 99.

Focus on Development of Catalytic Sites

Although there are many vacant or underutilized sites in the Downtown, four specific sites have been identified as having the greatest potential for stimulating the revitalization envisioned and desired by the people of Kingsburg, as shown in Figure 3-4. **City staff is encouraged to focus in the immediate future on four catalytic development sites, being creative in the offering of incentives** (such as rebate of all or a portion of hotel occupancy tax for a limited period of time) **to achieve the type and intensity of development recommended.** The sites are discussed below, together with illustrative site plans and photographic examples of the type of development recommended.

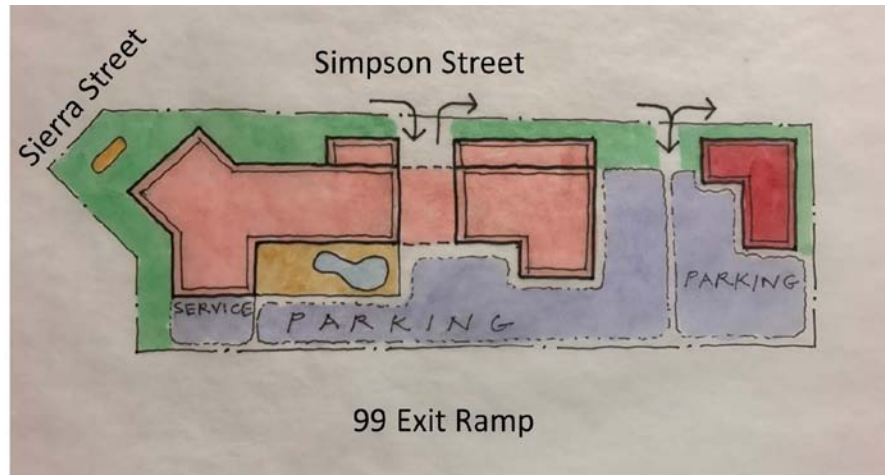
Figure 3-3
Catalytic Development Sites



Kingsburg Entry Commercial

A large hotel and restaurant should be developed on the 5.25-acre vacant site on the west side of Simpson Street south of Sierra where it will anchor the entry to Downtown and put visitors within walking distance to the Swedish Village core. This site is highly visible from Highway 99, at the gateway from the Highway to the recommended entry sequence to Downtown. An attractive visitor-serving development with appropriate signage will announce that Kingsburg welcomes visitors and that Sierra Street is the proper place to enter the community from the Highway. **The Downtown Form Based Code should be extended north along Simpson Street to include the entire existing vacant site.** City staff should be particularly aggressive in working with the property owner and with potential hotel developers, offering whatever incentives are necessary and practical to achieve the proper development of this critical entry site. This will be a difficult task, given current average room rates and occupancy levels, but the underdevelopment of this site into a number of small commercial uses would mark a major setback to the draw and revitalization of Downtown.

Figure 3-4
Gateway Entrance Site Plan
Hotel and Restaurant



Hotel/Restaurant Examples



Draper Street Gateway

The former Stone Hotel at the southeast corner of Draper and California Streets should be developed with a three-story, mixed-use project with active retail uses on the ground floor and boutique hotel rooms, residential or office uses on the upper floors.

This site, right at the entry to the Draper Street Swedish Village core and opposite the recently renovated Historic Kingsburg Train Depot, presents a huge opportunity to revitalize and add energy to the Downtown. A local developer has already acquired the site and expressed a willingness to undertake the type of development recommended. His major hurdle is obtaining the parking to support the hotel, residential or office development of the second and third floors. City staff should work with the developer to help find realistic and economical solutions, perhaps by acquiring the adjacent building on California Street for conversion to parking, so that this site can achieve its potential of three floors of intense use.

Figure 3-5

Draper Street Gateway Site Plan



Boutique Hotel Example



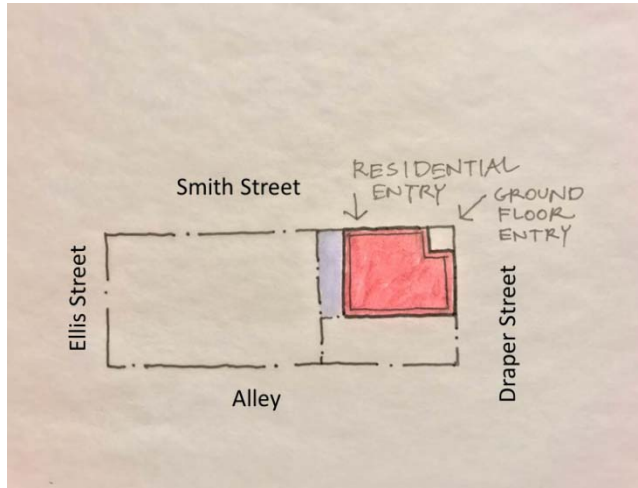
Redevelopment of Vacant Building on Draper at Smith

The building at the northwest corner of Draper and Smith Streets, which has been vacant for two decades, should be demolished by the owners and, perhaps together with one or two adjacent parcels, redeveloped into a three-story building with active retail and/or restaurant uses on the ground floor and residential uses above.

This site is considered critical because the vacant structure is a blight upon the retail core, and its replacement with a dynamic new use would become a confirming manifestation of Downtown's revitalization. It is not entirely clear why this building has been held vacant by its property owner for such an extended period of time, but perhaps it is because reuse of the building would require prohibitively expensive seismic retrofitting. City staff should work with the property owners and bring them together with a local developer who has the interest and expertise to undertake the recommended redevelopment, either by purchasing the property or by forming a partnership with the property owners.

Figure 3-6

Redevelopment of Vacant Retail Building



Mixed Use Example



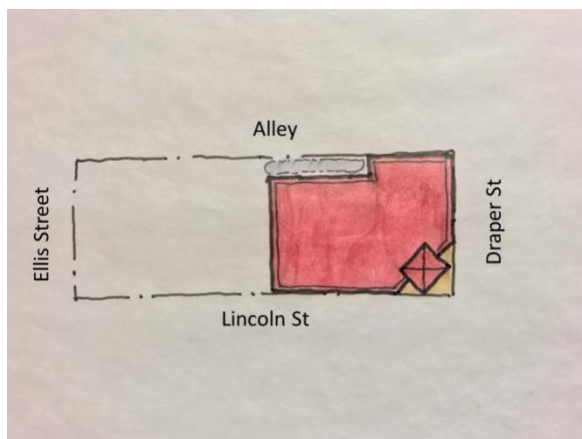
Retail Core Terminus Development at Lincoln

The former Larson’s Auto Service facility on the northeast corner of Draper and Lincoln Streets should be redeveloped with a three-story mixed-use development with ground floor retail so as to provide a significant marker of the northern entry to the active retail core.

This site provides a unique opportunity to develop a new and visually distinctive commercial building with active ground floor use. For example, a coffee shop could be a transition between active pedestrian uses to the west and religious and office uses to the east, all within a short walking distance of this site. The upper levels of the mixed-use building would provide another opportunity to place additional apartments and residents in the heart of Downtown.

Figure 3-7

Lincoln Terminus Site Plan



Streetscape Improvements

As already noted, the City has made significant attractive improvements to its Downtown streetscape, including mature street trees, banners, landscaped sidewalks, and diagonal street parking. Street lighting is adequate for vehicles using the wide streets, but when fully leafed, the lovely street trees prevent adequate lighting from reaching pedestrians on the sidewalks. Only one additional improvement is necessary to give visitors a feeling of comfort and safety.

