

# THE PLAN OF HOLTVILLE

## ECONOMIC DEVELOPMENT & CITY MASTER PLAN

HOLTVILLE, CALIFORNIA

2 · 0 · 0 · 8

### CHARRETTE BOOK & REPORT

VERSION 03.19.09

THE CITY OF HOLTVILLE,  
SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS,  
AND THE COMPASS BLUEPRINT PROGRAM

*City Patrons*

TOWN PLANNING & URBAN DESIGN COLLABORATIVE LLC

*City Planners*

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— ECONOMIC DEVELOPMENT & CITY MASTER PLAN —

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TOWN PLANNING & URBAN DESIGN COLLABORATIVE LLC

[WWW.TPUDC.COM](http://WWW.TPUDC.COM)

*City Planners*

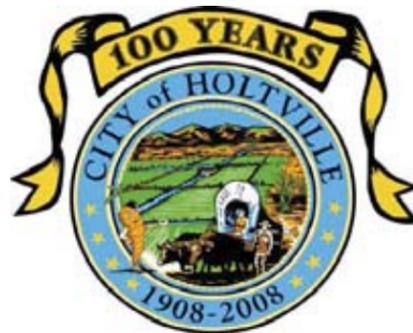
# PROJECT BACKGROUND

This is a project of the City of Holtville with funding provided by the Southern California Association of Governments' (SCAG) Compass Blueprint Program. Compass Blueprint assists Southern California cities and other organizations in evaluating planning options and stimulating development consistent with the region's goals. Compass Blueprint tools support visioning efforts, infill analyses, economic and policy analyses, and marketing and communication programs.

The preparation of this report was funded in part through grants from the United States Department of Transportation—Federal Highway Administration and the Federal Transit Administration—under provisions of the Transportation Equity Act for the 21st Century (TEA-21).

Additional assistance was provided by the State of California State Business, Transportation and Housing Agency through the California Regional Blueprint Planning Grant.

The contents of this report reflect the views of the author who is responsible for the facts and accuracy of the data presented herein. The contents do not necessarily reflect the official views or policies of SCAG or DOT. This report does not constitute a standard, specification or regulation.



THE CITY OF HOLTVILLE,  
SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS,  
AND THE COMPASS BLUEPRINT PROGRAM

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THE PLAN OF HOLTVILLE  
TABLE OF CONTENTS

ANALYSIS..... **A**

PROCESS..... **B**

PLAN..... **C**

ILLUSTRATIONS..... **D**

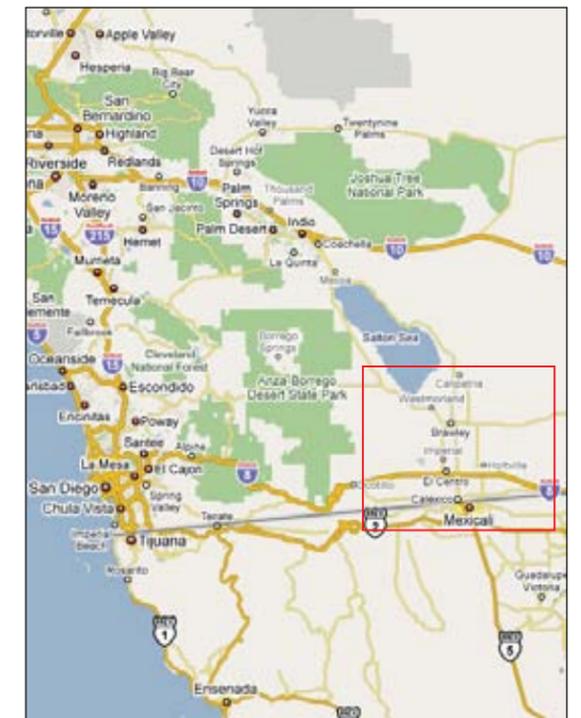
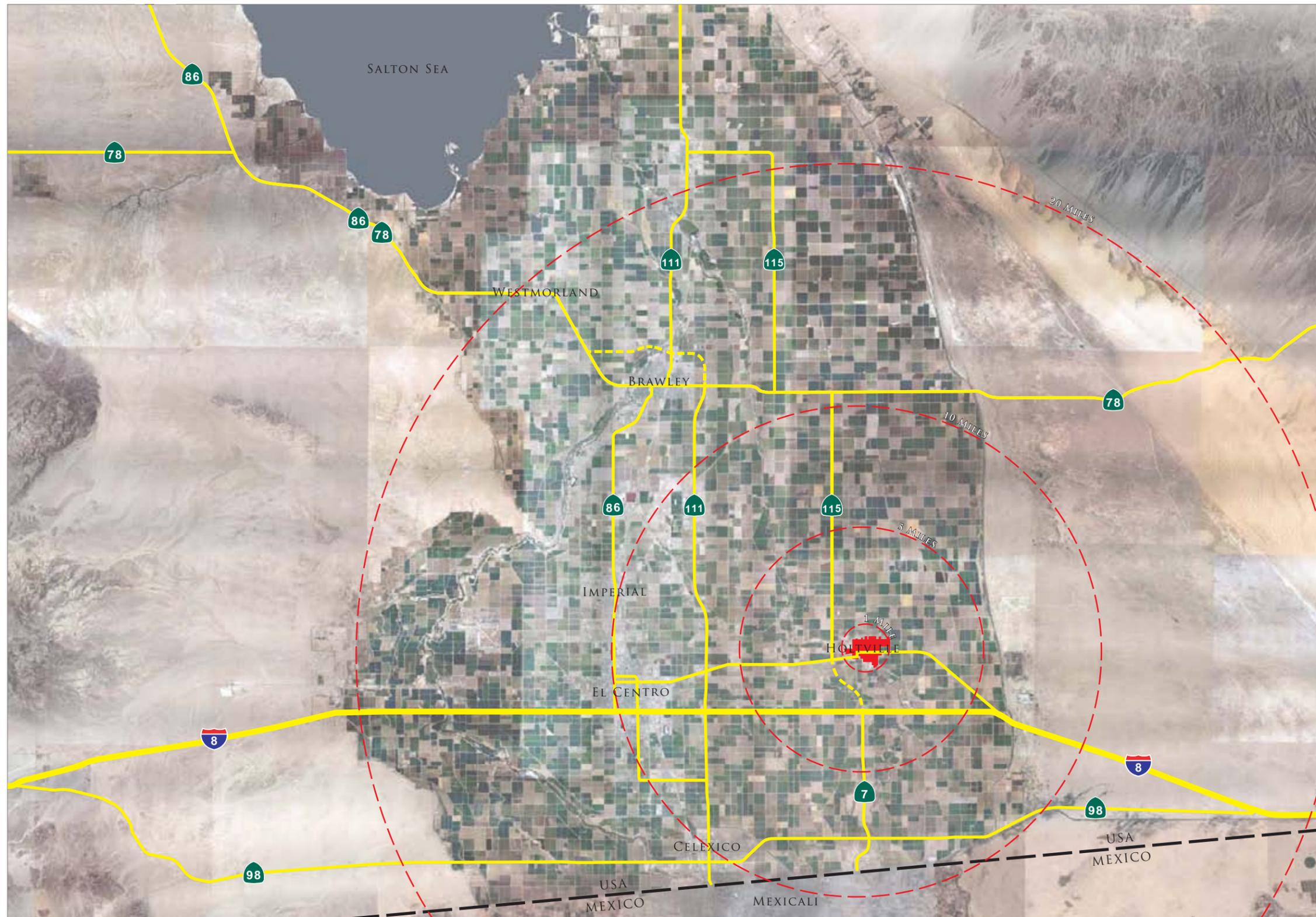
ECONOMIC ANALYSIS..... **E**

THE PLAN OF HOLTVILLE  
ECONOMIC DEVELOPMENT & CITY MASTER PLAN



SECTION  
ANALYSIS **A**

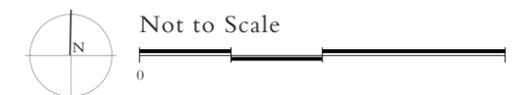
# THE PLAN OF HOLTVILLE ANALYSIS

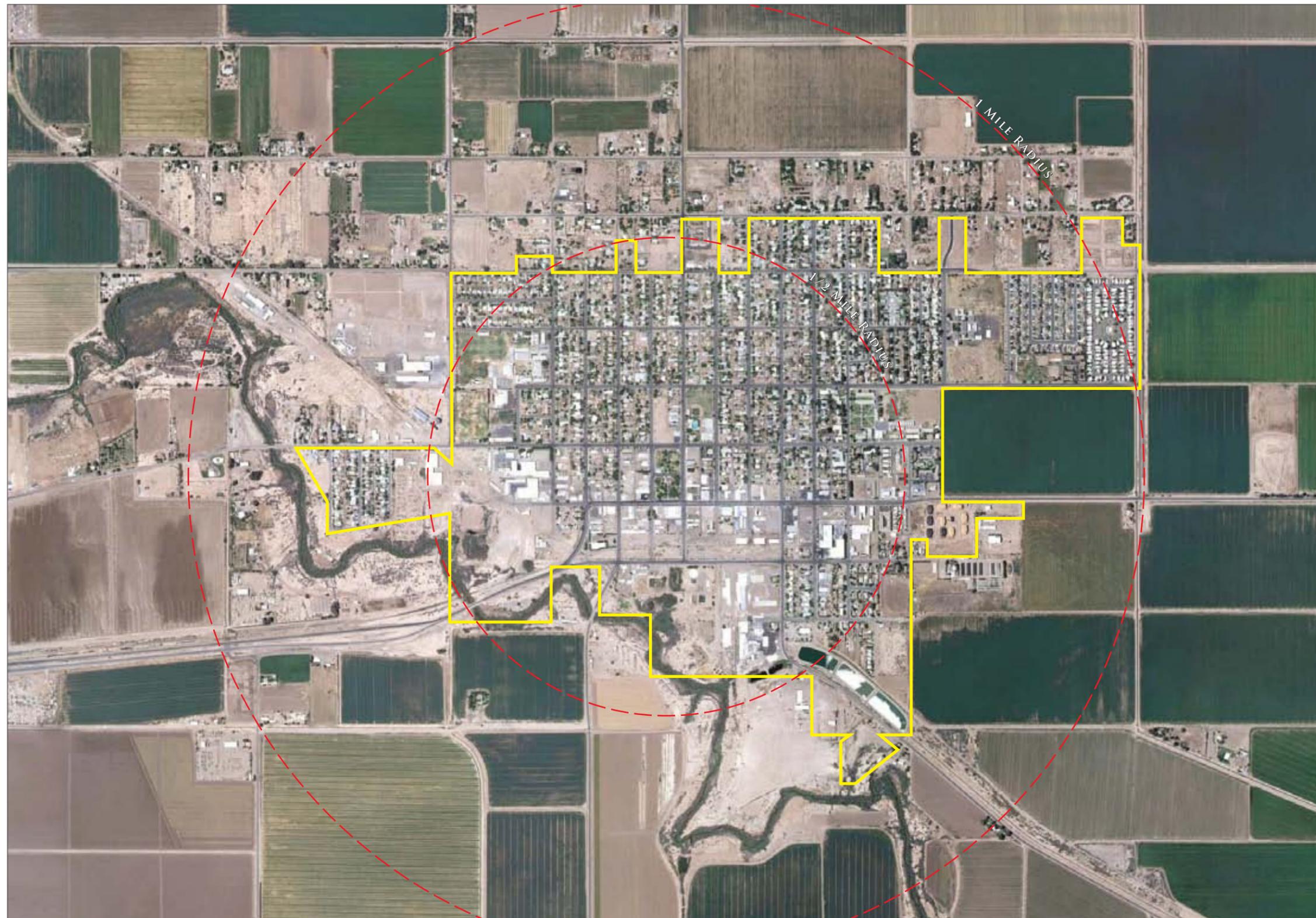


Regional Key Map

Imperial Valley is a region of southeastern California between the Colorado River and the Salton Sea, which is California's largest saltwater lake. Most of the Imperial Valley is below sea level, including Holtville and its major population centers.

Although this region is a desert, with high temperatures and low average rainfall of three inches per year, the economy is heavily based on agriculture due to the availability of irrigation water, which is supplied wholly from the Colorado River via the All-American Canal. The agricultural uses in the area are apparent in this aerial photograph.



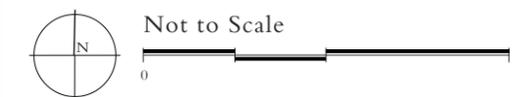


Regional Key Map

The City of Holtville, which was originally called Holton, was founded in 1903 by W.F. Holt, and incorporated on June 20, 1908. The city lies on the northeast bank of the Alamo River formed by the floods of 1905-07 when the Colorado River break made the river's course turn west and filled the low-lying depression of water now the Salton Sea.

The old U.S. Route 80 once ran along Fifth Street through the center of town. A small obelisk in Holt Park, just north of Fifth Street, gives the distances to various points to the north, east and west. U.S. Route 80 has been decommissioned and made as County Route S80 in California. The portion in and near Holtville is now part of State Route 115. Much of the east-west automobile traffic has been diverted to Interstate 8, about 2.5 miles to the south. The city was once joined by railroad to El Centro, but this line (nicknamed the "Holton Interurban"), and another railroad line going to the north, have been abandoned. The closure of the railroad station brought on economic decline to the town in the late 20th century.

The city's major civic event is the annual Carrot Festival, held in January or February. It usually features a parade, a carnival and other activities over a 12-day period.

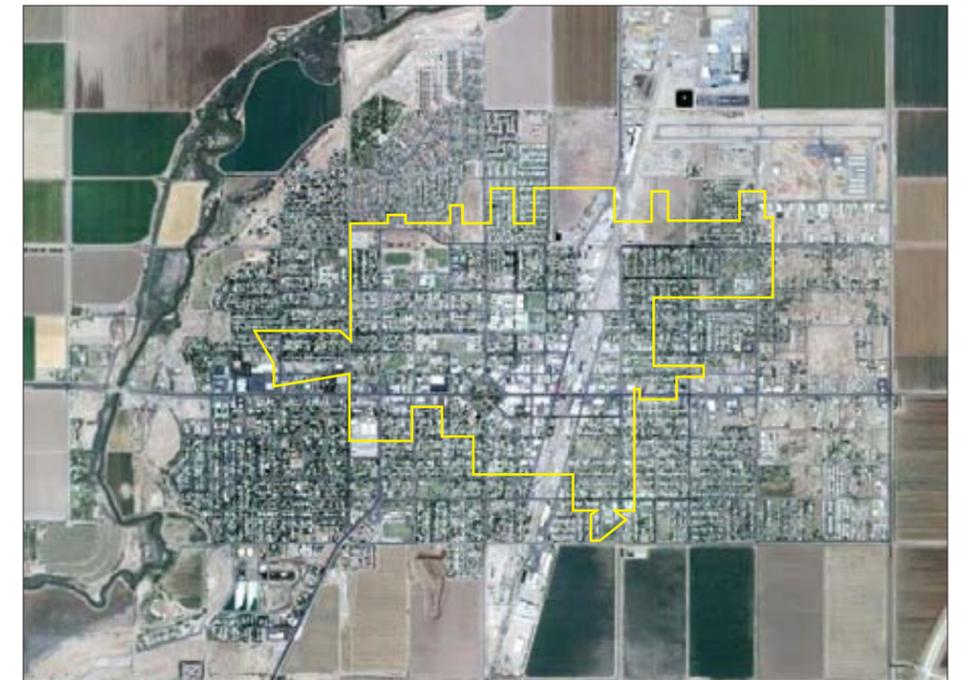




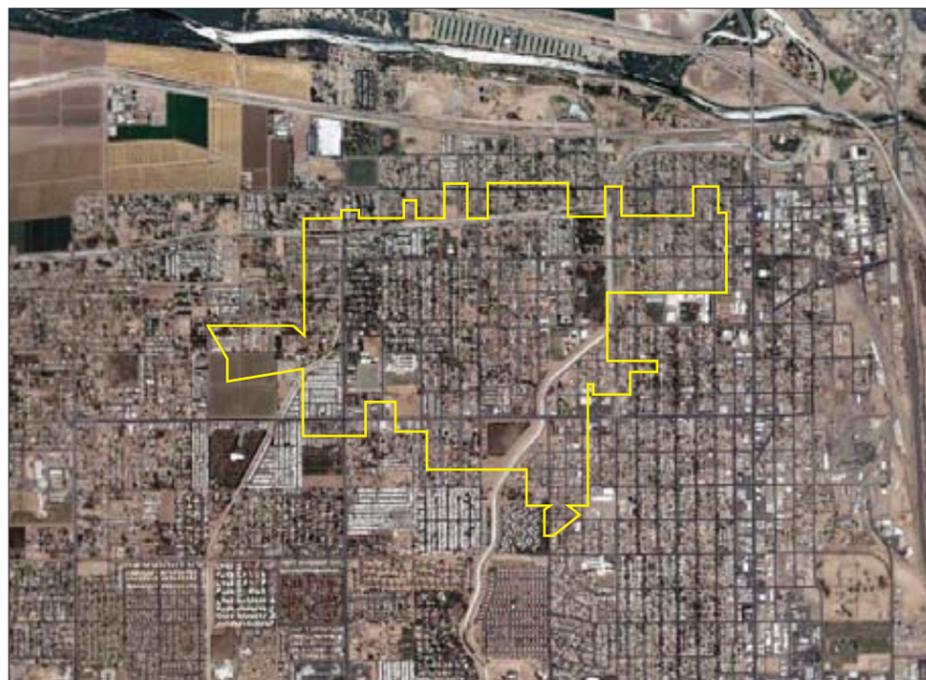
Holtville, California



El Centro, California



Brawley, California



Yuma, Arizona



Downtown San Diego, California



Downtown Los Angeles, California

— Holtville

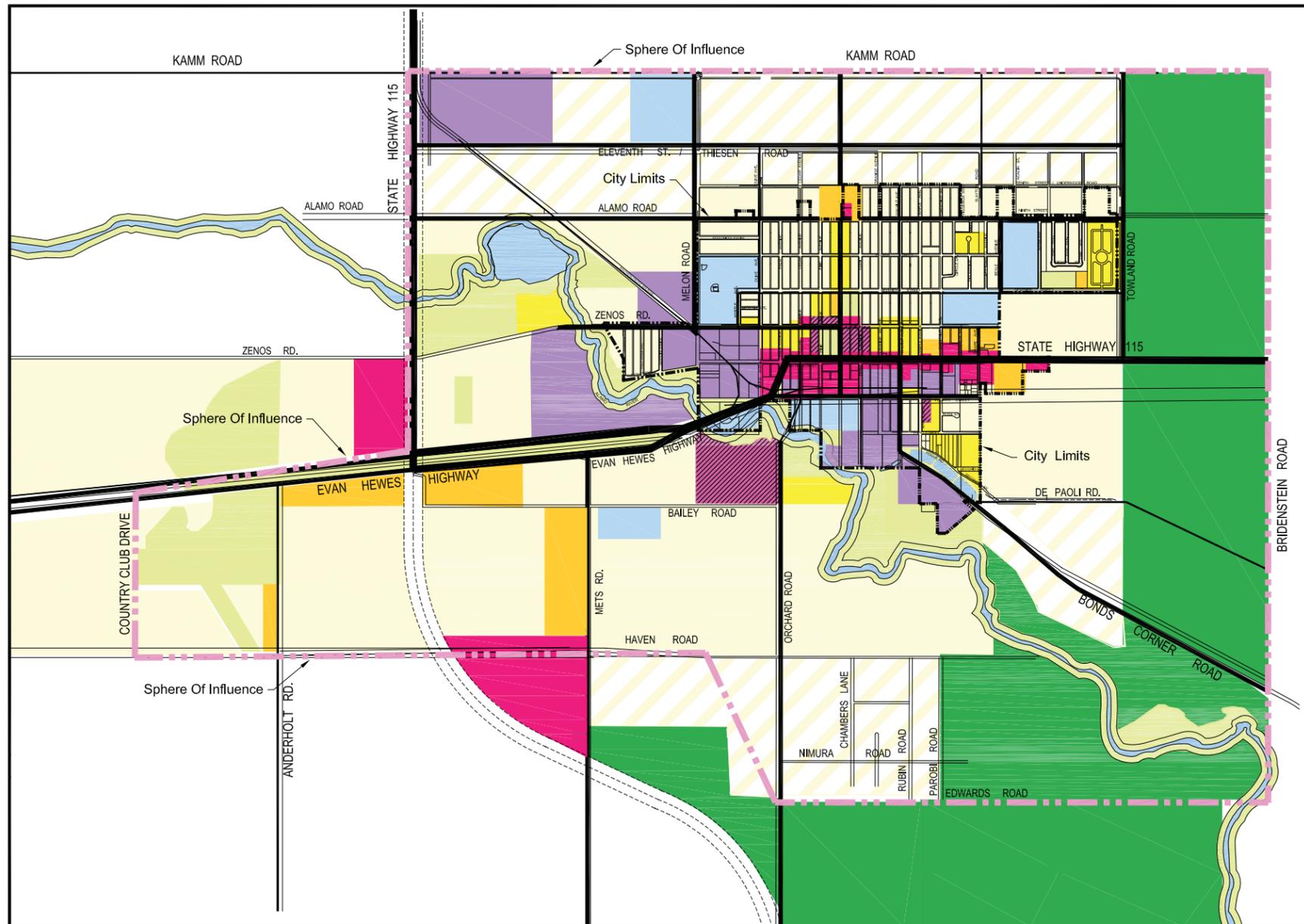
### CURRENT ZONING

Conventional land-use zoning is currently in place for Holtville. This type of zoning largely segregates land uses, placing mostly auto-oriented commercial and retail uses along Fifth Ave and industry uses along the river cutting off the connection to downtown and the City. This type of zoning does not produce high quality public spaces that will support healthy civic interaction.



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Amended 05-14-07



Legend

- RR Rural Residential
- LDR Low Density Residential
- MDR Medium Density Residential
- HDR High Density Residential
- RC Residential Commercial Mixed-Use
- AG Agriculture
- C Commercial
- I Industrial
- CF Community Facilities
- OS Open Space Recreation
- Existing Sphere of Influence
- City Limits
- Alamo River / Wetlands



**LU-1**  
**LAND USE POLICY MAP**

Amended 04-23-07

Land Use Element

# THE PLAN OF HOLTVILLE ANALYSIS



1. City Hall



1. Main Street



2. Holtville Angeltown

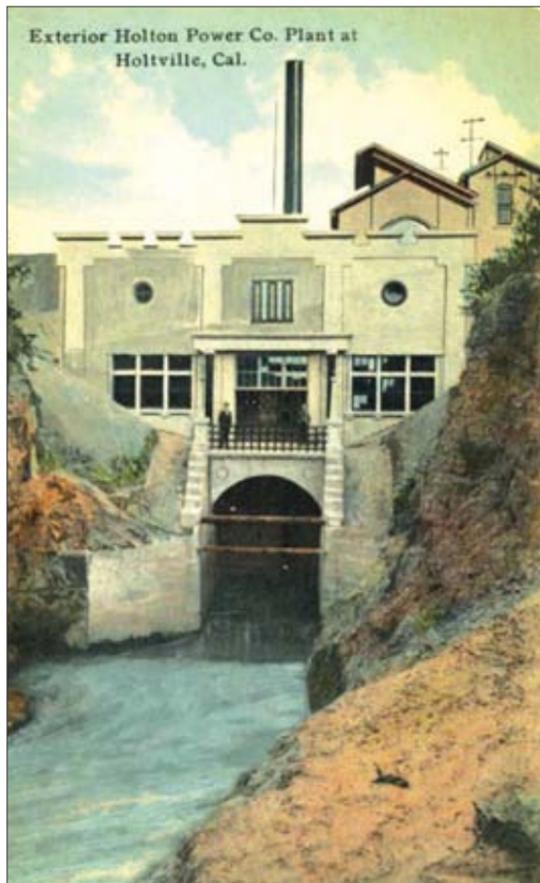


1. Carrot Carnival Parade



Key Plan

The photographs at left capture many of the historic events that make Holtville unique.



3. Power Plant



1. Downtown



4. Train Depot



1. Carrot Carnival Souvenir Album Cover



5. Hot Springs



6. Carrot Crops



1. Holt Park



1. City Hall



1. Chamber of Commerce

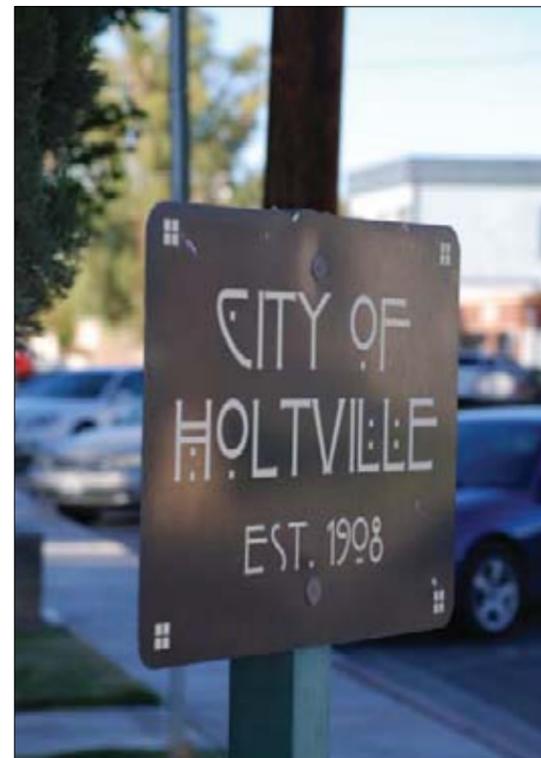


Key Plan

The photographs at left capture the unique features of Holt Park. These environments served as precedent for the new master plan for the City.



