Yucca Valley

MID-TOWN MASTER LAND USE VISION AND MOBILITY PLAN

APRIL 2013

The preparation of this report has been financed in part through grant(s) from the Federal Highway Administration and Federal Transit Administration, U.S. Department of Transportation. The contents of this report do not necessarily reflect the official views or policy of the U.S. Department of Transportation.

This is a project for the Town of Yucca Valley 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.

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Yucca Valley

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April 2013

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CHAPTER 1

Introduction

A. Background and Objectives

The Town of Yucca Valley is embarking on an important period of growth and development, having commenced a General Plan Update in October 2011. As part of this update, three Focus Areas were identified that have great potential for change and implementation. One of these Focus Areas is Mid-Town, which warrants more detailed recommendations than those provided at a General Plan level. Therefore, the Town Council initiated the preparation of a focused plan and implementation strategies for this area, which will provide the tools to develop and redevelop the core commercial area of the Town.

The primary objectives of this Plan are to identify conceptual land use options that could include increased housing densities and mixed uses, as well as explore pedestrian linkages between public transit, the Government Center and major recreation, commercial, and education nodes of activity.

An equally important objective is to implement design practices, such as Complete Streets, to enable safe, attractive, and comfortable access and travel for all users, including pedestrians, bicyclists, motorists and public transport users of all ages and abilities, particularly along Twentynine Palms Highway, which acts as a barrier between the northern and southern portions of the Mid-Town area. As stated in the Yucca Valley Community Profile (November 2011), "Yucca Valley's corridors are a vital component of the town's economic stability, and therefore, great care should be taken to ensure the streetscapes, signage, and other architectural details support the quality image that the community desires to convey. These corridors constitute a significant opportunity for the community to further enhance its image and maintain a strong economic presence in the basin."

A final objective of this Plan is to identify potential partnerships and implementation strategies among and between public and private entities for jointly developing programs and/or policies directed at improving livability and mobility with the Mid-Town area and to facilitate realization of the recommendations of the Plan.

B. Mid-Town Study Area

The Mid-Town area is approximately 568 acres in size and is illustrated in Figure 1-1. It is located in the center of the Town of Yucca Valley, and is generally bounded by Sage Avenue on the west, Joshua View on the east, Onaga Trail on the south, and Crestview Drive on the north. The Mid-Town area is anchored by the intersection of two state highways - State Route 62 (Twentynine Palms Highway) and State Route 247 (Old Woman Springs Road). This intersection is the highest traffic volume intersection in the Morongo Basin and a focal point of the community. These highways provide the only regional transportation linkages to and from the Morongo Basin, and Twentynine Palms Highway is the gateway to Joshua Tree National Park. In addition, the majority of the Town's non-residential uses are located along Twentynine Palms Highway, thereby contributing significantly to the Town's overall image and character. Twentynine Palms Highway exhibits the right-of-way and auto-oriented character that is typical of state highways and major arterials.

C. Compass Blueprint Program's Guiding Principles

The Mid-Town Master Land Use Vision and Mobility Plan is being funded 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 through the integration of land use planning and transportation investment decision-making. Compass Blueprint tools support visioning efforts, infill analyses, economic and policy analyses, and marketing and communication programs. A focus of Compass Blueprint Demonstration Projects is the coordination with the region's Senate Bill 375 and Sustainable Communities

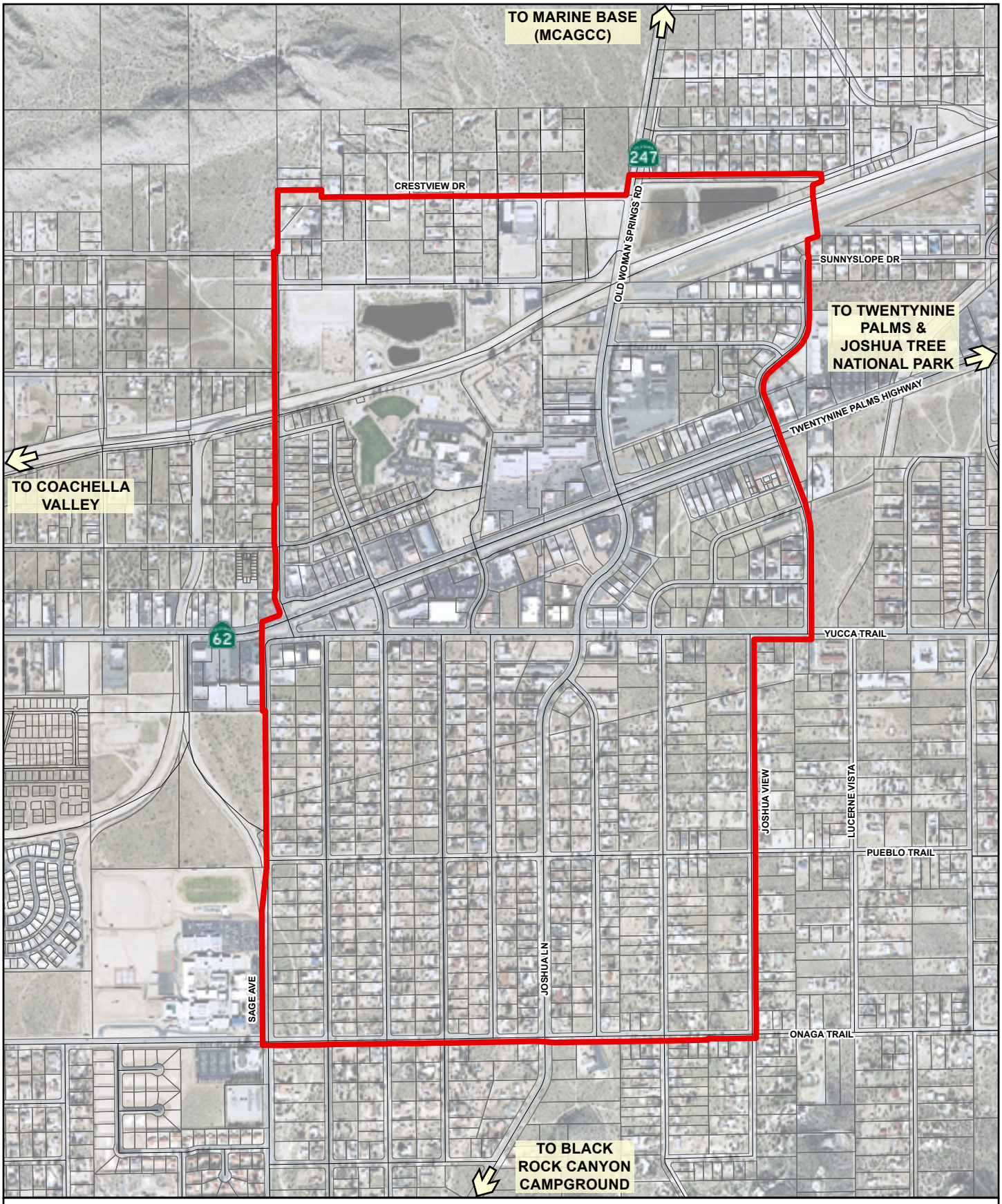

Figure 1-1: Project Area

Mid-Town Study Area

5 minutes walk (1,200')

0' 500' 1,000' 2,000'

10 Acres

1

Strategy (SCS) development efforts. The Compass Blueprint Programs Guiding Principles are as follows:

Principle #1 - Improve mobility for all residents

- Encourage transportation investments and land use decisions that are mutually supportive.
- Locate new housing near existing jobs and new jobs near existing housing.
- Encourage transit-oriented development.
- Promote a variety of travel choices.

Principle #2 - Foster livability in all communities

- Promote infill development and redevelopment to revitalize existing communities.
- Promote developments that provide a mix of uses.
- Promote "people-scaled" pedestrian-friendly communities.
- Support the preservation of stable, single family neighborhoods.

Principle #3 - Enable prosperity for all people

- Provide a variety of housing types in each community to meet the housing needs of all income levels.
- Support educational opportunities that promote balanced growth.
- Ensure environmental justice regardless of race, ethnicity or income class.
- Support local and state fiscal policies that encourage balanced growth.
- Encourage civic engagement.

Principle #4 - Promote sustainability for future generations

- Preserve rural, agricultural, recreational and environmentally sensitive areas
- Focus development in urban centers and existing cities.
- Develop strategies to accommodate growth that uses resources efficiently, eliminate pollution, and significantly reduce waste.
- Utilize "green" development techniques.

D. Community Participation

The Yucca Valley Mid-Town Master Land Use Vision and Mobility Plan was prepared with significant community outreach and participation. Input was obtained through public workshops, where property owners, businesses, residents, and interested parties provided input to the Town staff and consultant team through group discussion and feedback on the topics and direction of the Plan. Two public workshops were held at milestone stages of the project, and are described in detail below.

In addition, stakeholder interviews were conducted at the beginning of the project with representatives from key stakeholders and agencies including the Morongo Unified School District, Morongo Basin Transit Authority, County Economic Development, Hi-Desert Medical Center, Marine Corps Air Ground Combat Center, San Bernardino Associated Government (SANBAG), and Copper Mountain College. These interviews generated significant dialogue and provided valuable direction during the preparation of the Plan.

Community Workshop #1

The first public workshop for the Mid-Town Specific Plan was held on October 4, 2012 at the Yucca Valley Community Center. The purpose of the first workshop was to listen to the issues, goals and visions expressed by the workshop participants to help shape the future of the Mid-Town area. The consultant team presented demographics and market information, as well as existing data regarding land use, circulation and streetscape conditions. Initial opportunities and constraints for the area were also presented to initiate discussion about how to plan for its future.

During the group discussion, the primary issues and ideas expressed by the stakeholders were focused the following topics:

- Enhancing Yucca Valley (along with the other Morongo Basing communities) as a "gateway" to Joshua Tree National Park;
- Improving the streetscape and pedestrian circulation in Mid-Town;
- Bringing more density and mixed use to Mid-Town, while also providing density incentives to developers;
- Relocating the Visitors Center to Mid-Town, but keeping it on SR-62;
- Improving bicycle circulation;
- Further analyzing the Outerhighways and their benefits and problems;

- Providing a regional park in the Mid-Town; there was significant interest in creating a passive park with walking paths around the retention basin north of the Government Center.

Stakeholders and community member provided significant input to the future vision for the Mid-Town area at two public workshops held during the planning process.

Community Workshop #2

As a result of the input received at the first workshop, the next phase of the project was to prepare the Draft Mid-Town Land Use Vision and Mobility Plan for public review. The second public workshop was held on February 7, 2013 at the Yucca Valley Community Center. At this workshop, the consultant team presented the key concepts in the Plan, including recommendations for major opportunity areas, open space, and mobility improvements, as well as economic implementation strategies.

Following the presentation, the workshop participants held an open discussion. Overall, there was strong support for the major recommendations in the Plan, including fostering pedestrian-friendly mixed use development consistent with the General Plan update, so long as growth in Mid-Town happens in a way that is compatible with the character of Yucca Valley. It was also noted by several participants that as private sector improvements are made, there should be overall coordination with Caltrans and the Hi-Desert Water District with regard to timing

and improvements to ensure that sewer, road and streetscape improvements are implemented as efficiently as possible.

E. Supporting Documents

Several documents were prepared as background information during the analysis phase and support the recommendations of this Plan. These supporting documents are listed below and are available at the Town of Yucca Valley Community Development Department:

- *Stakeholder and Agency Interview Notes* (prepared by The Arroyo Group, August 2012)
- *Existing Conditions Review and Identification of Opportunities and Constraints* (prepared by The Arroyo Group, August 2012)
- *Existing Mobility Conditions Memorandum* (prepared by Iteris, August 2012)
- *Market Potential Analysis* (prepared by Stanley R. Hoffman Associates, August 2012)
- *Projected Fiscal Impacts of Development Alternatives* (prepared by Stanley R. Hoffman Associates, October 2012)
- *Community Workshop #1 Outreach and Presentation Materials* (prepared by The Arroyo Group Team, October 2012)

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CHAPTER 2

Context

A. Regional Context

The Town of Yucca Valley is located approximately 25 miles northeast of Palm Springs in San Bernardino County (Figure 2-1). Twentynine Palms Highway links the Town to Interstate 10 and the Coachella Valley and west to the Inland Empire. Old Woman Springs Road (SR 247) connects with Twentynine Palms Highway in the center of town, the location of the Mid-Town study area, providing access to Barstow and the Victor Valley and Interstate 15 via SR 18. Nearby communities include the community of Joshua Tree and the City of Twentynine Palms to the east, the community of Morongo Valley to the southwest, and the communities of Pioneertown and Yucca Mesa to the north. The San Bernardino Mountains lie to the west. The Marine Corps Air Ground Combat Center (MCAGCC) is located north of the City of Twentynine Palms.

Joshua Tree National Park lies immediately south and southeast of Yucca Valley. Declared a U.S. National Park in 1994 when the U.S. Congress passed the California Desert Protection Act (Public Law 103-433), it had previously been a U.S. National Monument since 1936. It covers a land area of approximately one million acres. The Park is named for the Joshua tree (Yucca brevifolia) forests native to the park and includes two distinct desert systems, the Mojave Desert and the Colorado Desert, which occur at different elevations within the Park and have profoundly contrasting appearances. Yucca Valley is one of the four gateway communities to the National Park. With approximately 1.3 million visitors visiting Joshua Tree National Park each year, there is opportunity to better capture visitors passing through Yucca Valley and create a desirable destination that complements a trip to the National Park.

The Coachella Valley lies further south, below the Little San Bernardino Mountains. Cities in the Coachella Valley include Desert Hot Springs, Palm Springs, Cathedral

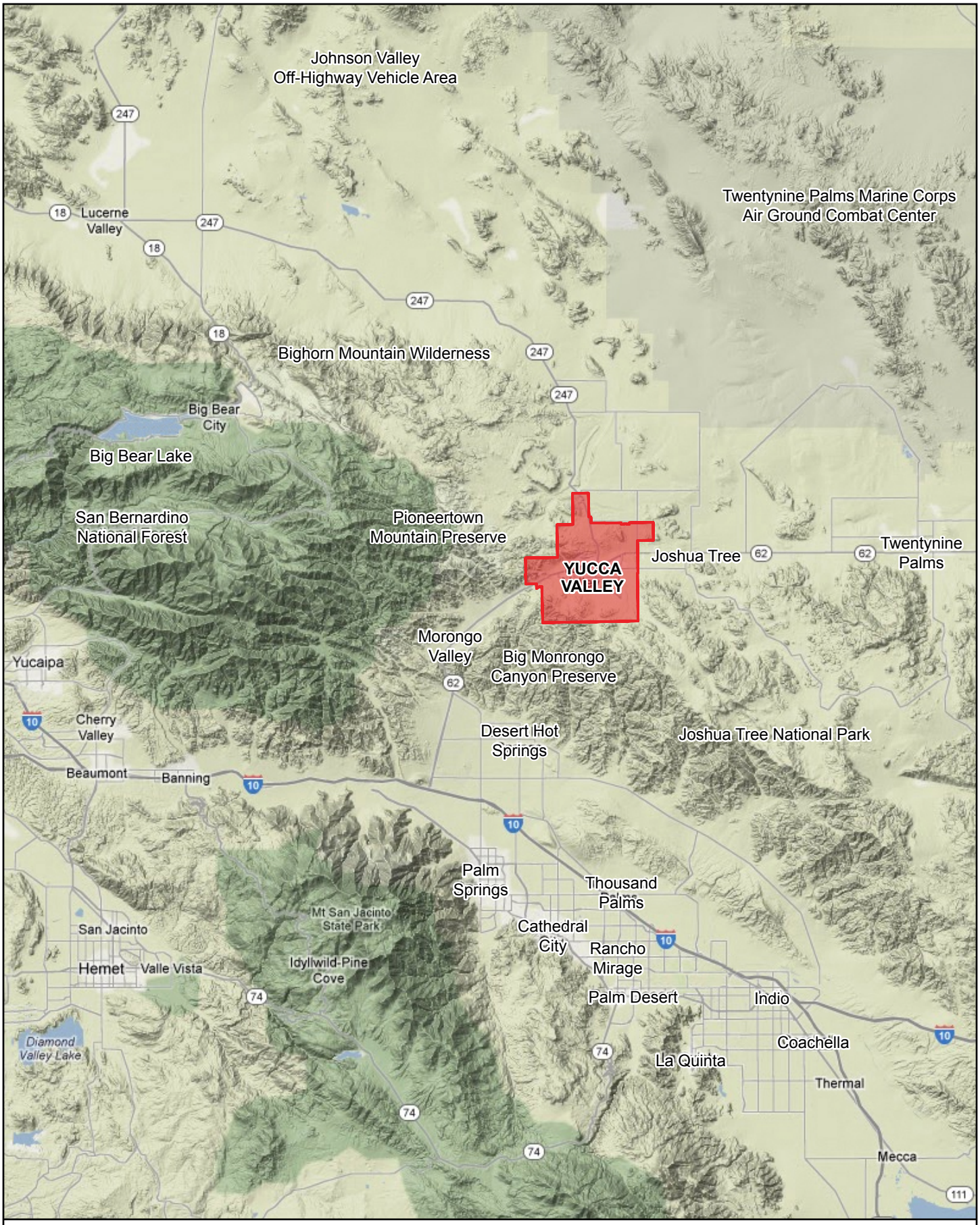


Figure 2-1: Regional Context

City, Rancho Mirage, Palm Desert, La Quinta, Indian Wells, Coachella, and Indio. A large number of Yucca Valley residents go "down the hill" to the Coachella Valley for greater dining, retailing and entertainment options than what is available in the Morongo Basin. There is opportunity for the Mid-Town area to provide greater options to local residents, as well the potential to integrate Yucca Valley's visitor-related economic activity with Coachella Valley's visitor activity.

B. Existing Land Use

Existing land uses in the Mid-Town area are varied and include a high concentration of core government, transportation, recreation, and education services. It is also the prime commercial retail, service and employment base within the Town. Table 2-1 identifies existing land use in the study area.

As it contains Town Hall and the Community Center Complex (Government Center), Mid-Town is the civic and cultural heart of the community. Other public/quasi-public community facilities and services located in Mid-Town include the Hi-Desert Nature Museum, San Bernardino County Public Library-Yucca Valley Branch, Yucca Valley Senior Center, Morongo Basin Transit Authority Transfer Facility, United States Post Office, and San Bernardino County Sheriff's office substation. In addition, there are several major financial institutions as well as commercial and service oriented businesses, including grocery stores, restaurants (both chain and locally-owned), and motels. In addition, while not yet developed, a 75-unit senior-housing project is proposed to be constructed on the vacant site just south of the Government Center on Twentynine Palms Highway and Dumosa Avenue.