Pedestrian light standards should be added to the sidewalks on the west side of Simpson Street between Sierra and Draper and on both sides of Draper from Simpson to Sierra. A design which is compatible with the Swedish Village theme should be selected. The City should consider installing the electric wiring concurrent with the current sidewalk reconstruction so as not to require saw cutting the new sidewalk when the light standards are installed. Depending upon the height of the light standards, it may be desirable to hang the banners on the new light poles, thus eliminating the existing banner poles and avoiding a plethora of poles along the sidewalk.

Figure 3-8
Pedestrian Light Standard Example



CHAPTER FOUR WAYFINDING

Kingsburg has placed considerable emphasis upon tourism as a base for its Downtown economy. The Swedish Village brand is its greatest tourist lure. Success in attracting tourists depends not only upon the quality of the attraction, but also upon the ability of tourists to find it. If tourists driving along Highway 99 do not know they are passing by the Swedish Village, and do not know how to get to it, they will not stop. That is where wayfinding, or signage, comes in. The City recognizes that its present signage is not adequate. Its CPAT application included a request for assistance in wayfinding, and the community input in the SWOT analysis identified “directional signage” as a major community weakness. This chapter looks at existing signage and how motorists are directed to downtown Kingsburg from Highway 99. Recommendations on sign messaging, placement and design are then presented.

Signs provide identification, orientation, interpretive content, and regulatory information. But collectively signs also project the identity of Kingsburg and can have an impact on how visitors perceive their surroundings. Not only do signs help direct and inform, but also they can provide an opportunity to speak with a clear, welcoming, and confident voice. Signage also has an effect on local residents, who pass by the signs on a daily basis. Well maintained and designed signage can reflect a sense of community and enhance civic pride.

The primary concern in a wayfinding system is the first-time visitor. The city of Kingsburg should provide sign elements that welcome visitors and communicate generously, providing the information needed to make decisions. At the same time the system should function as a permanent amenity of the urban environment, feeling comprehensive and cohesive without being distractingly conspicuous.

Existing Signage

Many types of signs exist in Kingsburg today, and each sign category plays an important role in the function of wayfinding. Directional signs, provided by both the California Department of Transportation (CalTrans) and by the City, direct drivers and pedestrians to Downtown and to specific destinations. Identification signs identify the Downtown and public parking. Interpretive signs feature historical information about buildings and landmarks. A general menu of sign types is shown in Figure 4-1, categorized into motorist and pedestrian signage. An inventory of the non-cohesive mix of existing signs in and adjacent to the study area is set forth in Figure 4-2.

Figure 4-1
Menu of Sign Types

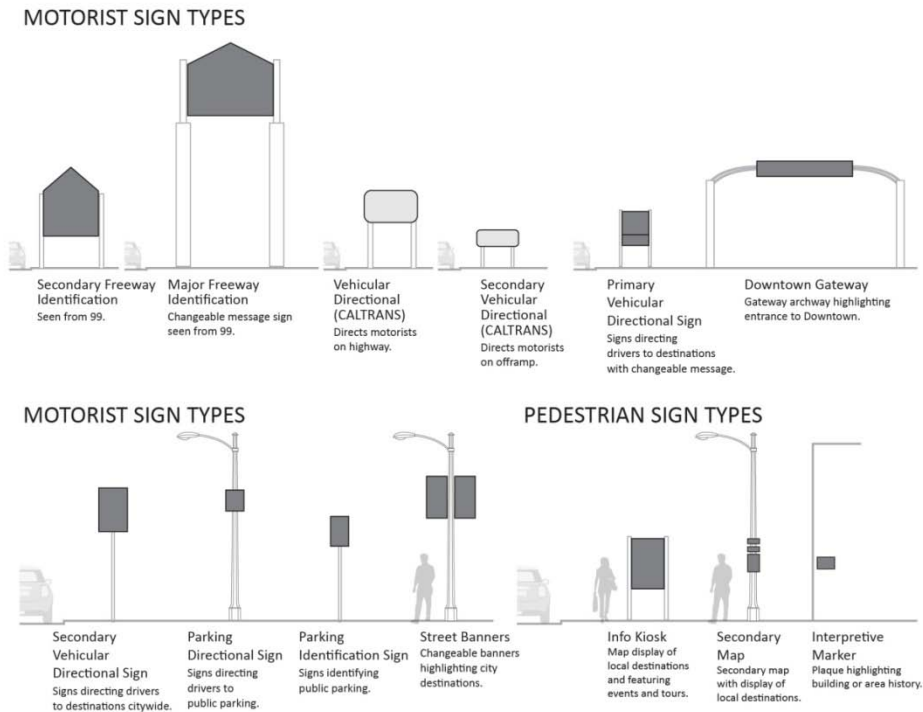


Figure 4-2
Existing Non-Cohesive Mix of Signs



Existing

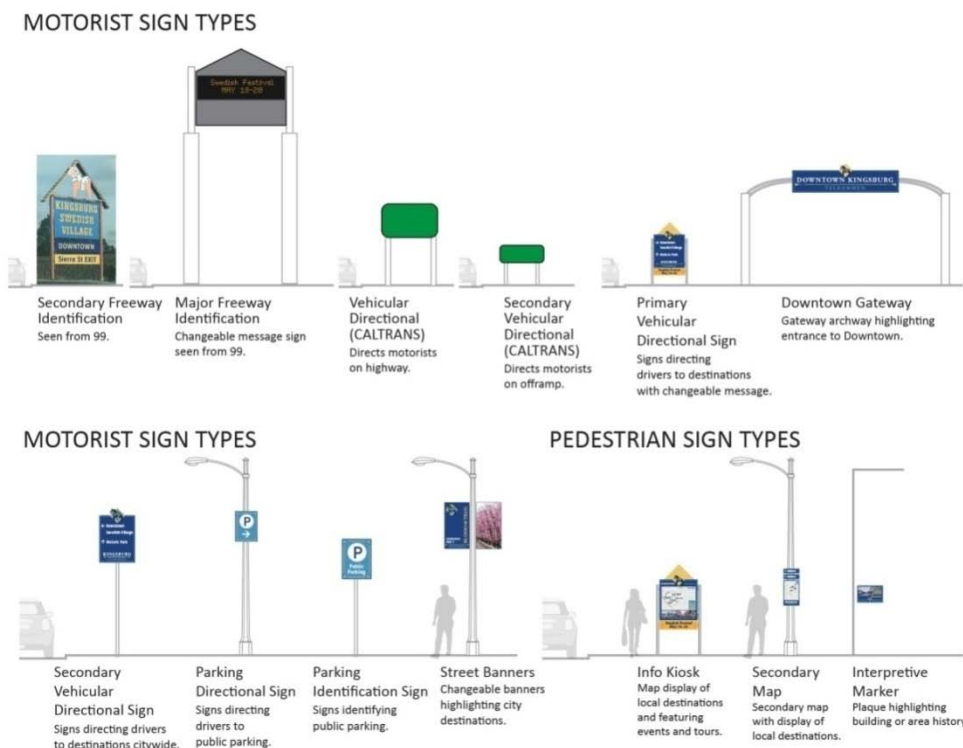
As with a business, institution or individual, a community’s public recognition and identity is enhanced by a unique brand. Kingsburg has already established such a brand, “Swedish Village.” It is recommended that the brand be maintained and strengthened. Attempts have been made in existing signage to reflect this brand, but its implementation is inconsistent with different sign types, typefaces, icons, colors and materials. For example, the “Kingsburg Swedish Village” exit signs from the highway are visible and well branded and reference the Dala Horse. However, once a driver enters Kingsburg, the signs are dissimilar. The existing blue and yellow directional signs are overcrowded with messages, and the arrows and typefaces are hard to read. Furthermore, too many messages can create confusion.