1. Holt Park Pavilion



1. City of Holtville Historical Sign



1. Historical Traffic Sign



1. Historic Power Plant



2. Water Tower



Key Plan

The photographs at left capture the unique features of the environment around the Alamo River at the southern edge of the City. These environments served as precedent for the new master plan for the City.



3. Agricultural Field



4. All-American Canal



1. Canal



2. Parking Around Holt Park



Key Plan

The photographs at left capture the unique features of various scenes from around Holtville. These environments served as precedent for the new master plan for the City.

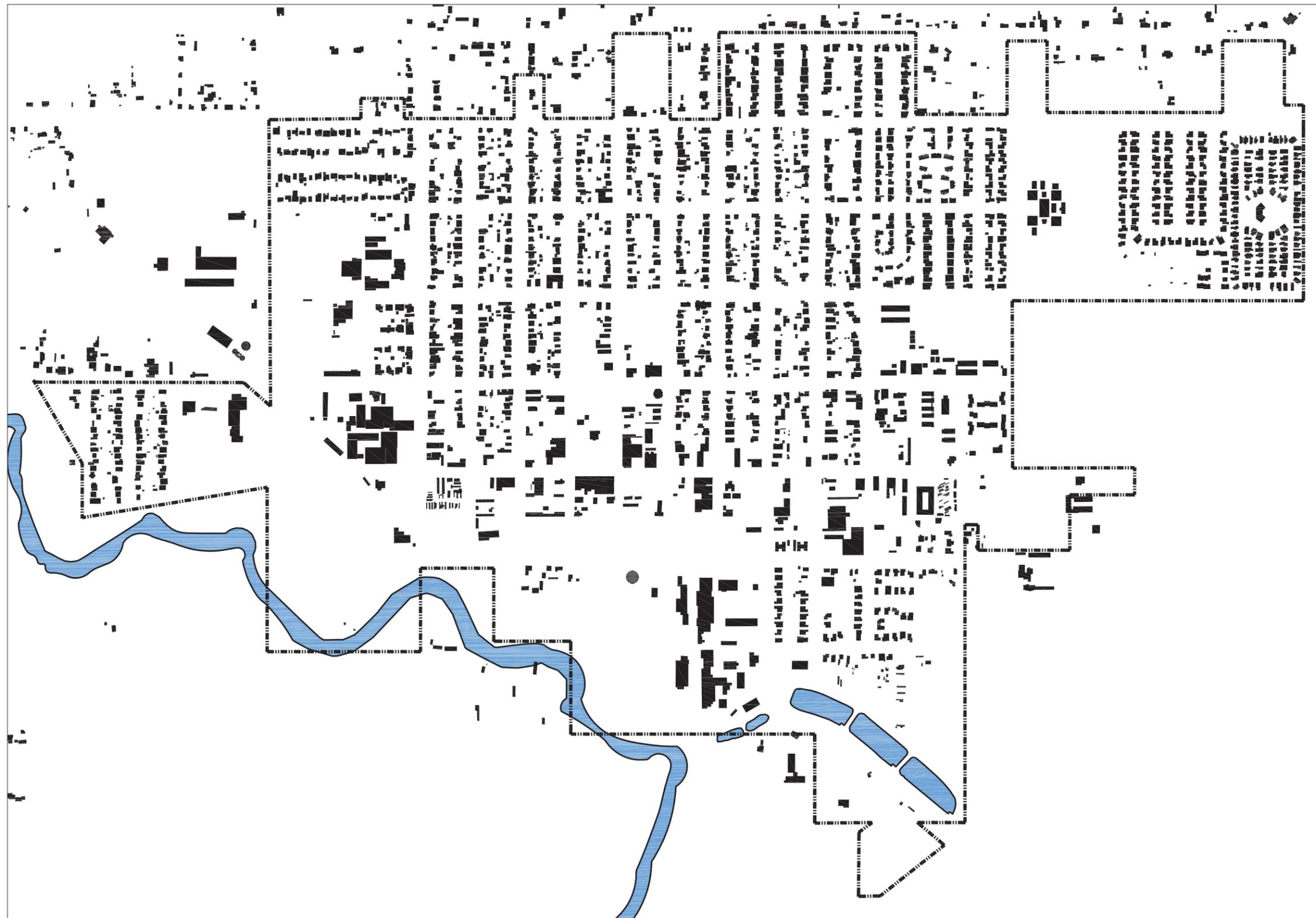


3. Schaffner Dairy

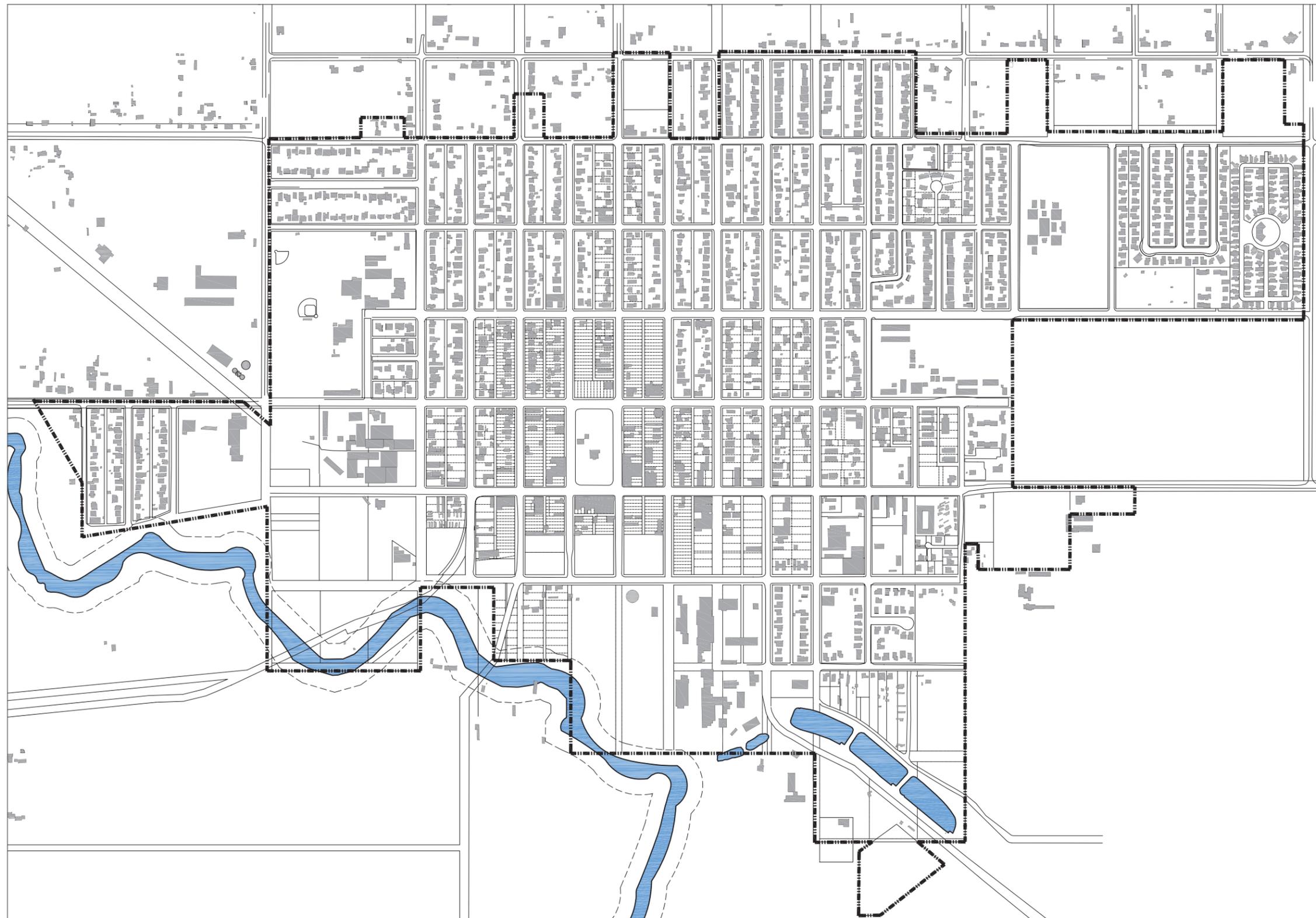


4. Alamo River Wetlands

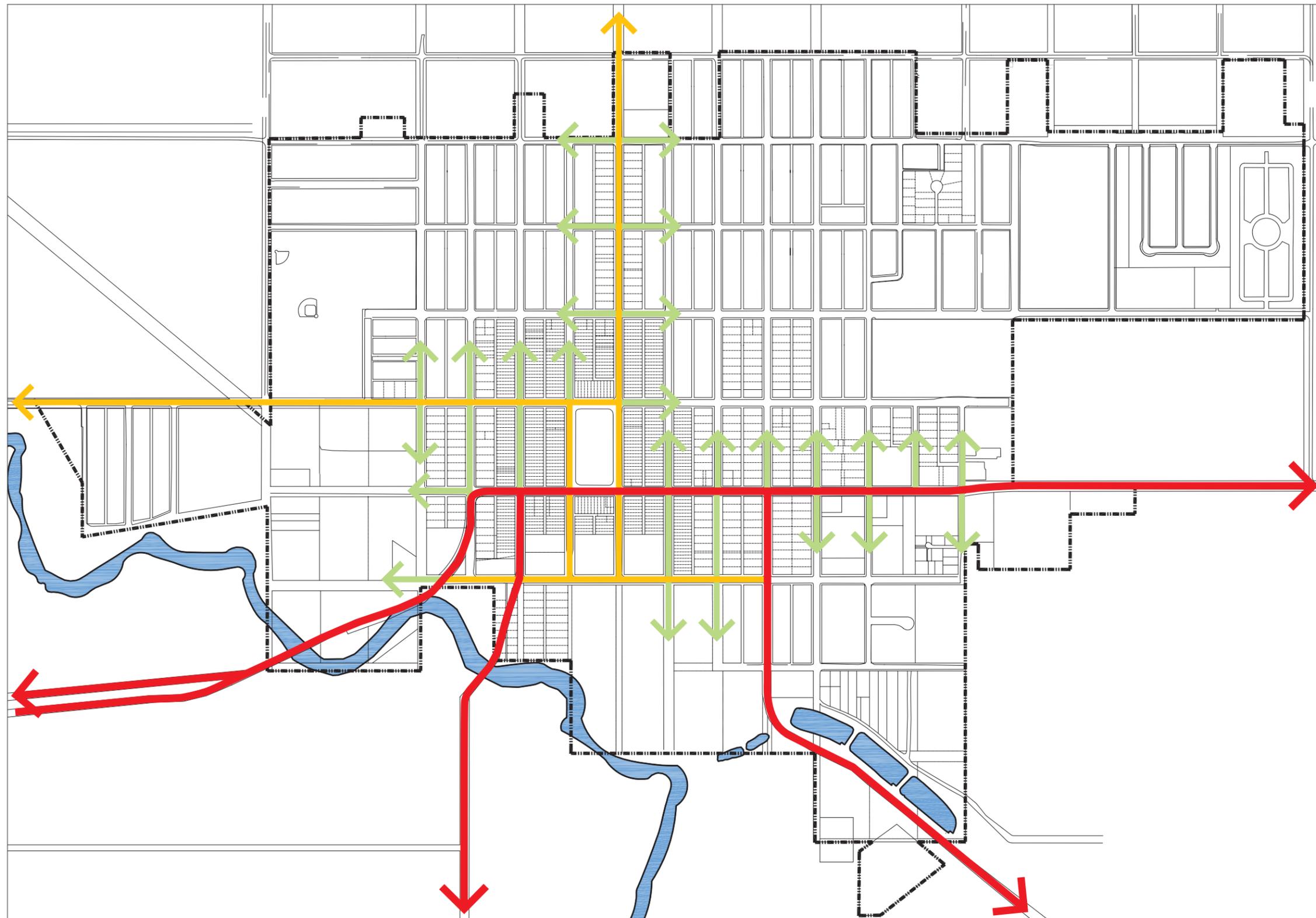
EXISTING FIGURE / GROUND



A figure / ground diagram shows the existing building and structures as dark and all the at-grade features such as ground spaces, streets, alleys, and vacant lots as white. This type of diagram is an indicator of the current state of a City's fabric and building density. With density of fabric comes a walkable downtown scaled for pedestrian movement. Historic photos confirm that Holtville once had a consistent fabric of buildings fronting the streets surrounding Holt Park and extending back to the alleys. This fabric has declined in recent decades as there has been little new building development downtown other than public structures. The building fabric is most intact along Fifth Street and Pine Avenue, areas with an active retail environment. A significant hole in the fabric exist north of Holt Park. Also the area south of downtown towards the Alamo River has experienced significant loss of structures.



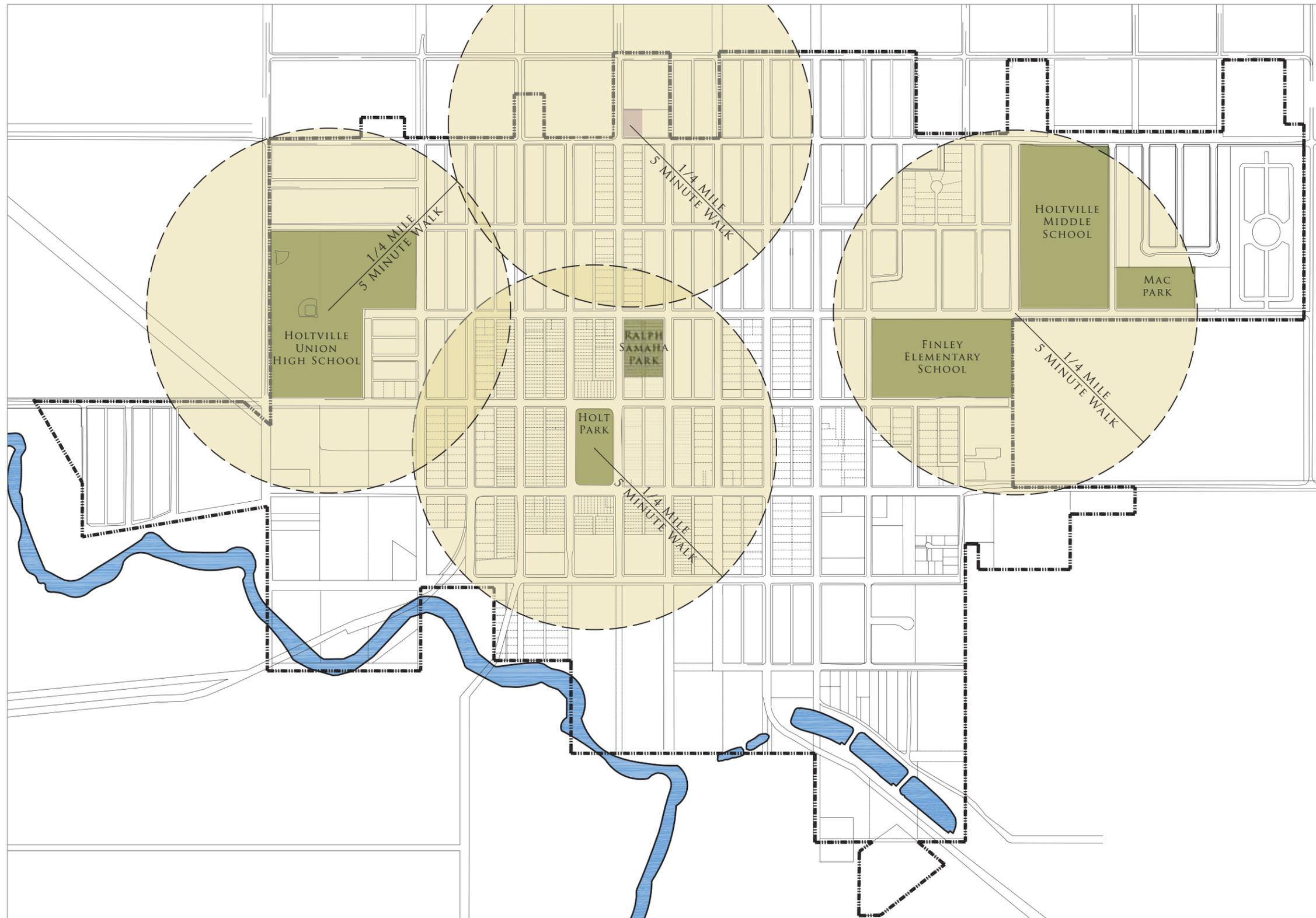
# THE PLAN OF HOLTVILLE ANALYSIS



## KEY

- PRIMARY THOROUGHFARES
- SECONDARY THOROUGHFARES
- TERTIARY THOROUGHFARES

# THE PLAN OF HOLTVILLE ANALYSIS



## KEY

- NEIGHBORHOOD CORNER RETAIL
- NEIGHBORHOOD CIVIC SITES

A pedestrian shed (ped shed), is the basic building block of walkable neighborhoods. A ped shed is the area encompassed by the walking distance from a town or neighborhood center or civic amenity. Ped sheds are defined as the area covered by a 5-minute walk (1/4 mile or 1,320 feet).

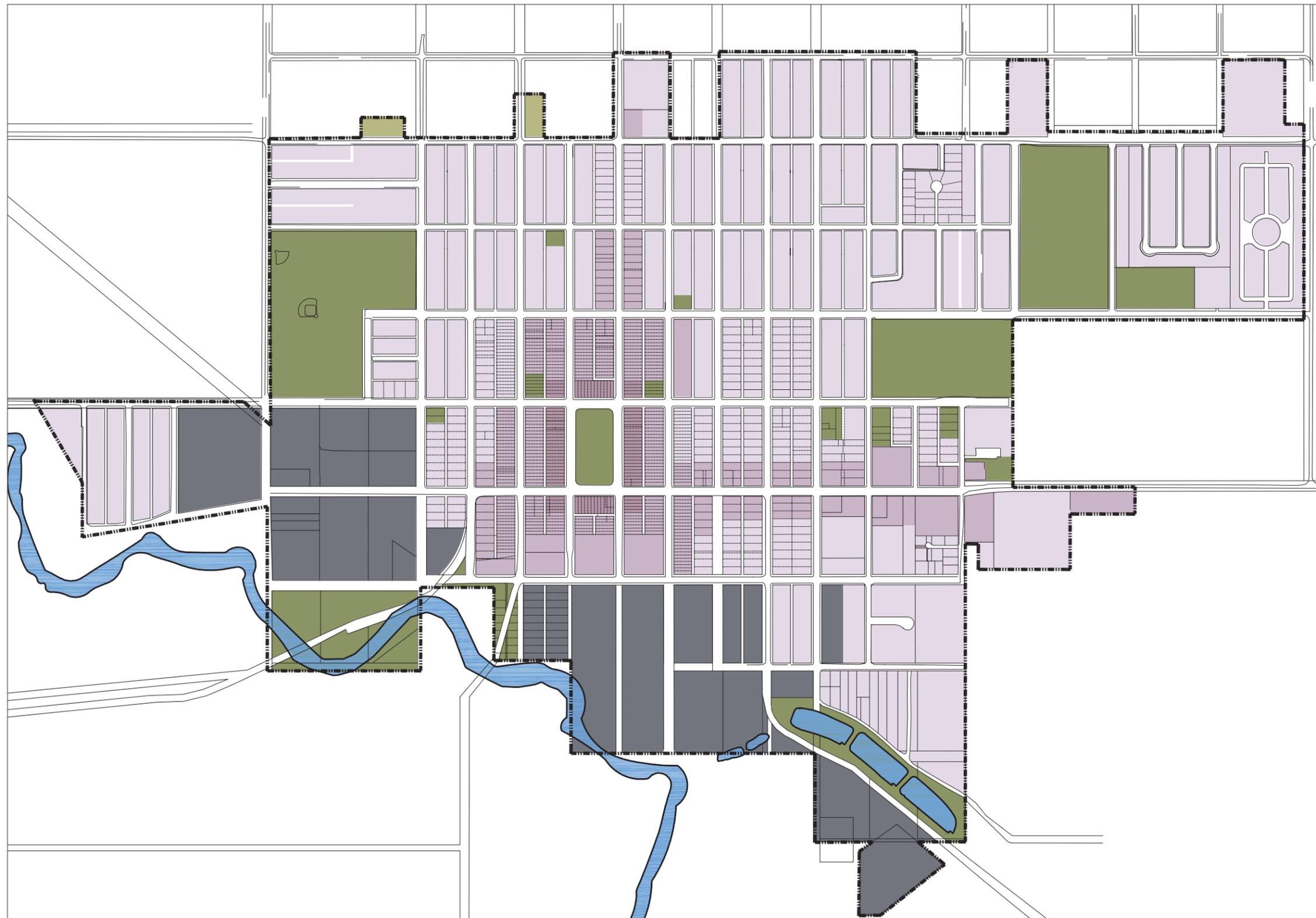
City owned, operated and managed parks provide 13.96 acres of recreational open space of Holtville residents. These parks include:

Holt Park is a 4.13 acre town square that has served as the center of downtown for over one hundred years and also functions as the hub for civic activities. It boasts a large variety of trees which provides shade on warm sunny days.

Ralph Samaha Park is also a 4.13 and is located on the corner of Holt and Seventh Street. It is host to Babe Ruth, High School Jr. / Varsity Baseball Teams and to Soccer.

Mac Park is also a 4.13 acre park in the east part of town which hosts Holtville Little League and also has a playground for recreation.

Presently, there is little evidence of an organized open space system that might link natural features such as the Alamo River to downtown and the City.



KEY

SD	SPECIAL DISTRICTS
T5	URBAN CENTER
T4	URBAN GENERAL
T3	SUB - URBAN
T2	RURAL ZONE
T1	NATURAL ZONE

This map depicts one version of a proposed Regulating Plan for downtown Holtville. It serves as both a translation between the existing conventional use-based zoning categories and the proposed Form-Based zones.

In general, numerous fragmented zoning categories have been combined and distilled into a simplified set of "Transect Zones." These zones are essentially character zones and range from the most rural in character to the most urban. This simplified set of zones can then be applied to the map to create a more unified and holistic approach to the City.

The most urban zones are centered around Holt Square and the "heart" of the City, where as the more rural zones are located at its periphery. Civic Sites are distributed throughout and are comprised of schools, libraries, parks, etc.

The Special District parcels are predominately those that are currently zoned industrial along the Alamo River. Although the zoning rights of these parcels can not be removed, it is recommended that these parcels be redeveloped in a manner that is more consistent with the character and scale of the rest of the City.

The specific character of each of the Transect Zones is outlined in the subsequent pages.



T1 - Alamo River



T2 - Holtville Farmstead Homes



T3 - Holtville Neighborhood



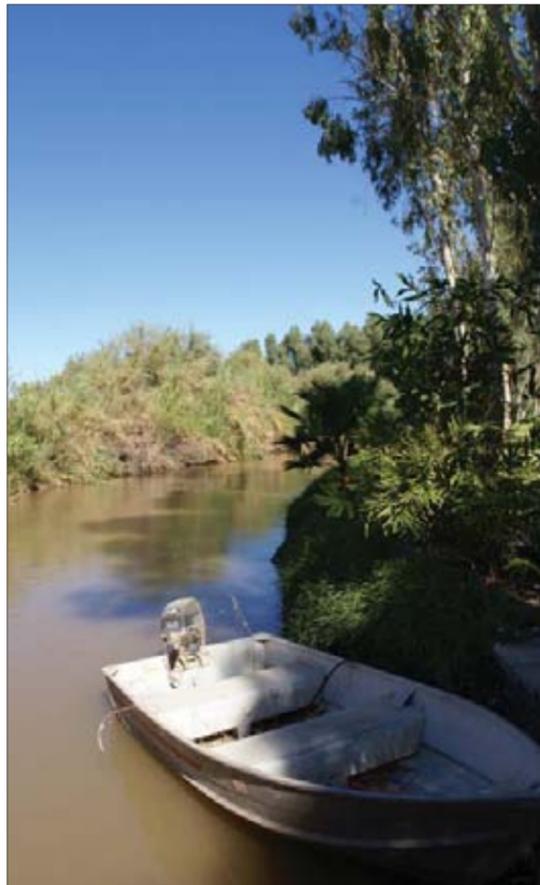
T4 - Fifth Street, Holt Park, Holtville, California



T5 - Main Street, Yuma, Arizona



Alamo River, Holtville, California



Schaffner Dairy, Holtville, California



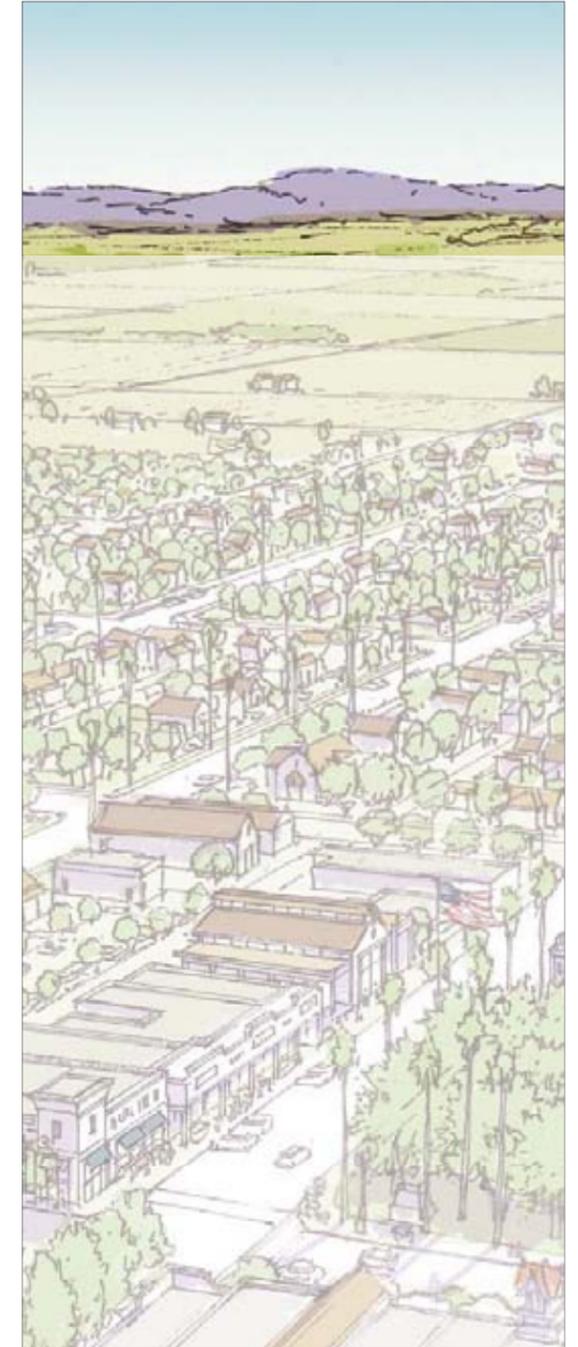
Imperial Sand Dunes, Imperial County, California



Alamo River Wetlands, Holtville, California



Colorado River, Yuma, Arizona



Above images are T1 - Natural Zone examples of the region.