Yucca Valley High School is located just outside the study area boundary to the west on Sage Avenue, but is important for the synergy it creates with the retailing, government and civic uses in Mid-Town. In addition, the Yucca Valley Boys and Girls Club, Tri-Valley Little League Facility, and Brehm Youth Sports Park Facility, which is currently under construction, are located west of study area on Little League Drive and Palm Avenue. They also interface with the Mid-Town area and improved linkages should be made between the facilities and the Government and Community Center complex.

Community amenities, such as schools, grocery stores, and civic and cultural buildings are vital to the Mid-Town area and the Town should capitalize on the concentration of these amenities in the study area, enhance connections to them,

and build on the synergy of new mixed use projects. These elements can enhance neighborhoods, create identity and strengthen the sense of community.

Single-family residential uses surround the government and commercial core to north and south. In the area between Sunnyslope Drive and Crestview Drive, the area is a mix of vacant land and single family homes. The area between Yucca Trail and Onaga Trail to the south, however, is a well-established single-family residential neighborhood. There is also some multiple family housing located closer in to the commercial core.

While the Mid-Town area is considered the "downtown" of Yucca Valley, approximately 17% of the area (in net acres) is vacant and many properties are underutilized. Approximately 80% of the land within the study area is in private ownership.

Table 2-1: Existing Land Use in the Mid-Town Area

Existing Land Use	Total Area in SF	Land Area (acres)	Percentage of Specific Plan Area
Airports	971,588	22.30	3.93%
Communication Facilities	71,528	1.64	0.29%
Educational Institutions	171,557	3.94	0.69%
Fire Station	26,635	0.61	0.11%
General Office Use	591,238	13.57	2.39%
Government Offices	943,885	21.67	3.82%
Hotels and Motels	52,295	1.20	0.21%
Improved Flood Waterways	740,053	16.99	2.99%
Local Parks and Recreation	2,400	0.06	0.01%
Manufacturing	35,641	0.82	0.14%
Manufacturing, Assesmbly and Industrial Services	74,645	1.71	0.30%
Multi Family Residential	1,037,224	23.81	4.19%
Other Commercial	330,738	7.59	1.34%
Park and Ride	44,639	1.02	0.18%
Public Facilities	348,289	8.00	1.41%
Retail Stores and Commercial Services	1,941,952	44.58	7.85%
Single Family Residential	8,415,810	193.20	34.02%
Vacant	3,451,675	79.24	13.95%
Water Storage Facilities	522,018	11.98	2.11%
Wholesaling and Warehousing	140,917	3.24	0.57%
Total Net Acres	**19,914,726**	**457.18**	**80.51%**
Right of Way	193,733	110.70	19.49%
TOTAL GROSS ACRES	**38,808,511**	**567.88**	**100.00%**

Source: Town of Yucca Valley GIS Data

C. General Plan Land Use Designations

The Town of Yucca Valley is currently undergoing an update to its General Plan. A major focus of the General Plan Update is to incorporate Mixed Use land use designations at appropriate locations in the Town. As such, a large portion of the Mid-Town area, primarily located around Twentynine Palms Highway and Old Woman Springs Road, is being designated Mixed Use (MU). Per the General Plan land use map and land use designation descriptions (approved by the Town Council on June 26, 2012), the Mixed Use designation is intended for a mix of uses including commercial, professional office, recreational, and high density residential. Its purpose is "to allow highly integrated commercial, residential and office uses that facilitate pedestrian access and walkability." The areas designated Mixed Use will allow for the greatest change in the Mid-Town area.

Other General Plan designations in the Mid-Town area include Public/Quasi-Public, Industrial, Airport, Commercial, Medium Density Residential, Medium High Density Residential, Low Density Residential, and Rural Residential. These are illustrated in Figure 2-2.

D. Opportunities for Mid-Town

The following opportunities and issues were identified during the planning process for the Mid-Town area:

- Mid-Town is already the cultural and civic heart of the Town because of the well-established Government and Community Center complex. The character and design of Mid-Town should focus on enhancing its civic status and importance in the community. There is opportunity to bring in more residents to provide more day/night time activity for current and future retail. There is also potential to create additional open space and/or public gathering space throughout Mid-Town, as well as pedestrian linkages to and from nearby retail, business, and residential uses. The momentum created by new development in this area, such as the new senior housing project immediately south of Town Hall, should be continued with new projects and streetscape design. Connections to this important civic node should be established and enhanced to ensure access from adjacent neighborhoods.

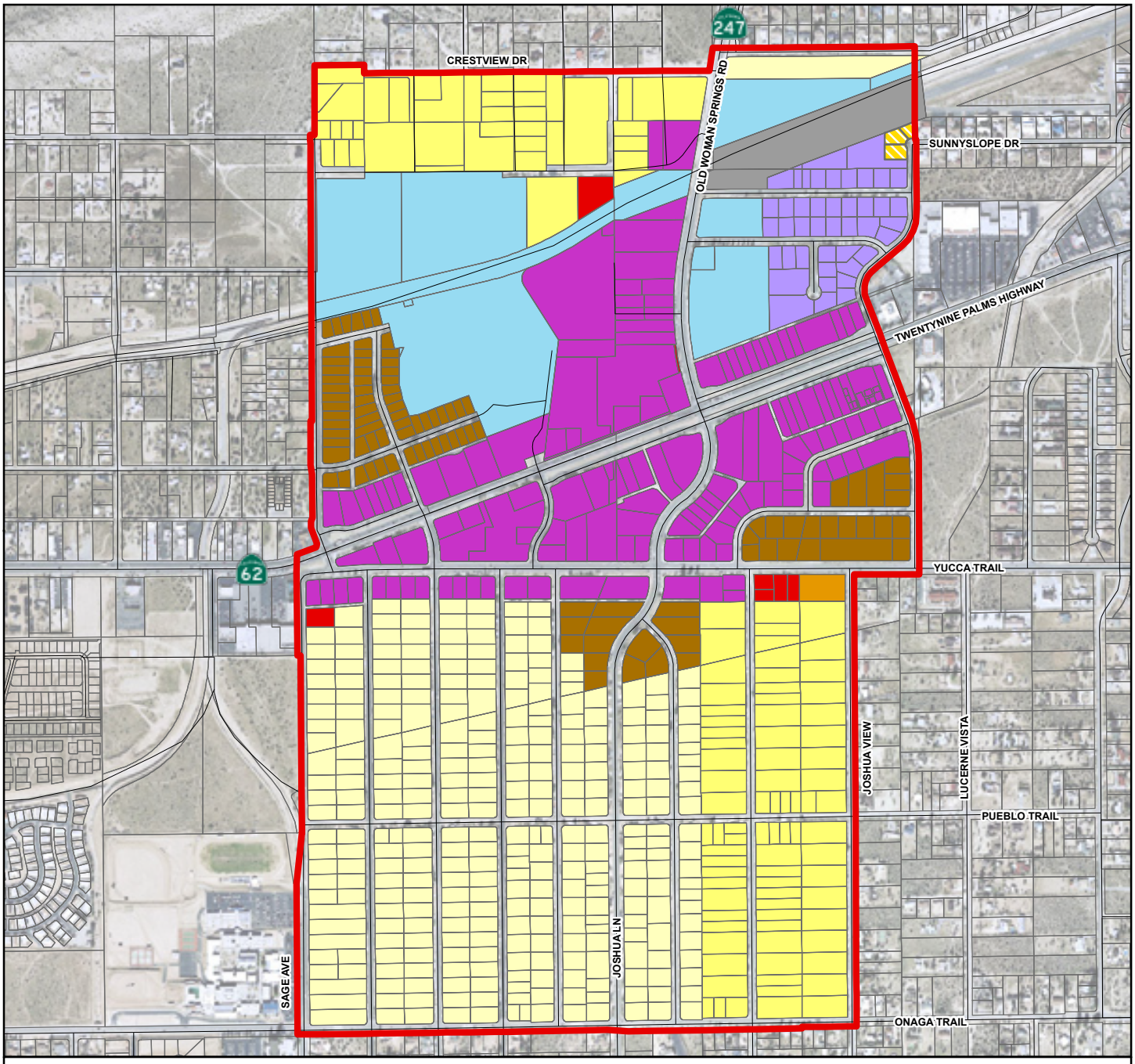


Figure 2-2: General Plan Land Use Designations

Mid-Town Study Area

General Plan Designations

- Rural Residential (RR-1) 0-1 du/ac
- Rural Residential (RR-0.5) 1-2 du/ac
- Low Density Residential (LDR) 2.0-5.0 du/ac
- Medium Density Residential (MDR) 5.1-8.0 du/ac
- Medium High Density Res. (MHDR) 8.1-14.0 du/ac
- Mixed Use (MU)
- Commercial (C)
- Public/Quasi-Public (P/QP)
- Industrial (I)
- Airport (A)

Source: Town of Yucca Valley General Plan Udpate

5 minutes walk (1,200')

0' 500' 1,000' 2,000'

10 Acres

1

The Government and Community Center is the civic and cultural heart of the community. The character and design of Mid-Town should focus on enhancing its civic status and importance in the community.

- There are numerous vacant and underutilized properties in Mid-Town, many of them contiguous, which allow opportunities for unified projects, rather than piecemeal development, the previous norm in the Mid-Town area. There are also a significant number of large parking lots, as well as potentially unused right-of-way. Parking lots and vacant parcels oftentimes represent opportunity sites for new development that can serve as catalyst projects in the revitalization of an area. Developing larger, unified projects can reinforce mixed use synergy, increasing housing choices with higher densities, and offer the possibility for meaningful public open space areas within projects.

Vacant and underutilized parcels provide opportunities for higher intensity development that will enhance the activity within Mid-Town. However, because the parcels are under different ownerships, development incentives may need to be provided to encourage parcel assembly for larger, unified projects.

- Mid-Town's location along Twentynine Palms Highway can be a positive attribute. There are high volumes of through traffic, particularly from visitors to Joshua Tree National Park and traffic related to the Marine Corps Air Ground Combat Center (Marine Base). There is a major opportunity to capture this traffic with well-planned and aesthetically pleasing development and open spaces. Ideally, a sensitive, optimal mix of land uses, landscape, and public gathering spaces

will draw travelers from the highway to shop, dine and recreate in the future development of the Mid-Town area.

- There are many examples of "gateway" towns into National Parks, including Springdale, Utah (adjacent to Zion National Park, and Three Sisters, California (adjacent to Sequoia National Park), which are destinations in themselves and complement and enhance a visitor's trip to the adjacent National Park by providing a "local" and pleasing experience. There is currently discussion among the Morongo Basin Economic Consortium about enhancing and branding all of the Morongo Basin communities as "gateway" communities to Joshua Tree National Park. Improvements to Mid-Town can build upon this effort to attract visitors to stop in the Mid-Town area on the way to the National Park.

- There is currently no unique identity for the Mid-Town area that distinguishes it from the rest of the Morongo Basin. With the potential for a significant amount of new development in a mixed use setting, there is an opportunity to create a strong identity for the area through landscape and open space design features, as well as public art. Yucca Valley's dramatic physical setting and topography inspire design elements that build upon the characteristics of the High Desert environment.

Yucca Valley's natural landscape and beautiful high desert setting should be enhanced and featured in all new development and public improvements. Building upon the natural context offers great potential for creating a strong identity and sense of place.

- In addition, there is little distinctive streetscape along Twentynine Palms Highway throughout Yucca Valley. Distinctive streetscape improvements along both highways, as well as along Dumosa Avenue into the Government Center, will give Mid-Town identity and help create a destination.

- There is the opportunity to embrace a very low water use plant palette that reflects Mid-Town's high desert location and provides a climate-appropriate and beautiful landscape. It will be important to sensitively introduce landscaping that is complementary to the prevalent Joshua Trees and in keeping with the

high desert context. In addition, new development should be sited and clustered to protect and minimize the impact on the native Joshua Trees.

Several sites in Mid-Town, including the Hi-Desert Nature Museum and Yucca Valley Transit Center, use low water landscaping and public art features to create a visually appealing environment that is in keeping with the high desert setting. Similar improvements should be encouraged throughout Mid-Town in the both the public and private realm.

- There are multiple connection potentials to residential uses, public facilities, and employment areas both within and adjacent to the planning area which can reinforce both the livability of residential areas and the viability and vibrancy of retail functions. Linkages between Mid-Town and Brehm Park, which is being constructed near the Little League facility to the west of Mid-Town, should be explored. In addition, a pedestrian connection across Old Woman Springs Road to the Industrial-designated land should be made to foster walkability between this future employment area and the government/retailing areas of Mid-Town.

- With the many vacant and underutilized parcels in the Mid-Town, there is opportunity to relocate the California Welcome Center and Chamber of Commerce, both of which are housed in the same building to the west of Mid-Town. This would create further synergy between visitors passing through Yucca Valley and the cultural, retailing and dining opportunities to be located in Mid-Town.

If relocated, the California Welcome Center could be ideally situated in the heart of Mid-Town.

- The convergence of Twentynine Palms Highway with Old Woman Springs Road in the center of Mid-Town creates a significant street intersection and reinforces Mid-Town as the focal point of the community. This intersection presents an opportunity for an interesting and memorable gateway element or public art feature for Mid-Town.

E. Issues and Constraints

- While there are several areas of contiguous vacant parcels, they are generally owned by multiple owners, and not under single ownership. This can make parcel assembly for larger projects challenging as there can be difficulties in creating consensus for the future of the area. The Town should provide development incentives to encourage lot consolidation. With such incentives, the ownership pattern may provide opportunities for multiple property owners to share ideas and information, thereby potentially reducing individual cost and effort. There are also potential benefits in joint development and/or developing complementary projects.

- Twentynine Palms Highway creates a significant physical, psychological, and visual barrier between the north and south sides of Mid-Town. The frontage roads (Twentynine Palms Outerhighways, North and South) further exacerbate the problem. There is a need to reconceptualize the Highway right-of-way to be more attractive and provide for pedestrians, bicycles and transit, as well as better link the north and south sides with design and streetscape elements. Improved landscaping and streetscape amenities in the parkways that separate the main highway from the outerhighways are needed.

Twentynine Palms Highway is the "window" into the community as it runs the length of the Town. Currently, it creates a major barrier between the north and south sides of Mid-Town and presents no sense of place. With uniform streetscape and pedestrian improvements, the highway can contribute greatly to Mid-Town's identity and become part of a pedestrian circulation system within Mid-Town.

The north and south outerhighways further contribute to the impression that Twentynine Palms Highway is a barrier. Improved landscaping, pedestrian improvements and streetscape amenities in the parkways that separate the main highway from the outerhighways are needed.

- Irregular block size and street grid configuration in the Mid-Town area are also significant inhibitors to safe and efficient pedestrian crossings and circulation.

- There is a poor building edge along most of the streets in Mid-Town due to the prominence of parking lots, vacant land, changing scale of the buildings, and various street patterns. A weak building edge can negatively affect the quality of the pedestrian experience. Opportunities to enhance the pedestrian edges, either along a street or a plaza, should be maximized to encourage pedestrian activity in the Mid-Town area.

Building frontages disrupted by driveways and parking lots create an inconsistent pedestrian edge and detract from a sense of place.

- The variety in the built environment (varied building setbacks and scales, numerous vacant parcels), results in discontinuity and fragmentation of the area, especially as it is viewed from Twentynine Palms Highway. In addition, there is no uniformity of the streetscape infrastructure (sidewalks, landscaping,

etc.). This contributes to a lack of identity and no real sense of place. There are opportunities to design new development creatively to provide a sense of place, while keeping with the diverse nature of the area and highway.

Inconsistent sidewalk amenities throughout Mid-Town make for an inhospitable pedestrian environment.

- There is currently a lack of sewer infrastructure available to attract new development. However, the Hi-Desert Water District is working on conjunction with the California Regional Water Quality Control Board in the development and construction of a wastewater treatment and water reclamation facility and associated pipelines from each property to the main facility. The first phase of the sewer project, which includes the Mid-Town area is expected to start in 2014 and completed by 2016. This is crucial to attracting new development to Mid-Town, particularly industry and businesses.

CHAPTER 3

Land Use Vision

A. Design Framework

This chapter presents the overall framework for the long-term development potential of the Mid-Town area, including public and private realm improvements. The overarching strategy is to transform Mid-Town into a vital and vibrant destination that serves local residents, employees and visitors. A crucial component of this transformation is to reconceptualize Twentynine Palms Highway as a street that serves multiple functions, rather than acting solely as a highway thoroughfare. This strategy calls for intensification of land uses and prioritization of public improvements to create a distinctive and enriching environment around Twentynine Palms Highway. Mid-Town has the potential to become a destination within the Morongo Basin – a place that provides a multitude of opportunities for living, working and community life.

The Framework Plan (Figure 3-1) identifies the key strategy elements for successfully improving Mid-Town, as well as many of the existing features which shape the nature of the planning area. These elements are identified below and discussed in greater detail in the following sections of the Plan.