Once in Downtown, there are no noticeable public parking lots. While each lot has an identification sign, the signs are hidden. Also, drivers on Draper Street are poorly directed to side street parking. The perception is that there is a lack of public parking.

Recommended Wayfinding System

Kingsburg should design and implement a new wayfinding system which is distinctive and cohesive, based upon the Swedish Village brand. A cohesive, well designed sign system communicates simply and effectively. When the system makes sense, users quickly understand where to look for information. Kingsburg should take advantage of its distinct Swedish Village

**Figure 4-3
Recommended Sign Type Menu**



brand and use the Dala horse as a reoccurring visual marker on the signs. This icon, as well as the colors, typefaces, and materials used to fabricate the signs, all play a part in the visual cohesion of the sign family, as illustrated in the recommended sign type menu in Figure 4-3.

(All of the proposed signs depicted herein are preliminary concept designs which require further detailed design prior to implementation.)

Identification and Directional Signs on Highway 99:

Signs on Highway 99 must identify the City of Kingsburg and direct motorists to the appropriate exits. Some neighboring towns identify themselves with gateway monument signs seen from the highway. While these seem like the obligatory way to identify a community, these monument signs lack character and, because of Caltrans restrictions regarding size and distance from the highway, are not particularly visible or effective. The most visible sign on Highway 99 in Kingsburg today is the Business Park sign—it is visible, stands out in the landscape, and already ties in with the Swedish Village brand. **Kingsburg should consider adding an LED digital display to the Business Park sign which would advertise special events, such as the Annual Kingsburg Swedish Festival and the Annual Car Show, and alert drivers to the upcoming Sierra Street exit to Downtown Swedish Village.** A similar, but smaller changing message sign should be placed along the northbound lanes of Highway 99 between the 18th Avenue and Sierra Street exits.



Existing



Proposed

The City’s existing Swedish Village identification signs seen from the Highway should remain, but the message should be changed to include “Downtown” and “Use Sierra Street exit.” These signs are quite effective in the use of color, icon, and height. The overall sign structure can remain, with only the minor revision to the directional message.

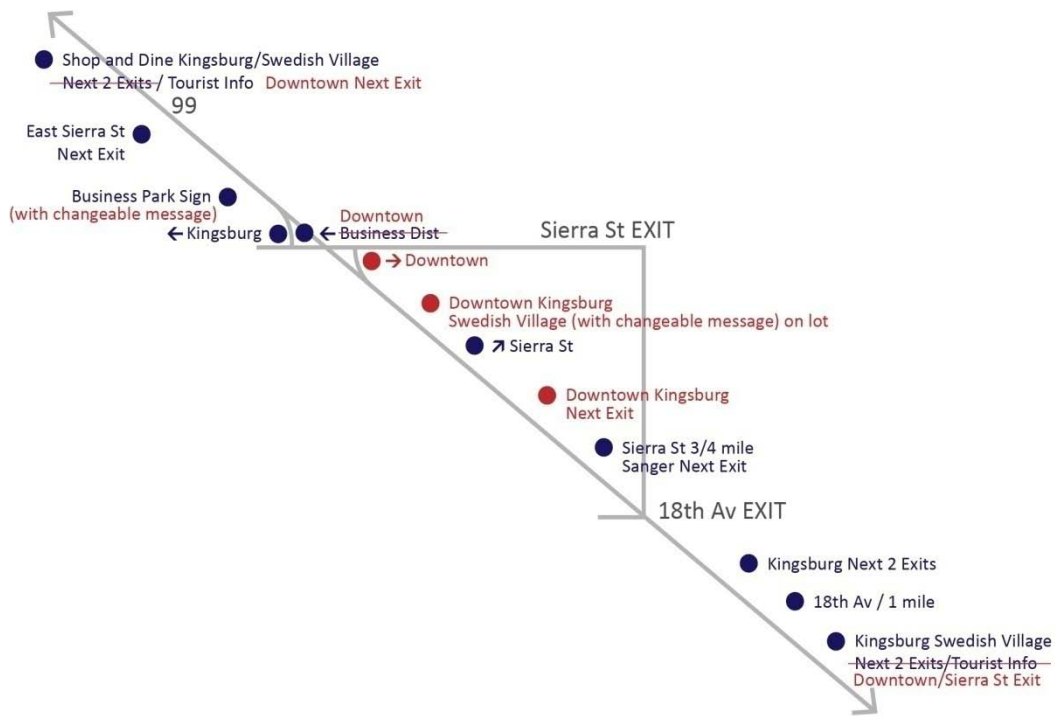


Existing



Proposed

Directional signage by Caltrans on Highway 99 needs to be altered in accordance with the recommendation that Sierra Street be the primary Highway 99 exit for visiting the Downtown Swedish Village. **The City should request that Caltrans modify its existing directional signs for the exit onto Sierra Street to read “Sierra Street, Downtown Kingsburg Swedish Village.” A secondary directional sign needs to be added on the Sierra Street off ramp which points east to “Downtown Swedish Village.”** If Caltrans objects to the Swedish Village identification, “Downtown Kingsburg” would be acceptable.



Directional Signs on City Streets:

The current blue and yellow directional signs are the first signs to welcome visitors as they exit the highway into town. These signs are ineffective because they include too many destinations and because the colors and type face are not sufficiently bold. **The City should replace the existing blue and yellow directional signs on City streets, limiting destinations to no more than three, and utilizing bolder colors and type face.** The overall blue and yellow color scheme can still be used, but the background color should be a dark blue to provide high contrast with the destinations; a white retro-reflective vinyl should be used for the messaging. A smaller panel at the bottom of the sign structure could be a changeable message to highlight events.



Existing City Street Directional Sign



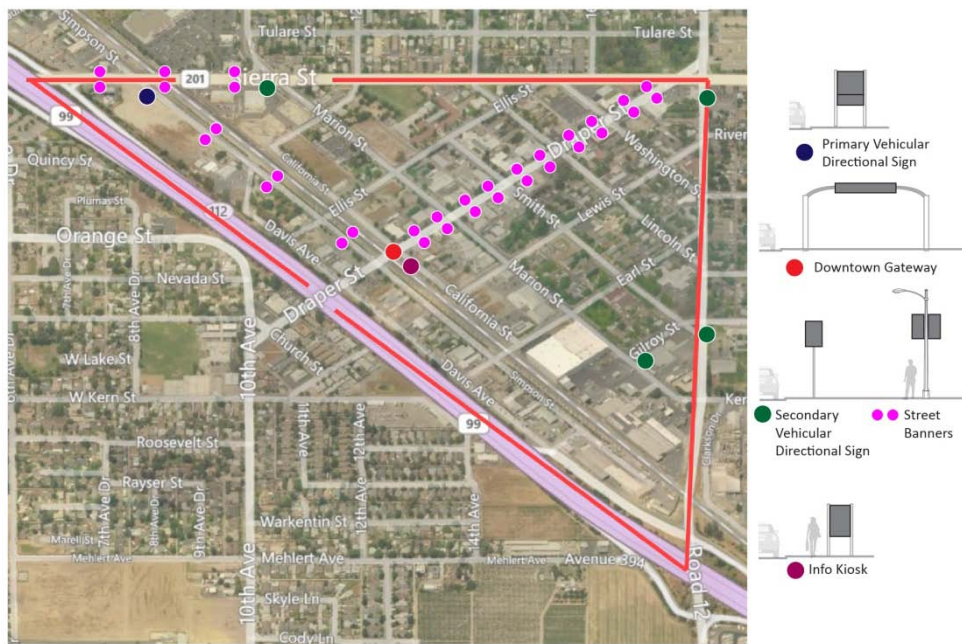
Proposed City Street Directional Sign

A single pole mounted vehicular directional sign can be used at other locations in Downtown to direct motorists to destinations. Since the sign has the same colors, typefaces, and icons as the larger directional sign, it is easily understood to be within the same sign system.