Holtville, California



Holtville, California



Holtville, California



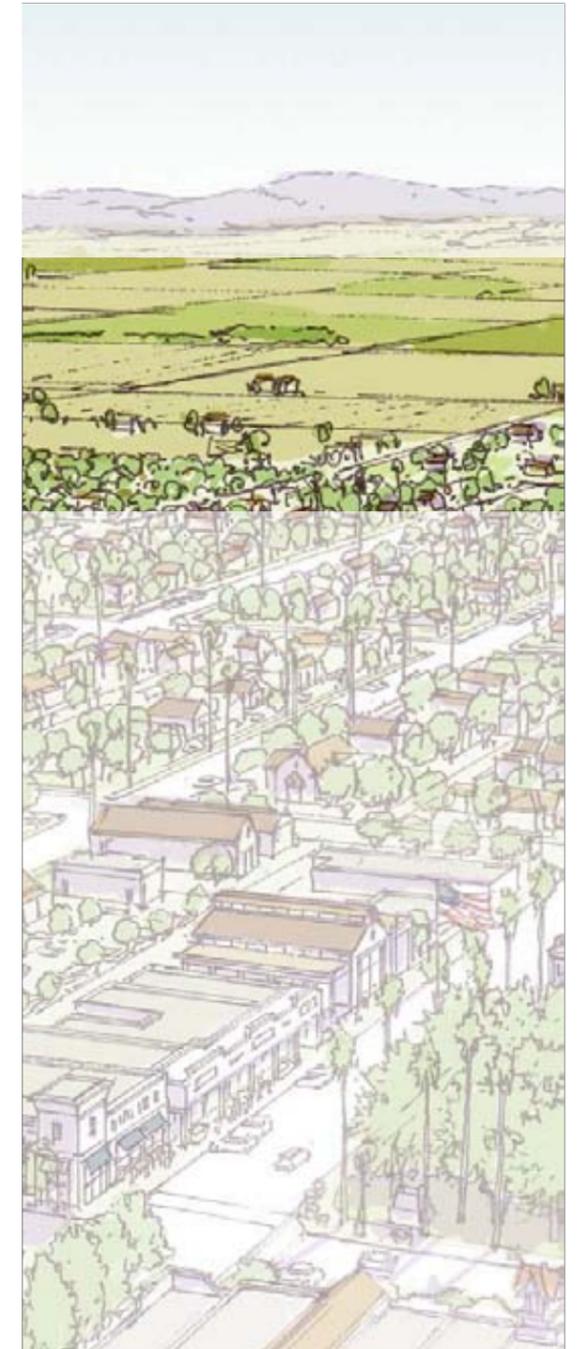
Holtville, California



Holtville, California



Holtville, California



Above images are T2 - Rural Zone examples of the region.



Holtville, California



Holtville, California



Holtville, California



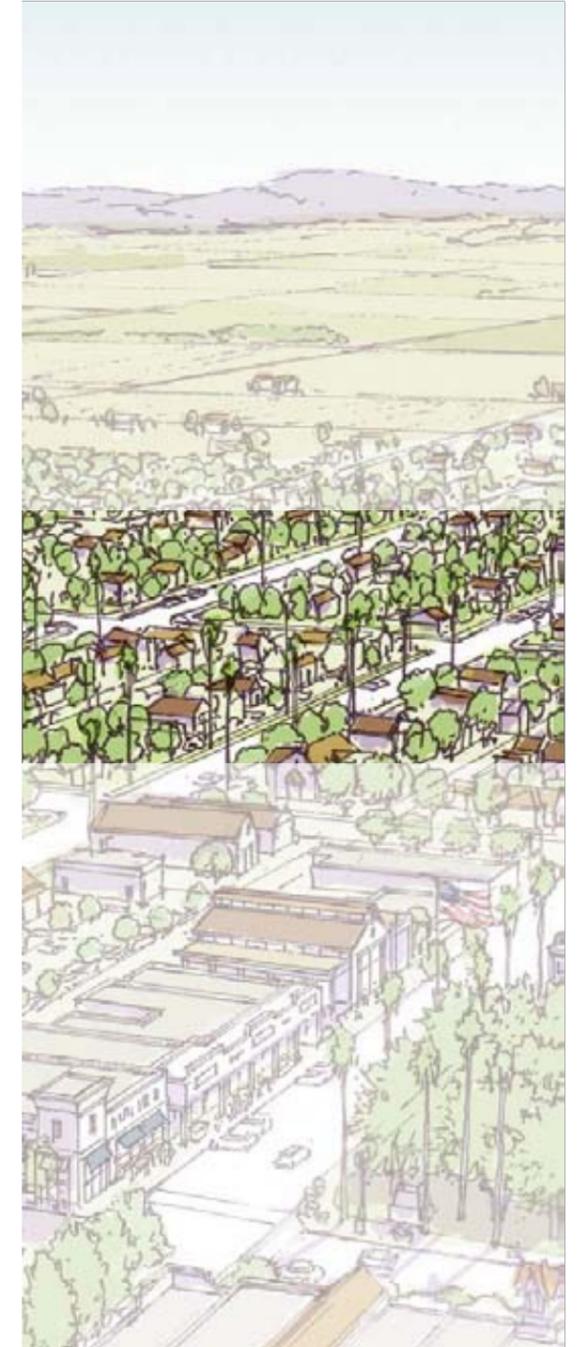
Yuma, California



Holtville, California



Holtville, California



Above images are T3 - Sub-Urban Zone examples of the region.



Brawley, California



Holtville, California



Yuma, Arizona



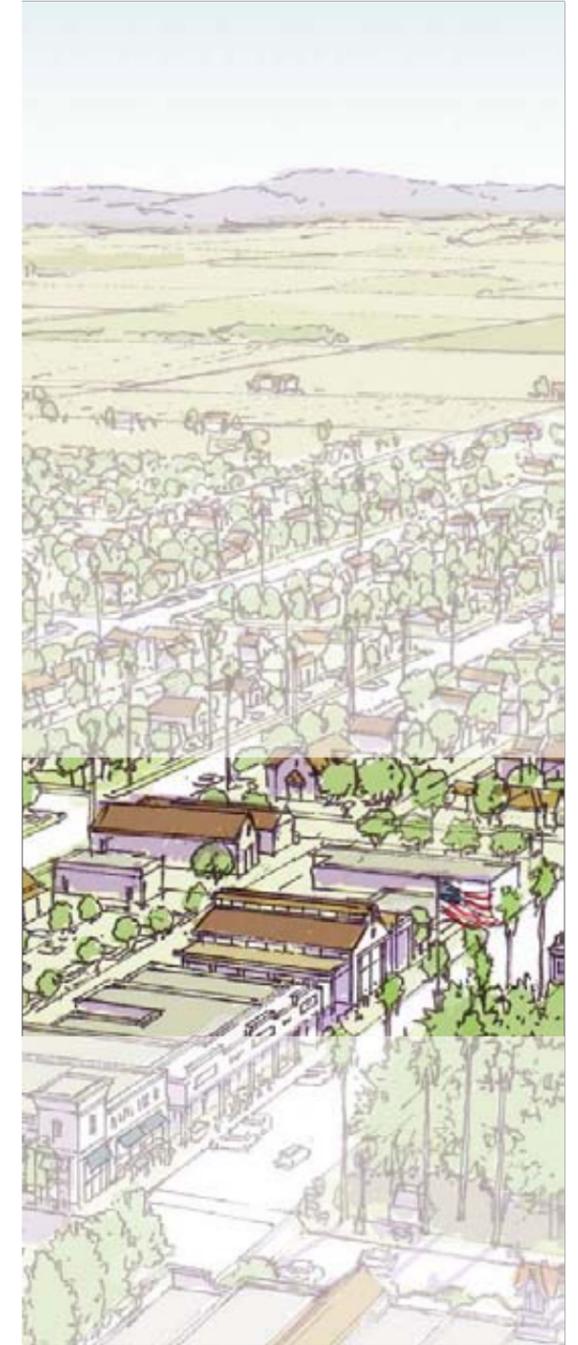
Yuma, Arizona



Yuma, Arizona



Yuma, Arizona



Above images are T4 - General Urban Zone examples of the region.



Yuma, Arizona



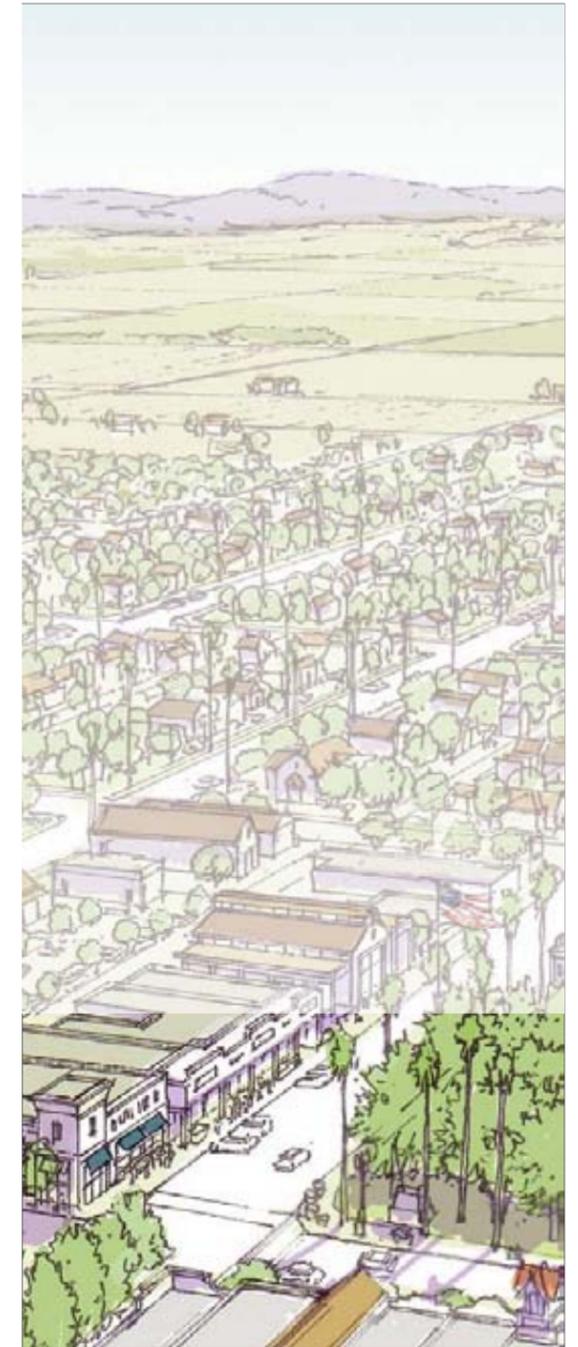
El Centro, California



Yuma, Arizona



San Diego, California



Above images are T5 - Urban Center Zone examples of the region.

ANALYSIS FOR TRANSECT ZONE T2 - RURAL

HOLTVILLE, CALIFORNIA

SYNOPTIC SURVEYS

The charrette team observed five distinct existing Transect zones in and around Holtville. The following Synoptic Surveys outline their findings for the characteristics of the more urban of the five zones. It is these findings that should inform the metric calibration of Holtville's Form-Based Code in an effort to replicate environmental characteristics of a similar quality as these.

While the previous pages depict the qualitative character of each Transect Zone, it is the Synoptic Surveys that really quantitate this character into measurable metrics.

The Synoptic Survey is typically used for environmental analysis to determine the characteristics of a given site by discovering the habitats (or "communities") that it contains. The intention is to determine the values of each habitat in order to recommend the degree of protection and type of restoration it might require.

Each functioning habitat is a symbiotic community of micro-climate, minerals, humidity, flora and fauna. The concepts and methods that are used to analyze natural habitats - the Synoptic Survey, the Transect, the Dissect and the Quadrat - can be extended into urbanized areas.

QUADRAT

1. KING STREET @ CALHOUN ST & GEORGE ST



Average Block Dimension	N/A
Average Units per Acre	1 unit/ 20 AC
Average Lot Size	N/A
Average Lot Coverage	<5%
Average Parked Cars per Acre	<1
Average Trees per Acre	5

DISSECT

2. PUBLIC FRONTAGE



Public Frontage Type	rural
Spatial Width	N/A
Posted Design Speed	35 mph
R.O.W. Width	60 ft
Moving Lanes	2 lanes @ 12 ft
Parking Lanes	none
Pavement Width	28 ft
Curb Type	none, swale
Curb Radius	35 ft
Median	none
Sidewalk	none
Planter Type	none
Planter Width	N/A
Planting Pattern	natural
Tree Type	palm, eucalyptus
Bike Way Type	integral
Bike Way Width	-

3. PRIVATE FRONTAGE



Private Frontage Type	rural
Principal Building Height	1-2 stories
Outbuilding Height	N/A
First floor above Grade	0 ft
Building Disposition	edgeyard
Lot Width	>120 ft
Lot Depth	N/A
Lot Coverage	<5%
Buildout Percentage at Setback	<30%
Front Setback	>50 ft
Side Setback	>100 ft
Rear Setback	N/A
Outbuilding Setback	N/A
Front Encroachment	N/A
Side Encroachment	-
Ground Level Function	residential/ agricultural
Upper Level Function	residential

ANALYSIS FOR TRANSECT ZONE T3 - SUB-URBAN

HOLTVILLE, CALIFORNIA

QUADRAT

1. CEDAR AVE @ 8TH STREET & 9TH STREET



Average Block Dimension	290 X 580
Average Units per Acre	6 units / acre
Average Lot Size	60 X 110 ft.
Average Lot Coverage	40%
Average Parked Cars per Acre	12
Average Trees per Acre	15

DISSECT

2. PUBLIC FRONTAGE



Public Frontage Type	common street
Spatial Width	130 ft
Posted Design Speed	25 MPH
R.O.W. Width	60 ft
Moving Lanes	2 lanes @ 10 ft
Parking Lanes	2 lanes @ 8 ft
Pavement Width	36 ft
Curb Type	raised, concrete
Curb Radius	5 ft
Median	-
Sidewalk	4 ft
Planter Type	planting strip
Planter Width	7 ft
Planting Pattern	regular, allee
Tree Type	palm & misc.
Bike Way Type	integral
Bike Way Width	-

3. PRIVATE FRONTAGE



Private Frontage Type	common lawn, porch
Principal Building Height	1.5 story
Outbuilding Height	1 story
First floor above Grade	2-2.5 ft
Building Disposition	edgeward
Lot Width	60 ft
Lot Depth	110 ft
Lot Coverage	20-50%
Buildout Percentage at Setback	60%
Front Setback	24-36 ft
Side Setback	15 ft
Rear Setback	50 ft
Outbuilding Setback	0-3 ft
Front Encroachment	8 ft
Side Encroachment	-
Ground Level Function	residential
Upper Level Function	residential

ANALYSIS FOR TRANSECT ZONE T3 - SUB-URBAN

HOLTVILLE, CALIFORNIA

QUADRAT

1. MELON ROAD & 8TH STREET



Average Block Dimension	260 X 1080
Average Units per Acre	6 units / acre
Average Lot Size	60 X 110 ft.
Average Lot Coverage	40%
Average Parked Cars per Acre	12
Average Trees per Acre	15

DISSECT

2. PUBLIC FRONTAGE



Public Frontage Type	common street
Spatial Width	-
Posted Design Speed	25 MPH
R.O.W. Width	60 ft
Moving Lanes	2 lanes @ 10 ft
Parking Lanes	2 lanes @ 8 ft
Pavement Width	36 ft
Curb Type	raised, concrete
Curb Radius	5 ft
Median	-
Sidewalk	4 ft
Planter Type	planting strip
Planter Width	7 ft
Planting Pattern	regular, allee
Tree Type	misc.
Bike Way Type	integral
Bike Way Width	-

3. PRIVATE FRONTAGE



Private Frontage Type	common lawn, porch
Principal Building Height	1-2 stories
Outbuilding Height	1 story
First floor above Grade	at grade
Building Disposition	edgeward
Lot Width	60 ft
Lot Depth	110 ft
Lot Coverage	20-50%
Buildout Percentage at Setback	60-70%
Front Setback	30-40 ft
Side Setback	15 ft
Rear Setback	40-60 ft
Outbuilding Setback	0-3 ft
Front Encroachment	8 ft
Side Encroachment	-
Ground Level Function	residential
Upper Level Function	residential

ANALYSIS FOR TRANSECT ZONE T3 - SUB-URBAN

HOLTVILLE, CALIFORNIA

QUADRAT

1. OLIVE AVE @ UNDERWOOD ROAD & 9TH STREET



Average Block Dimension	600 X 670
Average Units per Acre	5 units / acre
Average Lot Size	60 X 130 ft.
Average Lot Coverage	30%
Average Parked Cars per Acre	10
Average Trees per Acre	16

DISSECT

2. PUBLIC FRONTAGE



Public Frontage Type	common street
Spatial Width	140' ft
Posted Design Speed	25 MPH
R.O.W. Width	80 ft
Moving Lanes	2 lanes @ 12 ft
Parking Lanes	opportunistic/ shoulder
Pavement Width	24 ft
Curb Type	swale
Curb Radius	30 ft
Median	N/A
Sidewalk	N/A
Planter Type	swale
Planter Width	30 ft
Planting Pattern	opportunistic
Tree Type	misc.
Bike Way Type	integral
Bike Way Width	-

3. PRIVATE FRONTAGE



Private Frontage Type	common lawn
Principal Building Height	1 story
Outbuilding Height	1 story
First floor above Grade	-
Building Disposition	edgeyard
Lot Width	60 ft
Lot Depth	130 ft
Lot Coverage	20-35%
Buildout Percentage at Setback	50%
Front Setback	30-40 ft
Side Setback	15 ft
Rear Setback	40-60 ft
Outbuilding Setback	0-3 ft
Front Encroachment	8 ft
Side Encroachment	-
Ground Level Function	residential
Upper Level Function	residential

ANALYSIS FOR TRANSECT ZONE T3 - SUB-URBAN

HOLTVILLE, CALIFORNIA

QUADRAT

1. ALLEY / REAR LANE



Average Block Dimension	290 X 580
Average Units per Acre	6 units / acre
Average Lot Size	60 X 110 ft.
Average Lot Coverage	40%
Average Parked Cars per Acre	12
Average Trees per Acre	15

DISSECT

2. PUBLIC FRONTAGE



Public Frontage Type	alley
Spatial Width	22 ft
Posted Design Speed	-
R.O.W. Width	22 ft
Moving Lanes	2 lanes @ 6 ft
Parking Lanes	none
Pavement Width	12 ft
Curb Type	-
Curb Radius	-
Median	-
Sidewalk	-
Planter Type	swale
Planter Width	-
Planting Pattern	-
Tree Type	-
Bike Way Type	-
Bike Way Width	-

3. PRIVATE FRONTAGE

Not Applicable

Private Frontage Type	alley rear frontage
Principal Building Height	1.5 story
Outbuilding Height	1 story
First floor above Grade	-
Building Disposition	edgeward
Lot Width	60 ft
Lot Depth	110 ft
Lot Coverage	20-50%
Buildout Percentage at Setback	60%
Front Setback	24-36 ft
Side Setback	15 ft
Rear Setback	50 ft
Outbuilding Setback	0-3 ft
Front Encroachment	8 ft
Side Encroachment	-
Ground Level Function	residential
Upper Level Function	residential

ANALYSIS FOR TRANSECT ZONE T4 - GENERAL URBAN

HOLTVILLE, CALIFORNIA

QUADRAT

1. HOLT AVE @ 6TH STREET & 5TH STREET



Average Block Dimension	300 x 580
Average Units per Acre	16 units / acre
Average Lot Size	25 X 140
Average Lot Coverage	80%
Average Parked Cars per Acre	36
Average Trees per Acre	12

DISSECT

2. PUBLIC FRONTAGE



Public Frontage Type	common street
Spatial Width	-
Posted Design Speed	25 MPH
R.O.W. Width	80 ft
Moving Lanes	2 lanes @ 20 ft
Parking Lanes	2 lanes, diagonal @ 16 ft
Pavement Width	72 ft
Curb Type	raised, concrete
Curb Radius	15 ft
Median	-
Sidewalk	14 ft
Planter Type	tree well
Planter Width	3' x 3' square
Planting Pattern	regular
Tree Type	palmetto, mixed
Bike Way Type	integral
Bike Way Width	-

3. PRIVATE FRONTAGE



Private Frontage Type	shopfront
Principal Building Height	2 - 3.5 stories
Outbuilding Height	-
First floor above Grade	0 ft
Building Disposition	rearyard
Lot Width	25 ft
Lot Depth	140 ft
Lot Coverage	60-90%
Buildout Percentage at Setback	80-100%
Front Setback	0 ft
Side Setback	0 ft
Rear Setback	20-60 ft
Outbuilding Setback	-
Front Encroachment	-
Side Encroachment	-
Ground Level Function	commercial, office
Upper Level Function	residential, office



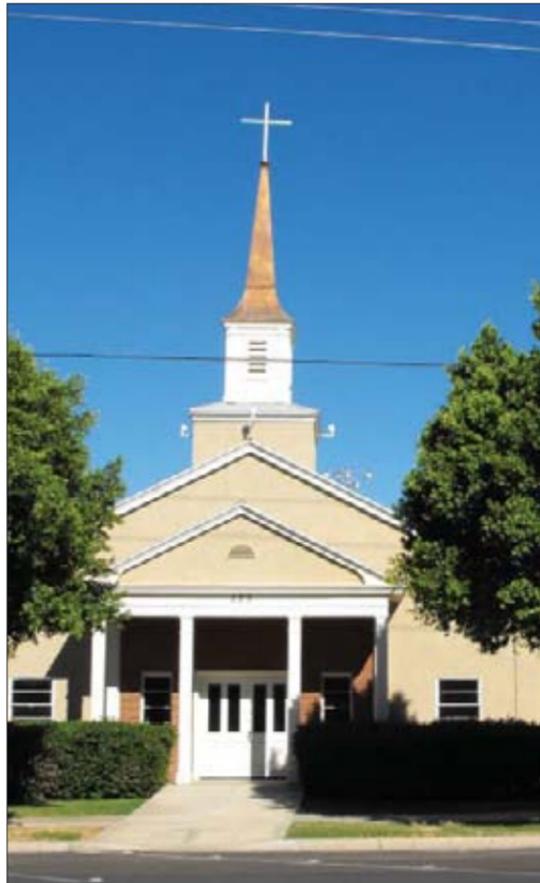
City Hall, Brawley, California



City Hall, Holtville, California



Church, Yuma, Arizona



Church, Holtville, California



Rose School, Pioneer Museum, Imperial County, California



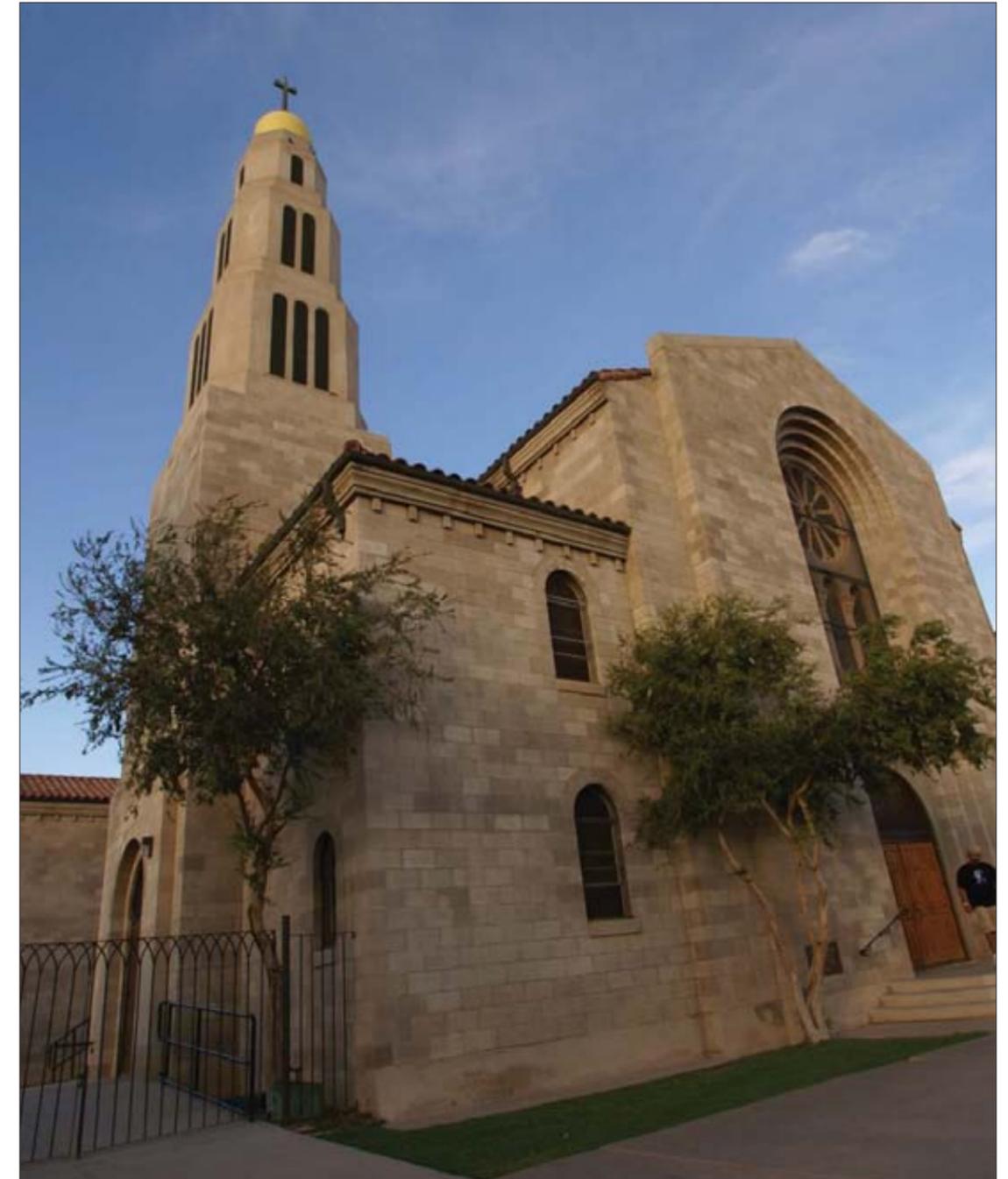
Historical Post Office, Yuma, Arizona



Imperial County Court House, El Centro California



Holtville Fire Department, Holtville, California



Church, El Centro, California

Above images are examples of Civic Structures and Spaces of the region.