B. Land Use Vision

The land use vision for Mid-Town builds directly upon the Yucca Valley General Plan. A major focus of the General Plan is to incorporate Mixed Use land use designations at appropriate locations in the Town. As such, a large portion of the Mid-Town area, primarily located around Twentynine Palms Highway and Old Woman Springs Road, is being designated Mixed Use (MU), which will allow for the greatest change in the Mid-Town area. In a broad sense, a mixed use project can constitute an area, a site, or a single building, which blends a combination of residential, commercial, cultural, or institutional uses. However, the whole development's links to, and position in, its

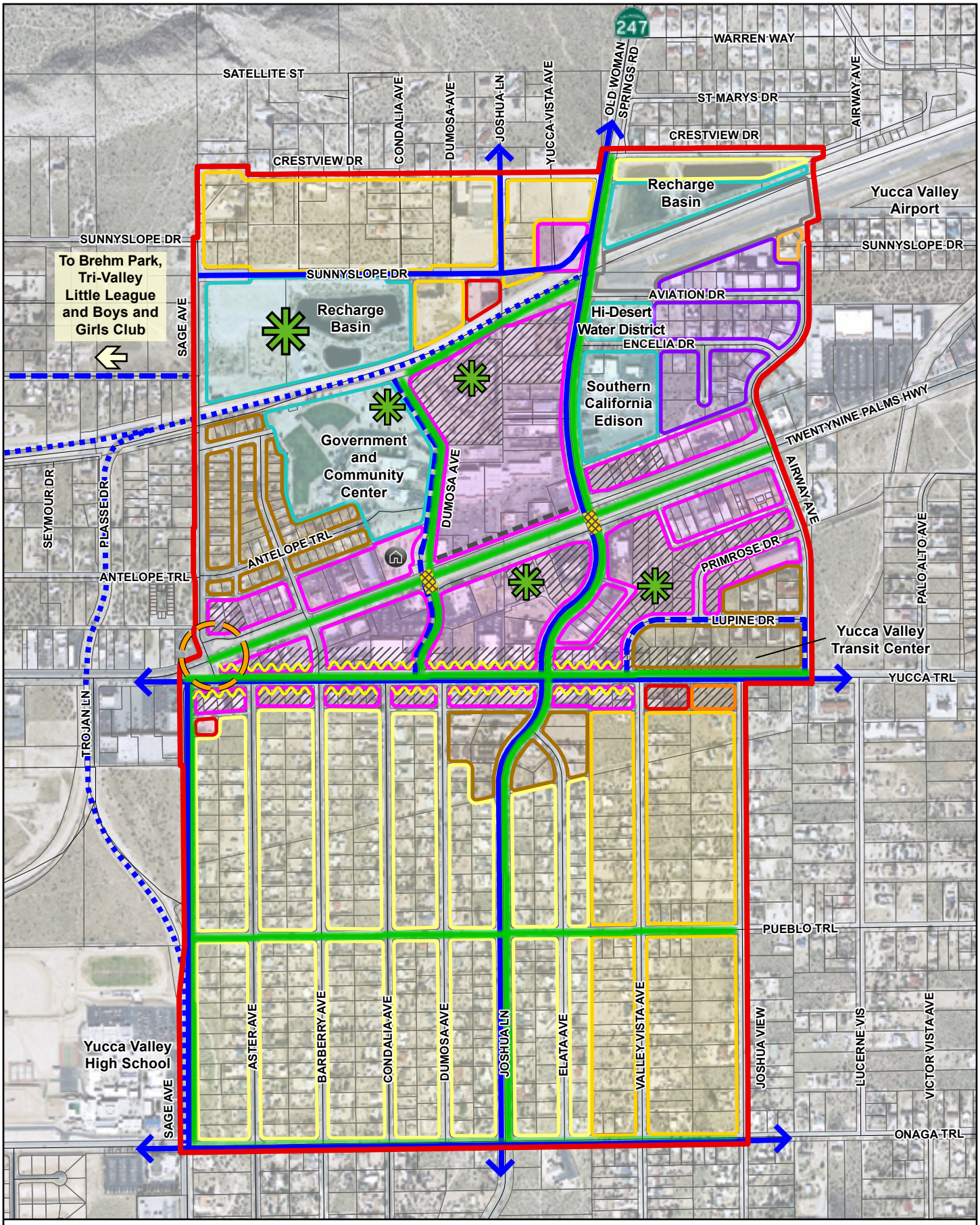


Figure 3-1: Framework Plan

5 minutes walk (1,200')

0' 500' 1,000' 2,000'

Key Framework Plan Elements

Opportunity Areas – These are the prime opportunity sites for infill development or full scale redevelopment based on factors such as the number and size of contiguous vacant properties, and number and size of contiguous underutilized properties and/or underutilized parking lots or right-of-ways.

Future Senior Housing – The approved 75-unit senior housing project on the corner of Dumosa Avenue and Twentynine Palms Highway will complement a mixed use environment in Mid-Town.

Active Pedestrian Edge – A strong building edge should occur in new development along Yucca Trail to help create a "Main Street" feel along this mixed use/commercial street.

New Open Space – New open spaces areas should be located in the Mid-Town area to increase pedestrian activity and improve destination appeal. New open spaces could be "green" park areas, plazas, or courtyards, depending on the exact location and development context.

Streetscape Improvements – Streetscape improvements, such as sidewalks, pedestrian paths, improved landscaping and street trees, support a safe and attractive pedestrian-friendly environment. Streetscape enhancements along Twentynine Palms Highway are particularly important to reduce the perceived width of the highway and provide identity for the Mid-Town area. New and enhanced sidewalks and pedestrian paths that provide continuous circulation between community facilities, the transit center, and within and between new mixed use and retail developments will help make the area more walkable for pedestrians.

Intersection Improvements – New and improved crosswalks will provide greater visibility while enhancing safety, accessibility and connectivity for pedestrians. In addition, a new signal at Twentynine Palms Highway and Dumosa Avenue will improve vehicular circulation to and from the Government Center. See Chapter 4: Mobility.

Entryway – Prominent new development, signage, landscaping and public art at the Twentynine Palms Highway, Sage Avenue, Yucca Trail intersection can highlight this important intersection and announce entry to Mid-Town.

Bicycle Connections – New Class II Bikeways on key streets in Mid-Town, per the Parks and Recreation Master Plan Update, will greatly enhance bicycle circulation in the area. In addition, a Class II Bikeway should be implemented along Little League Drive to connect Mid-Town to the recreational facilities to the west. A Class I Bikeway is also recommended along the drainage channel for recreational purposes and to connect to Yucca Valley High School. See Chapter 4: Mobility.

Restoration of North Outerhighway – The restoration of the North Outerhighway between Dumosa Avenue and Old Woman Springs Road will provide continuity of character along Twentynine Palms Highway, reduce driveways directly on the highway, and provide opportunity for increased landscape along the highway. See Chapter 4: Mobility.

General Plan Designations – General Plan Land Use Designations are predominantly Mixed Use in the heart of Mid-Town to create a vibrant, walkable, downtown area.

- Rural Residential (RR-1)
- Rural Residential (RR-0.5)
- Low Density Residential (LDR)
- Medium Density Residential (MDR)
- Medium High Density Res. (MHDR)
- Mixed Use (MU)
- Commercial (C)
- Public/Quasi-Public (P/QP)
- Industrial (I)
- Airport (A)

community are as important as the mix itself; the functions of mixed use development must be physically and functionally integrated and provide pedestrian connections.

The land use vision is also based upon the economic and market findings presented in the *Market Potential Analysis* (prepared by Stanley R. Hoffman Associates, August 2012). Mid-Town is well positioned to absorb new higher density residential and retail development, however, strategically locating and designing those developments will be key to the success of the area. In particular, several opportunity areas have been identified and are described in Section D of this chapter.

New development throughout the Mid-Town area should include a mix of residential, retail, office, flex, and civic uses. Residential uses should be located throughout the Mid-Town area to help create a 24-hour environment and stimulate the retail economy in Mid-Town. Single-family residential uses should remain focused in the existing neighborhoods that lie in the northern and southern portion of the planning area, while new higher density residential uses should increase in the areas closer to the heart of Mid-Town, proximate to the Yucca Valley Transit Center, the Government and Community Center, and the employment and retailing uses in Mid-Town. New attached residential development, both stand-alone and within a mixed use setting, will foster greater housing choices in Yucca Valley and support a wide range of residents of different ages, family sizes, and income levels. Building prototypes, such as townhomes, rowhouses, condominiums, apartments, and live/work units, can provide opportunities for home ownership and flexibility so the area can adapt over time and respond to changes in the market.

New mixed-use and commercial development should be targeted in the Mixed Use designated areas that front Twentynine Palms Highway, Yucca Trail, and Old Woman Springs Road. New commercial space is likely to be retail, professional office, flex space, and live/work units within mixed use buildings and sites. In addition, new light industrial and flex space should be intensified in the Industrial designated area immediately south of the Yucca Valley Airport. This provides synergy with the adjacent utility service providers along Old Woman Springs Road, and is compatible with and supportive of the airport. New civic uses should be concentrated around the existing hub of like uses at the Government and Community Center on Dumosa Avenue.

When planning for new projects in Mid-Town, it will be important to preserve flexibility for land owners so they can respond to evolving market conditions. This is a significant benefit of having the Mixed Use General Plan designation in a large portion of Mid-Town, which offers greater flexibility than single use zoning. In addition, new

development projects should consider including flex spaces that can work as retail, office, or even live/work space, where feasible. This flexibility will allow land owners to maximize the value of their project and encourage ongoing economic development.

C. Open Space

Plazas and Courtyards

To support and foster a mixed use setting in Mid-Town, significant new open space should be located in the Mid-Town area to serve Yucca Valley residents and the numerous visitors that pass through Town to explore Joshua Tree National Park. New open spaces and plazas will increase pedestrian activity and improve destination appeal. Open spaces may consist of parks, plazas, courtyards, green spaces, as well as pathways and sidewalks that run along streets or through developments.

New open spaces should include privately-owned plazas and courtyards in new retail, residential, commercial and mixed use settings. Small gathering spaces and places should be created within new developments to complement the existing open space in Mid-Town and to provide informal and small scale open space opportunities, including outdoor dining. There is also additional vacant land in the northeast corner of the Government and Community Center site to expand the existing recreation and open space already present there.

Based on the high value the community places on open space, the integration of plazas and courtyards within commercial and mixed use development is recommended.

Plazas, courtyards and pedestrian gathering areas function as "oases" or "outdoor rooms" in mixed use and commercial developments.

Regional Park

There is also an opportunity to create a Town park or regional park on underutilized parcels in the northwest portion of Mid-Town. These sites are the Town-owned property on Sage Avenue, which is currently being used for BMX biking, and the adjacent land surrounding the Hi-Desert Water District reservoir. There are many examples of cities and water districts working together to provide passive recreational space around a reservoir, making it an aesthetic amenity for the community. The reservoir could become a focal point of the community by evolving into a regional recreational resource. The space around the reservoir could be improved by creating a walking and jogging path and including other passive recreational areas or features, such as a dog park, pocket park, green space for picnicking, etc. This open space could be combined with the adjacent Town-owned site to create a large park serving the Morongo Basin, and creating a destination within Mid-Town.

As the recharge basin is part of the Town water supply system, there is also opportunity to provide education about water quality, projects, and their impacts on the community. An educational component to a park surrounding the reservoir could explore educational topics regarding watersheds, wildlife, native plants, natural habitats and the impacts of land use.

The vacant land around the reservoir on Sunnyslope Drive could become an open space amenity by creating a walking and jogging path that surrounds the reservoir, as well as including other passive recreational areas or features, such as a dog park, pocket park, green space for picnicking, etc.

Connections to Existing Recreational Facilities

Finally, improved linkages should be made to the future Brehm Park and existing Tri-Valley Little League/Boys and Girls Club sites on Little League Drive. They are located less than half a mile west from the Government and Community Center in Mid-Town. These recreational facilities are great resources for the Town and should be easily accessible from Mid-Town.

D. Opportunity Areas

Several areas designated Mixed Use contain contiguous properties that are vacant or under-utilized. These areas have been identified as prime opportunity sites for infill development or full scale redevelopment, and should be prioritized and marketed by the Town as catalytic sites for new development in Mid-Town. These areas are identified in Figure 3-2 and described in more detail below.[1]

Two factors were used to determine under-utilized areas in Mid-Town. First, non-residential parcels were selected where the land value to total value ratio was

1 The Opportunity Areas are numbered for the purposes of identification only, and are not intended to imply prioritization.

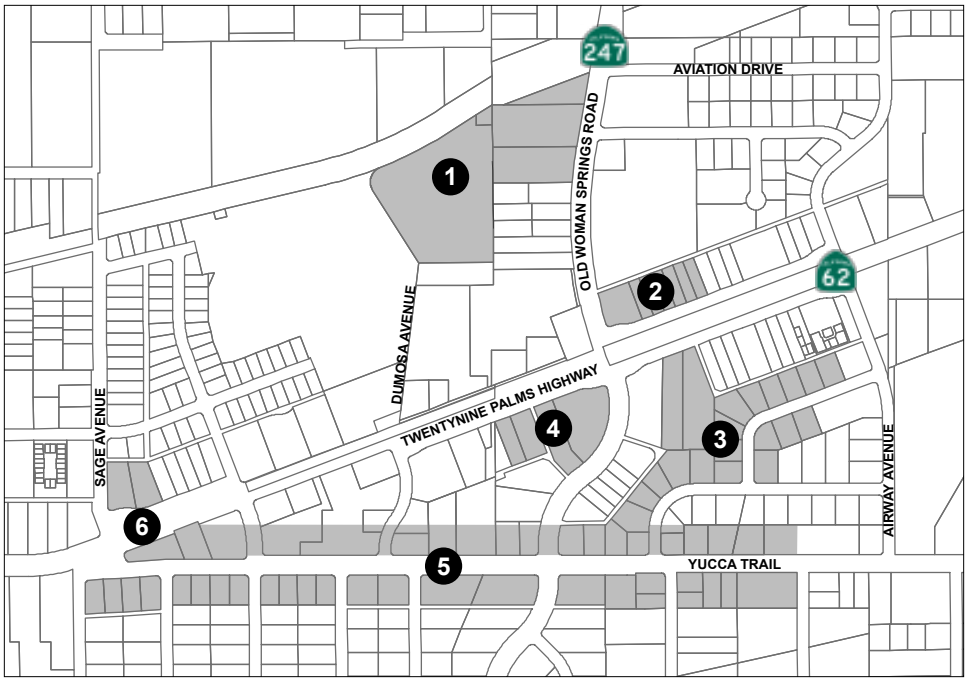


Figure 3-2: Opportunity Areas

greater than 0.40, including vacant parcels. As land value becomes a greater share of the total value, the parcel is considered to potentially be a prime candidate for increased development or redevelopment.

The second measure of land under-utilization in the Mid-Town area is when non-residential parcels have a Floor Area Ratio (FAR) of less than 0.20. The floor area ratio is a measure of the gross building square footage over the total site acreage. Under current development standards, FARs are typically above 0.20 unless the use has need for a great deal of outdoor storage, such as some large home improvement or heavy industrial uses – neither of which is permitted in the Mixed Use designation under the updated General Plan. Parcels identified as under-utilized are identified in Figure 3-3.

Given the fact that every opportunity area is comprised of many parcels under various ownerships, the Town should provide land use and economic incentives to consolidate vacant and under-utilized parcels into efficient sizes for development. Incentives could be provided as development intensity bonuses (increased allowable FAR and/or dwelling units per acre), or financial incentives, including reduced permit fees or waivers, or shortened approval procedure timeline.

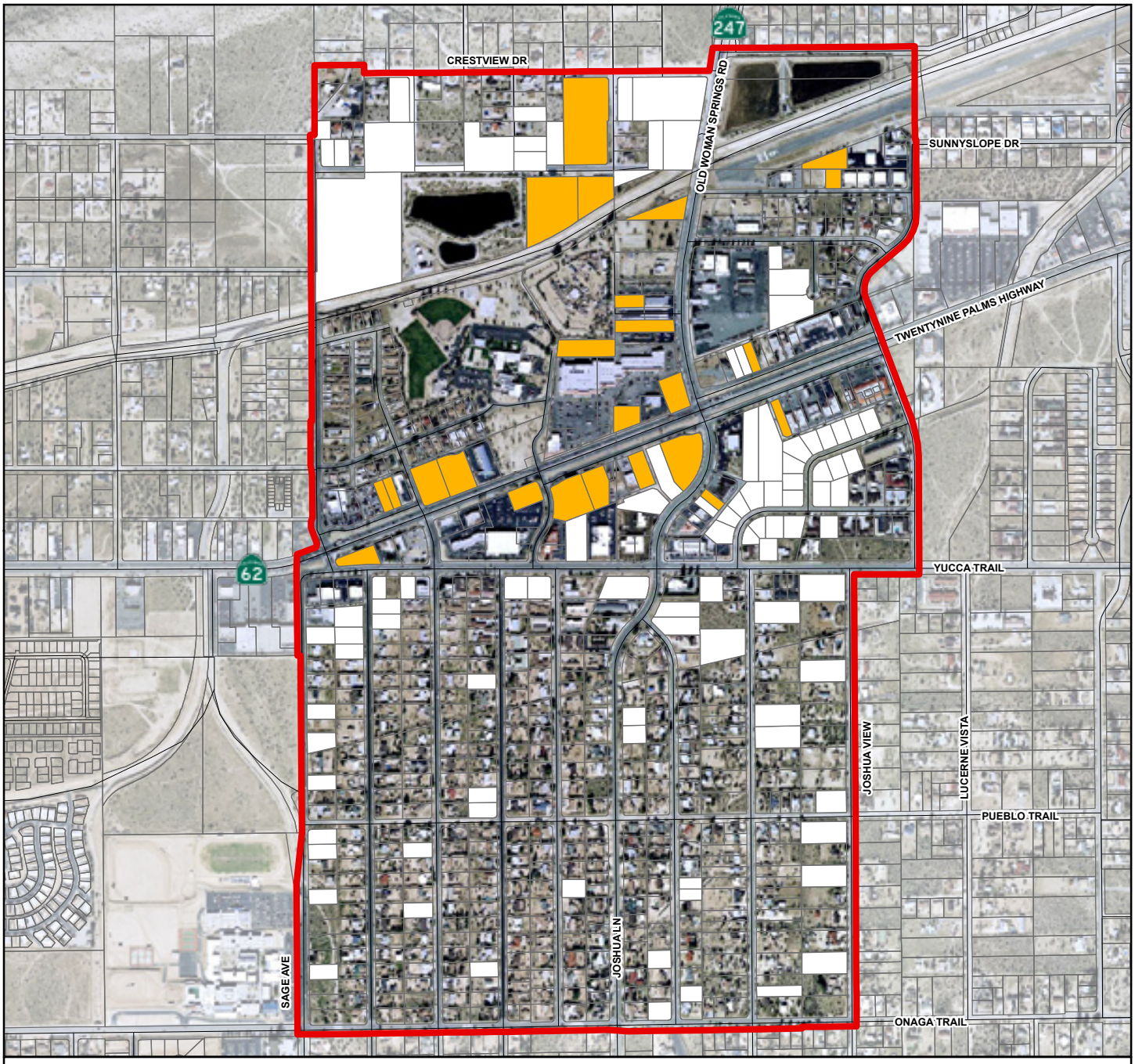


Figure 3-3: Vacant and Underutilized Parcels

Mid-Town Study Area

Vacant

Underutilized*

**Underutilized parcels are defined as non-residential parcels with a Floor Area Ratio (FAR) of less than 0.20 and/or where the land value to total value ratio is greater than 0.40.*

5 minutes walk (1,200')

0' 500' 1,000' 2,000'

10 Acres

1

Source: Stanley R. Hoffman Associates, Inc.
CoreLogic, Assessor Data, June 2012 ESRI ArcMap

Opportunity Area #1

The majority of this area contains underutilized properties and nearly half of the site is one parcel, making lot assembly less difficult and providing the potential for a larger, unified project to occur, even if only a portion of the site redevelops. Given the site's location off of Twentynine Palms Highway and its immediate adjacency to the Community Center, it would be a good location for a large multi-family development or mixed use project. Revitalized commercial uses would be appropriate along Old Woman Springs Road. Given its proximity to the Yucca Valley Airport runway, new development should be located in the southern two-thirds of the site, with parking or open space in the northern portion to avoid any impact from the flight path.