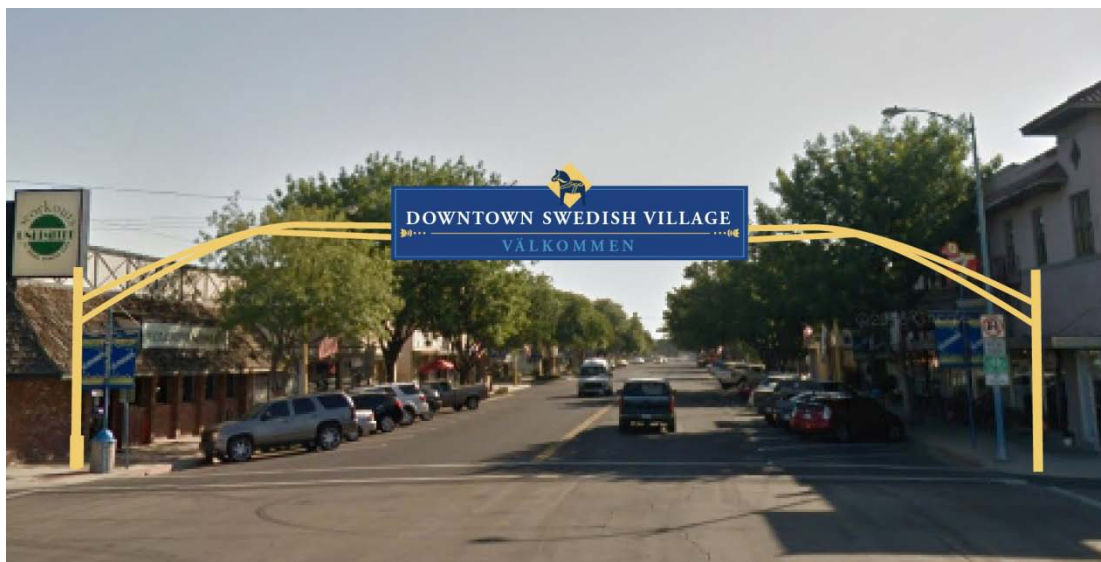


The signage location plan in Figure 4-4 shows the pathway of sign types leading from the highway exit to downtown. The vehicular directional sign located at the corner of Sierra Street and Simpson Street will direct motorists to Downtown via Simpson Street. Street banners should be restricted to limited areas shown in the Figure to help lead to Downtown. Secondary vehicular directional signs will guide motorists who might have exited the highway at 18th Avenue as well as direct motorists who attend churches located around the downtown area.

Figure 4-4
Recommended Signage Location Plan



A gateway arch, announcing “Downtown Swedish Village”, should be constructed over the entrance to Draper Street on the east side of California. This would create a grand entrance to the heart of Downtown.



Downtown Parking Signage:

Public parking lots exist behind storefronts on Draper Street, but there is no signage directing motorists to these lots. **Signs should be placed on Draper Street to direct motorists onto side streets to access public lots.** To consolidate sign messaging, the international symbol for Parking (“P” within a circle) can be used. Signage identifying the parking lots need to be more visible and should either be located on existing posts or a new post located closer to the curb. Currently the parking signs do not match the look of the existing vehicular directional signs.



Proposed



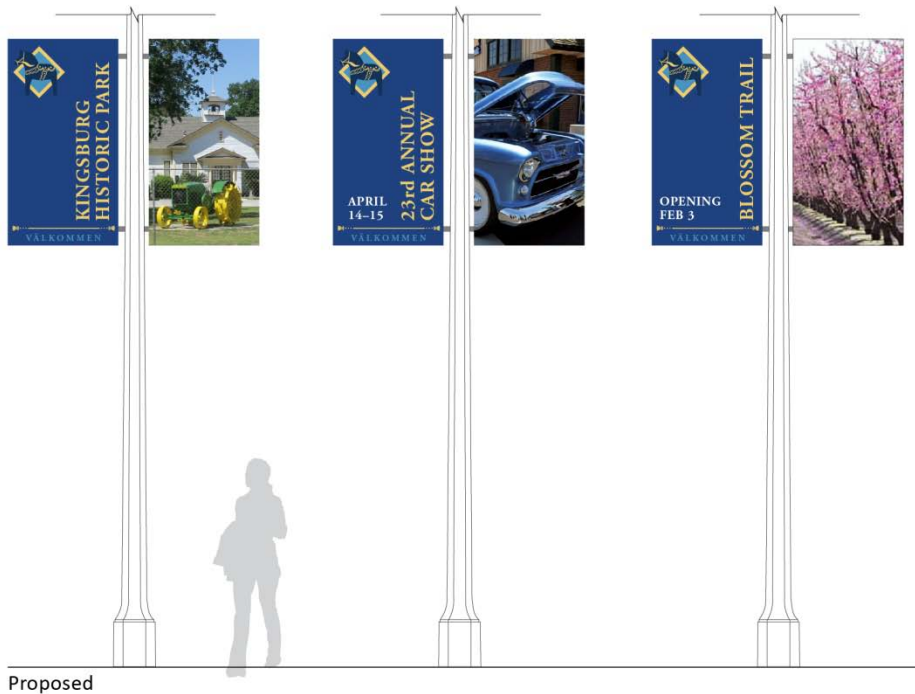
Existing



Proposed

Pedestrian Signage:

Currently, Kingsburg has an extensive sign banner system throughout the city. Consideration should be given to include various designs in high visibility areas, such as in the heart of Downtown or near highway off-ramps where designs could be used to advertise upcoming events as shown in the example below.



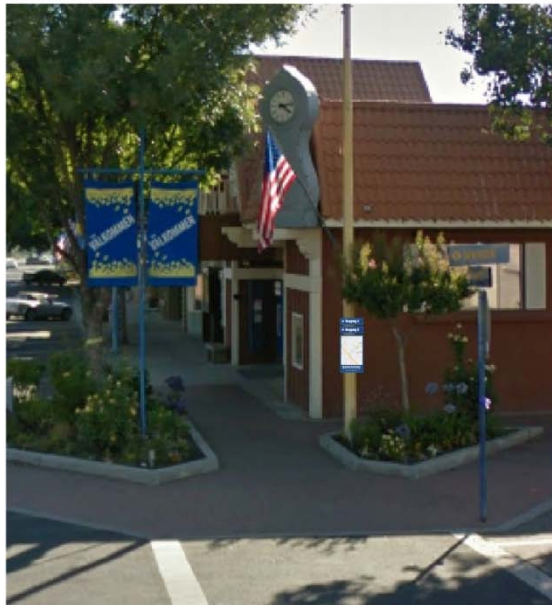
Proposed

A map kiosk showing the Downtown area and local destinations should be erected at a key location, such as on the plaza by the Historic Train Depot or near the City Hall. This type of sign shows destinations within walking distance, and may include historic photos and an area for a changeable message.