Main Street, Yuma, Arizona



Holt Park, Holtville, California



Holtville, California



Yuma, Arizona



Main Street, Yuma, Arizona



Rose Garden, Holt Park, Holtville, California



Main Street, Yuma, Arizona



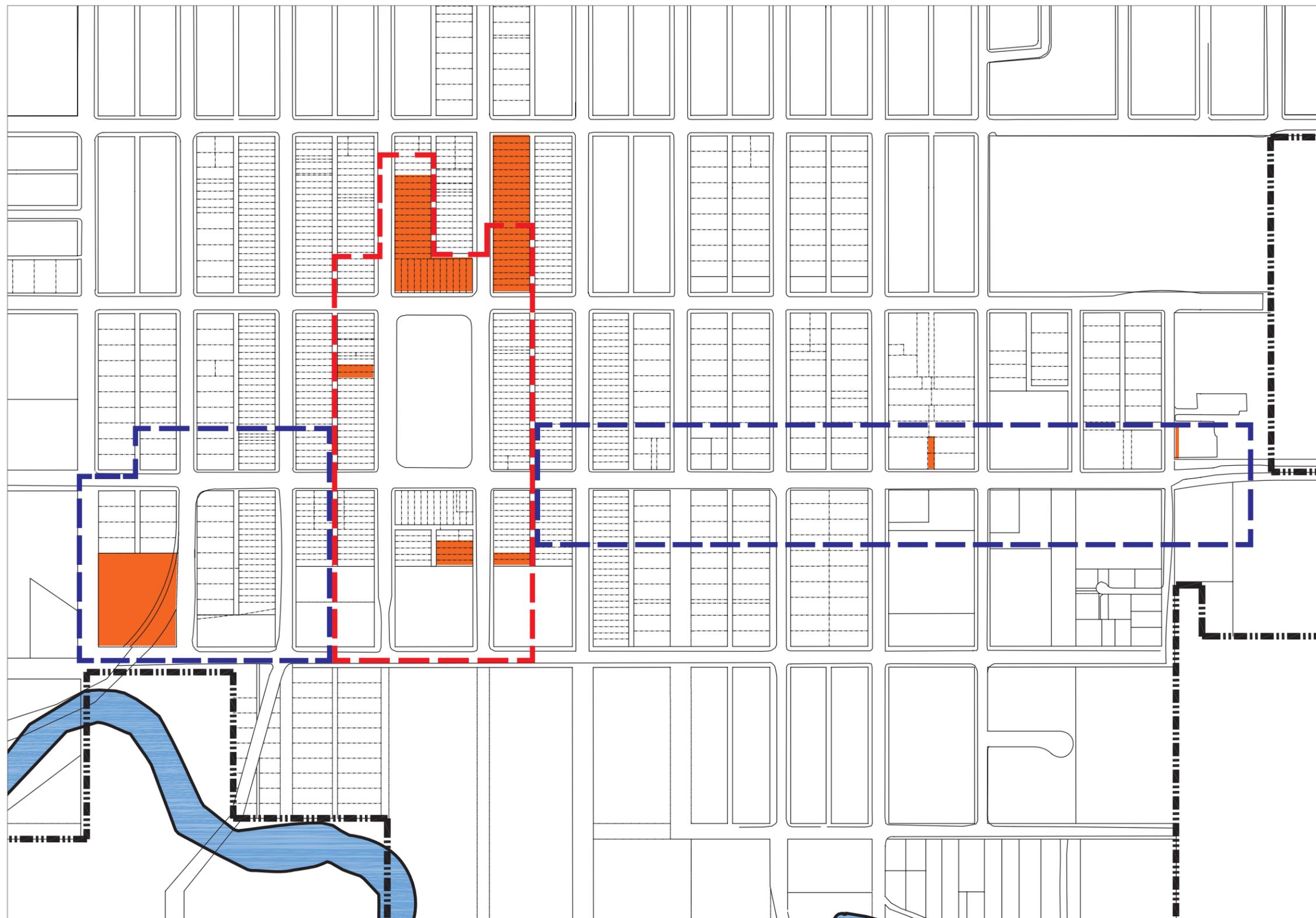
Holt Park, Holtville, California



El Centro Town Square, El Centro, California

Above images are examples of Public Gathering Places of the region.

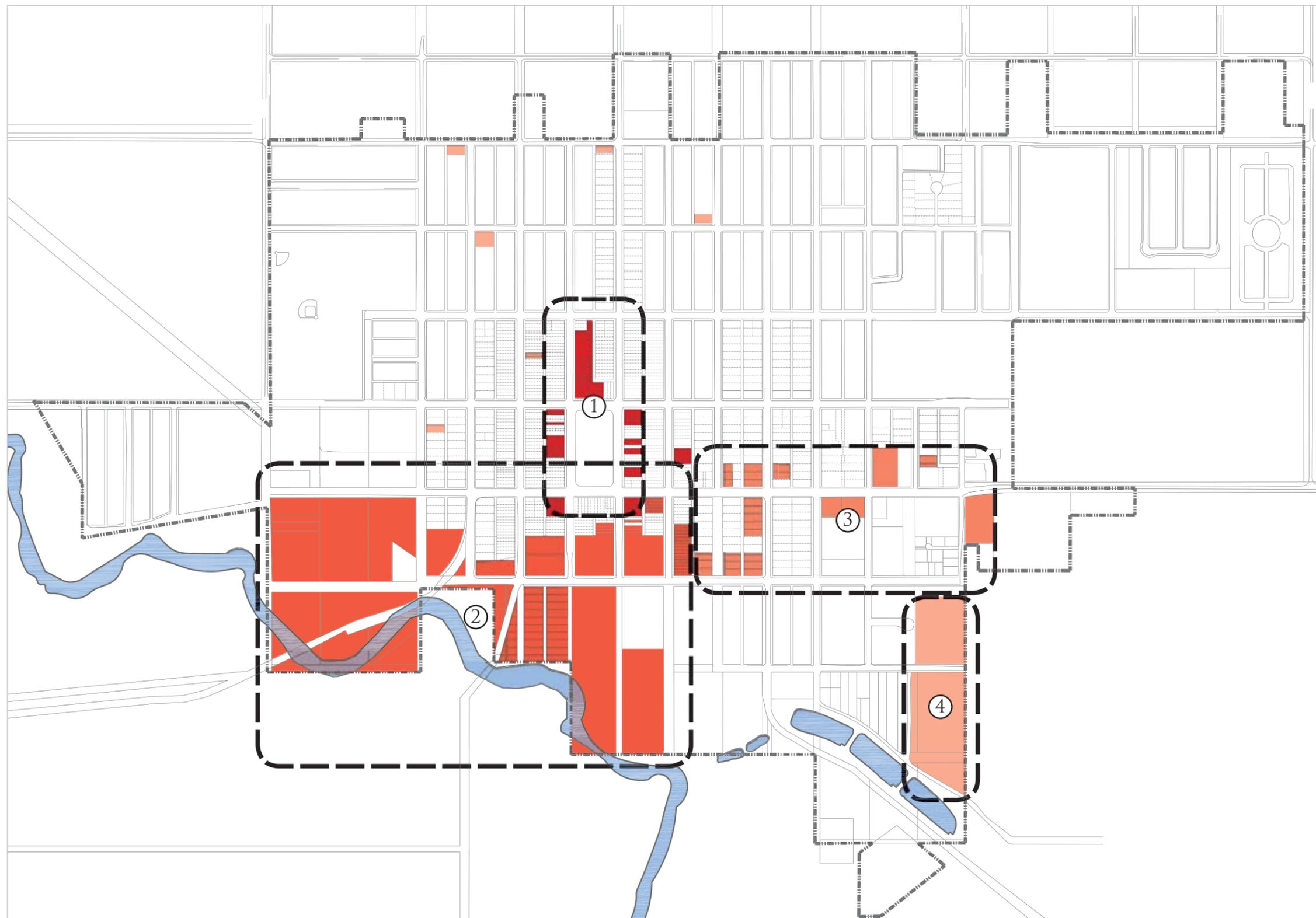
# THE PLAN OF HOLTVILLE ANALYSIS



## KEY

- CITY LIMIT
- - - DOWNTOWN PROJECT BOUNDARY
- - - CENTRAL BUSINESS DISTRICT PROJECT BOUNDARY
- CITY OWNED PROPERTY

Various City owned property includes parcels to the north of Holt Park which the City has aggregated for the new Public Safety Building. This proposed building would include a fire and police station with parking in the rear. Another significant grouping of City owned property are the vacant parcels at the southwest entrance into the City. These parcels could be developed as a gateway into Holtville from El Centro and the other cities of the Imperial Valley. Besides these parcels, the City owns several small parcels that could be valuable for redevelopment purposes within the downtown.



## KEY

- FIRST PRIORITY / OPPORTUNITY SITES
- SECOND PRIORITY / OPPORTUNITY SITES
- THIRD PRIORITY / OPPORTUNITY SITES
- FOURTH PRIORITY / OPPORTUNITY SITES

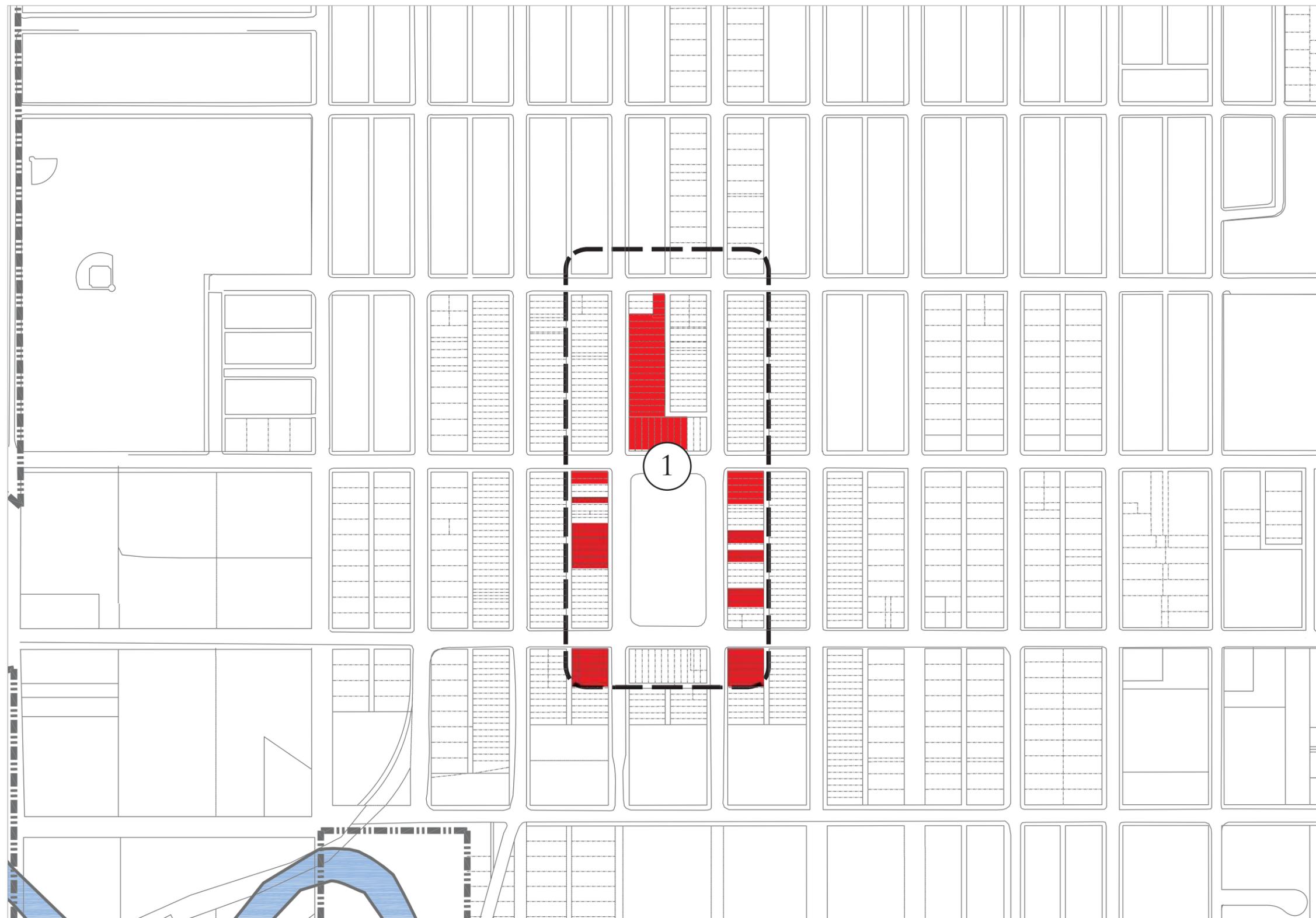
An examination of the existing urban form of downtown and the surrounding neighborhood revealed deterioration of the urban fabric, the existing condensed street grid pattern to the south, and the opportunities for infill and new development.

Through a detailed site survey and examination of recent aerial photography, the number of vacant parcels became readily apparent in downtown and the surrounding neighborhood to the south. This survey allowed the team to become familiar with the downtown urban fabric including streets, public ways, buildings, and vacant private properties. This information was utilized to determine redevelopment priority and potential areas for preservation, reuse, and redevelopment.

The collective message of vacant parcels is one of very low economic activity and unlit and unsafe voids in the urban fabric. In addition to substantial vacant parcels downtown, there are also several large parcels directly to the south of downtown and also along the Alamo River. These parcels provide an opportunity for infill development throughout the downtown. The following maps direct the redevelopment priority in the short and long-term future and will assist in the formulation of the land use framework.

Collectively these priority zones represent a great deal of potential development opportunities. In order to maintain the unique "Town and Country" boundary surrounding Holtville we recommend that the City does not annex additional agricultural land until these priority zones are substantially redeveloped.

Taking into consideration the current slow growth rate of the City, these zones may represent decades of future growth potential. Also, by redeveloping these zones at the core of the City it will further strengthen its identity and will help foster exponential improvements.



KEY

 FIRST PRIORITY / OPPORTUNITY SITES

The parcels indicated in the First Priority Zone are comprised of vacant lots that surround Holt Park. This zone has been identified as the highest priority as it is the “heart” of the City. The square is one of the City’s most unique features and of the four identified Opportunity Zones, this zone could provide a significant economic boost to the City and its image with the least amount of capital investment.

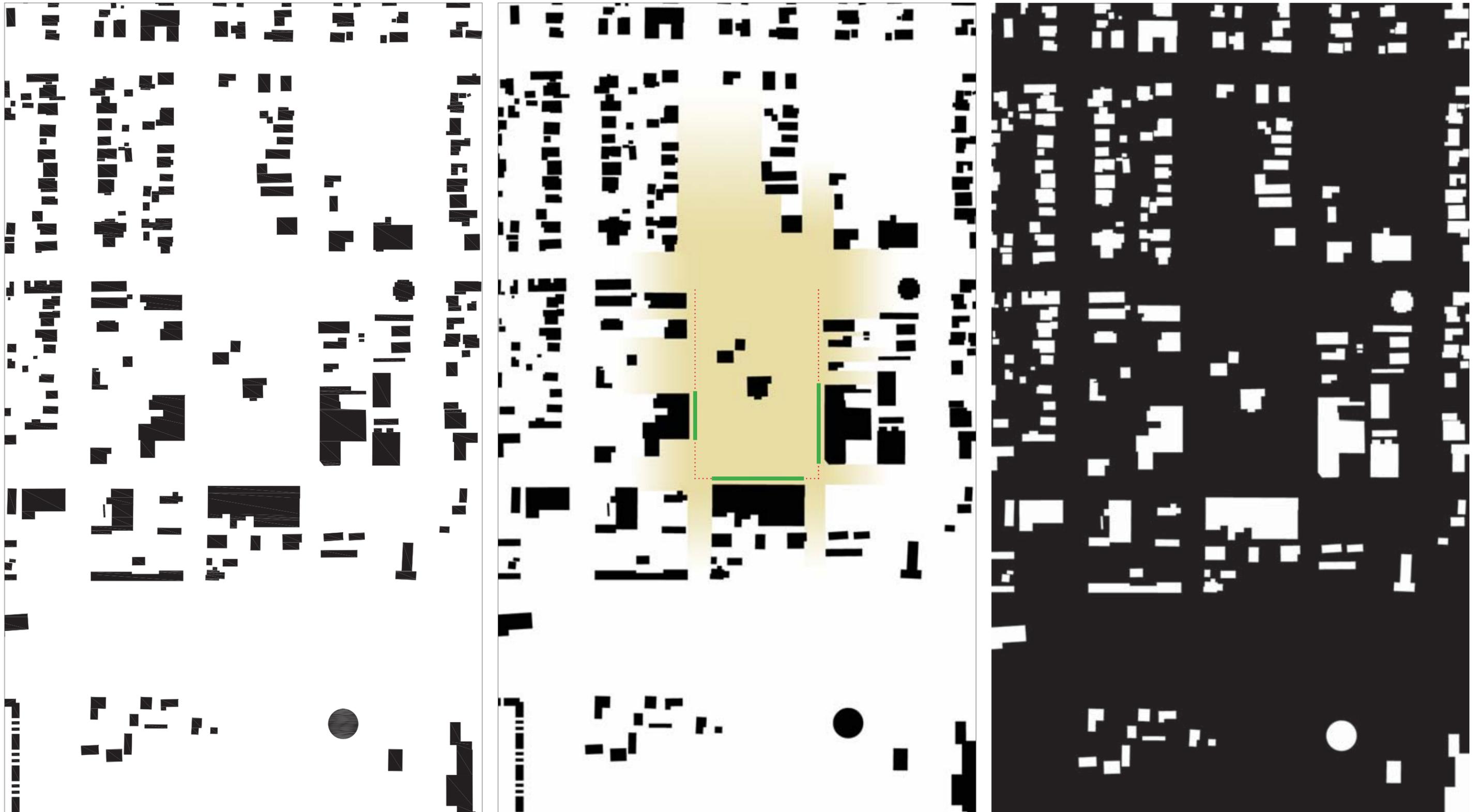
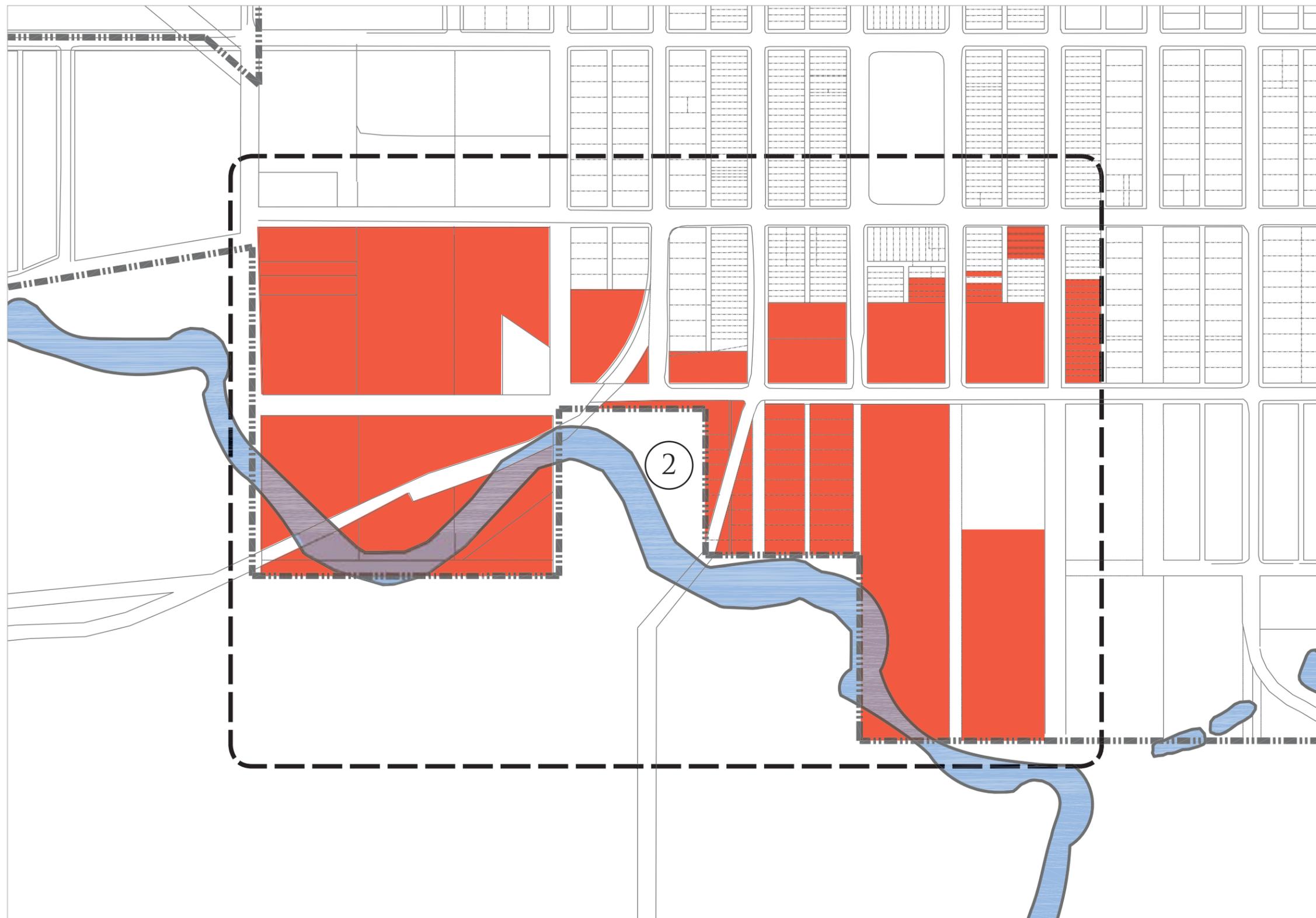


Figure / Ground Diagram of Holt Park illustrating the deterioration of the urban fabric and resulting streetscape character surrounding the heart of Holtville.



KEY

 SECOND PRIORITY / OPPORTUNITY SITES

The parcels indicated in the Second Priority Zone are comprised of large parcels within close proximity of the Alamo River. Many of these parcels are currently zoned industrial.