Currently, the access to the Sky Village Outdoor Marketplace site is limited, as it is only accessible via Theater Road. Although, Theater Road is a paved road with direct access from SR-247, this access facility is more of an alley rather than a standard street. When the site is redeveloped, it is recommended that alternate direct access be provided to the site via the extension of Aviation Drive along the channel, joining the north south roadway, Theater Road (see Chapter 4: Mobility).

The majority of Opportunity Area #1 contains underutilized commercial properties and reasonably large parcels, which would facilitate redevelopment of the site to a unified mixed use or multi-family development project.

Multi-family residential projects at densities up to 25 dwelling units per acre, per the General Plan, would be appropriate on this large mixed use site. Potential housing types include townhomes, rowhouses, stacked flats, and live/work lofts.

Opportunity Area #2

This site is comprised of several contiguous vacant and underutilized properties, and is significant due to its prime location on the northeast corner of Twentynine Palms Highway and Old Woman Springs Road, the only regional transportation routes through Yucca Valley. This high visibility and highly travelled intersection anchors the Mid-Town area. Prominent, well-designed new development would highlight this intersection as the central intersection within Mid-Town. Due to the high traffic volumes along both highways, a retail or mixed use project is envisioned for this site, with emphasis on building design with a prominent corner feature, signage, landscape, and public art elements that enhance the heart of Mid-Town.

The intersection of Twentynine Palms Highway and Old Woman Springs Road currently contributes little to the pedestrian environment, or to the sense that one has reached the heart of Mid-Town.

Prominent, well-designed new development would highlight this intersection as the central intersection within Mid-Town. Due to the high traffic volumes along both highways, a retail or mixed use project on this site should emphasize building design with a prominent corner feature, signage, landscape, and public art elements that enhance the heart of Mid-Town. This illustrative diagram depicts one of many potential scenarios for how this area could be developed given the recommendations of this Plan and is in no way binding.

Opportunity Area #3

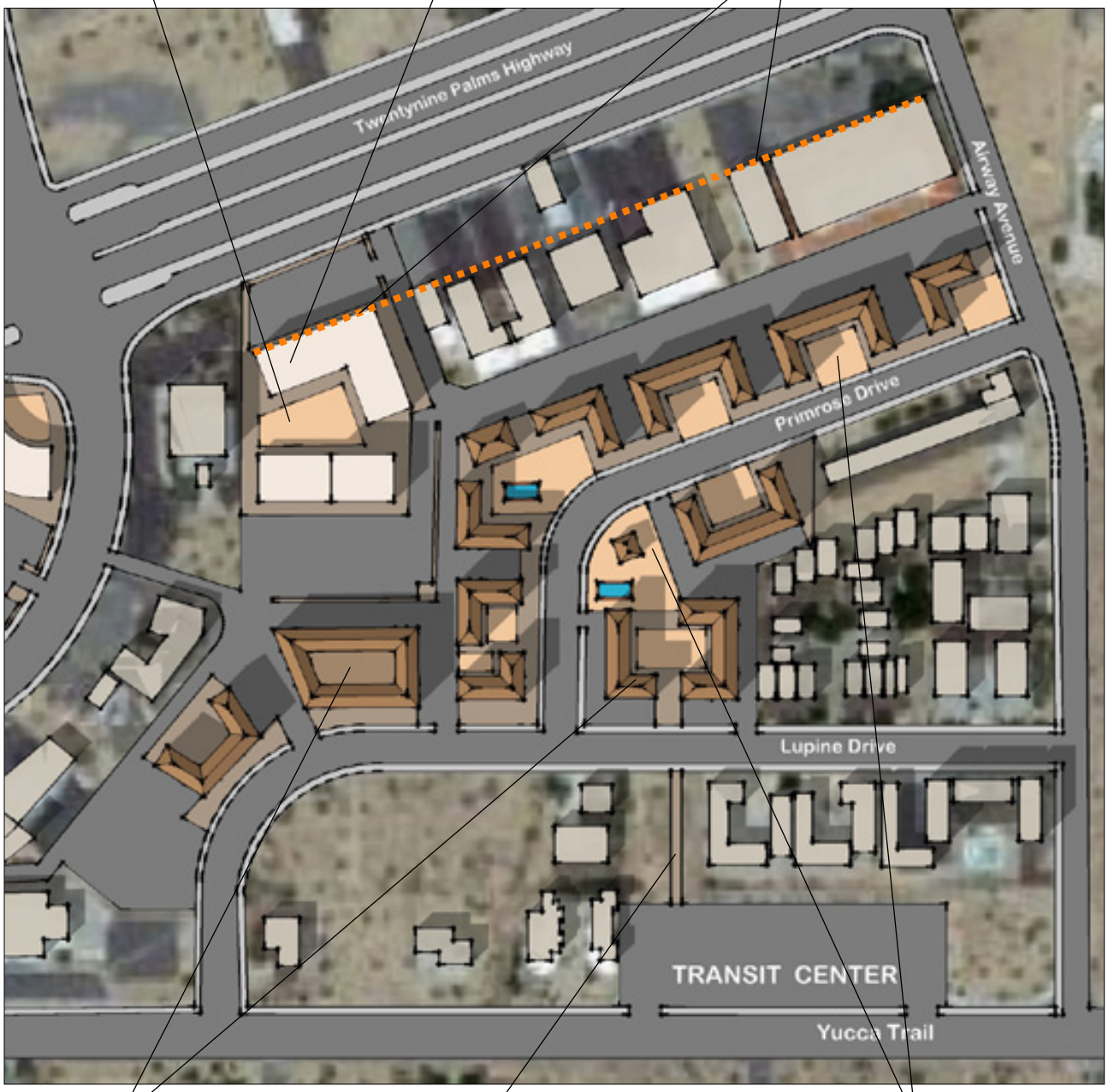
This area contains numerous contiguous vacant parcels, as well as several underutilized parcels. Similar to Opportunity Area #2, it fronts the Twentynine Palms Highway/Old Woman Springs Road intersection. New development and improvements on this site will greatly contribute to the overall character of Mid-Town. This site is also proximate to the Yucca Valley Transit Center to the south, making it an ideal location for higher density residential uses. There are several commercial businesses fronting Twentynine Palms Highway and Old Woman Springs Road that could act as a buffer between the highway and the new residential development. In a horizontal mixed use project, retail uses should front the highways, with residential uses located to the south, closer to the Transit Center.

This massing model shows a horizontal mixed use project with commercial uses fronting Twentynine Palms Highway and multi-family residential uses along Primrose Drive. This conceptual model assumes there will be land assembly and the development of a larger, unified project. This illustrative diagram depicts one of many potential scenarios for how this area could be developed given the recommendations of this Plan and is in no way binding.

Creating privately developed but publicly accessible spaces make a welcoming environment.

An infill commercial project along the Twentynine Palms Highway frontage completes the block.

Maintaining the same setback as the existing development creates continuity.



Residential uses are in close proximity to the Transit Center.

A pedestrian pathway from Lupine Drive to the Transit Center will increase this neighborhood's access to transit.

Common open space amenities for multifamily residential development create a continuous pattern along Primrose Drive, adding to a neighborhood feel.

Opportunity Area #4

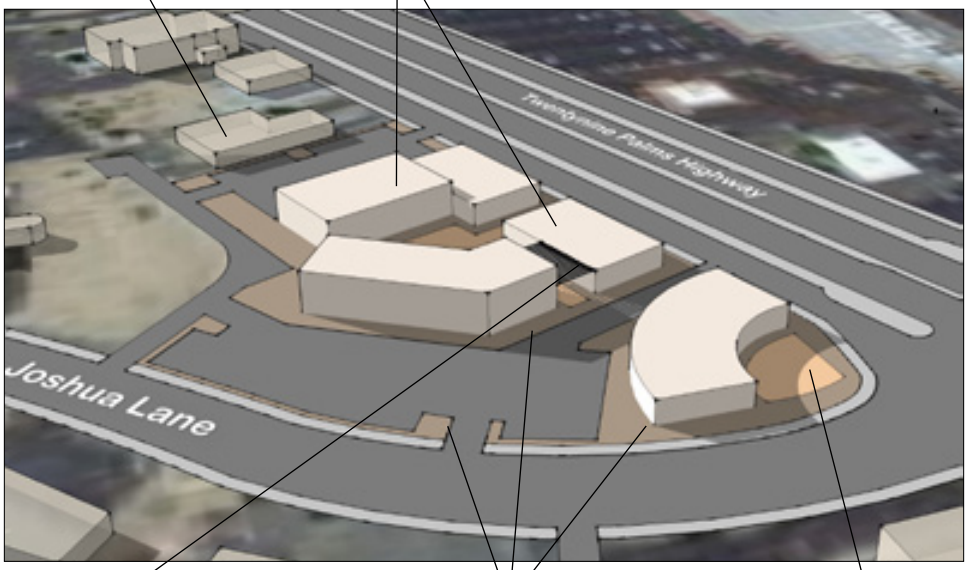
This area is comprised almost equally of vacant, underutilized and developed parcels. Because this site is centrally located in Mid-Town, it is well suited to infill commercial development. This site would also be an ideal location for the relocation of the California Welcome Center and Chamber of Commerce, currently located outside the Mid-Town area to the west. With frontage on Twentynine Palms Highway, the Welcome Center would draw visitors passing through Yucca Valley into the Mid-Town area. Nearby restaurant and retail uses would help attract passing visitors to stay in Mid-Town area to dine and shop.

Existing fire station to remain.

New commercial development organized around a plaza can create sheltered spaces for outdoor dining and gatherings.

Relocating the California Welcome Center and Chamber of Commerce to this important corner in Mid-Town will encourage visitors to stop and enjoy the amenities Mid-Town has to offer.

With its central location in Mid-Town and frontage on Twentynine Palms Highway, Opportunity Area #4 would be well-suited for new commercial retail development. This illustrative diagram depicts one of many potential scenarios for how this area could be developed given the recommendations of this Plan and is in no way binding.



The use of trellises and shade structures can extend outdoor activities to much of the year.

The area around the buildings and parking lots should be landscaped with drought-tolerant desert landscaping.

Entry plaza for the Welcome Center is a prime opportunity for public art.

An integrated development that combines the relocated California Welcome Center/Chamber of Commerce with retail and restaurants uses would encourage visitors to shop and eat in Mid-Town.

The provision of outdoor dining in Mid-Town will add interest and vitality to the area and contribute to the pedestrian experience.

Opportunity Area #5

The entire length of Yucca Trail through Mid-Town is considered an opportunity area for infill development. Yucca Trail is a four lane roadway with the Mixed Use designation along both sides of the road, and a single family residential neighborhood to the south. There are multiple vacant parcels along both sides of Yucca Trail. With the addition of consistent streetscape improvements and sidewalks, as well as infill development in the form of small-scale retail, restaurants, offices, and mixed use buildings, Yucca Trail could become a corridor with a "Main Street" ambience and pleasant pedestrian experience. New development should maintain relatively small front setbacks, bringing the building edge closer to the sidewalk, to facilitate pedestrian activity along Yucca Trail.

A large number of vacant sites along Yucca Trail provide an opportunity for infill mixed use development.

The multiple vacant parcels along Yucca Trail allow for small-scale infill mixed use projects that will create a walkable character and "Main Street" feel with buildings located close to the sidewalk edge in a compact setting.

Opportunity Area #6

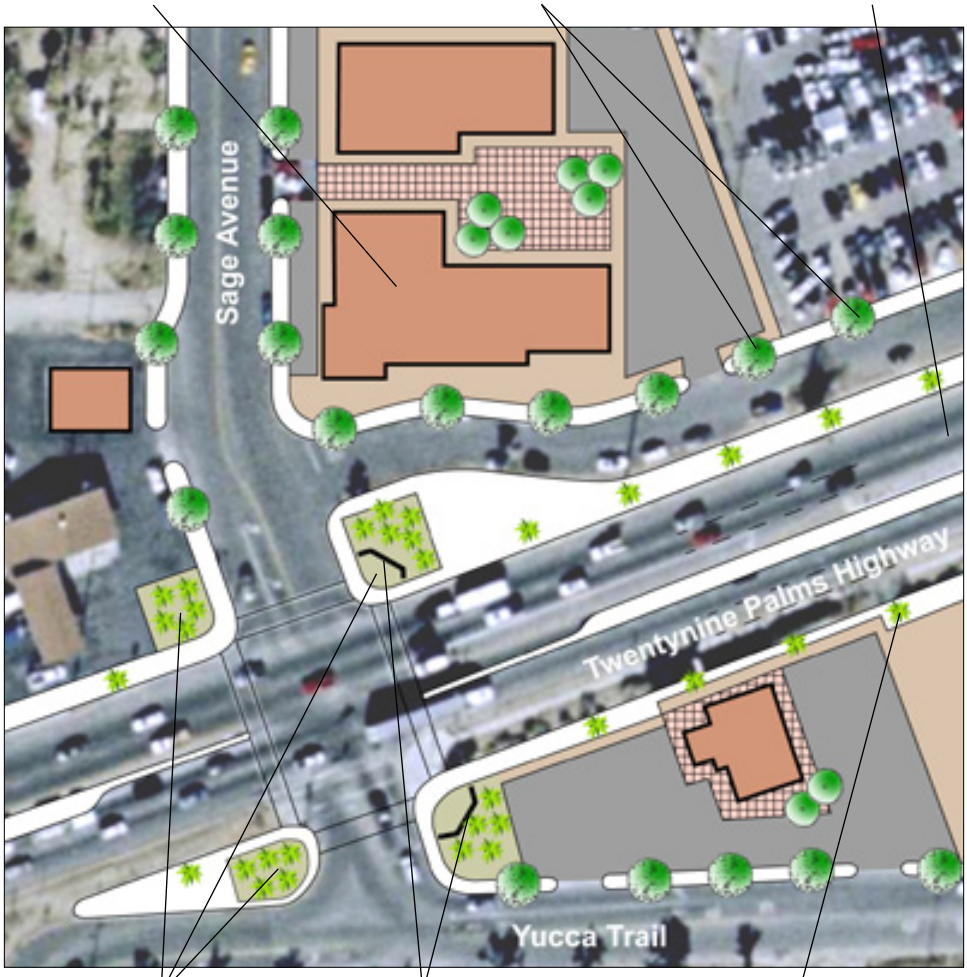
This site is located at the western edge of Mid-Town and anchors the intersection of Twentynine Palms Highway, Yucca Trail, and Sage Avenue. This intersection is highly visible and signals the entry into Mid-Town. The view of this intersection from the highway is predominantly of pavement, with a small frontage road on the north side (North Outerhighway), and a parking lot that fronts the intersection on the south side. These provide a negative visual impact in an area that should be a significant entry gateway welcoming visitors to Mid-Town. Prominent, well-designed new development would highlight the entryway to Mid-Town. This would be an ideal location for a retail or mixed use project on both sides of the highway, with emphasis on building design with a prominent corner feature, signage, landscape, and public art elements that announce the entry to Mid-Town.

The intersection of Twentynine Palms Highway, Sage Avenue and Yucca Trail is highly visible and the entry to Mid-Town from the west. New retail or mixed use development should anchor this intersection, with public realm improvements in the medians to improve the visual appearance. This illustrative diagram depicts one of many potential scenarios for how this area could be developed given the recommendations of this Plan and is in no way binding.

New development closer to the intersection creates a visual impact as one enters Mid-Town.

Canopy trees along sidewalks provide shade and add definition to the 222-foot right-of-way

Right-of-way shown after proposed widening.



Create landscaped areas in the Outerhighway Islands (or private property) to create gateways.

Gateways to Mid-Town

Palm trees along Twentynine Palms Highway create a distinctive skyline in Mid-Town.

The intersection of Twentynine Palms Highway, Sage Avenue and Yucca Trail presents the opportunity for an interesting and memorable gateway element that could include increased landscaping, monument signage and/or public art.

E. Land Use Recommendations

To achieve the land use vision and maximize development opportunities in Mid-Town, the following are recommendations for development standards and evaluation of General Plan designations.

1. While the new Mixed Use Designation in the updated General Plan will open up development opportunities in Mid-Town by providing more flexibility in response to market demand, the General Plan requirement for all new development in this designation to require the preparation of a Specific Plan may be too burdensome on developers. The Town should consider initiating a Specific Plan for the entire Mid-Town area. A Specific Plan will address how Mid-Town would be developed over the next 20-30 years and set out measurable goals for development. A Specific Plan will set forth the development regulations and design standards for this area, thereby allowing mixed use development by right, or with a lower level of discretionary review. A Specific Plan will also require a Program Environmental Impact Report, which would lower individual applicant's environmental review and allow for a more efficient development review process, thereby encouraging new development.

2. Given the fact that opportunity areas in Mid-Town are comprised of many parcels under various ownerships, the Town should provide land use and economic incentives to consolidate vacant and under-utilized parcels into efficient sizes for development. Incentives could be provided as development intensity bonuses (increased allowable FAR and/or dwelling units per acre), or financial incentives, including reduced permit fees or waivers, or shortened approval procedure timeline.

3. One such tool used to foster land assembly is Graduated Density Zoning (GDZ), where development potential is increased as parcel size increases. If the cutoff points for development levels are structured correctly, they can also result in certain public amenities being provided by the developer. The Town should consider implementing Graduated Density Zoning (GDZ) through the Town's Development Code update or a Specific Plan for Mid-Town.

4. New design standards and guidelines should be developed for Mid-Town that more specifically address architectural and site planning issues, such as building articulation, massing, and modulation. Other issues such as site

landscaping requirements, parking lot landscaping, materials and colors, etc. should also be addressed to create a more visually attractive Mid-Town.

5. Development and design standards for the area should require height variations among buildings within a project to create more visual interest in Mid-Town.

6. Reduced front setbacks should be required along Yucca Trail in order to bring building edges closer to the sidewalk and create a more intimate, pedestrian environment along this street.

7. New commercial and mixed use development in Mid-Town should be required to provide privately developed, but publicly accessible, open space as well as pedestrian connections both within a project and to adjacent uses. These amenities will increase walkability and provide opportunities for visitors and residents alike to linger and frequent local retail establishments and restaurants.