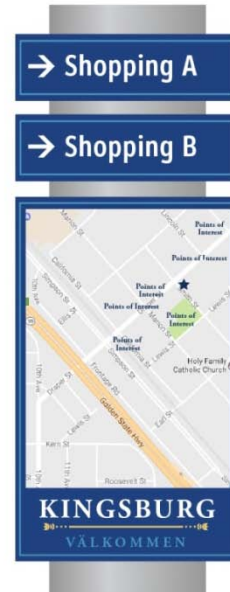


Proposed

At select intersections on Draper St there is an opportunity to include pedestrian scaled maps to direct pedestrians to nearby destinations, such as businesses off of Draper Street.



Proposed on existing pole



Proposed

Interpretive panels should be used to feature historic buildings or venues. There appears to be a good archive of historical photos of the downtown Kingsburg area. These sign panels could be located on the sides of buildings, a key location being in the pedestrian alleys if the content is relevant.



Examples



Proposed

CHAPTER FIVE

STRATEGY FOR DOWNTOWN ECONOMIC DEVELOPMENT

The previous two chapters focused on physical development and wayfinding, both critical for recreating a vibrant Downtown Kingsburg, built upon its rich history and culture. This final chapter focuses on economic development, exploring strategies and actions aimed at capturing for Downtown an increased share of the retail and entertainment expenditures of the local and regional population and of the visitors and tourists that travel primarily along Highway 99.

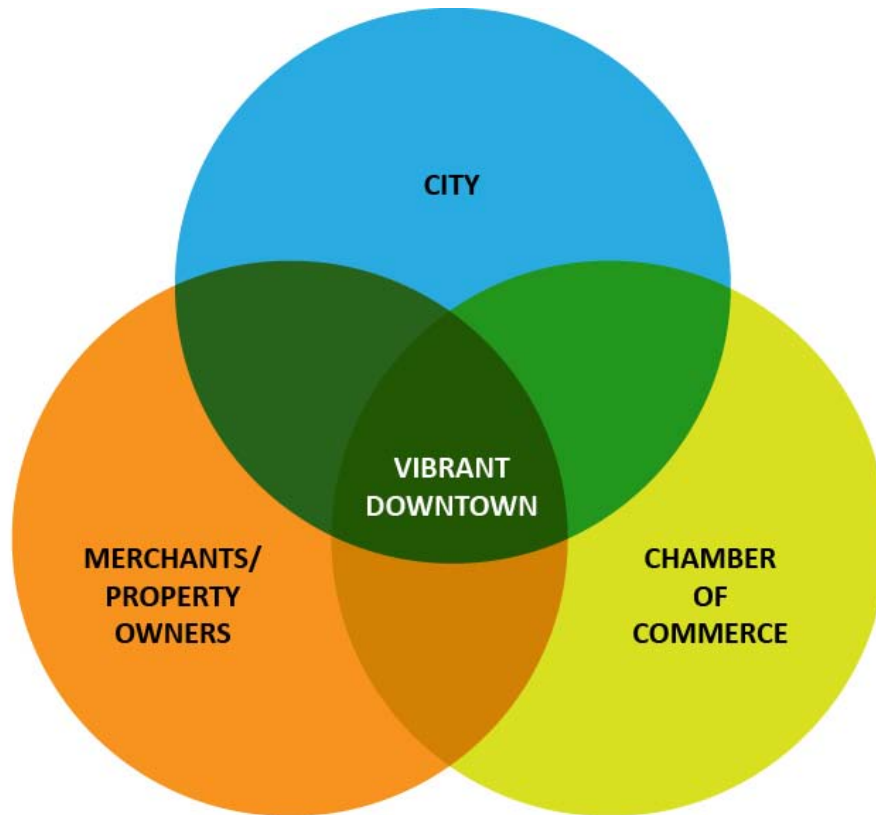
Cohesive Downtown Economic Development Partnership

Based upon interviews with City staff and Downtown stakeholders, there are various economic development efforts underway that include:

- an Economic Development Coordinator facilitating citywide economic development efforts through the City Manager's office
- an Economic Development Subcommittee, coordinated by the City's Economic Development Coordinator, with representation from the City Council, the Chamber of Commerce, the City Manager and private sector stakeholders
- a Beautification Committee under the auspices of the Chamber, focusing on the landscaping and lighting appearance of the Downtown, comprised of City staff and private sector stakeholders.
- the Chamber of Commerce, focusing on marketing, business programs, and coordination of the Downtown events that occur throughout the year
- an Ad Hoc Merchants' Association, with an interest in improving and marketing the Downtown business environment

However, based on these interviews, it was also recognized that these various efforts often lack coordination with each other and do not include a sufficient focus on a unified strategy for rebuilding a vibrant Downtown. **Kingsburg must create and maintain a cohesive Downtown economic development partnership consisting of the City, the Chamber of Commerce, and Downtown merchants and property owners to focus limited resources on key strategies for rebuilding a vibrant Downtown.** Such a partnership is illustrated in Figure 5-1.

Figure 5-1
Downtown Economic Development Partnership



Today only two of the three partners, the City and the Chamber, are formally organized and consistently active. The loose organization of the Downtown merchants and property owners makes them an unequal partner; their strong participation is vital, since they are the only one of the three whose sole focus is on Downtown. Therefore, **a Downtown Business Association should be formed of Downtown merchants and property owners whose sole mission is the economic development of Downtown Swedish Village.**

Each of the three partners has distinct responsibilities separate from the others, and each can make a unique contribution toward creating a vibrant Downtown. Some of these priorities and responsibility therefore are outlined in Table 5-1, and include an economic development framework developed by City staff with input from Chamber representatives and key stakeholders. The framework plan might include some of the following components:

1. City Manager and Economic Development Coordinator:
 - Amend the Downtown Form Based Code to facilitate mixed use retail development concentrated along Draper Street with office and residential uses above
 - Broaden City zoning incentives to encourage lot consolidations for more effective development
 - Identify and pursue major grant funding opportunities to enhance the historic and pedestrian quality of the Downtown
 - Build upon the agri-tourism activities within Fresno County to expand the tourism opportunities within Kingsburg's local and nearby agricultural operations
 - Enhance the historical and cultural information available to visitors and create a naming program of historic sites and structures with visitor friendly guide maps
 - Maintain an ombudsman presence so that existing businesses and new business ventures can navigate the development process system effectively
 - Hold regular outreach programs, in coordination with the Chamber of Commerce, to set priorities for economic development

2. Chamber of Commerce
 - Continue to sponsor special events, such as the Swedish Festival, Farmers' Market, Car Show, Ladies Night Out, and other events that could draw a wider range of demographic groups
 - Create a Visitor's Center, perhaps within the refurbished Historic Kingsburg Train Depot, that can tell the "story of Kingsburg" and map out a self-guided, walking history tour of the Downtown
 - Create and maintain well placed kiosks in strategic locations throughout the Downtown that guide both residents and visitors to important historical and cultural sites
 - **Provide local merchants with ongoing business support and training through a small business development center; such training should include business and accounting management, procurement of loans, and marketing techniques which include social media skills.**

3. Downtown Business Association
 - Formulate a strategy and priorities for creating a vibrant Downtown Swedish Village that meets the needs of both the merchants and the property owners
 - Represent to the City and to the Chamber a single, unified voice for the interests of Downtown merchants and property owners
 - Develop, in cooperation with the Chamber, a marketing and promotion strategy for Downtown, including special events and on-line, social media presence that can advertise the many attractions that are available to visitors
 - Establish a committee to explore the desirability and structure of a formal business improvement district (BID) authorized under existing State legislation
 - **Work with Downtown merchants to establish uniform store opening and closing hours, including weekends and at least four evenings per week**

Table 5-1
Cohesive Downtown Economic Development Partnership

Economic Development Partners
1. City Manager - Economic Development Coordinator
<ul style="list-style-type: none"> • Land Use Zoning & Incentives • Targeted Funding • Agri-Tourism • History/Culture Preservation
2. Chamber of Commerce
<ul style="list-style-type: none"> • Special Events • Business Support & Training
3. Downtown Merchants and Property Owners
<ul style="list-style-type: none"> • Establish Downtown Merchants and Property Owners Association • Marketing and Promotion • Establish Committee to Explore Desirability of a Formal BID • Subject to majority Voter Approval, Establish a Formal BID

Downtown Business Improvement District

The Downtown Business Association should consider forming a Business Improvement District to fund Downtown improvements to supplement those provided by the City and to support a comprehensive marketing and promotion program for Downtown Swedish Village.