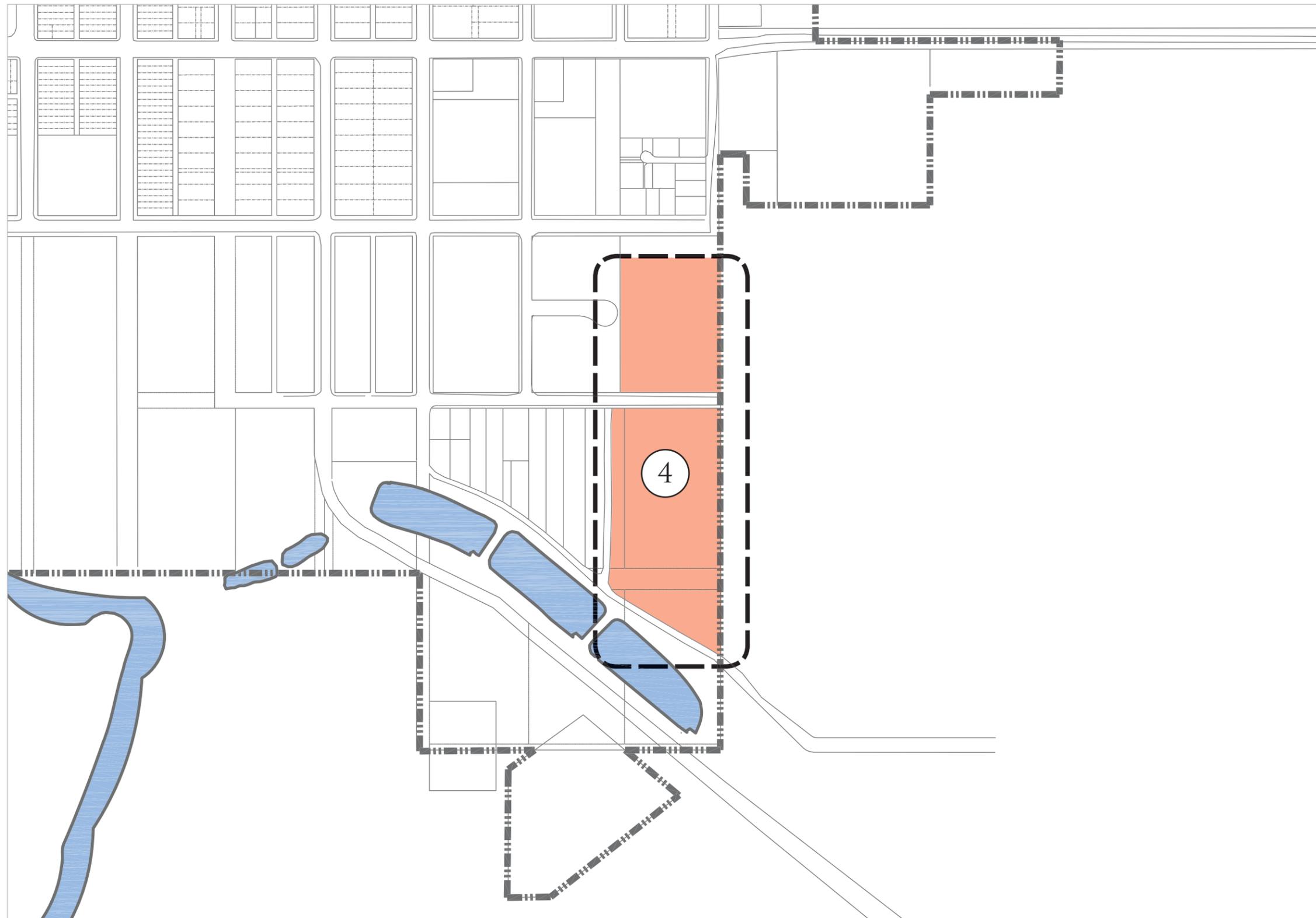
One of the team's first observations when visiting Holtville was its awkward relationship with the Alamo River. Located in a desert valley, open water of any kind is a valuable asset.



KEY

 THIRD PRIORITY / OPPORTUNITY SITES

The parcels indicated in the Third Priority Zone are comprised of smaller parcels that are near or adjacent to the 5th Street/ HWY 115 Corridor.



KEY

 FOURTH PRIORITY / OPPORTUNITY SITES

The parcels indicated in the Fourth Priority Zone are comprised of the large vacant parcels at the southeastern edge of the City.

THE PLAN OF HOLTVILLE  
ECONOMIC DEVELOPMENT & CITY MASTER PLAN



SECTION  
PROCESS **B**





Attendance at the Opening Presentation Monday evening.



CHARRETTE NOTES

The following notes were documented throughout the week-long charrette. The notes captured are facts, comments, recommendations, opinions, consent and agreement that city staff/planner, elected officials, Holtville residents have provided to the staff of TPUDC.

OPENING PRESENTATION  
MONDAY NOVEMBER 3, 2008

“We need to start thinking ahead” – Laura Fischer, Holtville City Manager

- Most loved parts of Holtville:
- a. Parks
  - b. Hot springs (however, City doesn't promote)
  - c. Neighborhoods

Who is going to pay for this new development?

Perception of a concerned citizen

- a. Hope for the best in Holtville
- b. Beware of the low public turn-out
- c. Current businesses are hanging on by a thread

New restaurant & bar/grill on Fourth Street

Wide streets are due to horse & buggy

Slow speed vehicles routes/lanes

Most blocks have alleys/lanes

Coppers West building is historical and has hitching post out front

Hard clay soil in the area

On site water storage is a problem

**Items for TPUDC to consider & study:**

How to attract winter vacation people (like Yuma)

Use the river (like San Antonio River Walk)

Use the wetlands as an amenity (bird watchers)

Provide examples of downtown squares/parks and successful downtowns

Get families out of their houses and give them somewhere to go

Economic analysis of proposed water park

Alamo trail along river

There was a race track (cars?) at one point – bring this back to attract people to City

Provide covered parking with solar panels on new projects

Downtown merchants association

Have merchants stay open late one night a week to attract business

Create Holtville as a “Green Lab”

STAKEHOLDER MEETING NOTES

The following notes were documented during the stakeholder meetings held throughout the week long charrette. The notes captured are facts, comments, recommendations, opinions, consent and agreement that city staff/planner, elected officials, Holtville residents have provided to the staff of TPUDC.

ELECTED OFFICIALS, BOARD MEMBERS, & COMMISSIONS MEETING  
WEDNESDAY NOVEMBER 5, 2008

Plans have been started on a BMX park, skate park, soccer field

Some of the previous vision that has already been shared includes –

Making the square and everything around it pedestrian friendly

Moving south from the square and planning growth to the area where we already have master plans for a BMX park (90 x 90), skate park, soccer field

Cal Trans does not want to obstruct traffic flow on 7?

Get some traffic right now on Orchard but not so much on the old 115th

To some extent diverting the traffic killed the city – Cal Trans wants to keep their traffic flowing but it's difficult to keep the kind of traffic that's coming, coming right through town

Holtville is really isolated from the rest of the Imperial Valley Corridor

City seems to be focusing on their recreational services, the wetlands, cleaning that up and having people from all over coming here to enjoy it

There is a study right now for a water park

The new planned park is one block from public transit, eventually there will be a drive-thru facility a block away, and it will be a block from the square – the drive-thru will be in a strip mall that's already been approved for a local developer to do and if the PMC Code gets adopted that strip mall will be grandfathered in because of its previous approval – the city is hungry for development (last housing may have been in the 1980s or 1970s) – the only thing we got with the housing boom was the subsidized housing and one other thing

4th street for the most part will serve industrial land use centers – that's the only way that they will be able to get trucks to



One of the stakeholder meetings Wednesday afternoon.

If codes are restricted, the council will not adopt it – they don't want to force their will on anyone

We don't want to be like Brawley is now where they have the big trucks going right down their Main Street

We want to keep our small town feel but we want the provide services to the travelers that come by while still keeping the community at the core

The yard that is owned by the county road yard on the north edge of town – they are talking about pulling it out and combining it?

We are not progressing and expenses are going up so even though we aren't starving for development this town could still die

We have come very close to being a bankrupt city several times in the last 30 years. We are surviving

but only because our citizens are required to pay more for the privilege of living here – we may even lose our police dept and have to contract out

Those that don't want to be annexed to the city want to keep chickens, they don't want to pay water rates because they can get their water out of the canals – they gave the homeowners the option to annex and therefore there was spotty annexation along that side of town

It is helpful for them to be annexed for the tax base but they don't want to be subject to municipal regulations – they want to have chickens and livestock, etc

Nobody wants to annex because they have to pay a 5% utility tax on every utility they pay through the city

We really want to develop along the river as well at some point – we can purchase that property

down there and begin to develop – I think the 6th and Pine building we are doing right now can be a good kickstart for that (or development around here) and will take away a huge empty lot

The property on the corner by the library is really a good spot for a coffee shop or a drive-thru or something

**Wish List:**

- Recreation center
- Trail at river
- Retirement community
- Fishing corridor?

COMMUNITY, BUSINESS & CIVIC  
LEADERS MEETING  
WEDNESDAY NOVEMBER 5, 2008

Concerned about having to stucco over their own businesses

Best part of the city – the people are the best but as far as what's here I love our park...and with us being across the street...we get to see everything.

Mom's groups get out there, you have the carrot festival, and it makes a really nice area for everyone to come together.

Barbecue rib cookoff is in January

Carrot festival is the first weekend in February

Summer ice cream social is here in the park right after school gets out each year – has become an annual thing now – it is a joint Chamber / City thing

Packing sheds and the fields are an area of interest

Gym at the high school is really neat and a lot of improvements had been made there recently

Pine School is 10 miles north of town – a historic, rural school is a still fully functioning is something we would show people if they came to town

**Concerns:**

Painting of the buildings around the square – like Sam at the pharmacy

Buildings disappearing around the square

Trailer parks are in disrepair – no paved roads there, many buildings got condemned

The country road to 115 and Holt Street are the two main streets in town, I think?

Have to get approvals to do the parade down Main Street from transportation (Cal Trans) & we have to get encroachment permits from them so I think they control this street that comes through town (main) – I think it may also be the case for Holt Street as well

Traffic is a big issue when the Carnival is in town and with kids running back and forth across the street it can be a real problem

When we first moved here we weren't part of the city but we have been annexed in since then

The only local traffic I have to avoid is school traffic here

Imperial has a market maybe biweekly and some people go but El Centro has a farmer's market that seems pretty well attended but it's only done a few times a year

The Angels training camp used to be here in Holtville but now it doesn't happen anymore – the built a development on it

It was a big deal when they were here because we got a lot of traffic from that – when I was a little girl we even got out of school early to get

to go watch them play (they called is a Disaster Drill day)

Improve the commercial life on the square –

We need businesses but I don't know if the chicken or the egg comes first

Part of our issues are we have to look at our mom and pop style businesses because with El Centro they get the Starbucks and other chains where we don't because they are there

The businesses that have survived are the ones that don't depend on traffic in and out as much – they are more service oriented rather than dependent on walk ins or they are more necessities

You have to do something that will get business here or your business won't survive

Businesses I think we could use – Antique shop, coffee shop / wifi spot for adults

Unless it's necessity based, food based, or service based I don't think new businesses would survive here – it is a great community here, though, and really safe but from a business standpoint you have to have something that won't rely on volumes of traffic

The valley could use a water park

I'm really hoping for the park by the river and the walking trail

**For fun in Holtville:**

- Sports for kids of all ages
- Pioneer museum, some go to
- Movies – you have to go to El Centro Mall – you go to El Centro
- Dinner – you go to El Centro for a nice dinner

# THE PLAN OF HOLTVILLE PROCESS

## HANDS-ON DESIGN WORKSHOP WEDNESDAY NOVEMBER 5, 2008

During the middle of the charrette the public was invited to participate in a hands-on design workshop to solicit feedback and input. The resulting plan and their associative comments were generated by local members of the surrounding community.



The hands-on community design workshop Wednesday evening.



The hands-on community design workshop Wednesday evening.



The hands-on community design workshop Wednesday evening.



One of the maps that community members sketched on and listed ideas on for downtown.

# THE PLAN OF HOLTVILLE PROCESS

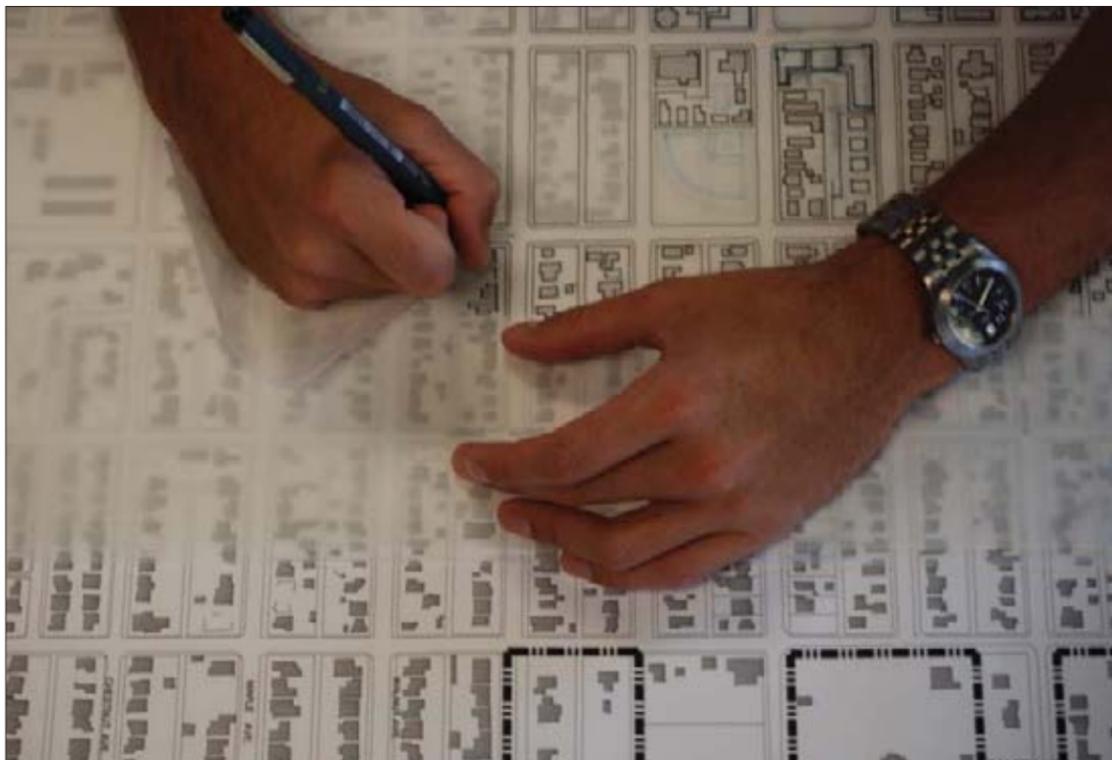
## CREATION OF THE MASTER PLAN & SUPPORTING DOCUMENTS



Illustrations in progress.



The team hard at work.



The Holtville Master Plan rendering in development.



Working on a street section illustrations.

FINAL PRESENTATION  
FRIDAY NOVEMBER 7, 2008

Below is a summary of suggested Action Items for the advancement of the Plan of Holtville:

1. Historic Carrot Capital of the World
2. Next Generation Mentoring Program
3. Agritourism
4. Farmer's Market
5. General Infill – Missing Buildings
6. Highway Signage & Improvement of Transportation Routes
7. Natural Healing, Holistic Medicine and the Spa Industry (Hot Springs & Artesian Wells)
8. Enhancement of the River Walk / Park
9. Hotel (boutique)
10. Winter Destination
11. Post Office / Fire / EMS Station
12. Community Gardens
13. Outdoor Seating and Shaded Courtyards for Restaurants / Cafés
14. New Cafes
15. Assisted Living
16. Downtown Merchants Association
17. Movie Night in the Park
18. Reuse of Firehouse as Imperial Valley Agricultural Association
19. Holtville Brewery
20. Office Service / Shipping Store
21. Neighborhood Grocery Store
22. Narrow Streets to become more pedestrian friendly
23. Expand Festivals (more and spread out over the course of a year)
24. Artist Colony & the Creative Class
25. Green Lab for small, rural downtowns
26. Enhancement of Holtville Square, its grounds and the surrounding structures



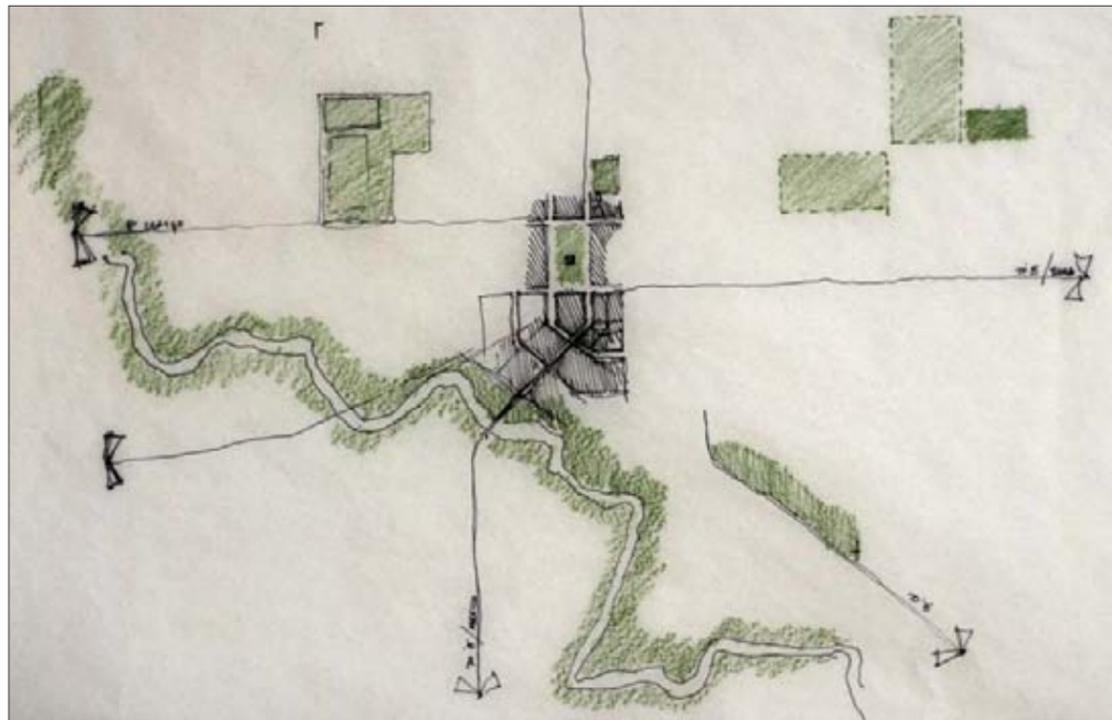
The Closing Presentation Friday evening.



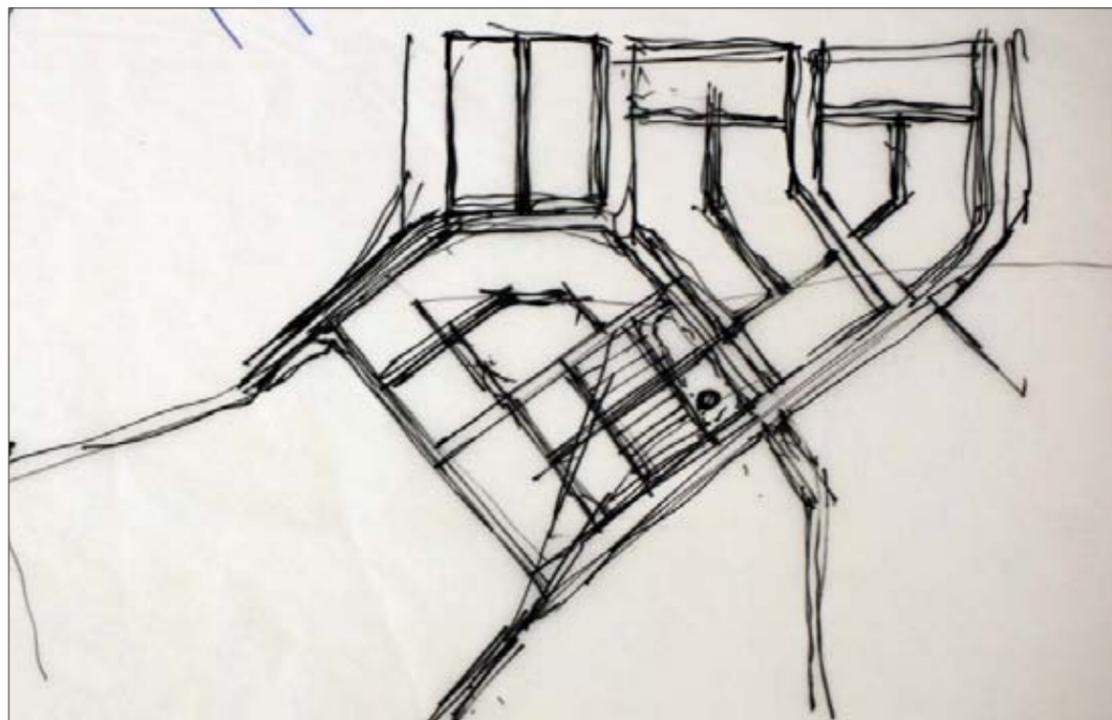
Question and answer session at the Closing Presentation Friday evening.

PRELIMINARY MASTER PLAN  
STUDIES

The studies at left illustrate the process taken to develop the overall master plan. These studies were used to explore various approaches the team developed during the charrette process.



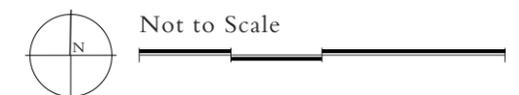
Preliminary Study of Regional Connections and Open Space



Preliminary Sketch of Block Study



Preliminary Sketch of Downtown Holtville



THE PLAN OF HOLTVILLE  
ECONOMIC DEVELOPMENT & CITY MASTER PLAN



SECTION  
PLAN **C**

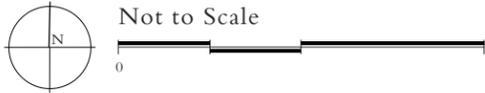
## THE PLAN FOR HOLTVILLE

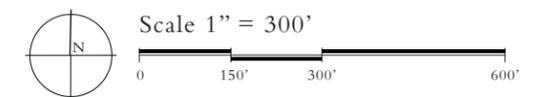
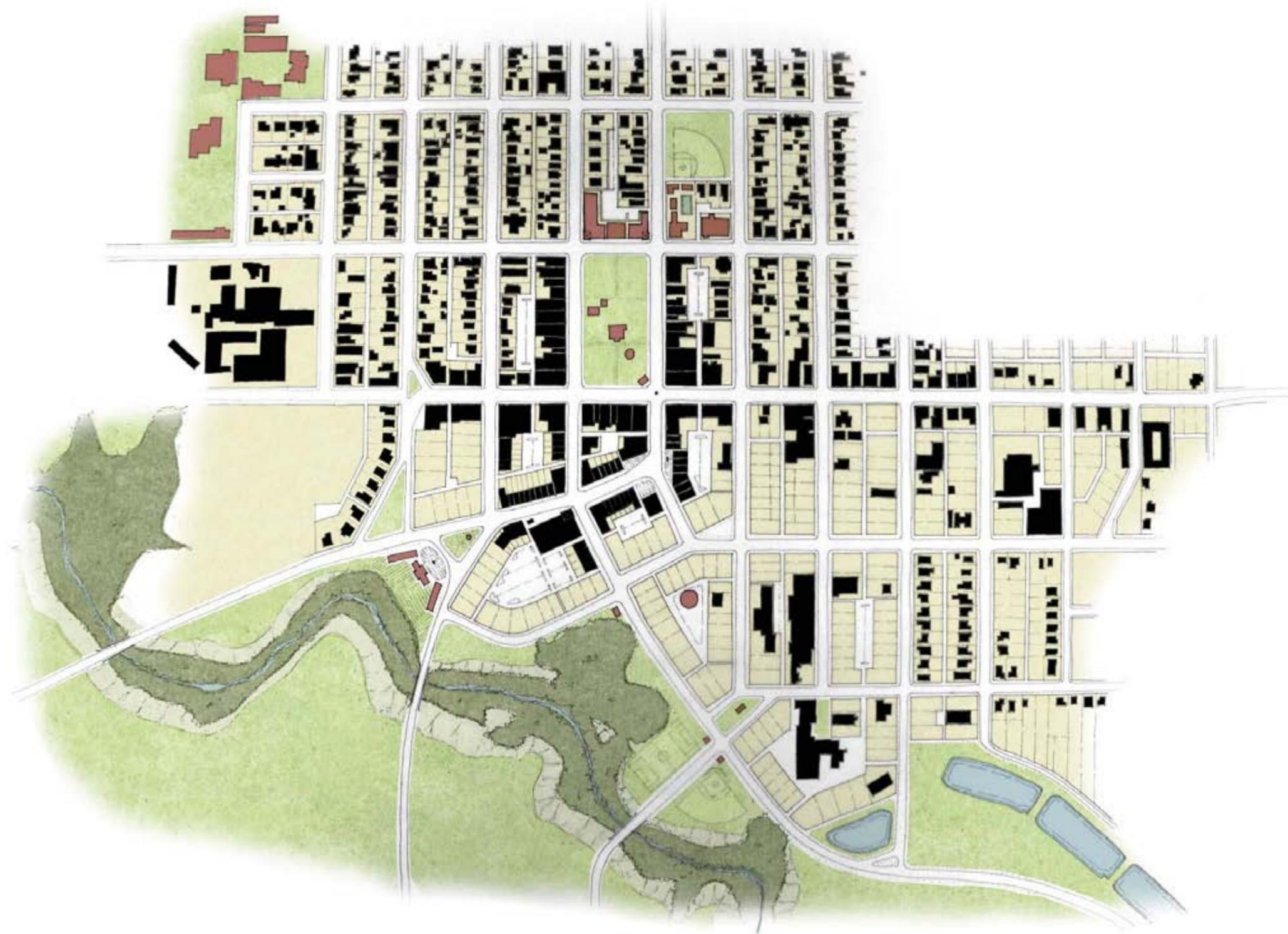
The proposed illustrative plan for downtown Holtville is a very ambitious plan. Designed as an organic extension of the existing urban fabric towards the Alamo River, this master plan is projected to accommodate the growth of Holtville over the next 20 to 50 years; however, this would likely occur incrementally over many years according to a planning strategy. Significant additional study is required before such a plan could be adopted.

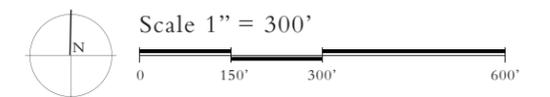
Much of the redevelopment surrounding Holt Park could occur in a matter similar to the existing urban fabric. Buildings are pulled up close to the street and parking lots are behind. Streetwalls are well defined and continuous. Gaps in the streetwall are infilled with new buildings increasing leasable space downtown, elevating property values and spurring job creation.