8. Landscaping standards should require greater abundance of landscaping throughout Mid-Town to give an overall impression of an abundant landscape. One such standard could be to require a minimum number of plantings per square foot of landscaped area. High Desert appropriate landscape can be increased to give the appearance of a more "lush" landscape in Mid-Town, which will also enhance its visual appeal.

F. Streetscape Improvements

The overall streetscape design intent is to provide a safe and comfortable pedestrian environment throughout Mid-Town. Streetscape treatments are meant to enhance and unify the visual and spatial experience of the driver, transit rider, bicyclist, and the pedestrian, and help provide key linkages between districts. A comfortable experience through the streetscape environment gives the user a sense of direction and a sense of place. A streetscape design plan should be prepared for the Mid-Town area that aims to meet the following objectives:

1. **Create streetscape identity and continuity** – Use landscaping and street trees that are appropriate and fitting in the High Desert environment to create streetscape identity and continuity within Mid-Town. In addition, landscaping along Twentynine Palms Highway should be used to decrease the visual barrier created by the wide expanse of pavement of the highway.

2. **Provide more landscaped areas appropriate to the High Desert setting** - Increase the quantity of plant material along Twentynine Palms Highway and along the other major streets in Mid-Town to give an overall impression of an abundant landscape. Any new landscape treatments should draw from the presence of Joshua Trees and other appropriate High Desert plants within the Town to maintain visual continuity and create a sustainable plant palette. Decomposed granite groundcover in the parkways and medians draws from the desert context while adding a neat and uniform appearance.

3. **Provide a sky-line tree for visual unity** - Provide a tall tree species, such as a palm, that provides visual interest and unity along Twentynine Palms Highway. The tree species should serve to enhance the view corridor, be suited to the scale of the planned 222-foot right-of-way (including the North and South Outerhighwways), and be visible from a distance in all directions.

4. **Provide informal "clusters" of landscaping** - Adding clusters of desert trees and shrubs, particularly along Twentynine Palms Highway, will greatly add to the overall visual appearance of the area. Clustered trees and shrubs, along with decomposed granite groundcover, all support an informal landscape character suitable to Yucca Valley's rural desert setting.

5. **Consider maintenance** - Consider maintenance in the selection of plant species, including those that minimize pruning, have minimal litter, and considered pest free.

6. **Use "green" strategies where feasible** - Low impact development (LID) and Green Street strategies should be used to preserve and restore the area's natural hydrology while reducing the cost and environment impacts of traditional storm water infrastructure. LID and Green Streets strategies include the use of vegetated swales and decomposed granite, as well as grading sidewalks to allow stormwater run-off into adjacent unpaved areas, such as planter strips and parkways.

Landscaping in the center medians along the highway and in the medians between the highway and frontage roads will help to reduce the physical, psychological, and visual barrier between the north and south sides of Mid-Town. These examples from Palm Desert and Palm Springs illustrate how Highway 111 and El Paseo, although wide, auto-oriented thoroughfares, have been made more visually attractive and pedestrian friendly with streetscape improvements.

New landscaped open spaces and pedestrian pathways that connect developments, along with streetscape improvements, will encourage pedestrian movement throughout the Mid-Town area.

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CHAPTER 4

Mobility

A. Introduction

This chapter presents the current setting, planning context and mobility recommendations for the Mid-Town area in the Town of Yucca Valley. The document also includes a list of opportunities and constraints that helped the project team in providing recommendations for the study area.

B. Current Setting

Regional Access

State Route 62 (SR-62) is the primary roadway providing regional accessibility to the Town of Yucca Valley. SR-62 begins at Interstate 10 (I-10) near Whitewater and ends at the Arizona State Line. The route serves the unincorporated communities of Morongo Valley, Joshua Tree and Earp, Town of Yucca Valley, and City of Twentynine Palms. It also provides access to Joshua Tree National Park. It carries significant truck traffic, recreational traffic, as well as military convoys.

Within the Study area, SR-62 is also designated as part of the National Highway System (NHS). Under the NHS, SR-62 is included in the Strategic Highway Corridor Network (STRAHNET) as a connector, which is a vital roadway in the National Defense network.

In addition to SR-62, a second major regional connection is SR-247. It is not designated as a scenic highway, but is designated as a Terminal Access Route in the National Network of Surface Transportation Assistance Act (STAA) for oversized trucks. The route concept for SR-247 is a six-lane conventional highway from SR-62 to Aberdeen Drive.

Arterial System

The street system in Yucca Valley is comprised of five functional classifications: arterials, collectors, industrial roads, local roads, and rural local roads. Each of these has a hierarchy depending upon number of travel lanes, roadway width, right-of-way and traffic volumes. Figure 4.1 illustrates the General Plan roadway classification of the major roadways in the Mid-Town study area and vicinity. Figure 4.2 illustrates the typical cross sections of each of the classification roadways. Major roadways within the study area include:

Twentynine Palms Highway (SR-62) - is designated as a six-lane divided highway within the Mid-Town area. Currently, it is a four-lane divided facility with no parking on either side of the roadway. There are three signalized intersections along SR-62 within Mid-Town: at Sage Avenue, which is at the western border of the study area; at State Route 247 (SR-247); and at Airway Avenue, the eastern border of the study area.

Old Woman Springs Road (SR-247) - is designated as a six-lane divided highway within Mid-Town. This designation may change to a four-lane divided highway as part of the ongoing General Plan Update. Within the study area, SR-247 has four lanes just north of SR-62.

Yucca Trail – is designated as a four lane arterial roadway within the Mid-Town area. Currently, it is a two-lane roadway with no pedestrian facilities.

Joshua Lane - is designated as a four-lane arterial roadway, which becomes SR-247 north of SR-62; on-street parking is prohibited. Currently, between Yucca Trail and Onaga Trail, Joshua lane is an undivided two-lane roadway. It is designated as a Class III bike route between Onaga Trail and Palomar Avenue.

Onaga Trail – is designated as a four-lane arterial within the Mid-Town area. Currently, it is a two-lane undivided roadway with on-street parking. Within Mid-Town, the entire stretch of Onaga Trail is designated as a Class III bike route.

Sage Avenue – is designated as a four-lane collector roadway, bordering the western boundary of the Mid-Town area and extends from San Andreas Road to Sunnyslope Drive.

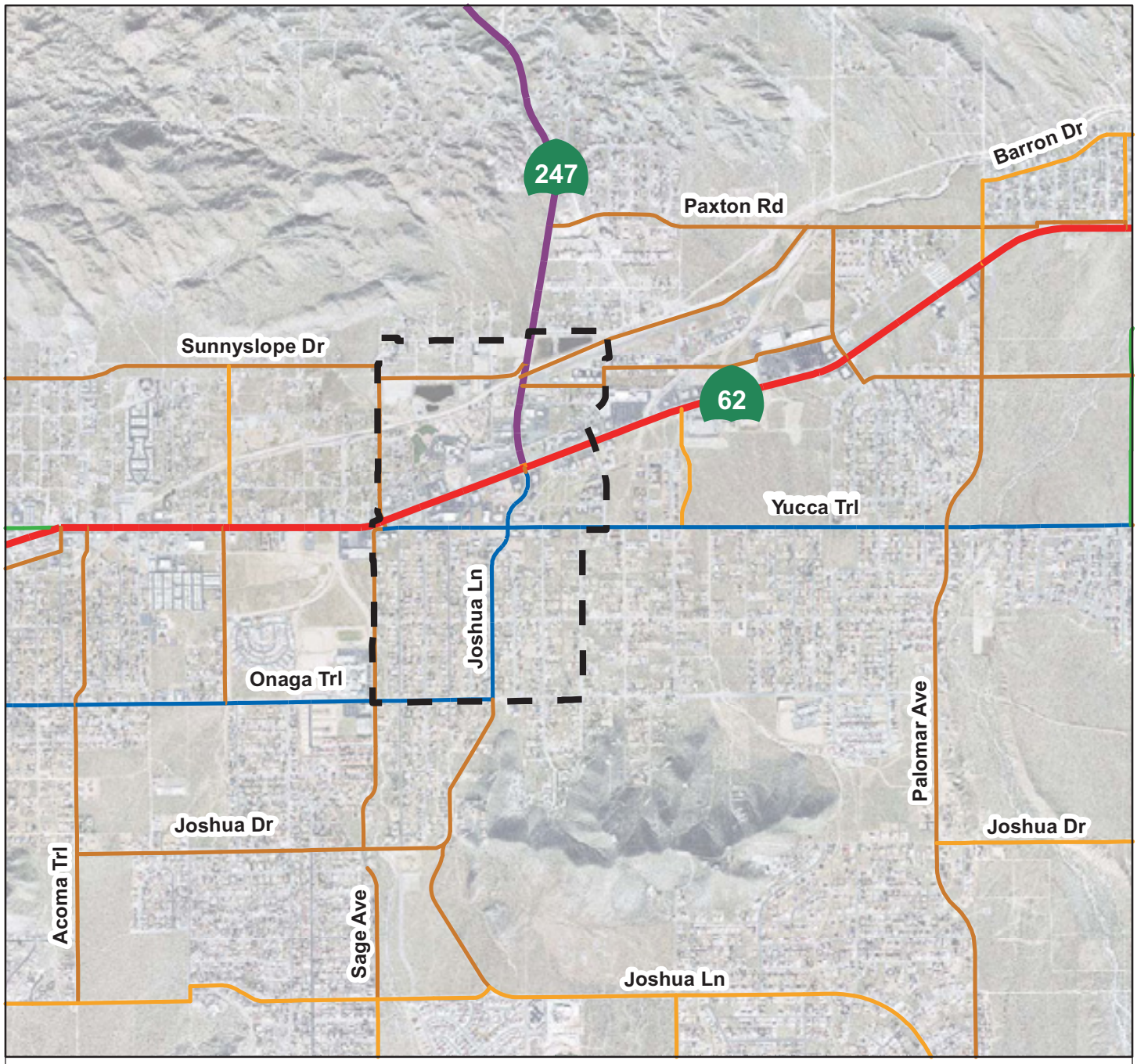


Figure 4-1: General Plan Circulation

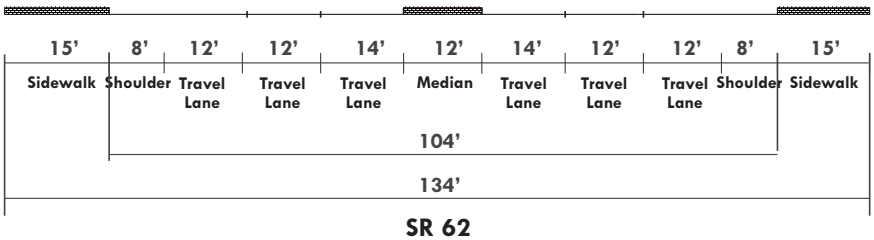
Mid-Town Study Area

Road Classification

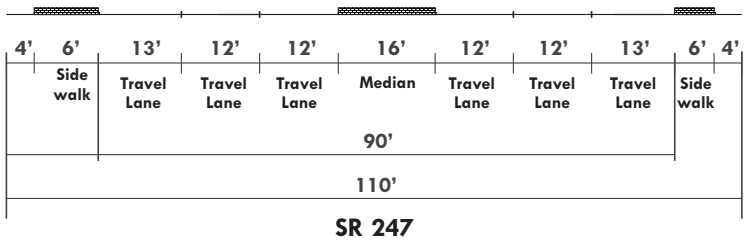
- 6 Lane Highway, Divided (134')
- 6 Lane Highway, Divided (110')
- 4 Lane Arterial, Divided (100')
- 4 Lane Collector (80')
- 4 Lane Collector (66')
- 2 Lane Industrial (70')

5 minutes walk (1,200')

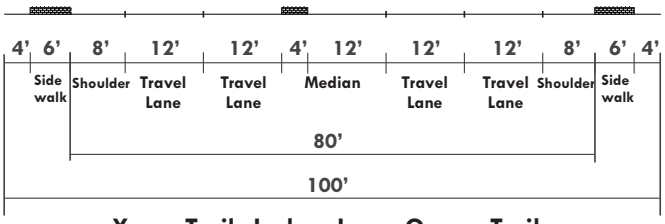
0' 1,000' 2,000' 5,000'



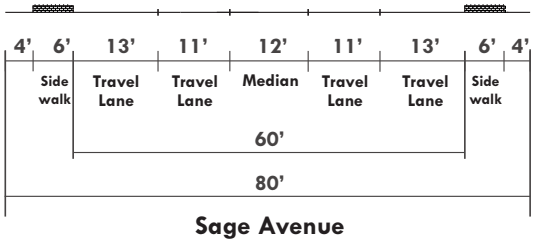
SR 62
6 LANE HIGHWAY DIVIDED



SR 247
6 LANE HIGHWAY DIVIDED



Yucca Trail, Joshua Lane, Onaga Trail
ARTERIAL - 4 LANE DIVIDED



Sage Avenue
COLLECTOR - 4 LANES
(WITH OPTIONAL STRIPED MEDIAN LANE)

Source: Town of Yucca Valley General Plan and General Plan Amendment GPA 01-05

Figure 4-2: Roadway Cross Section

Transit System

The Morongo Basin Transit Authority (MBTA) is the provider of transit service within the Town of Yucca Valley including the mid-town area. All transit routes within Yucca Valley have a transfer point at the Yucca Valley Transit Center near the intersection of Yucca Trail and Airway Avenue.

The MBTA has five routes which service the Mid-Town area, Route 1, 7A, 7B, 12 and 21. All five routes travel along SR-62 and three of the routes make a loop within the Mid-Town area. Route 1, 7A and 7B have headways of about 1 hour, while Route 12 and 21 have headways of 2 to 3 hours.

Non-Motorized System

Within the Mid-Town area, very limited continuous sidewalks are provided even on major routes such as SR-62, Yucca Trail and Onaga Trail. This is a major existing constraint in the development of a multi-modal circulation system in the Mid-Town area.

The entire Mid-Town area has very limited bicycle facilities to connect to major activity centers within the study area. Although, all three classes of Bike Paths (I, II, III) are available for integration, none of the facilities have been developed. Currently, only Class III bikeways are provided including some segments on Joshua Lane and Onaga Trail.

Truck Circulation and Aviation

Section 12.30.040 of the Yucca Valley Municipal Code establishes and designates the following streets and portions of streets as truck routes within the Mid-Town Area:

1. Airway Avenue from State Route 62 to Yucca Trail;
2. Airway Drive from Aviation Drive to State Route 62;
3. Aviation Drive from State Route 247 to Airway Avenue;
4. SR-247 (Old Woman Springs Road) from SR-62 to the northern City limits.

The chapter of the Municipal Code defines weight restrictions and specifies the ability of trucks to enter areas not designated as truck routes.

The Yucca Valley airport is a privately owned public airport for private aircraft and flight training. However, the closest commercial airport is in Palm Springs with MBTA connection directly into the airport.

Existing Traffic Conditions

Level of Service (LOS) is a measure of transportation system performance based upon the ratio of traffic volume relative to the capacity of the roadway or intersection. Roadway capacity is a factor of the number of travel lanes, the presence of left-turn

pockets, parking, and other specific roadway attributes. The volume-to-capacity ratio (V/C) indicates the overall performance of the roadway or intersection and corresponds to a rating of A through F identifying its level of capacity utilization and relative level of congestion. LOS A represents free-flow traffic with little or no delay whereas LOS F represents a breakdown of traffic flow and a high incidence of delay. Roadways are generally classified in a hierarchical manner, according to the number of vehicle lanes provided. Table 4-1 shows the Town of Yucca Valley roadway capacity of average daily traffic (ADT) based on roadway classification and LOS E.

Table 4-1: Level of Service Daily Volume Thresholds

Highway Designation	Number of Lanes	LOS A	LOS B	LOS C	LOS D	LOS E
Collector	2 lanes undivided	900	2,000	6,800	14,100	17,400
Industrial	2 lanes undivided	900	2,000	6,800	14,100	17,400
Arterial	2 lanes undivided	-	-	9,700	17,600	18,700
Arterial	4 lanes undivided	-	-	17,500	27,400	28,900
Arterial	4 lanes divided	-	-	19,200	35,400	37,400

Source: Existing Conditions Report, Yucca Valley General Plan Update

The Highway Capacity Manual 2000 (HCM 2000) method is utilized by the Town of Yucca Valley to determine the operating LOS of intersections, which describes the operation of an intersection using a range of LOS from LOS A (free-flow conditions) to LOS F (severely congested conditions), based on corresponding delays as shown in Table 4-2. The Town of Yucca Valley goal for roadway segment and intersection operation is LOS D or better. Based on this, any intersection or roadway segment operating at LOS E or F is considered deficient.

Table 4-2: Level of Service Definitions for Intersections

Level of Service	Signalized Intersection Delay (seconds per vehicle)	Unsignalized Intersection Delay (seconds per vehicle)
A	≤ 10	≤ 10
B	>10 and ≤ 20	>10 and ≤ 15
C	>20 and ≤ 35	>15 and ≤ 25
D	>35 and ≤ 55	>25 and ≤ 35
E	>55 and ≤ 80	>35 and ≤ 50
F	> 80	> 50

Table 4-3 provides a summary of existing Average Daily Traffic (ADT) and LOS for major roadway segments within the Mid-Town area. As can be seen, all major roadway segments within the Mid-Town area currently operate at acceptable (LOS D or better) levels of service.

Table 4-3: Existing Roadway Segment Level of Service

Street Name	Classification	Capacity	ADT	LOS D or Better
Joshua Lane (north of Onaga Trail)	2-lane undivided arterial	17,600	4,950	Yes
Joshua Lane (north of Yucca Trail)	2-lane undivided arterial	17,600	7,022	Yes
Onaga Trail (west of Joshua Lane)	2-lane undivided arterial	17,600	3,730	Yes
SR-62 (West of SR-247)	4-lane divided arterial	35,400	28,500	Yes
SR-247 (north of SR-62)	2-lane undivided arterial	17,600	12,000	Yes
Sunnyslope Avenue (west of SR-247)	Collector	14,100	1,680	Yes
Yucca Trail	2-lane undivided arterial	17,600	8,080	Yes
Sage Avenue	Collector	14,100	2,140	Yes

Source: Existing Conditions Report, Yucca Valley General Plan Update

C. Planning Context

Relation to General Plan Circulation Element

The General Plan Circulation Element is intended to be an overall policy document which governs mobility in the Town of Yucca Valley in general. The Mid-Town area's Mobility Plan is a subset of this plan and includes more details. The team has reviewed the relevant sections of the General Plan's Circulation Element pertaining to the Mid-Town area and has considered all multi-modal elements within the Circulation Element, including roadways, pedestrian and bike facilities into our recommendations as appropriate for consistency purposes.