Business Improvement Districts (BIDs) are public/private partnerships created under State of California legislation to perform a variety of services to revitalize and improve commercial districts above existing local governmental services. As shown in Table 5-2, in California, there are two different types of BIDs, one created through assessments on businesses within the district (including landowners who lease property), and the second created through assessments on property owners alone. The formation of a BID requires an affirmative vote by a simple majority of business or property owners (depending on the type of BID) within its proposed boundaries. The various merchants and property owners would undertake a study to decide which form of BID they would prefer; their support would be expressed by a majority vote based on their share of the total assessment.

BIDs allow business or property owners to collectively pay for services to supplement those provided by the local jurisdiction. Assessments must be approved by a majority of business or property owners prior to the formation of the BID and must be directly proportional to the estimated benefit received by each business or property. BIDs are generally popular because business and property owners are often more willing to assess themselves if the result directly benefits their business or increases the value of their property. BIDs can be set up for five years up to a maximum of ten years of assessments, at which point the BID must be either renewed or disbanded.

In addition to providing a unified voice in developing action priorities for the Downtown and coordinating with the City's economic development staff and the Chamber of Commerce, a BID can provide ongoing promotion and marketing, sponsor regular events individually or coordination with the Chamber, provide enhanced public safety and maintenance, and provide for minor capital improvements that might include downtown beautification and signage improvements. These functions are subject to the direction of an elected board of directors and would be reflective of the programs that the BID membership considers most beneficial for their ongoing business growth and success.

There are examples of many successful business improvement districts throughout California. When the Downtown merchants and property owners set up an exploratory committee, it is always effective to visit successful BIDs to talk with their members and to tour the various programs that they have undertaken. They can also learn about the budget ranges and parameters that have been established in other locations and how the members are assessed. Two nearby successful BIDs are B.O.O.T which is an acronym for the Business Organization of Old Town Clovis and the Visalia Downtown Alliance.

Table 5-2

Types of Downtown Business Improvement Districts	
1. Two Types of BIDs:	
<ul style="list-style-type: none"> • Property Based (PBID) • Business Based (BID) 	
2. Functions of BIDs	
<ul style="list-style-type: none"> • Marketing, Special Events, Enhanced Services • Historic Plaques, Public Safety 	
3. Examples of BIDs	
<ul style="list-style-type: none"> • B.O.O.T (Business Organization of Old Town Clovis) • Visalia Downtown Alliance 	

Expanding and Strengthening the Downtown Retail Market

One of the most critical aspects of the strategy for Downtown economic development is to strengthen and expand the retail and restaurant sectors of the economy. Based on interviews with the City staff and stakeholders, Kingsburg has experienced a decline in the number of retail and restaurant businesses, not to mention that their hours do not provide full coverage when market demand would most likely be present. Additionally, it has been noted that the office uses have been filling in the vacant retail stores, thus foreclosing a concentration of these activities along Draper Street. Chapter Three on physical development recommended actions to preserve ground floor Draper Street frontage for retail and restaurant use. These actions, however, will not be successful unless they are supported by a comprehensive program to expand and strengthen the Downtown retail market.

One way to expand the market is to increase the population in the primary market area, the City of Kingsburg. As noted in Chapter Two, however, significant population growth is not expected in the City (The average annual growth rate is projected at 1.1 percent).

A second way to strengthen the market is to increase the resident population, visitor population, and workforce within walking distance of Downtown shops and restaurants. Chapter Three recommended that three-story buildings for multi-family residential, office and hotel uses be encouraged in the Downtown area. If most of the relatively small population growth were concentrated within walking distance of Draper Street, Downtown businesses would realize a disproportional increase in business while existing single-family neighborhoods

would be protected from intrusion of higher density housing. Such development, however, may take years to realize.

A more immediate way to support increased retail and restaurant business in Downtown is to attract existing residents in the primary market area of Kingsburg and of adjacent communities to visit Downtown more frequently. Interviews with present residents indicated that they travel to Fresno, Selma and Visalia for major shopping, dining and entertainment, because Downtown Kingsburg does not offer many quality opportunities for such activities. Therefore, **the City, the Downtown Business Association, and the Chamber should aggressively market Downtown to quality eating and drinking establishments, unique specialty shops, and even possibly a specialty movie theater.**

A greater variety of restaurants is needed to appeal to a wider range of diners. The Swedish Village needs a Swedish restaurant; perhaps the Business Association and the Chamber could assist a local Swedish family to establish such a business. While the community clearly does not want bars to abound, quality drinking and dining establishments, such as brew pubs and sports bars would bring new evening life to Draper Street. Although the market will probably not support a modern multi-screen cinema in Downtown, a single screen or small multiple-screen specialty movie house might be successful if it offered movies not common at the big cinemas, such as foreign films, art films and Hollywood classics. Once these attractions are in place, **a comprehensive effort is required to promote Downtown Swedish Village to local residents.**

Residents of Kingsburg and adjacent communities are the primary market for Downtown. Experience has shown, moreover, that once local residents find their Downtown more attractive, the word spreads, and soon tourists and residents from more distant Central Valley towns become frequent visitors. The final way to expand the market, therefore, is to attract tourists. **The Chamber, in cooperation with the City and the Business Association, should launch a major effort to attract more tourists to Downtown Swedish Village.**

Chapter Four on Wayfinding has recommended specific improvements to signage to attract tourists from Highway 99 and to direct them to Downtown Swedish Village. The enhancement and promotion of the Swedish Village brand is essential for this attraction of tourists. Over time, additional attractions must be created to attract more visitors and to extend their stay in Kingsburg. Some such additional attractions are discussed in the following paragraphs.

The Chamber of Commerce should establish a Visitor Center in the Historic Kingsburg Train Depot. The small room at the north end of the building could house such a center, manned daily by a volunteer in historic railroad attire. The reenactment of a train departure could be staged twice a day during tourist season at specified hours. **The Kingsburg Historical Society, a 501 (c) (3) organization that operates the Rail Depot, the Kingsburg Historical Park, and the Historic Kingsburg Jail, should prepare a video to be shown at the visitor center and at various kiosks throughout Downtown to further introduce visitors to the rich history and culture of Kingsburg, including a map of significant venues to visit.**

The Chamber of Commerce and the Downtown Business Association should initiate discussions with bus tour operators to make Kingsburg a regular stop for such bus tours. Tourist buses used to make a stop in Kingsburg, but they have since been attracted to other locations. A committee of local business people should be established to initiate the

discussions with tour operators regarding their requirements for bus parking and related comfort facilities. The plaza by the Historic Train Depot might meet their needs, or curbside parking on Lewis Street by the Downtown Park.