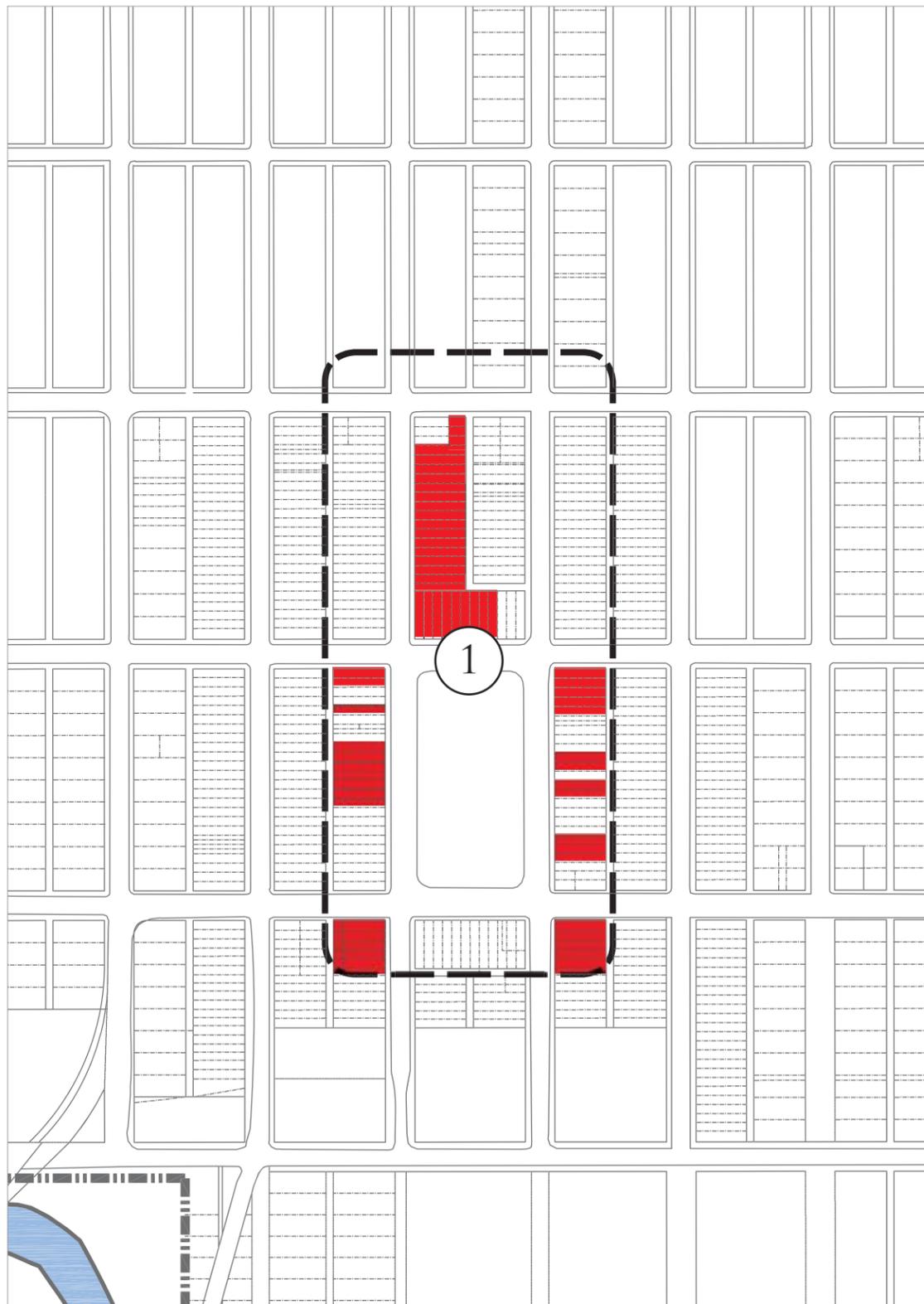
The existing historic City Hall has a dignified civic presence in the center of Holt Park with a civic green and gardens in front. The northern edge of the Park is reinforced with the new proposed Public Safety Building. It is pulled up close to the street with leaseable space on the ground floor and the drive through bays face onto Pine Avenue rather than the square.

One notable feature of this plan is its ability to accommodate a wide array of development programs and phasing scenarios over a very long period of time in order to ensure that such development is not only compatible with the existing fabric and character of Holtville, but will enhance it. With its distinctive downtown as well as the connected network of streets, development may be phased to parallel fluctuations in the market and will allow each phase to be a complete entity unto itself.









*Aerial View - Existing Conditions (opportunity sites are shown in dashed red boxes)*



*Aerial View - Proposed Interventions*



Key Plan

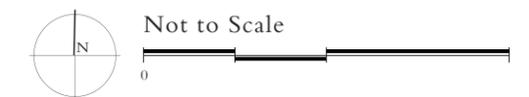
The parcels indicated in the First Priority Zone are comprised of vacant lots that surround Holt Park. This zone has been identified as the highest priority as it is the “heart” of the City. The square is one of the City’s most unique features and of the four identified Opportunity Zones, this zone could provide a significant economic boost to the City and its image with the least amount of capital investment.

The first phase of this improvement could be as simple as programming the square to activate the space and increase traffic to it in the form of regular farmer’s markets or art fairs. These activities can be held at minimal cost.

Another early phase could be the creation of a merchants association and the organized improvement of existing facades facing the park.

A later phase, would be to infill vacant parcels to enclose and define the square.

The sequence of aerial illustrations depicts how many of these interventions can take shape.

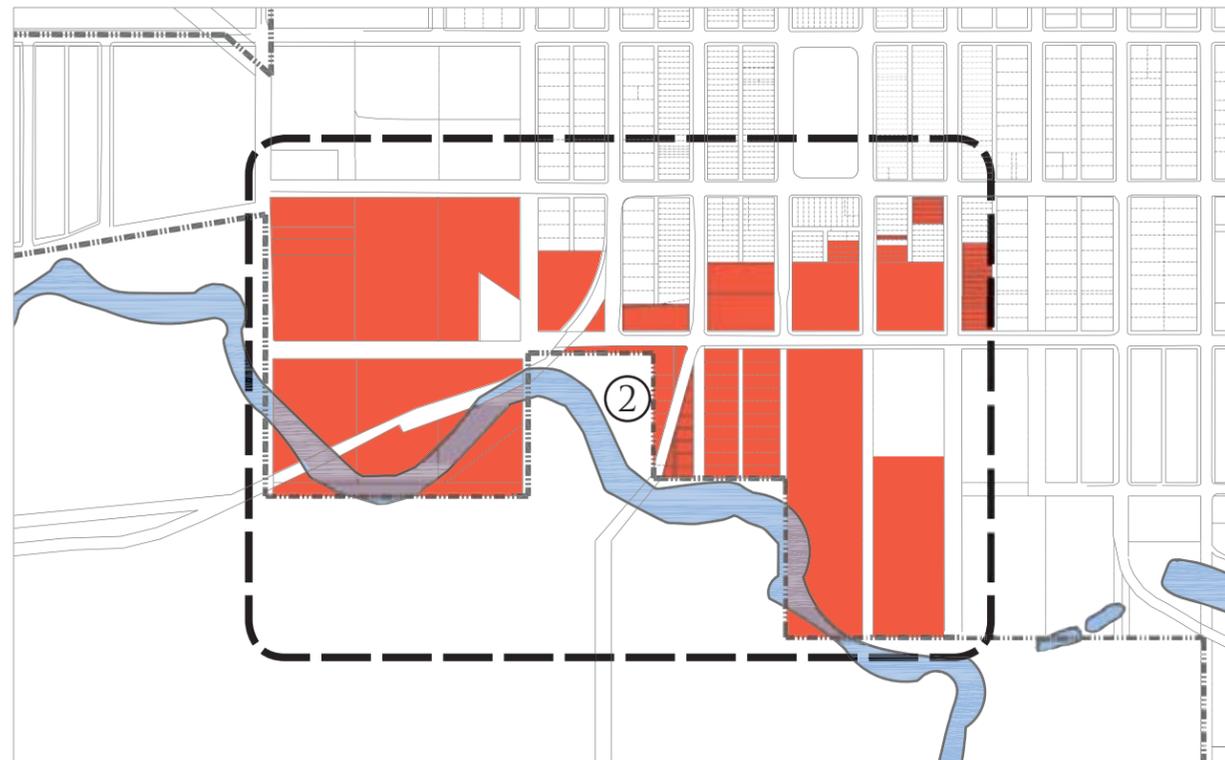




Building footprints illustrate the deterioration of the urban fabric and resulting poor streetscape character (especially on the northern side of the square) surrounding the Holtville Square District.



Proposed building footprints (shown in red) illustrate the improved urban fabric and streetscape character resulting in an enhanced pedestrian environment surrounding the Holtville Square District.



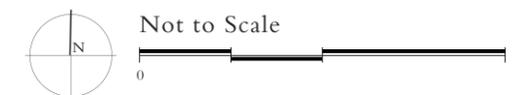
Key Plan

The parcels indicated in the Second Priority Zone are comprised of large parcels within close proximity of the Alamo River. Many of these parcels are currently zoned industrial.

One of the team's first observations when visiting Holtville was its awkward relationship with the Alamo River. Located in a desert valley, open water of any kind is a valuable asset.

We recommend that the City of Holtville reassess its relationship with the river and should encourage environmentally sensitive development along its banks to capitalize on this unique asset and to draw this amenity into the downtown. The existing park and trail system should be enhanced and integrated into this new development.

We recommend that these parcels are assembled into larger pieces to be developed holistically. This will result in a more unified and cohesive built result. It is recommended however that multiple architects and builders are used to achieve a genuine sense of variety.

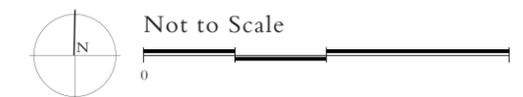


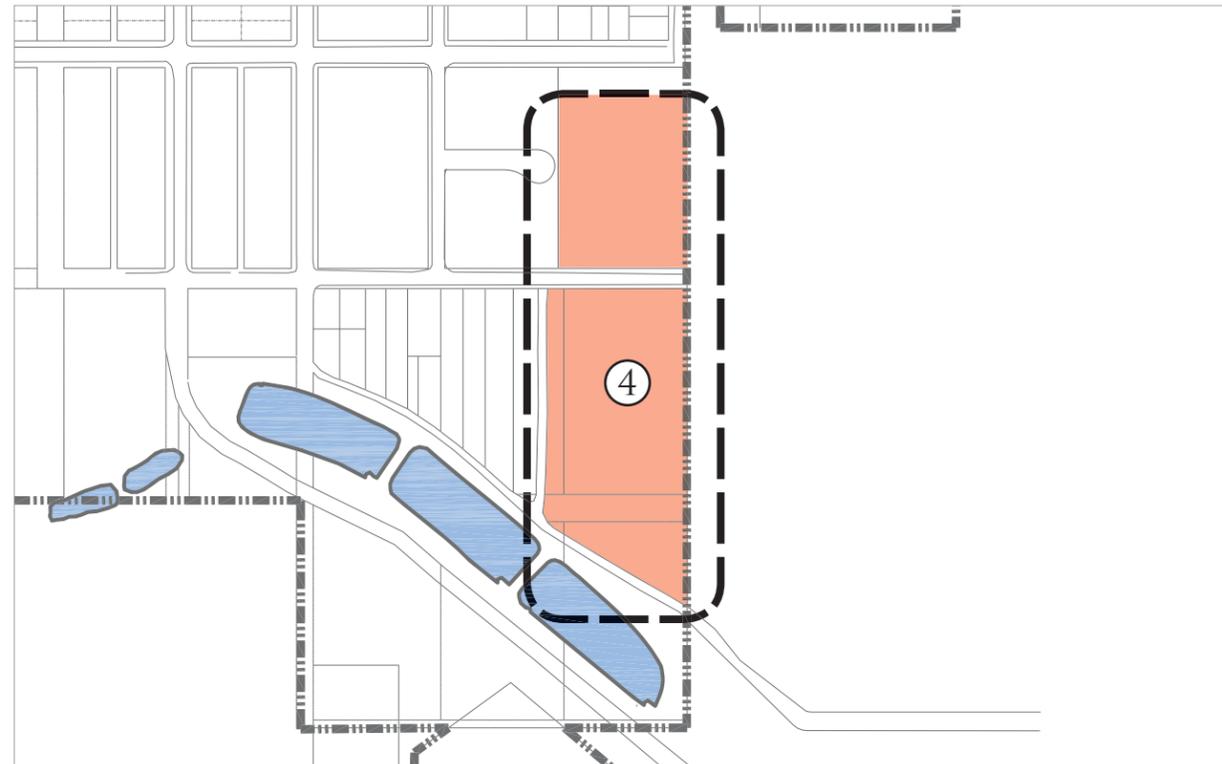


Key Plan

The parcels indicated in the Third Priority Zone are comprised of smaller parcels that are near or adjacent to the 5th Street/ HWY 115 Corridor.

Many of these parcels have the potential to be developed as infill mixed-use properties with commercial on the ground floor and either residential or office above. These buildings should be pulled up to the back of the sidewalk and parking should be located behind the buildings.

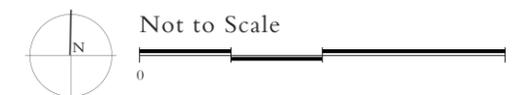




Key Plan

The parcels indicated in the Fourth Priority Zone are comprised of the large vacant parcels at the southeastern edge of the City.

After further analysis it is recommended that these parcels should be primarily be developed as residential fabric of the type that is prevalent in the northern side of the City. This would help to further knit together the downtown by creating a sizeable residential population in the southeastern quadrant to balance the more heavily residential northern half of the City.



## ACTION ITEMS

Action Items are critical for the success of The Plan of Holtville - Economic Development & Master Plan. Below is a list of ideas that were developed during the charrette by both members of the community and the design team. Some are potential Action Items and others are merely topics that are recommended for the continued improvement of the City of Holtville.

1. Historic Carrot Capital of the World
2. Next Generation Mentoring Program
3. Agritourism
4. Farmer's Market
5. General Infill – Missing Buildings
6. Highway Signage & Improvement of Transportation Routes
7. Natural Healing, Holistic Medicine and the Spa Industry (Hot Springs & Artesian Wells)
8. Enhancement of the River Walk / Park
9. Hotel (boutique)
10. Winter Destination
11. Post Office / Fire / EMS Station
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26. Enhancement of Holtville Square, its grounds and the surrounding structures

THE PLAN OF HOLTVILLE  
ECONOMIC DEVELOPMENT & CITY MASTER PLAN



SECTION **D**  
ILLUSTRATIONS



*Aerial View - Existing Conditions*



*Aerial View - Proposed Interventions*



*Aerial View - Existing Conditions*

The dashed red boxes above represent various opportunities for infill development and redevelopment.



*Aerial View - Proposed Interventions*

The above illustration shows a number of different solutions for capitalizing on various opportunities. It also displays a number of infill opportunities which help define block faces and reinforce the urban fabric surrounding Holt Park. Although the image depicts one final outcome, any number of these redevelopment opportunities could occur incrementally. What is important is to establish a final cohesive vision for the downtown that all can agree on so all future decisions are in keeping with this vision.



*The Holtville Market*

Located at the southeast corner of the City, the new Holtville Market will serve as a gateway to downtown.



*A typical existing neighborhood street.*

*A typical existing neighborhood street.*

The majority of existing streets across the City are excessively wide. This in-turn creates an environment that encourages vehicles to speed, making it unsafe for pedestrians. Excessively wide streets are also excessively expensive to maintain and pose an unnecessary strain on City funds. Such large areas of asphalt also create “heat islands” during warmer months and raise the temperature of the surrounding environment.



*A typical existing neighborhood street.*

*Proposed neighborhood street after improvements - Option One*

Here the street is narrowed by widening the planting strip between the curb and sidewalk. For a less expensive option, this arrangement could be achieved without a raised curb. Street trees are also added to increase shade and to create a more pleasant environment for pedestrians. Striped crosswalks are also added.



*A typical existing neighborhood street.*

*Proposed neighborhood street after improvements - Option Two*

Here the street is again narrowed by widening the planting strip between the curb and sidewalk; however, in this version the on-street parking is shown on gravel or grass pavers. This option significantly reduces the amount of hardscape surface and narrows the street. Additional street trees are also added in the widened planting strip. The combination of both of these elements will create a much cooler and pleasant environment for pedestrians.



*A typical existing neighborhood street.*

*Proposed neighborhood street after improvements - Option Three*

Perhaps the most economical of the three presented options, the above scenario depicts the introduction of a tree-lined median in the middle of the thoroughfare. With still enough width to have on-street parking and a travel lane on each side, this option keeps the existing raised curb in place (a significant cost savings). Essentially, a hole is cut out in the middle of the street for the median. Street trees are added in both planing strips and the median.



*Proposed Public Safety Building with Retail uses at the street level.*



SECTION **E**  
ECONOMIC ANALYSIS

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## ECONOMIC ANALYSIS

A thorough understanding of the existing economic and market conditions is critical for the success of The Plan of Holtville - Economic Development & Master Plan.

In order to create a holistic economic snapshot, the team began by first generating an overview of the demographics for the Imperial County region. Following this evaluation the team compared these findings to those for the City of Holtville in order to provide a sense of the opportunities available to the municipality.

From this information the team was able to determine likely housing demand into the near future, assuming no changes are made to increase the attractiveness of urban living in Holtville. It should be noted that the study did not assume that the market would attract new residents from outside the region. In fact, the study assumed only that Holtville would have a slightly larger percentage of growth than that which is anticipated for the region. Therefore, we consider these projections to be conservative and achievable, assuming no other externalities are present.

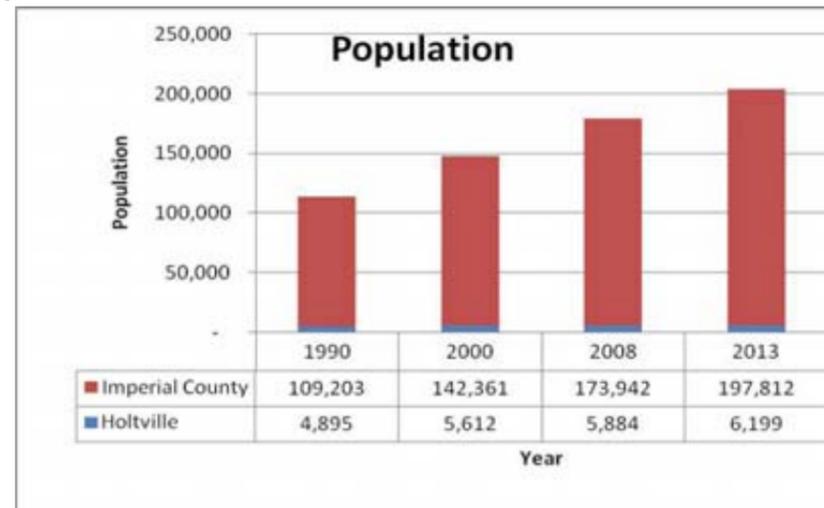
Additionally, the projected population and accompanying increase in households was evaluated for its potential impact on the demand for commercial and retail space in the Holtville area. These projections were initially prepared based on the existing anticipated increase in households for the City of Holtville, and then modified based on the potential change in population and households as discussed earlier in the market study.

Ultimately, these projections in demand for retail and office space were comparatively subjective due to the lack of available market data for existing retail, commercial, and office space within the City limits of Holtville. However, the conclusions reached are illustrative for purposes of this study and can be modified in the future when better data is available.

In addition to the market study the team also conducted a pro forma comparison analysis. This detailed study compared the prospective pro formas of three different vacant parcels located within Priority Zones. These parcels were then designed under both the existing and proposed Codes and their resulting pro formas compared.

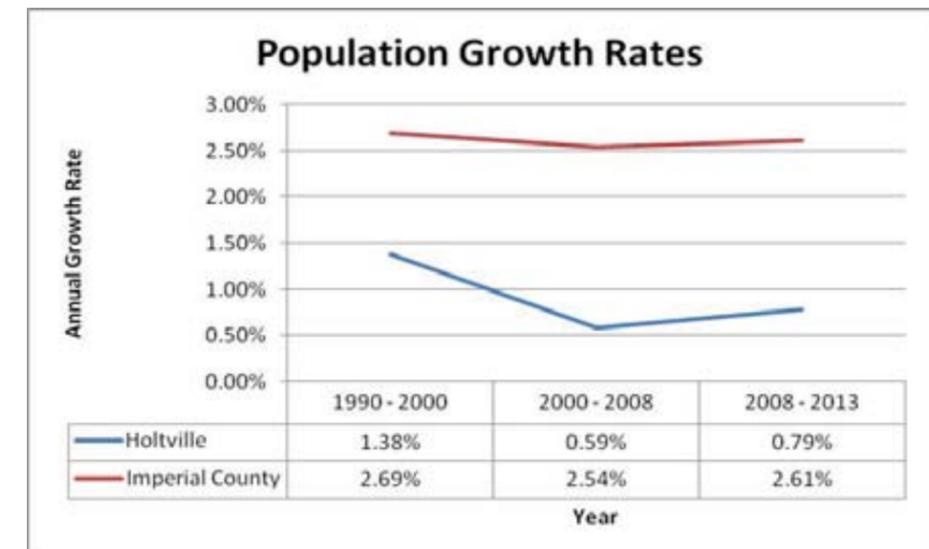
The analysis concluded that the proposed Form-Based Code would provide far greater development potential and subsequent value to those parcels; however, it was the elimination of parking standards for desired uses under the proposed Form-Based Code that had the most significant impact. The team confirmed that this is a very clever strategy to attract new development and preferred uses with minimal capital investment on behalf of the City.

**Population**



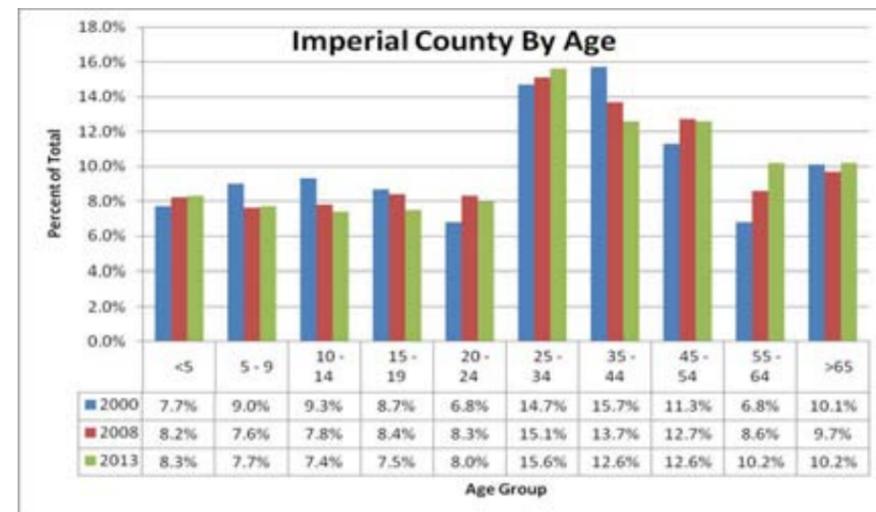
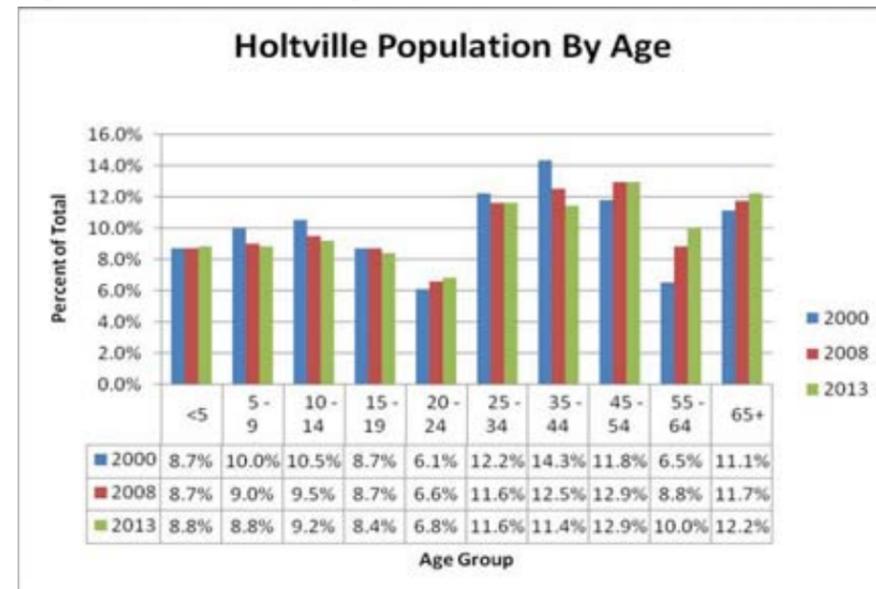
- The population of Imperial County has been growing steadily since at least 1990, and is projected to grow by about 24,000 between 2008 and 2013.
- The city of Holtville has also grown, from 4,895 in 1990 to 5,884 in 2008, with a projected population by 2013 of 6,199.
- Holtville's population growth is not keeping up with that of the county overall, resulting in the city's population growth reflecting a smaller percentage of the county population than it did in 1990.