D. Planned Improvements

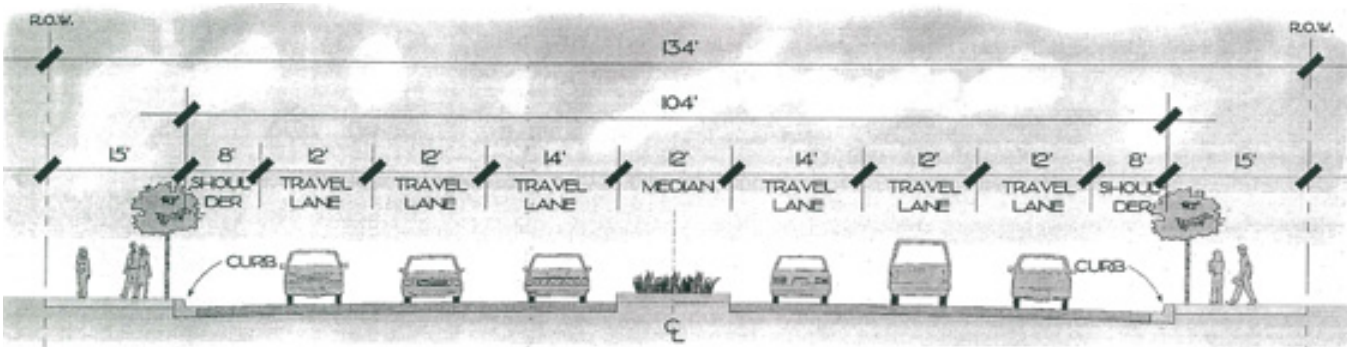
Intersection Median Improvements at SR-247/SR-62

The Town of Yucca Valley recently completed improvements at the intersection of SR-62 and Old Woman Springs Road/Joshua Lane. The improvements include

traffic signal modifications and the installation of raised median islands. The median improvements include installation of raised median near the intersection on Joshua Lane and SR-247. In addition, the medians on the west leg of the intersection on SR-62 have been extended to the intersection. New raised medians have been constructed on the east leg of the intersection, on SR-62.

SR-62 Widening Project from Sage Avenue To Airway Avenue

In the addition to the median improvements on SR-62, SR-62 is proposed to be widened to the ultimate right-of-way of 134' from Palm Avenue to Airway Avenue. The project would include roadway widening from four to six lanes, raised medians, curb and gutter, sidewalks, ADA curb ramps, drainage and street lighting improvements. Figure 4-3 shows a cross section of the proposed widening.



Source: Town of Yucca Valley

Figure 4-3: Typical Proposed Roadway Cross Section - Twentynine Palms Highway (SR-62)

Signalization at Dumosa Avenue and SR-62

Dumosa Avenue, although not a General Plan roadway, is a very important street in the Mid-town area. It provides access to the Yucca Valley Town Council Offices, the High-Desert Natural Museum and the Desert Hills Shopping Center. The Town is proposing to install a traffic signal at the intersection of Dumosa Avenue and SR-62 for better regulation of traffic. This especially pertains to the peak hours when left turning vehicles on southbound Dumosa Avenue create a critical problem with long queues on Dumosa Avenue, as traffic is unable to find gaps on SR-62 due to congested conditions. No plans are available for inclusion in this memorandum.

Safe Routes to School Infrastructure on Sage Ave from SR-62 to Onaga Trail

The project will include construction of sidewalks, curb & gutter, handicapped ramps and a pedestrian crossing flashing beacon on Sage Ave at Pueblo Tr. It will also include replacement of speed detector control signs at Yucca Valley Elementary School, at Onaga Elementary School, and at La Contenta Junior High School. A map (from the Town's website) is provided in Appendix A.

E. Mobility Constraints

Constraints are current problems and issues which serve as limiting factors and restrictions to taking and/or considering certain positive actions and solutions or make implementation of improvements difficult. The following is a brief list of constraints related to transportation and mobility within the Mid-Town project area.

- SR-62 acts as a barrier and divider for the Mid-Town area. This is exacerbated by high vehicle speeds and the presence of trucks and military vehicles which affect pedestrian activity.
- SR-247 high congestion, high traffic areas;
- Lack of north-south bike path connections;
- Infrequent bus service;
- Lack of continuous sidewalks;
- Lack of landscaping, shading and other pedestrian amenities;
- No on-going financing programs by SANBAG, only local pass-through funds from Measure I that have helped build some transportation improvements.

F. Mobility Opportunities

Opportunities are generally favorable conditions or positive chances that exist or can become available to improve problems through feasible or practical solutions. The following is a brief list of opportunities related to transportation and mobility within the Mid-Town project area.

- As mentioned in the constraints, SR-62 acts a barrier between major government centers and offices. Based on the California Complete

Streets Act of 2008, beginning in 2011, any substantive revision to the circulation element of any jurisdiction must have complete streets provisions incorporated. The new law basically directs Caltrans to *"fully consider the needs of non-motorized travelers in all programming, planning, maintenance, construction, operations and project development activities and products"*. This Act provides an opportunity to the project team to devise ways to incorporate alternatives to vehicular access and encouraging non-motorized traffic such as pedestrians and bicyclists.

- In addition, traffic calming opportunities along SR-62 and SR-247 may also be considered in combination with the multimodal element. Potential traffic calming measures may include roundabouts, additional traffic signals if warranted, better lighting, bulbouts, textured crosswalks, etc.
- Fairly good existing levels of service at intersections and roadway segments within the Mid-Town area;
- Consolidation of driveways along SR-62, better use of existing frontage roads (Outerhighways) and opportunities for completion of frontage roads will help reduce local circuitous travel along SR-62;
- Commercial (central) part of Mid-Town area is entirely within a fairly walkable district (½ mile radius);
- High transit use by students;
- Expansion of shuttle services between major origin-destinations and parking facilities to avoid making short auto trips;
- Opportunities for grid system street connectivity and implementation of the General Plan bikeway system;
- Complete Streets Legislation as guide for master plan of streets;
- Continuation of Measure I improvements and funding.

G. Recommendations

The following sections describe the consultant team's recommendations regarding the circulation system and mobility plan within the Mid-Town area. These recommendations are based on our evaluation of existing mobility conditions, discussions with the Town Staff, analysis of opportunities and constraints, and comments received at the public workshops held during the planning process. These preliminary recommendations are aimed to work within the context and in support of the developed land use plan and in strong consideration of the Complete Streets Act of 2008. The Town should consider ways to incorporate these recommendations in the General Plan update.

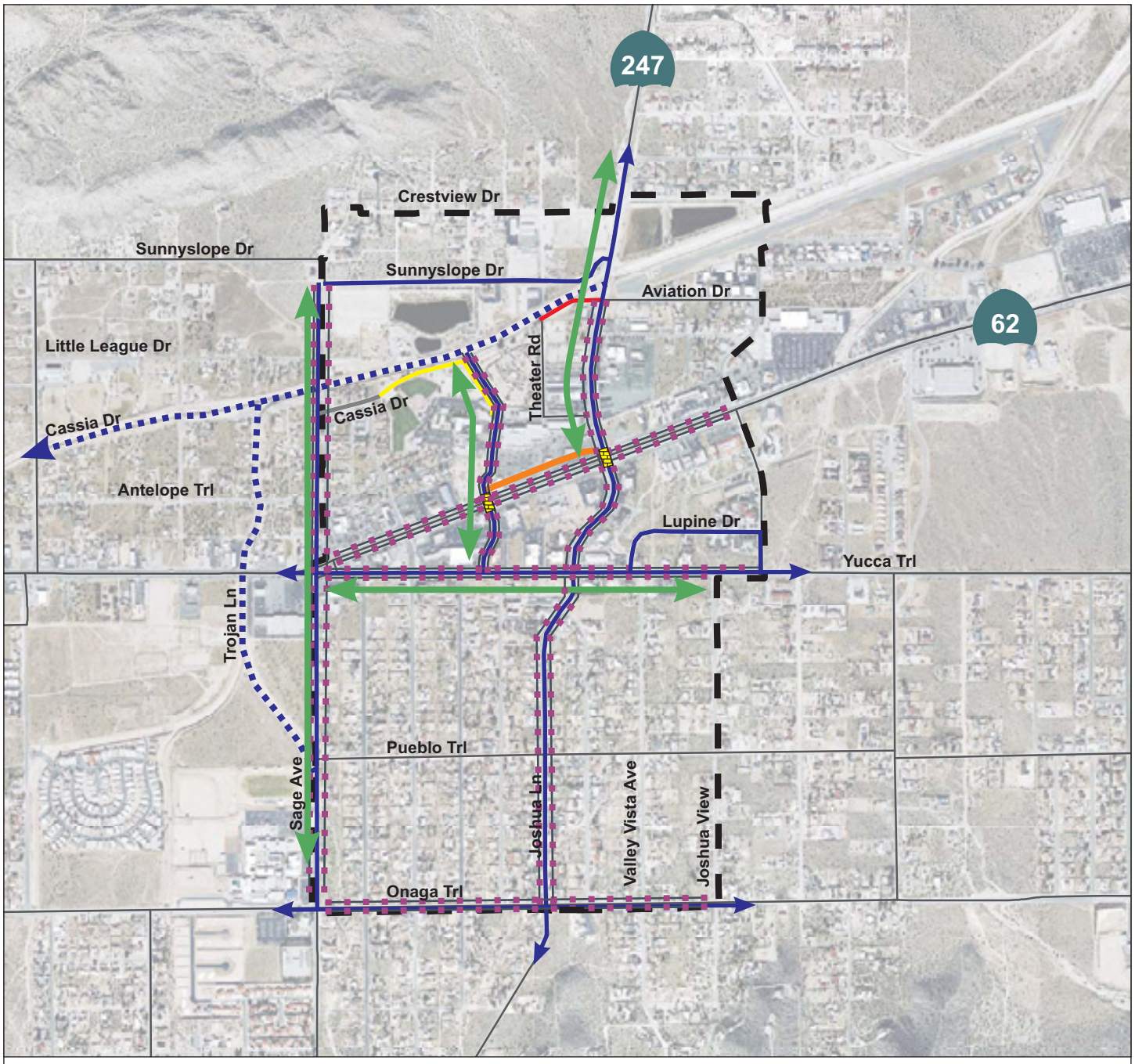


Figure 4-4: Proposed Mobility Recommendations

- Mid-Town Study Area
- New Access Roaway
- Dumosa Avenue Extension
- Addition of North Outerhighway
- Streetscape/Sidewalk Improvements
- Proposed Class I Bikeway
- Proposed Class II Bikeway
- Improved Pedestrian Connections
- Pedestrian Intersection Improvements

5 minutes walk (1,200')

0' 500' 1,000' 2,000'

Addition of North Frontage Road (Outerhighway) between Dumosa Avenue and SR-247

Currently there is no frontage road north of SR-62 between Dumosa Avenue and SR-247, in front of the Desert Hills Shopping Center. Since SR-62 is a State Highway and is the primary roadway providing regional connectivity to the Town, it is essential that driveway access to and from SR-62 be controlled to the extent possible and be limited to controlled intersections where feasible. Currently, there are three driveways from the shopping center with access on SR-62. Although, all the three driveways have only right-in and right-out access, frequent ins and out from the shopping center act as impediment to the traffic on SR-62, especially near the major interaction of SR-247. The addition of a frontage road in this segment (between Dumosa and SR-247) would focus the shopping center traffic and would separate it from the regional traffic on SR-62, also providing congestion relief on these segments of SR-62. In addition, the introduction of the frontage roads would complement the proposed median improvements at the intersection of SR-247/SR-62, limiting and channelizing the traffic to and from the shopping center.

Although, there seems to be some opposition and concern for construction of additional frontage roads, especially from the business owners, the Town should consider a further study and discussion of pros and cons on this recommendation.

Figure 4.4 illustrates the all the recommendations, including the addition of the frontage road, as discussed above.

Improved Bike Paths

The Non-Motorized Transportation Plan (NMTP) developed by San Bernardino Association of Government (SANBAG) in 2001 and updated in 2011 identifies Joshua Lane, Onaga Trail, Sage Avenue and Yucca Trail as possible Class II bikeway facilities in the Mid-Town area of Yucca Valley. The Parks and Recreation Master Plan Update identify additional roadways with Class II bikeway facilities to the four identified under the NMTP. These include SR-247 and Sunnyslope Drive. The recommendations as part of this plan regarding Class II bike paths are consistent with these proposed bike paths.

However, the NMTP and the Parks and Recreation Master Plan did not identify any Class I bike paths. Based on discussions with Town staff and inputs from the

Many communities have transformed necessary infrastructure into a recreational amenity by creating Class I bikepaths along drainage channels.

public at the workshop, it is recommended that a Class I bike path be constructed along the drainage channel (south of Sunnyslope Drive) turning south on Plasse Drive, and running along Trojan lane and Pima Trail to join a Class II bikepath at Sage Avenue. A Class II bikepath is also recommended along Lupine Drive to provide better multimodal interconnectivity to the Transit Center. This plan also recommends a Class II bikepath along SR-247/Joshua Lane connecting east-west streets like Yucca Trail, SR-62 and the proposed Class I bike path along the flood control channel. Previously referenced Figure 4.4 also illustrates the bike path recommendations.

Pedestrian Connections

Based on inputs from the public and project site visits, it is very evident that the midtown area is lacking essential pedestrian facilities, including sidewalks. Pedestrian improvements at the intersections of Dumosa Avenue/SR-62 and SR-247/SR-62 are of prime importance, including textures sidewalks and adequate pedestrian crossing timings at the signals. As mentioned earlier, a signal is being proposed at the intersection of Dumosa Avenue/SR-62. The town should incorporate adequate pedestrian facilities in the plans for the intersection and the proposed new signal.

In addition to pedestrian improvements at the two intersections, sidewalks and streetscape improvements are recommended along SR-62, Dumosa Avenue, SR-247 and Yucca Trail. In addition, north-south streets like Sage Avenue and Joshua

Lane should have sidewalks to not only connect the residential areas to the south with improved pedestrian connections, but also complement the proposed Class II bike paths along these roads.

The Town is already proposing pedestrian improvements along Sage Avenue and is consistent with this study's recommendations. Previously referenced Figure 4.4 illustrates the streetscape/sidewalk recommendations.

Transit Center Connections

Many of the recommendations suggested in the previous sections also focus on and promote better multi-modal connectivity to the Transit Center. The Transit Center is located on the western edge of the mid-town area, just east of Airway Avenue. In summary, the following improvements are recommended for a better Transit Center connectivity:

- A Class II bike path is recommended along Lupine Drive.
- A Class II bike path is recommended along Yucca Trail near the Transit Center
- Improved pedestrian connections and sidewalks on Yucca Trail connecting to Joshua Lane

Many of the uses in and around the Transit Center are proposed for mixed use and higher density residential development as part of the land use plan. Better sidewalks and classified bike paths will encourage residents to walk and bike to the Transit Center increasing multimodal connectivity and reducing overall vehicle miles of traffic by automobiles.

Access to Sky Village Outdoor Marketplace Site

Currently, the access to the Sky Village Outdoor Marketplace site is only via Theater Road. Although, Theater Road is a paved road with direct access from SR-247, this access facility is more of an alley rather than a standard street. As part of this plan and when the site is redeveloped, it is recommended that an alternate direct access be provided to the site. Based on a review of the site and the adjacent roadway system, the most logical location for this new access would be an extension of Aviation Drive along the channel, joining the north south roadway, Theater Road. Previously referenced Figure 4.4 illustrates this new proposed connection.

Dumosa Avenue Extension

With the development of the Senior Housing Project just south of the Yucca Valley Town Hall, the current east-west road, Antelope Trail (just west of Dumosa Avenue) will cease to exist. Antelope Trail provides access to the residential properties just south and west of Town Hall. To provide them an alternate access from Dumosa Avenue, it is proposed that Dumosa Avenue be extended north (east of the existing buildings) and looped around the drainage channel to connect to Cassia Drive to the west. This extension will also provide additional access to the community center park on the north side. Previously referenced Figure 4.4 illustrates this new proposed connection.

Tour Buses

Visitors to the Joshua Tree National Park area frequently travel in large groups on tour buses through Yucca Valley. As a "Gateway" to this recreational and visitor area, there is and will be an increased need to attract and accommodate these visitors within the Mid-Town Area. It is recommended that when future plans are developed for visitor serving facilities, such as restaurants, hotels, and the potential relocation of the California Welcome Center and Chamber of Commerce, appropriate provisions be made for accommodating parking and relevant services for large vehicles including tour buses for maximum convenience and service to visitors.

H. Conclusions

The above circulation system and mobility recommendations are intended to work in tandem with and complement the recommended land use plan for the Mid-Town area. The overall goal of the recommendations is to facilitate multi-modal mobility and promote non-motorized transportation including enhanced pedestrian and bicycle facilities. The physical improvements including consideration for completion of the Outerhighway, installation of raised medians, traffic signals and improved access roads to various major activity centers, will also be coordinated with the land use plan to improve overall mobility. The complete spectrum of mobility improvements is envisioned to help reduce vehicle trips by shifting them to transit and non-motorized modes, as well as to reduce vehicle miles of travel (VMT) in the future by providing a more efficient and less congested circulation system. All of these strategies in turn will help reduce long-term negative environmental effects from vehicular emissions including Greenhouse Gasses.

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CHAPTER 5

Potential Financing Methods

A. Overview

The purpose of the Yucca Valley Mid-Town revitalization plan is to increase the short and long-term economic viability of the Town of Yucca Valley. The plan anticipates that future economic development will necessitate public investment in: 1) capital improvements; and 2) ongoing operations and maintenance. While the exact requirements have not yet been specified, they may include expenditures for:

- Road and sidewalk improvements
- Transit access and linkages
- Landscaping and beautification
- Utility upgrades, including high-speed broadband wireless service
- Streetscape enhancements and signage
- Marketing and promotional materials

The purpose of this chapter is to provide the Town of Yucca Valley with an overview of potential financing methods which can be used to fund these, or similar, capital improvements and the associated operations and maintenance.