As noted in Chapter Two, tourism is a growth industry in the Central Valley, and agri-tourism is an important element. **The City should accelerate its efforts to attract agri-tourism, building upon existing raisin, wine and olive oil businesses.** A tour route should be established and documented on a brochure and map, with major stops at Sun-Maid Raisins, Bari Oil, and Ramos Torres Winery, and minor stops at fruit stands at Berry Lady and peach and pecan orchards. Initially this could be a self-driven tour, but later a small tour van could lead visitors on a guided tour of the route. An alternative approach would be to entice Sun-Maid Raisins, Bari-Oil, and a local fruit market to locate on Simpson Street near the Ramos Torres Winery. The City should call together a committee representing the three major agricultural businesses to develop a plan and promotion strategy.

Table 5-3

Components of Expanding Retail Market	
1. Increase Population in Local Market Area	
<ul style="list-style-type: none">• Only 1.1 % average annual population growth rate projected• Limited new retail demand from projected population growth	
2. Concentrate New Development in Downtown	
<ul style="list-style-type: none">• Population increase in new multi-family residential development• Visitor increase in new hotels and motels• Employee increase in new office development	
3. Attract More Frequent Visits from Local Market Population	
<ul style="list-style-type: none">• Wider range of quality restaurants and casual dining• Brew pubs and sports bars• More unique specialty shops• Single-screen movie theater	
4. Attract Tourists	
<ul style="list-style-type: none">• New Visitor Center• Tour bus stops• Agri-tourism	

Possible Partners in Economic Development Programs

Successful economic development implementation programs need both partners that expand the capabilities of the city's economic development resources and financing resources that supplement existing budgets, as summarized in Table 5-4. Additional financing resources can be targeted to improving the overall image and attractiveness of the Downtown area, as well as providing resources for individual businesses to compete more effectively.

1. Partners

- As shown in Table 5-4, there are a number of existing economic partners that can assist the city in its strengthening of the Downtown market area. The following list is not considered to be comprehensive, but as a guide of available partners that can have an immediate impact:
- A Small Business Development Center (SBDC) can provide training, marketing, business consultation, loan financing application assistance, and social media skills development, which are among a variety of programs that they offer; additionally, this assistance can be provided pro-bono through Federally available programs, such as through the Office of Community and Economic Development at Fresno State
- The Fresno/Clovis Convention and Visitors Bureau (FCCVB) is already established to assist jurisdictions within Fresno County in developing better marketing programs for attracting visitors, tourists and trade shows and conventions; this organization could be an effective partner in expanding the reach of agri-tourism opportunities in the Kingsburg market area
- The United States Department of Agriculture (USDA) has a wealth of agricultural information from across the United States that could provide examples of agri-tourism programs in other parts of the county that have been successful
- The California Main Street Alliance is a non-profit membership organization that has been established to assist cities like Kingsburg in implementing a successful downtown revitalization program; not only do they have a library of successful programs across the United States, but they also have periodic meetings and conventions where Kingsburg staff and officials can converse with economic development officials and professionals that have practical information and experiences to share
- The California Small Business Association is an organization that Kingsburg can join that provides ongoing updates on key legislation that affect business operations at a local and statewide level; their information is focused on assisting small business to grow and understand legislative requirements; they also provide a voice for small business concerns to be heard in Sacramento; additionally, they also provide a means to keep up to date with legislation and programs affecting small businesses and announce upcoming small business meetings with legislators through email and social media.

2. Financing Resources

- A Business Improvement District (BID) can be a source of financing by either merchants or property owners for downtown programs or minor capital facilities; typically a property based (PBID) establishes higher assessments on their members than a business or merchants based BID, because PBID members generally see their property values rise as a result of improved marketing and revitalization actions
- A Tourism Business Improvement District (TID) can raise money for tourism marketing efforts either by raising the local transient occupancy tax (TOT) by a certain amount (say 1 percent) or by allocating a similar portion of the existing TOT to these efforts; in the case of Kingsburg, the TOT is 12 percent, similar to nearby Fresno and Selma with other TOTs ranging from a low of 4 percent in Sanger and Firebaugh to 10 percent for Huron and Clovis; in order to remain competitive in the County lodging market, it is initially recommended that a portion of the existing TOT be used for marketing efforts
- An Enhanced Infrastructure District (EIFD) is a post-redevelopment financing technique for a local jurisdiction to use a portion of its growth in General Fund property tax increment in the Downtown district for capital facility financing; since allocation of the property tax share of other jurisdictions and agencies is voluntary, Kingsburg must consider whether the use its local property tax increment will yield enough long-term economic benefit to warrant use of this approach
- There are a range of other outside financing sources that can be researched and pursued, but will only be discussed here in general terms for some of the more popular sources; for example, the State's "Cap and Trade" program that has allocated revenues from the market sale of pollution credits, on a competitive application basis, for facilitating projects of a transit, pedestrian or bicycle oriented nature
- Also, the State's Strategic Growth Council and the Fresno Council of Governments (Fresno COG) have grant programs for similar transportation oriented programs
- Additionally, there are grant funding opportunities for downtown revitalization and housing programs at the Federal level through agencies such as the U. S. Economic Development Administration (EDA) and the Department of Housing and Urban Development (HUD)
- Currently, EDA, through one of its grant application programs, the Planning and Local Technical Assistance program, assists eligible recipients in developing economic development plans and studies designed to build capacity and guide the economic prosperity and resiliency of an area or region

Table 5-4

Proposed Partners and Financing Resources
1. Partners
• Small Business Development Center (SBDC)
• Fresno/Clovis Convention & Visitors Bureau (FCCVB)
• United States Department of Agriculture (USDA)
• California Main Street Alliance
• California Small Business Association (CBA)
2. Financing Resources
• Business Improvement District (PBID or BID)
• Tourism Business Improvement District (TID)
• Enhanced Infrastructure Financing District (EIFD)
• Other Outside Financing Sources

Priorities for Implementation

This report recommends a large number of actions to revitalize Kingsburg's Downtown Swedish Village. They are summarized in Tables 1-2, 1-3 and 1-4, at the end of Chapter One. The number of recommendations might at first appear to be overwhelming; however, short-range and longer-range actions are identified to assist in setting priorities and to help the community launch immediately upon an effective program of implementation. As noted in this chapter, it must be a cohesive, coordinated effort of three partners: the City of Kingsburg, the Chamber of Commerce, and a new, Downtown Business Association.

The City should initially focus on stimulating redevelopment of four catalytic sites in the Downtown. The vacant site at the intersection of Simpson and Sierra Streets presents an unusual opportunity because of its size and location; the property owner must be encouraged to hold out the entire site for a major new hotel, rather than allow it to be developed into several small commercial uses. The Downtown Form Based Code should be amended immediately, and work should begin on design and implementation of a new wayfinding system.

The Chamber of Commerce should intensify its marketing and promotion efforts, and should aid local merchants through business management and marketing training programs. A Downtown Business Association should be formed of merchants and property owners to create an aggressive and unified force for Downtown revitalization; the Association should consider structuring itself as a formal Business Improvement District under State legislation.

Kingsburg is a **small** town. But it is a community with a rich heritage, a proud populace, and a progressive City government. The Community Planning Assistance Team believes that it can have a **big** future.

APPENDIX A RECOMMENDED FORM BASED CODE AMENDMENTS

The specific amendments recommended for the Use Table in the Downtown Form Based Code are indicated in **red**. These amendments are intended to permit and encourage only active pedestrian uses in ground-floor storefronts. In addition, the Code should be amended to allow hotels to have a height of four stories in the Main Street (FBC 3) transect and five stories in the Main Street Flex (FBC 2) transect. Also, the Code map should be amended to include the entire vacant site on Simpson Street south of Sierra Street in the Main Street Flex (FBC 2) transect.