**Relative Rate of Growth**



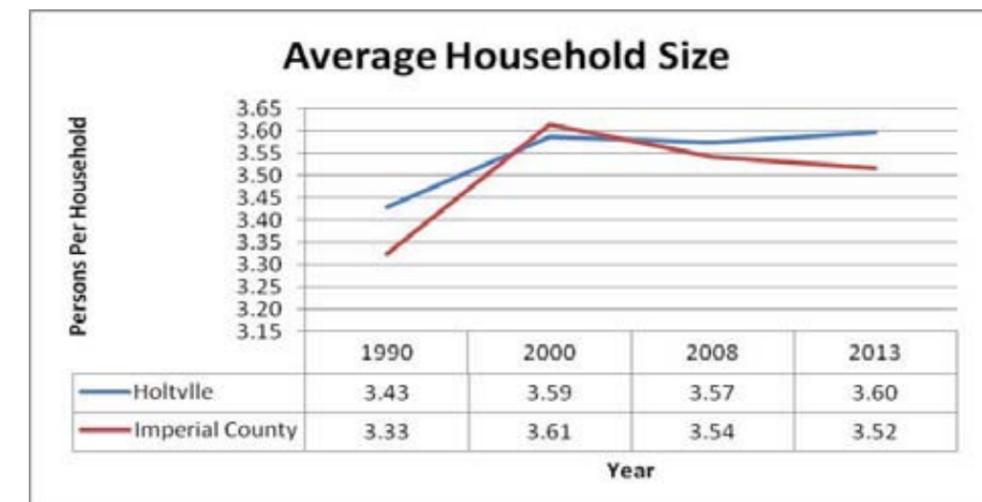
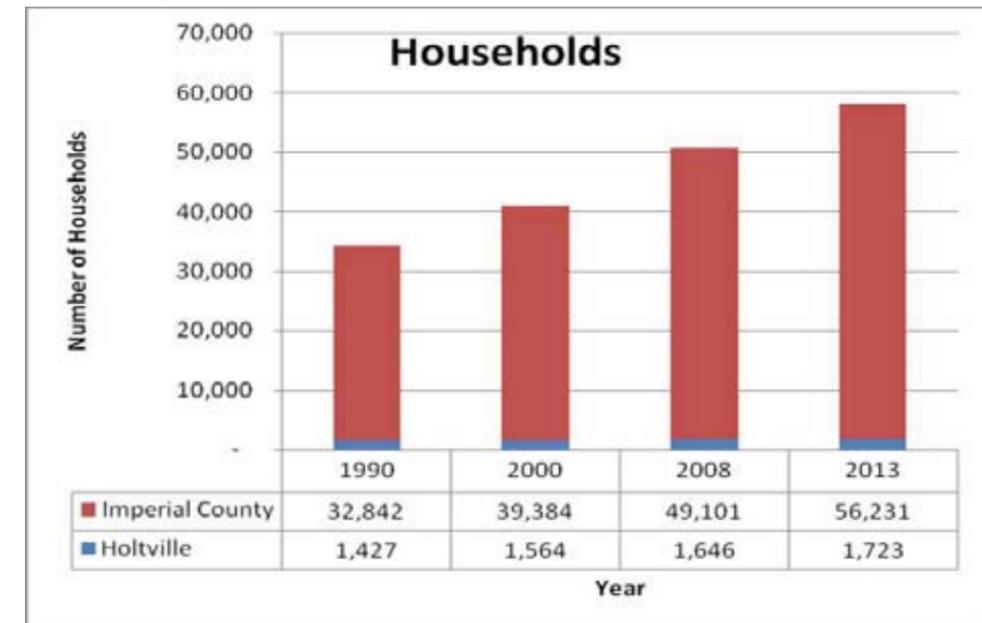
- Imperial County has enjoyed a relatively steady rate of growth since 1990, a trend that is projected to continue for at least the next five years.
- On the other hand, the city of Holtville actually saw its overall rate of growth cut in half in the years between 2000 and 2008. Projections are for it to recover slightly in the next five years, but it will still be less than a 1% annual compounded rate of growth.
- It would not be unreasonable for Holtville to expect to share a similar or better rate of growth as the county as a whole if it provides housing and amenities similar to those attracting residents to the county as a whole.

Age Distribution Through 2013

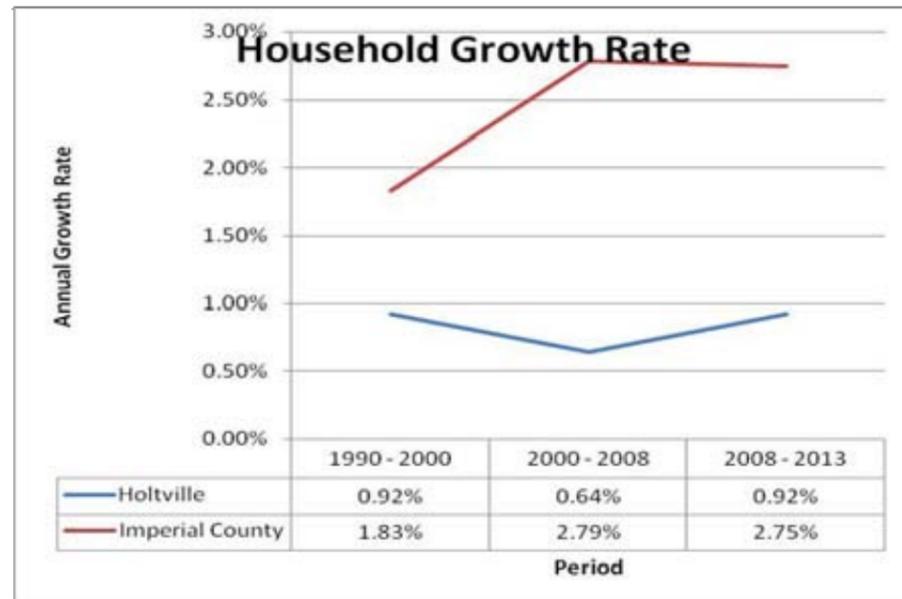


- Overall, the age distribution of the population for both are remarkably similar, with Holtville having a somewhat higher percentage of both persons under 19 years of age and persons over 65 years old.

Households

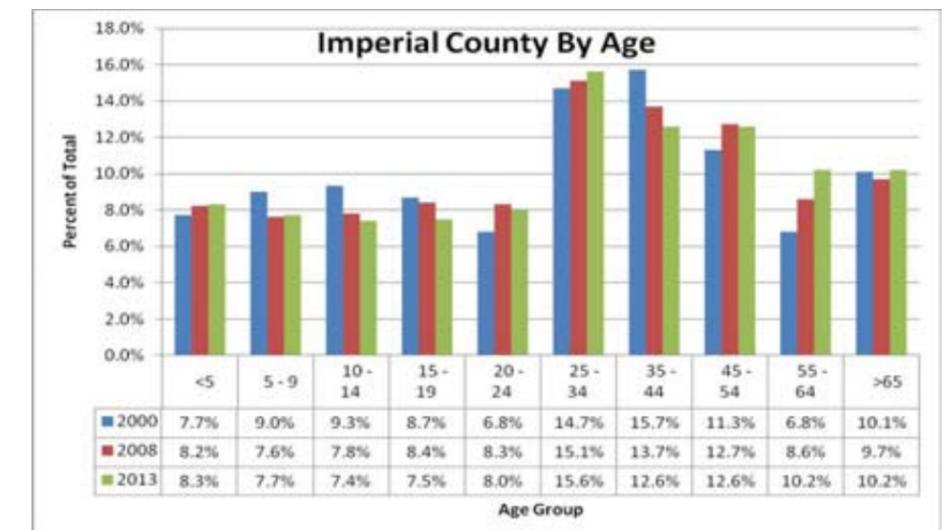
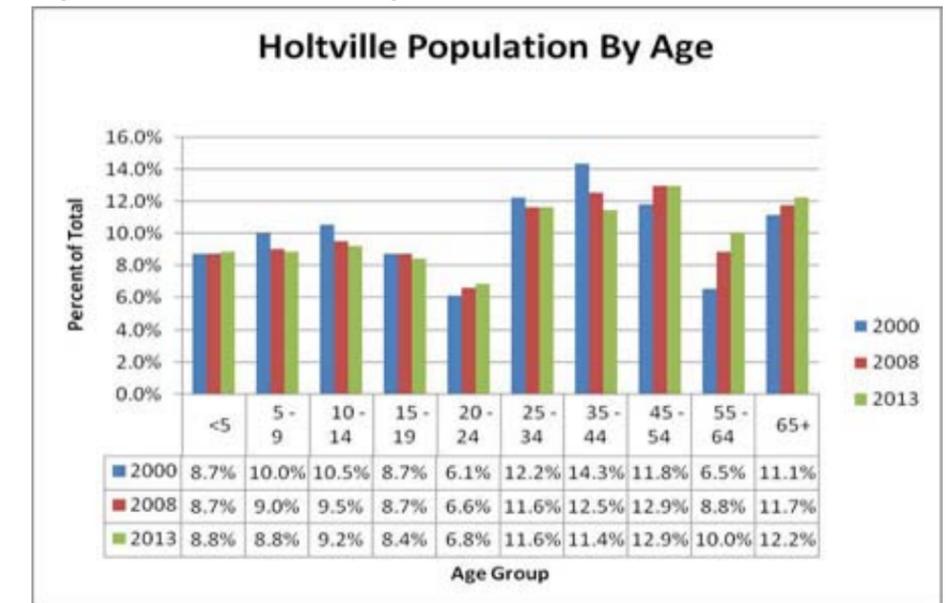


- The number of households in Imperial County has steadily increased since 1990, increasing from 32,842 in 1990 to 49,101 households in 2008.
- Interestingly, the average household size is somewhat larger in Holtville, but this difference has been declining in recent years. The average household size in both Holtville and the county as a whole is larger than the 2.93 persons per household in California overall in 2008.



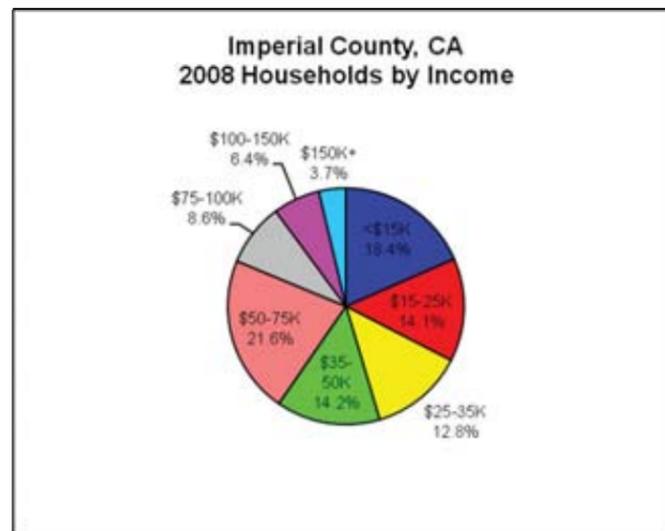
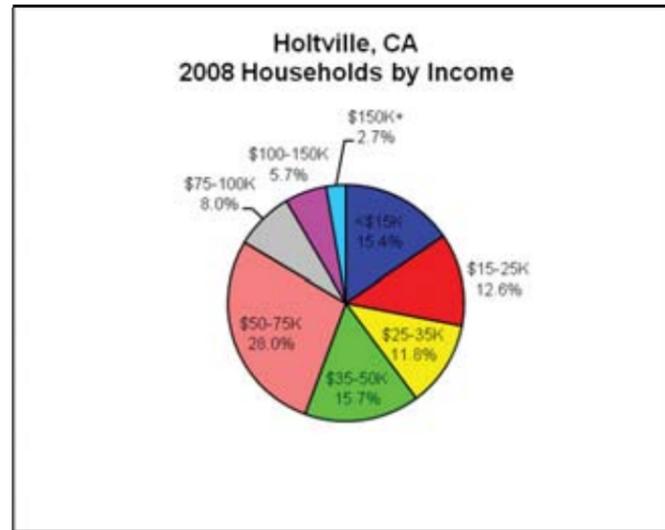
- The difference in growth rates for the county as a whole and for Holtville itself is striking. It is a combination of the impact of both a smaller population growth in the area, as well as the larger household size that has flattened the Holtville rates of growth to less than 1% since 1990.

Age Distribution Through 2013



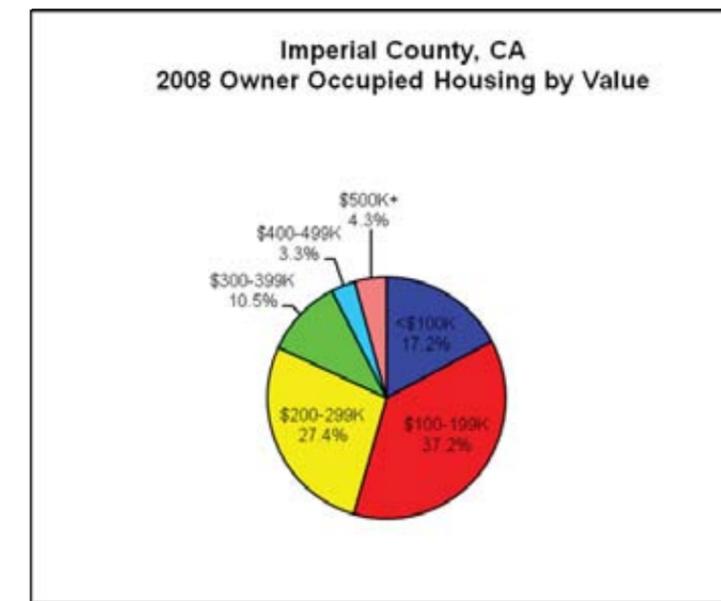
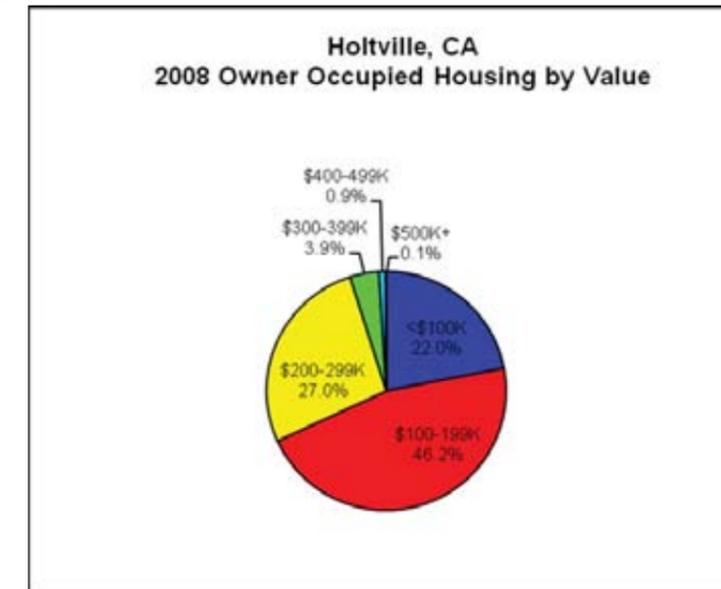
- Typically, new household formation is driven by increases in the 20 to 34-year old age cohort. These age groups are projected to increase by roughly the same amount over the next 5 years in both Holtville and Imperial County.
- Overall, the age distribution of the population for both are remarkably similar, with Holtville having a somewhat higher percentage of both persons under 19 years of age and persons over 65 years old.

**Household Income**



- A larger portion of Imperial County households have annual income of less than \$15,000, while Holtville has a higher percentage of households earning annual incomes of \$50,000 or more.
- The city of Holtville has a higher average household income than Imperial County as a whole, but it is not radically different.

**Housing By Value**



- The majority of Holtville housing (73.2%) is in the range of values between \$100,000 and \$299,000, with only 4.8% of the housing stock valued at \$300,000 or more.
- Imperial County has 64.6% of its housing stock valued between \$100,000 and \$299,000, with 18.1% valued at \$300,000 or more.

### Housing Demand Calculation

The demand for new housing is a function of new household formation over a given period of time, plus replacement housing required, plus a normal vacancy factor, less excess inventory from the beginning of the period. And household formation is a function of both the growth in populations for an area and the average size of the household. All of these factors have been discussed earlier in this report.

#### Methodology For Estimating New Housing Demand

Begins With: **Projected Population**  
 Less: **Current Population**  
 Equals: **Projected Population Growth**  
 Divided By: **Average Household Size**  
 Equals: **New Units Required For Population Growth**  
 Plus: **Allowance For Demolition, Fire, Abandonment**  
 Equals: **New Units Required**  
 Plus: **Vacancy Allowance**  
 Equals: **Total New Housing Units Required**

Comparing the city of Holtville to Imperial County as a whole provides a window into what could reasonably happen in Holtville with changes to make the area an attractive location for people already likely to locate in Imperial County – in other words, if Holtville were to simply get a larger piece of the growth already considered likely to happen in the area over the next 5 years. The table below summarizes recent and projected population trends:

Period	Imperial County		Holtville		
	Population	Change	Population	Change	Percent
2000	142,361	n/a	5,612	n/a	
2008	173,942	31,581	5,884	272	0.86%
2013	197,812	23,870	6,199	315	1.32%

In the period between 2008 and 2013, Holtville is projected to capture about 1.3% of the projected growth in Imperial County, up from about 0.9% in the five years between 2000 and 2008. This is significant, because the rate of growth projected for Imperial County overall is projected to decline, with about 8,000 fewer new people projected to move into the county over the next five years as did in the previous five years.

The average household size is currently 3.57 persons in Holtville, which is a little larger than the 3.54 persons per household in Imperial County. Interestingly, the average household size in Holtville is expected to actually increase to 3.60 persons by 2013, which goes against the trend in both Imperial County and California as a whole during the same period.

Historical data from the US Census indicates that on average 0.25% of existing housing stock (about 300,000 units) is lost each year to demolition, fires and other acts of God,

abandonment and conversion to other uses. Over a five year period, that would mean an allowance of 1.25% for this factor would be appropriate.

Statistics for the city of Holtville showed that 4% of housing was vacant within a one-mile radius of the city at the end of 2008, while Imperial County had an 11% vacancy rate during the same period. Generally speaking, 5% to 8% of housing is vacant at any given time in most areas due to a combination of moves, the condition of the housing stock, and normal vacancies in rentals. We are assuming a 5% vacancy factor for purposes of this analysis (which means that Holtville was actually somewhat short of needed housing at the end of 2008).

Using the formula described above, the calculation for housing required without any changes in Holtville is as follows:

#### Estimated New Housing Demand (2008 to 2013)

Projected Population: **6,199**  
 Current Population: **5,884**  
 Projected Population Growth: **315**  
 Average Household Size: **3.6**  
 New Units Required For Population Growth: **88**  
 Existing Housing Units: **1,715**  
 Allowance For Demolition, Fire, Abandonment: **21**  
 New Units Required: **109**  
 Vacancy Allowance: **5**  
 Total New Housing Units Required: **114**

Using these assumptions, the total new housing stock demanded over the next 5 years is expected to be about 113 units of varying types, or about 23 units per year. Obviously, this projection can vary from year to year, and can be influenced by changes in the local economy and in housing conditions at the local level.

One of the premises of the study is that the attractiveness of the local community can be influenced through changes in the local development code, as well as other factors. As a result we examined the data regarding new household formation to determine what we felt could be reasonably expected in terms of new household formation if in fact Holtville were to make positive changes that influenced it's relative attractiveness to those forming new households in the Imperial County area. In the interests of being conservative in our projections, we did not consider any potential for growth from outside of what was already expected in Imperial County – only that Holtville attracted more than 1.32% of the total (which is what is currently anticipated). To provide a range of answers, we applied 3%, 5% and 10% capture rate to the projected change in Imperial County population from 2008 to 2013. The results are summarized in the following table:

**Changes in Holtville Housing Demand**

Assumptions:	Percent of Imperial County Growth 2008-2013			
	Current	3%	5%	10%
Change in Imperial County Population – 2008 to 2013:	23,870	23,870	23,870	23,870
Holtville Percentage of Growth:	1.32%	3%	5%	10%
Projected Change in Holtville Population - 2013:	315	716	1194	2387
Average Household Size:	3.6	3.6	3.6	3.6
New Units Required For Population Growth:	88	199	332	663
Allowance For Demolition, Fire, Abandonment (@ 1.25% of Existing Housing Stock):	21	21	21	21
New Units Required:	109	220	353	684
Vacancy Allowance (@ 5% of New Housing):	5	11	18	34
<b>Total New Housing Units Required:</b>	<b>114</b>	<b>231</b>	<b>371</b>	<b>718</b>

Clearly a relatively minor change in the Holtville’s capture rate over the next five years can make a substantial change in the growth of the city – for example, a 5% capture rate would increase the city’s population by about 1,200.

**Housing Tenure**

In 2008, approximately 62% of existing housing in Holtville was owner-occupied and 38% of it was rental. We would expect that ratio to hold relatively constant over the next 5 years as well, probably at 60% owner occupied units and 40% renter occupied units.

Year	Owner Occupied Units	Renter Occupied Units
2000	63.7%	36.3%
2008	61.5%	38.5%
2013	58.5%	41.5%

**Housing Prices**

As discussed earlier in this report, the majority of Holtville housing (73.2%) is in the range of values between \$100,000 and \$299,000, with only 4.9% of the housing stock valued at \$300,000 or more. Given the fact that only 8.4% of existing households in Holtville make \$100,000 per year or more, most new housing will probably need to be priced at no more than \$300,000 in order to be absorbed.

**Retail Demand**

Demand for retail space was estimated using 2008 estimated retail expenditures within a 5 mile radius of Holtville, developing an average retail sales estimate for each household in that area, and then dividing that number to arrive at an average retail space demanded by household. This number was estimated for 2008, and then for the projected number of households in 2013 for Holtville as developed in the Housing Demand section of this report.

According to ESRI, the 2008 average household retail expenditures within a 5 mile radius of Holtville were as follows:

Holtville Retail Expenditures Per Household		
2008 Consumer Spending	5 mile Radius	Market Potential Index
Apparel & Services	\$ 1,750.28	65
Computers & Accessories	\$ 192.25	80
Entertainment/Recreation	\$ 2,767.64	74
Food at Home	\$ 3,781.28	77
Food Away From Home	\$ 2,560.87	75
HH Furnishings & Equipment	\$ 1,725.01	75
Retail Goods	\$ 20,602.16	76
TV/Video/Sound Equipment	\$ 1,079.49	75
<b>Total Per Household</b>	<b>\$ 34,458.98</b>	

The total average retail sales per households, including food both in and out of the home, were \$34,599 in 2008.

Market Potential data measure the likely demand for a product or service in a county, ZIP code, or other trade area. The files include the expected number of consumers – adults or households – and a Market Potential Index. The Market Potential Index compares the local demand for a specific product or service to the demand for that product or service nationally. The database is organized in 77 files and a total of 2,647 items representing goods, services, attitudes and activities collected from Simmons survey. Each item refers to consumer spending or behavior in a twelve-month period.

The Market Potential Index is tabulated to represent a value of 100 as the average level of demand for that product type in the U.S. as a whole. A value of more than 100 represents high demand, and a value of less than 100 represents low demand. An index of 120 implies that demand in the trade area is likely to be 20 percent higher than in the U.S.; an index of 85, 15 percent lower. For example, a ZIP Code with an index of 120 for women’s apparel reveals that the purchase of women’s apparel is likely to be 20 percent higher in this ZIP Code than in the entire U.S.

In the case of Holtville, most of the Market Potential indices are in the 70 to 75 range, indicating that demand for these items are roughly 70 to 75% of that indicated in the United States overall.

The average sales per square foot for neighborhood retail centers was around \$245 per square foot in 2008 (ULI *Dollars and Cents of Shopping Centers*), and we would expect a similar number to be true in Holtville in order to attract new development to the area. Using this information, the number of square feet of retail space required per household in Holtville is estimated as follows:

Holtville Required Retail Space Per Household - 2008		
Average Retail Sales Per Household	Average Retail Sales Per Square Foot	Retail Square Feet Required Per Household
\$34,345	\$245	141

Using this information and applying it to the household projections developed in the Housing Demand section of this analysis, the total and net demand for retail space in Holtville can be estimated. The following table summarizes the estimated demand for retail space in 2008, as well as the estimated demand under the four scenarios developed for 2013 housing demand.

Year	Capture Rate	Retail SF/Household	Households	Total Retail Required	Less: Existing	SF of Excess Demand
2008	n/a	141	1,635	229,961	229,961	(0)
2013	1.3%	141	1,723	242,338	229,961	12,377
2013	3.0%	141	1,846	259,638	229,961	29,677
2013	5.0%	141	1,987	279,469	229,961	49,508
2013	10.0%	141	2,340	329,118	229,961	99,157

We were not able to secure any information regarding the current supply of retail space in the Holtville market, so we assumed that the supply and demand was in equilibrium, and that any demand would come from new household formation. When data for existing retail space is available, this table can be updated.

Under the “as-is” scenario, only 12,000 square feet of new retail is required over the next five years. However, if the capture rate for new housing is increased (as discussed earlier), the demand for new retail space increases commensurately.

### Office Demand

The demand for office space is a function of employment and the types of employment in a given market. Although most office use comes from what is generally considered to be “white collar” employment, it is also true that employment generally not considered to generate office use (agricultural employment, for example) often has an office component, and some employment considered to be white collar does not use office space. Unfortunately, BLS statistics do not break out employment by office use, and other locally specific surveys of office use were not available to us for this analysis. Consequently, we will use current white collar employment as a proxy for estimated office demand in the area.

As of 2008, there were 1,881 civilians over 16 years old employed in the city of Holtville. Of those, 49% were employed in white collar jobs, 19.9% were employed in service jobs, and 31.1% were in blue collar jobs. Using the white collar employment as an indicator of office demand in Holtville, we estimate that there are 922 (49% of 1,881) people employed in white collar jobs as of 2008.