Information from the following sources was utilized in the preparation of this chapter:

- Town of Yucca Valley, Two Year Budget, 2009-10 & 2010-11
- *Exactions and Impact Fees in California, 2001 Edition*, by William W. Abbott, Peter M. Detwiler, M. Thomas Jacobson, Margaret Sohagi, and Harriet A. Steiner
- California Local Government Finance Almanac (www.californiacityfinance.com)
- California Property Tax Information (www.californiataxdata.com)
- U.S. Department of Housing and Urban Development (HUD)
- California Strategic Growth Plan: Bond Accountability
- California Department of Resources and Recycling (CalRecycle)

- U.S. Department of Transportation
- California Recovery Task Force (www.recovery.ca.gov)

B. General Fund Revenue Trends

The of Town of Yucca Valley's General Fund revenues for fiscal year 2012-2013 are limited. It is not anticipated that General Fund revenues will be available for capital improvements or additional operations and maintenance in the short-term, but over the longer term, it is anticipated that additional sales tax and hotel occupancy tax will increase for the Mid-Town area as commercial development occurs.

C. Potential Financing Methods

A variety of financing methods are available to the Town of Yucca Valley for implementing capital improvements and supporting annual operations and maintenance. These methods include Development Impact Fees (DIFs), Special Benefit Assessments, Landscape Maintenance Districts (LMDs), Mello-Roos Special Taxes, and Business Improvement Districts (BIDs). Other sources of revenues would also include gas tax revenues and countywide sales tax measures for transportation. In addition, grant funds may be available through the federal Community Development Block Grant (CDBG) Program to provide for neighborhood services and revitalization. Also, public-public and public-private partnerships are effective ways in the current constrained economy to leverage limited resources and achieve mutually desired goals. The following section provides an overview of these potential financing methods, their voting or eligibility requirements, and their common uses. A summary of each method is presented in Table 5-1. The methods identified are intended for consideration at this time and have not been recommended or authorized by the Town Council.

D. Development Impact Fees (DIFs)

Development impact fees are monetary payments levied on a private developer to fund the public facilities and services necessary to serve new development. In California, AB 1600 (Mitigation Fee Act), adopted in 1987 and codified as Government Code Section 66000 et seq., formalized the statutory framework that governs impacts fees and established a uniform process for formulating, adopting, collecting, accounting

for, and protesting certain fees. AB 1600 requires that a reasonable relationship or "nexus" must exist between the amount of the impact fee, its purpose, and the project on which it is imposed. In other words, impact fees must be levied in an amount that is proportionate to the cost of public facilities generated by the new development and cannot be used to fund pre-existing deficiencies.

Voting Requirements - Local governments have the authority to impose impact fees by vote of the legislative body. These fees are typically subject to thorough notice and hearing requirements and must meet statewide standards and procedures designed to limit local abuse of discretion.

Uses - Impact fees can be used to fund a wide variety of capital improvements necessitated by new development, including roads and signalization, water and sewer facilities, and government buildings and libraries.

E. Special Benefit Assessments

A special benefit assessment is a charge imposed on a particular piece of real property for a local public improvement or service of direct benefit to that property in excess of the benefit received by the general public. The concept underlying a special benefit assessment is that the assessment should be proportionate to the property owner's benefit. In a special benefit assessment district, all properties that receive a special benefit must be included and are required to pay their proportionate share. A variety of reasonable formulas may be used to calculate each parcel's proportionate benefit. For example, the cost of sidewalk improvements could be based on each parcel's frontage along that street, or road improvements could be based on trip generation by land use.

It is important to note that special assessments can only be imposed for special benefits that accrue to property owners over and above the general benefit received by the public at large (the "special benefits" standard). Due to Proposition 218 (Right to Vote on Taxes Act), which was approved by California voters in 1996, any general or community-wide benefit that results from an improvement or service must be segregated out and paid from a different source of funds.

Voting Requirements - Proposition 218 also established the voting requirements for special benefit assessment districts. Under Proposition 218, all property owners

have the opportunity to approve or oppose an assessment. Votes are tabulated according to the proportionate financial obligation of the properties (i.e. one "vote" for each dollar of assessment). If the simple majority of the votes favor the assessment, then the special benefit assessment district is authorized. However, if the majority of the votes oppose the assessment, then a majority protest exists and the special benefit assessment district is denied. Once established, special benefit assessment districts are administered by the legislative body of the local municipality and are not separate legal entities.

Uses - Special benefit assessments are generally used to fund both capital improvements and ongoing operations and maintenance services. In California, over 20 statutes provide mechanisms for municipalities to levy special assessments to finance capital improvements and operations and maintenance for streets, curbs, storm drains, gutters, sewers, landscaping, and street lights.

F. Landscape Maintenance Districts (LMDs)

A Landscape Maintenance Districts (LMDs) is a special benefit assessment district created to pay for the costs of ongoing maintenance of public landscaping that provide special benefits to parcels within the district. Like other special benefit assessment districts, LMDs must provide special services solely for the benefit of the parcels located within each district, and each affected parcel must pay its proportionate share. Formation of an LMD is governed by the Landscape and Lighting Act of 1972 (codified as Street and Highways Code Section 22500 et seq.).

Voting Requirements - Consistent with Proposition 218, which governs the formation of a special benefit assessment district (see Section 2.2, above), the authorization of an LMD is subject to a vote among all property owners within the proposed district, with votes tabulated according to the proportionate financial obligation of the affected properties (i.e. one "vote" for each dollar of assessment). If the simple majority of votes favor the assessment, then the LMD is formed, and all property owners must pay the assessment, including those who opposed its formation.

Uses - LMDs can be used to provide a variety of ongoing improvements and services associated with the landscaping within the district. These improvements may include specific in-tract landscaping, such as entryway or median landscaping, or general parkway and perimeter landscaping of common areas adjoining the parcels within

the district. Examples of landscaping improvements include improving the aesthetic appeal of parcels, as well as measures to improve dust control, erosion resistance, drainage, and flood control. These landscaping improvements are intended to enhance the value of the properties located within the district, and thus confer a special benefit upon each property above the benefit received by the general public.

G. Mello-Roos Special Taxes

The Mello-Roos Community Facilities Act of 1982 authorized the formation of "Mello-Roos districts," and the imposition of special taxes within these districts. Unlike special benefit assessments, special taxes do not need to meet the "special benefits" standard (discussed above) and can be used to finance regional facilities and services in addition to those within the district. However, Mello-Roos special taxes can only be imposed for specific purposes and cannot be levied to raise revenue for general governmental purposes. Although there is no legal limitation on the amount of the special tax, as a general rule, total property taxes – including the basic one percent levy, assessments, special taxes, and other approved charges – should not exceed two percent of the assessed value of a residential parcel. Consequently, in today's real estate market, one has to pay careful attention to the level of assessments and special taxes, as property values in general have decreased significantly since their recent historical highs. Mello-Roos districts can include specific contiguous or non-contiguous areas within a jurisdiction or they can encompass an entire city or special district.

Voting Requirements - In California, Proposition 13 (approved in 1978) requires an affirmative vote of two-thirds of those voting in order to pass a special tax, including Mello-Roos special taxes. In proposed Mello-Roos districts with fewer than 12 registered voters, voting is by landowners, while in proposed districts with 12 or more registered voters, voting is by all registered voters.

Uses - Mello-Roos special taxes can be used to finance capital projects and local public infrastructure for new developments, or to fund operations and maintenance for ongoing public services. Under the Mello-Roos Act, local jurisdictions can issue bonds to finance large-scale construction projects, such as new schools or regional flood control facilities, or for public infrastructure in new subdivisions, such as roads and sewers. These bonds are then repaid with revenue generated by the Mello-Roos special taxes levied on the affected parcels. Alternatively, the

revenue generated by Mello-Roos special taxes can be used to provide ongoing public services. Services listed under the Mello-Roos Act include police and fire protection, ambulance and paramedic services, recreation programs, flood protection, park maintenance, storm drainage systems operation and maintenance, and the removal or remediation of hazardous materials.

H. Business Improvement Districts (BIDs)

A Business Improvement District (BID) is a public/private partnership created to perform a variety of services to revitalize and improve commercial neighborhoods. In California, there are two different types of BIDs, one created through assessments on business licenses within the district (including landowners who lease property), and the second created through assessments of property owners alone. BIDs allow business or property owners to collectively pay for services to supplement those provided by the municipality. Assessments must be approved by a majority of business or property owners prior to the formation of the BID and must be directly proportional to the estimated benefit received by each business or property. Typically, assessments are levied annually on County property tax bills and distributed to the BID, which then uses the funds to pay for pre-designated services. BIDs are popular because business and property owners are often more willing to assess themselves if the result directly benefits their business or increases the value of their property.

Two California laws authorize cities, counties, and joint power authorities to establish BIDs and levy assessments on businesses within its boundaries – the Parking and Business Improvement Area Law of 1989 and the Property and Business Improvement District (PBID) Law of 1994. Generally, a property based BID, or PBID, is more popular because of the more active involvement of property owners and their potential benefits in the form of increased land and rent values. Once a BID is formed, a Board of Directors comprised of some combination of property owners, business owners, and government officials is responsible for its governance. Operations are usually handled by a nonprofit organization or quasi-governmental entity. The 1994 Act limits new BIDs to a maximum of ten years of assessments, at which point the BID must be either renewed or disbanded.

Voting Requirements - The formation of a BID requires an affirmative vote by a simple majority of business or property owners (depending on the type of BID) within its proposed boundaries. Prior to formation, the types of improvements and

activities to be financed, as well as each business or property owners' individual assessment, must be specified. Once a BID is formed, all property or business owners within its boundaries must pay their assessment, even if they initially opposed its formation.

Uses - BIDs can be created to perform a variety of services and improvements in commercial districts. Services that can be financed include the promotion of tourism or sponsorship of public events as well as ongoing operations and maintenance programs such as street cleaning or tree trimming. Improvements that can be financed include minor parking facilities, street lighting, fountains, parks, benches, and trash receptacles. However, it is difficult to use BIDs to finance large-scale capital projects as they are not allowed to issue bonds. Once established, a BID is limited to the types of services and improvements specified during its formation.

I. Community Development Block Grant (CDBG) Program

Operated by the U.S. Department of Housing and Urban Development (HUD), the Community Development Block Grant (CDBG) Program is a federal program that provides direct annual grants to cities, counties, and states across the country. These grants are intended to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low- and moderate-income persons or neighborhoods. In 2010, HUD authorized the allocation of approximately $3.9 billion in CDBG funds, of which nearly $500 million (12.8 percent) was distributed within California.

Eligibility - Block grants are made by formula every year and give grantees the discretion to undertake specific activities. According to HUD, funding is determined by a formula based on need as determined by U.S. Census data released every 10 years.

Uses - CDBG funds are designed to permit local governments to pay for a wide variety of infrastructure improvements. CDBG funds can be used for reconstructing or rehabilitating property from housing to shopping centers or to demolish property and clear sites to prepare the land for other uses. Also eligible are the building of public facilities and improvements, such as streets, sidewalks, sewers, water systems, community and senior citizen centers and recreational facilities.

J. Public-Public and Public-Private Partnerships

Public-public and public-private partnerships are an effective way in the current constrained economy to leverage limited resources and achieve mutually desired goals. This section provides a brief overview of potential cooperative agreements between public-public and public-private partnerships.

Public-Public Partnerships

Potential public-public partnerships between the Town of Yucca Valley and local and regional public agencies are as follows:

- **Town of Yucca Valley Public Works/Engineering Department and Hi-Desert Water District** – Development of water reservoir periphery with trails, viewpoints, and beautification amenities.
- **Town of Yucca Valley and San Bernardino County Regional Parks** – Development and maintenance of regional park facilities and linkages, including connecting walking and/or biking trails.
- **Town of Yucca Valley and Morongo Unified School District** – Development of shared recreational and park facilities, including shared capital and maintenance costs.
- **Town of Yucca Valley and San Bernardino County Economic Development Agency** – Creation of coordinated job opportunity marketing and economic development programs.
- **Town of Yucca Valley and Copper Mountain College** – Connecting graduates of vocational programs such as nursing, automotive repair, and information technology to local businesses.
- **Town of Yucca Valley and Hi-Desert Medical Center** – As the third largest employer in the Morongo Basin, after the school district and the marine base, the medical center offers major employment growth opportunities, as well as satellite medical facilities within Yucca Valley.
- **Town of Yucca Valley and Morongo Basin Transit Authority** – With a transit center in the Mid-Town area and with connections throughout the

basin and to Palm Springs, a well-planned transit system integrated with good land use decisions can facilitate economic development.

- **Town of Yucca Valley, Yucca Valley Chamber of Commerce, and California Welcome Center in Yucca Valley** – Marketing local businesses and major venues, such as Joshua Tree National Park, to visitors.

- **Town of Yucca Valley and Morongo Basin Regional Economic Development Consortium** – Strengthening of job creation and business attraction initiatives, coordinated to benefit all communities within the Morongo Basin.

- **Town of Yucca Valley and U.S. Marine Corps Air Ground Combat Center** – Developing a better understanding of the off-base needs of the military population, and their retail and entertainment demands.

- **Town of Yucca Valley and Caltrans** – Creating traffic calming, beautification, and safety improvement projects and potential funding for State Highway 62 improvements in the Mid-Town area.

- **Town of Yucca Valley and Yucca Valley Airport** – Operated by the Yucca Valley Airport District, this general aviation, public use airport plays a key role in the high desert's aviation future, and provides economic development opportunities for existing and future businesses in Yucca Valley that benefit from an aviation connection.

Public-Private Partnerships

Potential public-private partnerships between the Town of Yucca Valley and private sector entities are as follows:

- **Town of Yucca Valley and landowners and/or developers** – Potential public revenue contribution from commercial development in the Town in exchange for the developer construction of certain public facilities.

- **Town of Yucca Valley and real estate brokerage companies** – Collaboration on a real estate market database accessible for potential developers via the Internet.

- **Town of Yucca Valley and business community** – Facilitation of ongoing outreach programs to local business stakeholders to address concerns and ideas, and improve business retention.

Table 5-1: Summary of Financing Methods

Program/Action	Lead Responsibility	Support Responsibility	Phasing	Potential Funding Sources
Public Infrastructure				
Landscaping Improvements	City	PBID	short-term	Assessment
Street Improvements/Markings/Signals	City	PBID	short-term	DIF
Underground Fiber Optic Cables	Franchisee	PBID	short-term	Assessment
Operations and Maintenance				
Landscaping and beautification	City	PBID	short-term	Assessment
Street Improvements/Markings/Signals	City	PBID	short-term	Road Fund
Streets and Roads	City	PBID	short-term	Road Fund
Parking Management Plan				
Inventory Existing Parking Spaces	City	PBID	short-term	City contribution
Parking Management Plan	City	PBID	mid-term	PBID & City Contribution
Land Assembly				
Land use/zoning regulations	City	PBID	mid-term	Private Land Owners/Developers
Graduated density zoning	City	PBID	mid-term	Private Land Owners/Developers
Business Improvement District				
Establishing Role of BID	Property Owners	City	short-term	City contribution/ Private contributions
Setting up a Property-BID	Property Owners	City	short-term	Assessments
Marketing Plan	Property Owners	City	mid-term	Assessments
Public-Public & Public-Private Partnerships				
Public-Public Partnerships	City	Other Agencies	ongoing	Joint contributions
Public-Private Partnerships	City	Land owners & Developers	Ongoing	Joint contributions

Note: Potential development impact fees (DIFs), assessments, and/or City contributions will be established during the implementation phases subject to public, business and property owner input and voting procedures.

K. Other Selected Public Fund Revenues

Gas Tax

A tax on fuel used to propel a motor vehicle or aircraft collected by the State and allocated to local jurisdictions. This use of revenue is restricted to the construction, improvement, and maintenance of public streets.

Traffic Congestion (1B) Bond

According to the State of California Bond Accountability website, Proposition 1B authorizes approximately $2 billion in funds towards the Local Street and Roads, Congestion Relief, and Traffic Safety Account of 2006. These funds, "shall be used for improvements to transportation facilities that will assist in reducing local traffic congestion and further deterioration, improving traffic flows, or increasing traffic safety that may include, but not be limited to, street and highway pavement maintenance, rehabilitation, installation, construction and reconstruction of necessary associated facilities such as drainage and traffic control devices, or the maintenance, rehabilitation, installation, construction and reconstruction of facilities that expand ridership on transit systems, safety projects to reduce fatalities, or as a local match to obtain state or federal transportation funds for similar purposes." The State Legislation allocates the funds by formula as specified in Proposition 1B, with 50 percent to counties and 50 percent to cities. Funds apportioned to cities are based on total population of the city in relation to all cities in the State (minimum $400,000 to each city).

Arterial Financing Fee

Fee imposed in connection with the approval of a development project for the purpose of defraying all or a portion of the cost of public facilities related to the development. Expenditures allowed in connection with this fee include regional transportation facilities, traffic mitigation, traffic signal, road improvements, street lighting, etc.

Rubberized Asphalt Grant

According to the California Department of Resources Recycling and Recovery (CalRecycle), the Rubberized Asphalt Concrete (RAC) Grant Program is provided "to

promote markets for recycled-content surfacing products derived from waste tires generated in California and decrease the adverse environmental impacts created by unlawful disposal and stockpiling of waste tires." Eligible applicants include cities, counties, and qualifying Indian tribes that fund public works projects located in California. The rubber portions of the proposed projects must use 100 percent California waste tires. The maximum grant award per jurisdiction is $250,000 per program, but not more than a total of $500,000 per fiscal year.

Measure I – San Bernardino County

According to the San Bernardino Associated Governments (SANBAG), Measure I (approved by voters in November 1989, reauthorized in 2008) created a half-cent sales tax with revenues committed to transportation improvement and traffic management programs through 2040. As part of the measure, revenues generated from each specified subarea within San Bernardino County will be expended on projects of direct benefit to that subarea.

Federal TEA 21 Funds

According to the U.S. Department of Transportation, the Transportation Efficiency Act for the 21st Century (TEA-21) is a federal program that provides funds for investment in highways, transit, intermodal projects, and technologies, improving transportation safety, congestion mitigation and air quality improvement, and expanding job opportunities.

L. Parking Management Plan

As in any downtown revitalization plan, parking management becomes an important component of the local circulation. Well-located parking spaces of sufficient quantity allow for convenient, local shopping and visitor trips. While structured parking is not seen as feasible at the level of densities considered, nevertheless, a good parking management plan can enhance Yucca Valley's Mid-Town commercial environment.

M. Land Assembly

Land assembly incentives become important, particularly in a post-redevelopment environment, where encouraging the consolidation of smaller parcels into a larger, developable area results in more efficient development. One such technique is Graduated Density Zoning (GDZ), where development potential incentives are increased as parcel size increases. If the cutoff points for development levels are structured correctly, they can also result in the feasibility of certain public amenities being provided by the developer.

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CHAPTER 6

Value Capture and Housing Affordability

A. Overview

The Mid-Town revitalization plan identifies a number of streetscape and circulation elements that are critical to achieving the vision of the Town's first relatively higher density mixed use neighborhood. In order maintain the Town's strong fiscal position; the Mid-Town revitalization plan implementation strategy seeks to balance public and private investment in the streetscape and circulation elements critical to the successful transition of the Mid-Town area.