Table 17.42.A Specific Land Use Regulations in the Downtown Form Based Code Area

Land Use ¹	Transect Zones		
	FBC 3	FBC 2	FBC 1
Commercial			
Adult Entertainment Establishment	See Sec. 17.86 of the Zoning Ordinance		
Vehicle Sales, New and Used, and Rental	CUP*	CUP	--
Bar, Tavern, Nightclub	CUP	CUP	--
Gas Station/Fuel Sales	CUP*	CUP	--
General Retail Businesses, except with any of the following features: Alcoholic Beverage Sales On-site Production of Items Sold Floor Area more than 10,000 sq. ft.	P AA P CUP	P AA P CUP	CUP -- AA --
Restaurant, Café, Coffee Shop; except with the following feature: Drive Through Facilities	P --	P CUP	AA --
Industrial			
Manufacturing/processing Light Heavy	-- --	CUP --	-- --
Media Production	--	P	--
Personal Storage Facility	--	CUP	--
Printing and Publishing	--	P	--
Warehousing and Distribution	--	--	--
Residential			
Single family/Unit	--	P	P
Two family unit	--	P	P
Multifamily/Unit	AA ²	P	p
Accessory/Second Unit	--	P	P
Residential Component of Mixed Use Project	AA ²	CUP ²	CUP
Group Home - 6 or fewer residents	P*	P	P
Group Home - More than 6 residents	AA*	AA	AA
Home Occupation	P*	P	P
Live/Work	P*	P	AA
Residential Care - Fewer than 7 clients	--	P	P
Residential Care - 7 or more clients	AA*	AA	AA

Table 17.42.A (continued)

Land Use ¹	Transect Zones		
	FBC 3	FBC 2	FBC 1
Recreation, Education, & Public Assembly			
Churches	CUP*	CUP	CUP
Community or Public Safety Buildings/Facility	AA	AA	AA
Commercial Recreation Facility - Indoor	AA*	AA	AA
Commercial Recreation Facility – Outdoor	--	CUP	--
Farmers' Market	AA*	AA	--
Library, Museum, Post Office	P	AA	CUP
Meeting Facility, Public or Private	P ²	AA	AA
15,000 sq. ft. or less	CUP ²	CUP	CUP
More than 15,000 sq. ft.			
Parks, Open Space, Playground	AA*	AA	AA
School, Public or Private	--	AA	AA
Studio: Art, Dance, Martial Arts, Gym, etc.	P*	P	AA
Cinema or Performing Arts	P	AA	CUP
15,000 sq. ft. or less	CUP*	CUP	--
More than 15,000 sq. ft.			
Services			
ATM	P	P	AA
Bank: Financial Services	P ³	P	--
Business Support Services	P	P	--
Day Care			
Day Care Center	P ^{2*}	P	CUP
Family Day Care Center: Large	AA ^{2*}	AA	AA
Family Day Care Center: Small	--	P	P
Funeral Homes, Mortuaries	--	CUP	--
Lodging			
Bed and Breakfast Inn	P ^{2*}	P	AA
Hotel/Motel	P ^{2*}	P	--
Medical Services			
Urgent care	--	P	CUP
Hospital	--	CUP	--
Medical offices and clinics	P*	P	P
Extended Care	P ^{2*}	P	--
Offices	P*	P	AA
Personal Services	P	P	AA
Laundromats	CUP*	AA	
Temporary Uses	See Sec. 17.42.165 of the Zoning Ord		
Vehicle Services			
Minor maintenance and repair	CUP*	P	AA
Tire Sales	P*	CUP	--
Car Wash, self-serve or automated	CUP*	CUP	--

Table 17.42.A (continued)

Land Use ¹	Transect Zones		
	FBC 3	FBC 2	FBC 1
Transportation, Communications, Infrastructure			
Parking Facility, public or commercial	P ₂	P	AA
Public Utility	--	--	--
Recycling, small collection facility	AA	AA	--
Transit Station	P	P	--
Wireless Communication Facility (cell tower)	--	--	--
Key			
-- = Not Permitted P=Permitted Use AA=Administrative Approval Required CUP=Conditional Use Permit Required			
¹ See Section 17.96.030 of the Zoning Ordinance for definitions			
² Not allowed on the ground floor unless behind an allowed ground-floor use			
³ No new drive through facilities permitted; existing drive throughs require a CUP for expansion			
*Not permitted on ground floor on Draper Street east of California Street			

APPENDIX B MEET THE TEAM



Robert Paternoster, FAICP Team Leader

Bob has over 45 years of professional planning experience, primarily in a managerial capacity. His approach is action-oriented and strategic. He has served as Planning Director in Pittsburgh, PA, Director of Planning & Building in Long Beach, CA, and Community Development Director in Sunnyvale, CA. He was in charge of the planning and development of Long Beach's Queensway Bay Project, including the Aquarium of the Pacific.



Michael Dozier

Mike has over 30 years of administrative experience focused primarily on economic and workforce development and strategic planning. He is currently Community and Economic Development Director at California State University, Fresno, where he is responsible for "Knowledge Economy" initiatives between the University and Central Valley communities. He previously served as Community and Economic Development Director for the City of Clovis, CA.



Tom Ford, AICP

Tom has over 20 years of professional planning and urban design experience in California and in Asia. He is currently Director of Urban Design for the M-Group in Hayward, CA. He previously served as Studio Director for Gensler in Shanghai, China, and as Principal in The Office of Tom Ford in Oakland, CA. He has prepared urban design and area plans for numerous California communities, including Menlo Park, San Luis Obispo, Oakland, Santa Cruz and Fremont.



Stanley R. Hoffman, FAICP

Stan has over thirty-five years of experience in planning and urban economics. His fields of interest include economic and demographic analysis, land use projections, fiscal and financial studies, annexations, real estate market research and computer-based financial modeling. Since establishing Stanley R. Hoffman Associates in Los Angeles in 1981, Stan has specialized in fiscal and economic impact studies and market feasibility studies for residential, office and major retail shopping centers.



Emily Morishita

Emily is Senior Designer for Hunt Design in Pasadena, a 35-year-old firm specializing in wayfinding, branding and environmental graphics. She has undertaken wayfinding projects for the cities of Palo Alto and Monterey, and prepared sign master plans for San Francisco Bay's Treasure Island, Houston Memorial Park, San Diego Zoo, and LAX Central Terminal Area.



Cynthia de la Torre

Cynthia serves as Assistant Planner for the City of Beverly Hills, CA., where she processes discretionary development permits and works on larger zoning policy issues. Her planning focus is on sustainable land use. She has experience in community outreach, is fluent in Spanish, and is proficient in all current planning and presentation computer software.

THE DALA HORSE

A Dalecarlian horse or Dala horse (Swedish Dalahäst) is a traditional carved, painted wooden horse statuette originating in Swedish province Dalarna (Dalecarlia). In the old days, the Dalecarlian horse was mostly used as a toy for children; in modern times it has become a symbol of Dalarna, as well as Sweden in general. Several different types of Dalecarlian horses are made, with distinguishing features common to the locality of the site where they are produced. One particular style has, however, become much more common and widespread than others. It is stoutly carved and painted bright red with details and a harness in various bright colors such as white, green and yellow, as shown below.



The art of carving and painting the small horses quickly flourished in the 19th century, as economic hardship in the region inspired greater production of the small horses, and they became an important item of barter. Horse-making may have started as something to do during the long dark winter months, but soon the Dala horses were traded in exchange for household goods and their carving and painting blossomed into a full-fledged cottage industry. The rural families depended on horse production to help keep food on the table, as the skills of horse carving and painting were passed on from generation to generation.