Year	Capture Rate	Households	Persons Per Household	Population	Employed	Percent White Collar Jobs	White Collar Jobs
2008	n/a	1,635	3.6	5,886	1,881	49%	922
2013	1.3%	1,723	3.6	6,203	1,982	49%	971
2013	3.0%	1,846	3.6	6,646	2,124	49%	1,041
2013	5.0%	1,987	3.6	7,153	2,286	49%	1,120
2013	10.0%	2,340	3.6	8,424	2,692	49%	1,319

Using the same ratio of the population employed in 2013 as there was in 2008 (1,881/8,886 = 31.9% of the population employed), we were able to estimate the white collar employment in 2013 under each of the “capture” ratio assumptions used in the rest of this analysis.

Of these, some percentage will be employed by companies located in areas other than Holtville, causing “leakage” in office demand for the area. In the 2000 Census, only 51.4% of workers surveyed in Holtville drove 19 minutes or less to work. We would assume that workers living in Holtville who drive more than 20 minutes or to work are probably not employed in Holtville, and are therefore not part of local office space demand. As a result we used 50% as our estimate of leakage for the Holtville office market.

The final factor in estimating demand for office space is the average office space per employee. As recently as a decade ago, the standard was 250 per square feet. However, with the advent of space sharing, work-at-home programs, and other cost saving

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measures, the standard is generally 200 square feet per employee, with some markets using 180 square feet on average. For purposes of this study, we will use a range of values at 180 square feet to 200 square feet per employee.

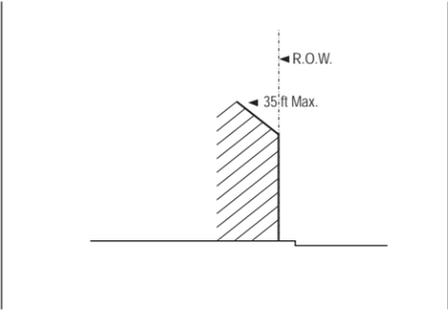
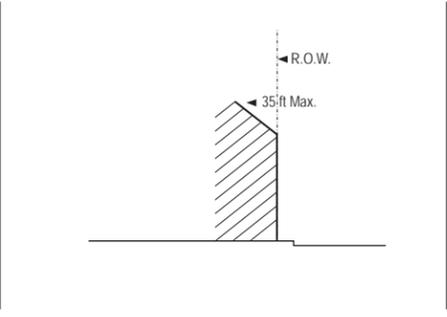
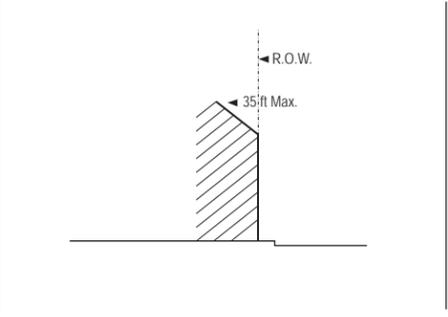
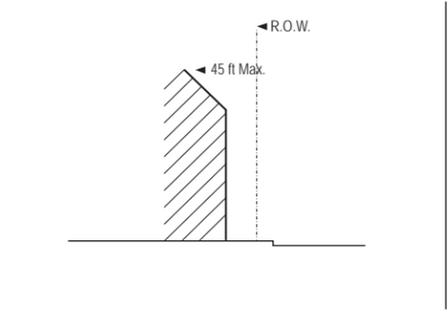
Using these assumptions, we can develop an estimate of current and future office space demand:

Year	Total	After	Office Space Demand	
	White Collar Jobs	Leakage (50%)	180 SF/Job	200 SF/Job
2008	922	461	82,952	92,169
2013	971	486	87,417	97,130
2013	1,041	520	93,657	104,064
2013	1,120	560	100,811	112,012
2013	1,319	660	118,720	131,912

This is an estimate of total existing demand in Holtville area. The existing office space must be netted out of the total for an estimate of net new demand, but that information was not available as of the date of this analysis.

ZONING TRANSLATION

This Zoning Translation compares a summary of the existing conventional Use-Based zoning categories of the downtown with those of the proposed Form-Based Code.

	Holtville Existing Zoning		PMC Proposed Zoning	
	RC Residential Commercial Mixed Use Zone	C-2 General Commercial Zone	D-A Downtown Zone	D-B Downtown Zone
				
Lot				
Lot Area	n/a	10,000 sf min.	n/a	n/a
Lot Width	n/a	60 ft min.	n/a	n/a
Lot Depth	n/a	120 ft min.	n/a	n/a
Lot Coverage	100%	100%	100% (1.0/1 FAR)	100% (1.0/1 FAR)
Setbacks				
Front (Primary)	0 ft	0 ft	0 ft	10 ft
Front (Secondary)	0 ft	0 ft	0 ft	0 ft
Side	0 ft	0 ft	0 ft	20 ft
Rear	0 ft	0 ft		
Height				
Maximum Height	35 ft	35 ft	35 ft	45 ft
Number of Stories	n/a	n/a	n/a	n/a
Function				
Residential	Single (detached, attached), Two-Family	n/a	Multi-Family	Multi-Family
Commercial	Retail, Professional Services	Retail, Professional Services	Live/ Work, Office, Retail, Restaurant, Entertainment	Live/ Work, Office, Retail, Restaurant, Entertainment
Manufacturing	Garment Assembly, Newspaper Publishing	Garment Assembly, Newspaper Publishing	n/a	n/a
Other	Hotel/ Motel, Transportation Terminal, Parking Lots	Hotel/ Motel, Transportation Terminal, Parking Lots	Hotel/ Motel, Institutional	Hotel/ Motel, Institutional
Building Type				
	Detached Single-Family Houses, Duplexes, Mobile Homes, Accessory Buildings		Half-Block Liner, Infill, Terraced	Half-Block Liner, Infill, Terraced, Mansion Apartment Building, Triplex, Duplex, Side Yard House, Courtyard House, Single-Family Detached

PARKING STANDARDS COMPARISON

This matrix compares the parking standards of the existing conventional Use-Based zoning categories with those of the proposed Form-Based Code.

The temporary reduction / elimination of parking standards for desired uses in the downtown area is a clever way to add substantial value to these properties.

	Holtville Existing Zoning		PMC Proposed Zoning	
	RC Residential Commercial Mixed Use Zone	C-2 General Commercial Zone	D-A Downtown Zone	D-B Downtown Zone
Parking Standards				
Commercial	1 sp / 200 sf	1 sp / 200 sf	1 sp / 400 sf*	1 sp / 400 sf*
Office	1 sp / 300 sf	1 sp / 300 sf	1 sp / 500 sf*	1 sp / 500 sf*
Residential				
1 Bedroom	1.5 sp	1.5 sp	1.75 sp / unit	1.75 sp / unit
2 Bedrooms	1.75 sp	1.75 sp	1.75 sp / unit	1.75 sp / unit
3 Bedrooms	2.0 sp	2.0 sp	1.75 sp / unit	1.75 sp / unit

- \* Parking Exempt Uses:
1. Commercial Recreation & Entertainment
  2. Mixed-Use
  3. Neighborhood Commercial
  4. Retail Commercial
  5. Sit-Down Restaurants

# THE PLAN OF HOLTVILLE

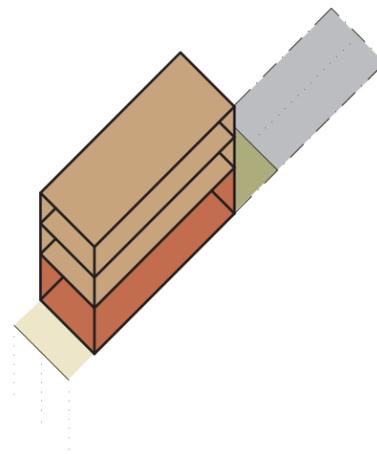
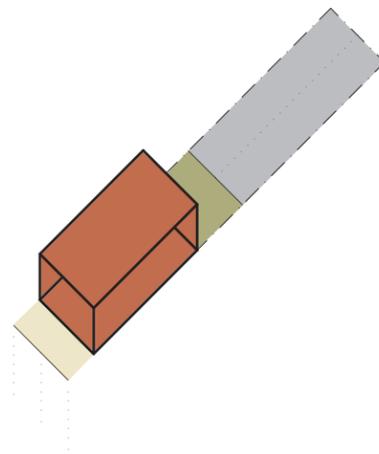
## ECONOMIC ANALYSIS

### EXISTING ZONING (RC)

Lot:	3,375 sf
Commercial:	1,200 sf
Office:	n/a
Residential:	n/a
Off-Street Parking:	6 spaces
On-Street Parking:	2 spaces

### PROPOSED ZONING (D-A)

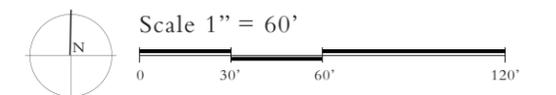
Lot:	3,375 sf
Commercial:	1,625 sf
Office:	n/a
Residential:	3,250 sf
Off-Street Parking:	4 spaces
On-Street Parking:	2 spaces



Key Plan

### KEY

- COMMERCIAL/ RETAIL
- OFFICE
- RESIDENTIAL
- SIDEWALK
- PATIO/ GARDEN/ PLANTER
- PAVERS/ OFF-STREET PARKING
- BUILDING FOOTPRINT



**Scenario #1 - Comparing Existing Zoning Class RC to Proposed D-A**

Existing Zoning	
Land Area (Square Feet)	3,375
Parking Spaces	
Off-Street	6
On-Street	2

**Key Assumptions**

Type of Space	Commercial	Office	Residential	Total
Space (Square Feet of Building Area)	1,200			1,200
Rent				
Rent Per Square Foot	\$ 18.00			
Potential Gross Income	\$ 21,600	\$ -	\$ -	\$ 21,600
Expenses				
Expenses PSF	\$ 3.50			
Total Expenses	\$ 4,200	\$ -	\$ -	\$ 4,200
Stabilized Vacancy & Collection Loss				5%
OAR (Overall Rate of Return)				8%

**Value Estimate (Stabilized)**

Potential Gross Income	\$ 21,600
Less: Vacancy & Collection Loss	\$ 1,080
Effective Gross Income	\$ 20,520
Less: Expenses	\$ 4,200
Net Operating Income	\$ 16,320
Divided By the OAR	8%
Estimated Value	\$ 204,000
Estimated Value Per Square Foot	\$ 170.00
Estimated Value Per Square Foot of Land	\$ 60.44

Proposed Zoning	
Land Area (Square Feet)	3,375
Parking Spaces	
Off-Street	4
On-Street	2

**Key Assumptions**

Type of Space	Commercial	Office	Residential	Total
Space (Square Feet of Building Area)	1,625		3,250	4,875
Rent				
Rent Per Square Foot	\$ 18.00		\$ 12.00	
Potential Gross Income	\$ 29,250	\$ -	\$ 39,000	\$ 68,250
Expenses				
Expenses PSF	\$ 3.50		\$ 3.50	
Total Expenses	\$ 5,688	\$ -	\$ 11,375	\$ 17,063
Stabilized Vacancy & Collection Loss				5%
OAR (Overall Rate of Return)				8%

**Value Estimate (Stabilized)**

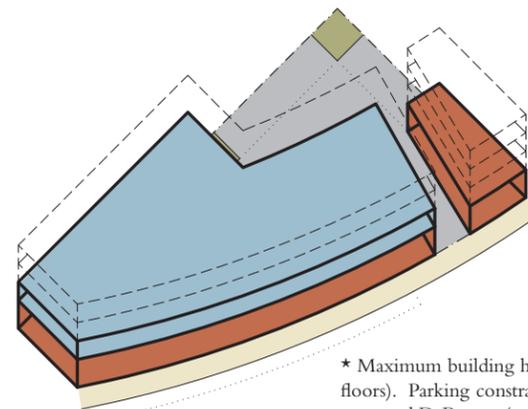
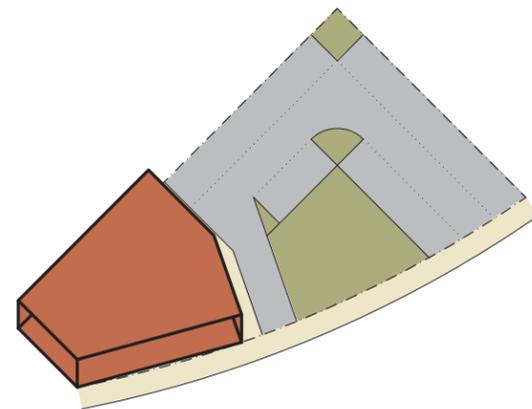
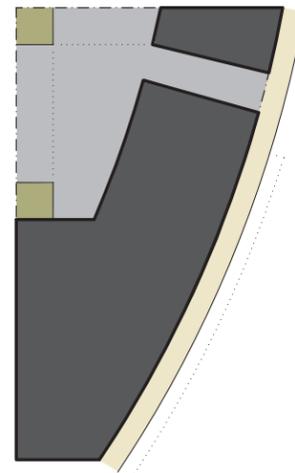
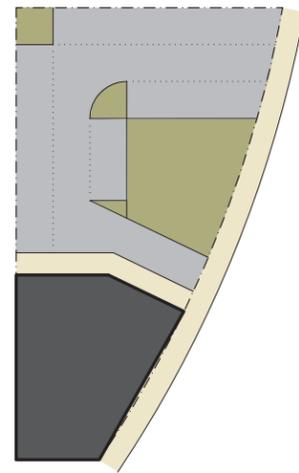
Potential Gross Income	\$ 68,250
Less: Vacancy & Collection Loss	\$ 3,413
Effective Gross Income	\$ 64,838
Less: Expenses	\$ 17,063
Net Operating Income	\$ 47,775
Divided By the OAR	8%
Estimated Value	\$ 597,188
Estimated Value Per Square Foot	\$ 122.50
Estimated Value Per Square Foot of Land	\$ 176.94

### EXISTING ZONING (C-2)

Lot:	25,615 sf
Commercial:	6,850 sf
Office:	n/a
Residential:	n/a
Off-Street Parking:	35 spaces
On-Street Parking:	n/a

### PROPOSED ZONING (D-A)

Lot:	25,615 sf
Commercial:	15,230 sf
Office:	15,230 sf
Residential:	n/a
Off-Street Parking:	12 spaces
On-Street Parking:	9 spaces



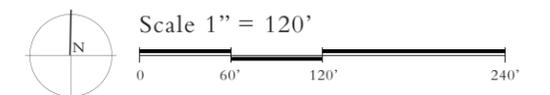
\* Maximum building height for proposed D-B zone is 45' (i.e. 4 floors). Parking constraints of certain uses are exempt under the proposed D-B zone (see Section 17.34.090, Item C). Only 1 and 2 floors were used for the purposes of this study due to realistic self-imposed parking constraints. Although additional floors are possible, the amount of parking that would be reasonably be required would likely make these scenarios infeasible.



Key Plan

### KEY

- COMMERCIAL/ RETAIL
- OFFICE
- RESIDENTIAL
- SIDEWALK
- PATIO/ GARDEN/ PLANTER
- PAVERS/ OFF-STREET PARKING
- BUILDING FOOTPRINT



**Scenario #2 - Comparing Existing Zoning Class C-2 to Proposed D-A**

Existing Zoning	
Land Area (Square Feet)	25,615
Parking Spaces	
Off-Street	35
On-Street	-

Proposed Zoning	
Land Area (Square Feet)	25,615
Parking Spaces	
Off-Street	12
On-Street	9

**Key Assumptions**

Type of Space	Commercial	Office	Residential	Total
Space (Square Feet of Building Area)	6,850			6,850
Rent				
Rent Per Square Foot	\$ 18.00			
Potential Gross Income	\$ 123,300	\$ -	\$ -	\$ 123,300
Expenses				
Expenses PSF	\$ 3.50			
Total Expenses	\$ 23,975	\$ -	\$ -	\$ 23,975
Stabilized Vacancy & Collection Loss				5%
OAR (Overall Rate of Return)				8%

**Key Assumptions**

Type of Space	Commercial	Office	Residential	Total
Space (Square Feet of Building Area)	15,230	15,230	-	30,460
Rent				
Rent Per Square Foot	\$ 18.00	\$ 18.00	\$ 12.00	
Potential Gross Income	\$ 274,140	\$ 274,140	\$ -	\$ 548,280
Expenses				
Expenses PSF	\$ 3.50	\$ 3.50	\$ 3.50	
Total Expenses	\$ 53,305	\$ 53,305	\$ -	\$ 106,610
Stabilized Vacancy & Collection Loss				5%
OAR (Overall Rate of Return)				8%

**Value Estimate (Stabilized)**

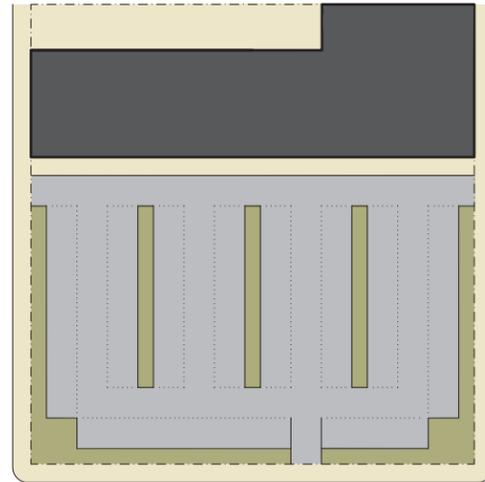
Potential Gross Income	\$ 123,300
Less: Vacancy & Collection Loss	\$ 6,165
Effective Gross Income	\$ 117,135
Less: Expenses	\$ 23,975
Net Operating Income	\$ 93,160
Divided By the OAR	8%
Estimated Value	\$ 1,164,500
Estimated Value Per Square Foot	\$ 170.00
Estimated Value Per Square Foot of Land	\$ 45.46

**Value Estimate (Stabilized)**

Potential Gross Income	\$ 548,280
Less: Vacancy & Collection Loss	\$ 27,414
Effective Gross Income	\$ 520,866
Less: Expenses	\$ 106,610
Net Operating Income	\$ 414,256
Divided By the OAR	8%
Estimated Value	\$ 5,178,200
Estimated Value Per Square Foot	\$ 170.00
Estimated Value Per Square Foot of Land	\$ 202.15

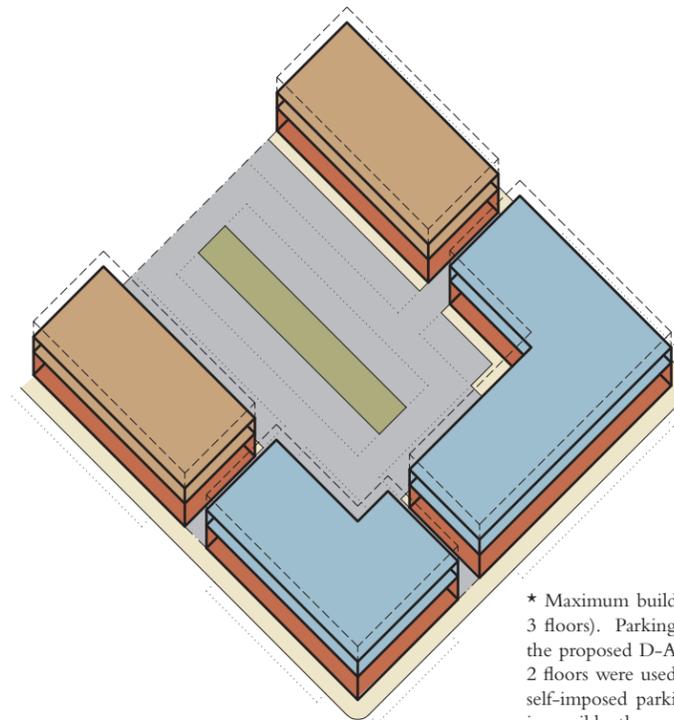
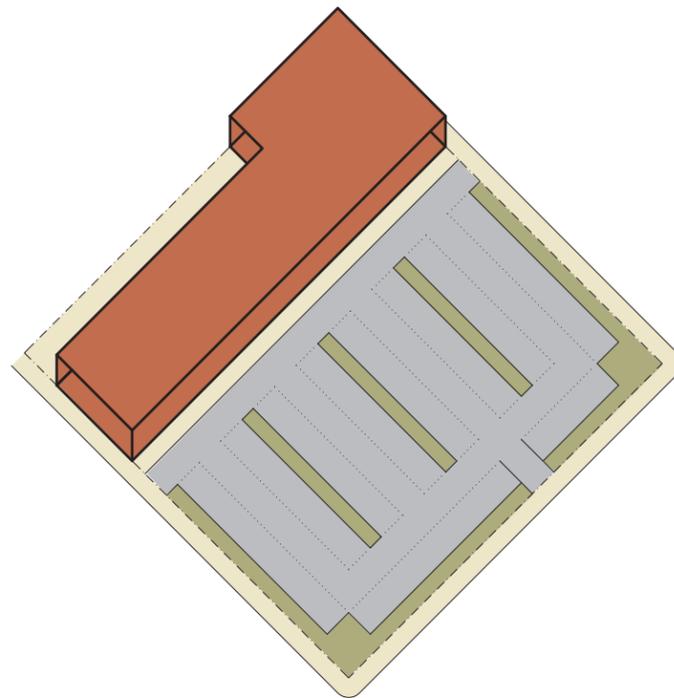
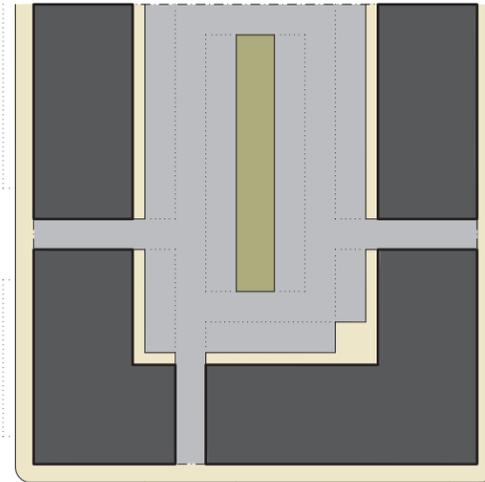
### EXISTING ZONING (C-2)

Lot:	87,590 sf
Commercial:	23,370 sf
Office:	n/a
Residential:	n/a
Off-Street Parking:	118 spaces
On-Street Parking:	n/a



### PROPOSED ZONING (D-B)

Lot:	87,590 sf
Commercial:	45,650 sf
Office:	27,450 sf
Residential:	18,200 sf
Off-Street Parking:	78 spaces
On-Street Parking:	27 spaces

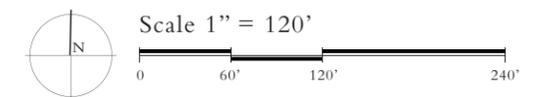


Key Plan

### KEY

- COMMERCIAL/ RETAIL
- OFFICE
- RESIDENTIAL
- SIDEWALK
- PATIO/ GARDEN/ PLANTER
- PAVERS/ OFF-STREET PARKING
- BUILDING FOOTPRINT

\* Maximum building height for proposed D-A zone is 35' (i.e. 3 floors). Parking constraints of certain uses are exempt under the proposed D-A zone (see Section 17.34.090, Item C). Only 2 floors were used for the purposes of this study due to realistic self-imposed parking constraints. Although an additional floor is possible, the amount of parking that would be reasonably be required would likely make this scenario infeasible.



**Scenario #3 - Comparing Existing Zoning Class C-2 to Proposed D-B**

Existing Zoning	
Land Area (Square Feet)	87,590
Parking Spaces	
Off-Street	118
On-Street	-

Proposed Zoning	
Land Area (Square Feet)	87,590
Parking Spaces	
Off-Street	78
On-Street	27

**Key Assumptions**

Type of Space	Commercial	Office	Residential	Total
Space (Square Feet of Building Area)	23,370			23,370
Rent				
Rent Per Square Foot	\$ 18.00			
Potential Gross Income	\$ 420,660	\$ -	\$ -	\$ 420,660
Expenses				
Expenses PSF	\$ 3.50			
Total Expenses	\$ 81,795	\$ -	\$ -	\$ 81,795
Stabilized Vacancy & Collection Loss				5%
OAR (Overall Rate of Return)				8%

**Key Assumptions**

Type of Space	Commercial	Office	Residential	Total
Space (Square Feet of Building Area)	45,650	27,450	18,200	91,300
Rent				
Rent Per Square Foot	\$ 18.00	\$ 18.00	\$ 12.00	
Potential Gross Income	\$ 821,700	\$ 494,100	\$ 218,400	\$ 1,534,200
Expenses				
Expenses PSF	\$ 3.50	\$ 3.50	\$ 3.50	
Total Expenses	\$ 159,775	\$ 96,075	\$ 63,700	\$ 319,550
Stabilized Vacancy & Collection Loss				5%
OAR (Overall Rate of Return)				8%

**Value Estimate (Stabilized)**

Potential Gross Income	\$ 420,660
Less: Vacancy & Collection Loss	\$ 21,033
Effective Gross Income	\$ 399,627
Less: Expenses	\$ 81,795
Net Operating Income	\$ 317,832
Divided By the OAR	8%
Estimated Value	\$ 3,972,900
Estimated Value Per Square Foot	\$ 170.00
Estimated Value Per Square Foot of Land	\$ 45.36

**Value Estimate (Stabilized)**

Potential Gross Income	\$ 1,534,200
Less: Vacancy & Collection Loss	\$ 76,710
Effective Gross Income	\$ 1,457,490
Less: Expenses	\$ 319,550
Net Operating Income	\$ 1,137,940
Divided By the OAR	8%
Estimated Value	\$ 14,224,250
Estimated Value Per Square Foot	\$ 155.80
Estimated Value Per Square Foot of Land	\$ 162.40



*“Make no little plans. They have no magic to stir men’s blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency. Remember that our sons and grandsons are going to do things that would stagger us. Let your watchword be order and your beacon beauty. Think big.”*

- Daniel Burnham, Chicago architect and urban planner. (1864-1912)



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