While mobility and circulation efficiency has always been critical to the success of commercial real estate development[1], the Town should also explore the potential of implementing value capture strategies on residential development. As envisioned, the Mid-Town area will be the preferred destination for the growing share of future households that prefer more vibrant, walkable communities.

B. Value Capture and Direct Assessment

Direct assessment is a commonly used value capture strategy, favored by many cities due to their relative ease of implementation. An effective direct assessment program monetizes the benefits of additional development that result from effective public investment, while not overly impairing development feasibility. Direct assessments are typically passed on by the developer to the consumer or end user. If the consumer is unwilling or unable to pay this additional cost, project feasibility is reduced and new development is impaired.

1 In favorable market conditions, benefits of efficient circulation and mobility are usually reflected, to some degree, in the form of rent. This can simplify the rationale for implementing a direct assessment program.

As part of our implementation strategy, the impact of a direct assessment program on home affordability in Yucca Valley was tested, based on the Mid-Town market and fiscal analyses previously prepared by Stanley R. Hoffman Associates.

C. Yucca Valley Household Analysis

The median household income in Yucca Valley is $44,755, with 75% of the population – or approximately 6,000 households, having income less than $75,000 per year.

Table 6-1: Yucca Valley Household Income Analysis
(2011 Constant Dollars)

Household Income	# of Households	% of Total	Cumulative
Less than $10,000	479	6.0%	6.0%
$10,000 to $14,999	643	8.1%	14.1%
$15,000 to $24,999	1,087	13.7%	27.8%
$25,000 to $34,999	829	10.4%	38.2%
$35,000 to $49,999	1,228	15.4%	53.6%
$50,000 to $74,999	1,739	21.9%	75.5%
$75,000 to $99,999	893	11.2%	86.7%
$100,000 to $149,999	632	7.9%	94.6%
$150,000 to $199,999	401	5.0%	99.7%
$200,000 or more	26	0.3%	100.0%
Total	**7,957**	**100.0%**	

Sources: Stanley R. Hoffman Associates, Inc.
American Community Survey 5-Year Estimates, 2007-2011

Assuming the income distribution in Yucca Valley remains stable into the future, some assessment of future home affordability can be made based on current data. The threshold home price for those residents making $75,000 per year or less is approximately $333,000 per unit, using conservative mortgage financing assumptions.

Table 6-2: Yucca Valley Home Affordability Analysis

Household Income	Percent Income to Housing	Affordable Monthly Payments			Affordable Mortgage [1]			Percent Down Payment	Base Home Price		
Less than $10,000	35%	$0	-	$292	$0	-	$41,000	20%	$0	-	$51,000
$10,000 to $14,999	35%	$292	-	$438	$41,000	-	$62,000	20%	$51,000	-	$78,000
$15,000 to $24,999	35%	$438	-	$729	$62,000	-	$103,000	20%	$78,000	-	$129,000
$25,000 to $34,999	35%	$729	-	$1,021	$103,000	-	$145,000	20%	$129,000	-	$181,000
$35,000 to $49,999	35%	$1,021	-	$1,458	$145,000	-	$207,000	20%	$181,000	-	$259,000
$50,000 to $74,999	30%	$1,458	-	$1,875	$207,000	-	$266,000	20%	$259,000	-	$333,000
$75,000 to $99,999	30%	$1,875	-	$2,500	$266,000	-	$354,000	20%	$333,000	-	$443,000
$100,000 to $149,999	25%	$2,500	-	$3,125	$354,000	-	$443,000	20%	$443,000	-	$554,000
$150,000 to $199,999	25%	$3,125	-	$4,167	$443,000	-	$591,000	20%	$554,000	-	$739,000
$200,000 or more	25%	$4,167	+		$591,000	+		20%	$739,000	+	

[1] Assumes 85% of affordable Monthly payments available for mortgage payments.
Loan is a 30 year fixed mortgage financed at a 6% annual interest rate

D. Land Use Feasibility – Mid Town Land Use Vision and Mobility Plan Assumptions

The Land Use Vision and Mobility Plan envisions several mixed use development nodes with maximum residential densities of 25 dwelling units per acre, with a total density threshold at a 0.5 floor area ratio. Typical housing types include mixed use (housing and commercial use), townhomes, and multi-family units. Incorporating the envisioned design standards, and using typical assumptions for average unit size, a typical residential unit price might range from $133,000 to $293,000.

Table 6-3: Anticipated Home Price

Unit Type	Direct Home Cost Only ($/sf) [1]			Anticipated Home Price [2]		
Mixed Use Condominium (900 sf)	$94	-	$150	$133,000	-	$206,000
Urban Townhome (1,200 sf)	$97	-	$185	$144,000	-	$259,000
Small - Lot Single Family Home (2,100 sf)	$100	-	$205	$156,000	-	$293,000

[1] Source: Marshall Valuation Service
[2] Home price estimated using the return-on-cost method and are not market derived estimates

Using the General Plan's intended density and design standards, an excellent quality urban townhome is attainable for those with incomes at $50,000, near the median income of the Town. An entry-level condominium is affordable for households with income of $25,000 per year, if financing is available. Entry-level single family home affordability begins around $35,000 in annual household income.

E. Value Capture Impacts

While value capture mechanisms can help offset public investment, it can have a dampening on demand in all but the most robust real estate markets. For example, a value capture strategy that implements a $10,000 per unit development impact fee, along with a $150 per month district assessment (typically a community benefits district), housing affordability drops significantly. Home affordability drops by approximately $32,000, while the additional $10,000 in fees gets passed on to the consumer in the form of higher home prices.

Table 6-4: Value Capture Affordability Impact

Household Income	Home Affordability - No Value Capture Assessments			Home Affordability - With Value Capture Assessments		
Less than $10,000	$0	-	$51,000	$0	-	$20,000
$10,000 to $14,999	$51,000	-	$78,000	$20,000	-	$46,000
$15,000 to $24,999	$78,000	-	$129,000	$46,000	-	$98,000
$25,000 to $34,999	$129,000	-	$181,000	$98,000	-	$150,000
$35,000 to $49,999	$181,000	-	$259,000	$150,000	-	$228,000
$50,000 to $74,999	$259,000	-	$333,000	$228,000	-	$301,000
$75,000 to $99,999	$333,000	-	$443,000	$301,000	-	$411,000
$100,000 to $149,999	$443,000	-	$554,000	$411,000	-	$523,000
$150,000 to $199,999	$554,000	-	$739,000	$523,000	-	$708,000
$200,000 or more	$739,000	+		$708,000	+	

Housing affordability in the mid-town area would drop from 72% of households to 62%, meaning approximately 830 of the nearly 8,000 households in Yucca Valley would be unable to purchase a home in the mid-town area. The reduction in housing choice is also significant, with basic, entry-level options now obtainable for those households with approximately $35,000 in income, while lowering the quality and diversity of housing options for those households in the $35,000 - $75,000 income bracket.

Although affordability can fall when implementing a direct assessment value capture strategy, the strategy does present a tradeoff for the homebuyer: a larger or higher quality home in a typical suburban development, or a smaller home or apartment, with the benefits of increased mobility and the added convenience of a home located close to commercial establishments and public open space. There is mounting evidence that a portion of households are willing to make this type of tradeoff, if given the option.

Value capture strategies can provide a mechanism to offset public investment by monetizing the public benefits that the investment generates. Direct assessment programs are proven tools that can facilitate public investment in the Mid-Town neighborhood. Given the role of residential development in the revitalization of the Mid-Town neighborhood, a successful direct assessment strategy will need to generate meaningful public revenue while maintaining housing affordability and diversity.

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CHAPTER 7

Economic Implementation Strategy

A. Introduction

The Yucca Valley Mid-Town Plan identifies a number of public infrastructure improvements, including streetscape and circulation elements that are critical to achieving the vision of Mid-Town becoming an attractive center that attracts residents and visitors not only from the Town of Yucca Valley, but also throughout the Morongo Basin area. In order to improve the city's fiscal position the economic components of the Mid-Town revitalization plan seek to balance public and private investments critical to the successful transition of the area where a mix of residential, commercial, business park and entertainment uses are developed.

Generally, market conditions in the Yucca Valley Mid-Town market area are currently not strong enough to absorb the full cost of any structured parking necessary to achieve relatively higher densities without outside funds or some cost sharing from the public sector. Successful revitalization of the Mid-Town area will rely on a combination of economic development strategies and land use regulations that that will transform this area into a thriving mixed-use, central part of Town.

The implementation measures identified in this strategy are intended to guide Town staff, property owners, developers and decision-makers to ensure that an adequate infrastructure system is in place for future development and to enhance the long-term fiscal and financial viability of the area.

B. Land Assemblage Opportunities

Typical of many older downtown areas, the Mid-Town area has a diversity of parcel sizes and ownerships with relatively little vacant land or open space available in

its commercial corridors and industrial areas. Much of the revitalization in the commercial zones will require some land assemblage.

Graduated Density Zoning (GDZ), a concept that facilitates the assembly of land by linking density bonuses to land size, is a tool that communities can utilize to incentivize land assemblage and lower assemblage costs. By allowing additional density as parcel size increases, property owners are encouraged to form coalitions to access the additional value derived from medium density use, as opposed to "holding out" to extract additional value from the assemblage process.

C. Infrastructure Financing Strategy

The infrastructure financing strategy is designed to ensure that an adequate infrastructure system is in place for future development in the Mid-Town area:

- Require new development to contribute its fair share of the cost of on- and off-site public infrastructure
- Consider innovative financing mechanisms, including, but not limited to, establishing Community Facilities Districts (CFDs), Special Assessment Districts, Development Impact Fees and participation in a Capital Improvement Program (CIP) to fund necessary public facilities and infrastructure
- Based on capital cost estimates, establish development impact fees for new development's fair share cost of required fire facilities
- Apply for available State, Federal and regional funding sources to finance infrastructure costs
- Parking districts have the potential to serve as a catalyst for revitalization of development in the Mid-Town area

D. Economic Implementation Actions

Implementation of a financing plan ensures that new development will construct facilities to meet the service level specifications identified in the Mid-Town Plan.

Also, that new development pays its fair share of the public infrastructure and other public facilities required to serve the Mid-Town revitalization plan area. The financing plan will need to be updated periodically as modifications to financing programs, land uses, and cost estimates for infrastructure and public facilities change.

Implementation Strategy Steps

The following steps, as summarized in Figure 7-1, are specified to facilitate the orderly development of the Mid-Town area:

a) Administrative

- Form a committee of Town staff, property and business owners
- Initiate a petition to prepare a property based business improvement district
- Identify the responsible agency or entity for each infrastructure or service category

b) Infrastructure Financing

- Finalize the cost estimates of the infrastructure to be paid by development
- Prepare engineer's report that establish the approved spread of infrastructure costs among approved land uses for development impact fees, subject to Town Council approval
- Establish landscaping and lighting assessments, subject to majority vote

c) Land Assembly Incentives

- Provide for land use and zoning incentives that encourage private landowners to work cooperatively in assembling smaller parcels of contiguous land into larger, more efficiently developable land, using such techniques as Graduated Density Zoning (GDZ)
- Tailor the GDZ incentives to the current market economics with adjustments as significant changes in the local economy occur

d) Parking Management Plan

- Prepare a parking management plan that inventories existing parking spaces
- Identify locations where public parking may be effectively introduced into Mid-Town
- Develop a parking management plan that will facilitate the development and maintenance of parking facilities over time

e) Maintain Fiscal Balance

- Encourage commercial development in Mid-Town to provide sufficient annual recurring revenues to cover ongoing operations and maintenance to maintain fiscal balance
- Develop fiscal performance indicators that can be easily tracked over time
- If annual recurring fiscal balance is sufficient, consider using some of the net surplus to leverage private sector investment in Mid-town
- Encourage public-public and public-private partnerships

f) Marketing/Branding Mid-Town

- In cooperation with Chamber and other Mid-Town stakeholders, develop marketing program for the Mid-Town area
- Hire branding consultant to assist in the Branding/Marketing program for Mid-Town

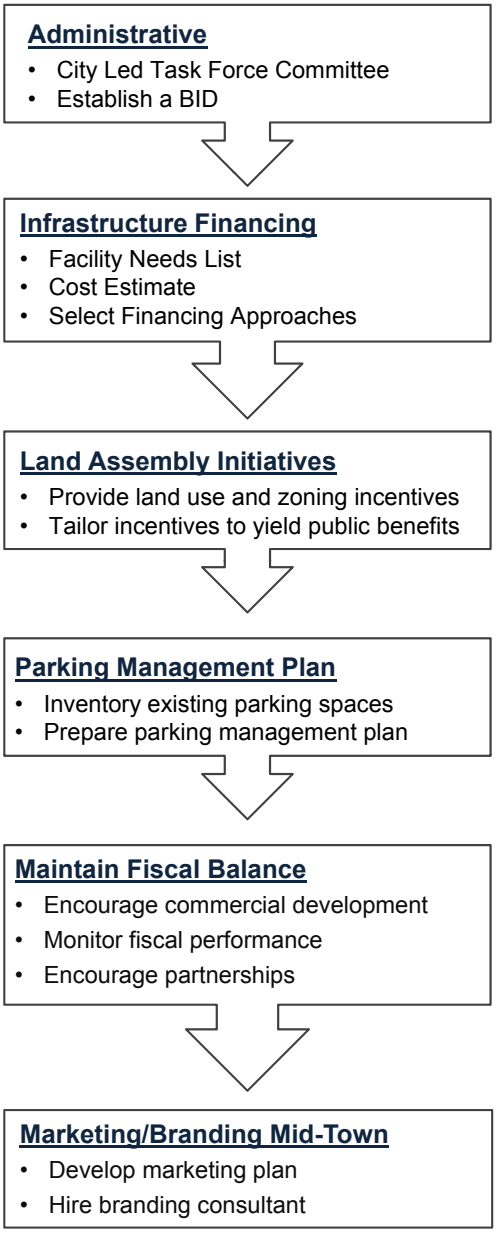

Figure 7-1: Economic Implementation Plan

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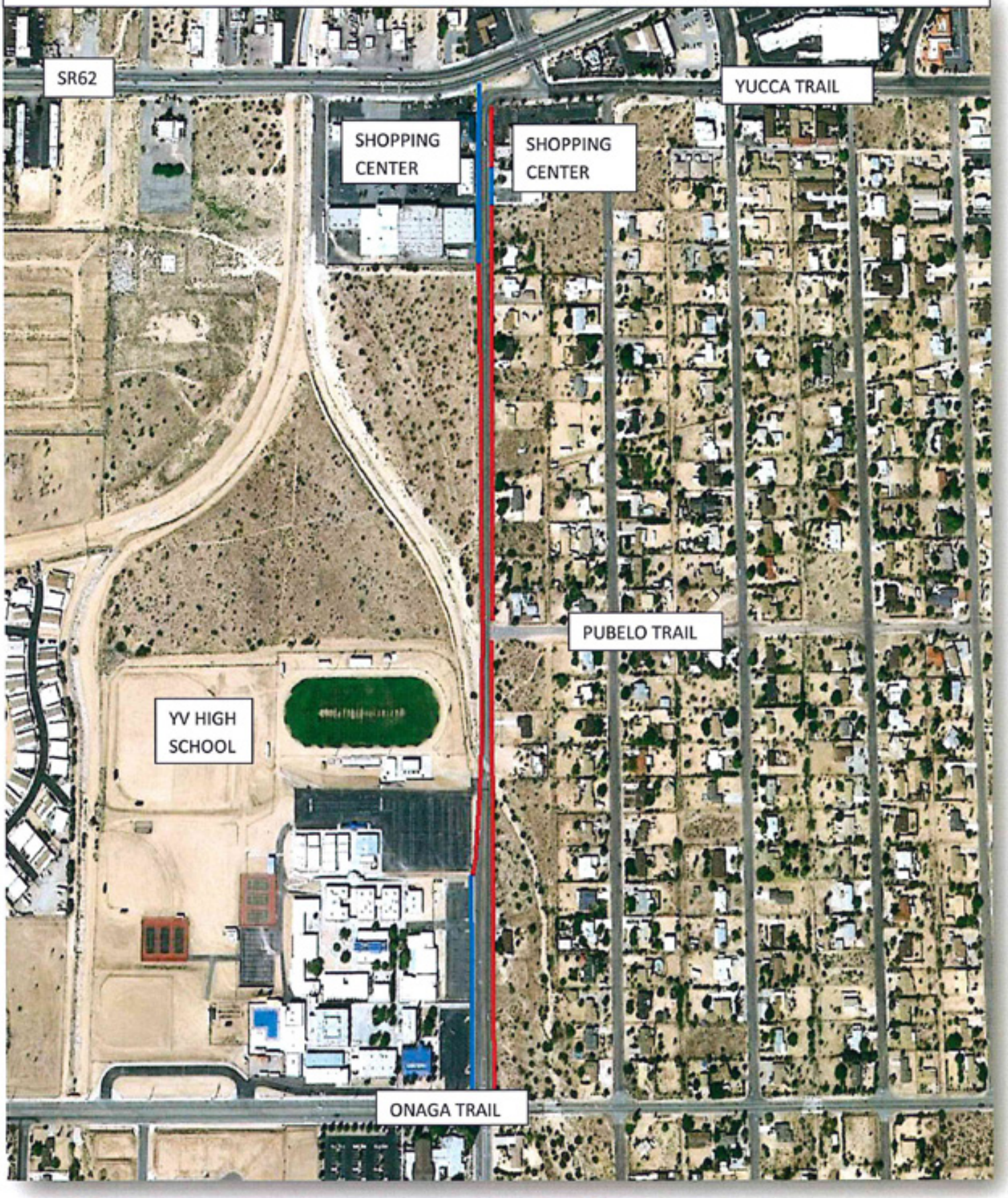
APPENDIX A

Safe Routes to School Infrastructure

YUCCA VALLEY HIGH SCHOOL – STUDENT ROUTE



WESTSIDE OF SAGE AVENUE:	Existing 590' of 48" Sidewalk Proposed 1850'
EASTSIDE OF SAGE AVENUE:	Existing 115' of 60" Sidewalk Proposed 2675'

YUCCA VALLEY ELEMENTARY SCHOOL – STUDENT ROUTE

EASTBOUND TRAFFIC CALMING SPEED CONTROL SIGN

WESTBOUND TRAFFIC CALMING SPEED CONTROL SIGNS

STUDENT ROUTE

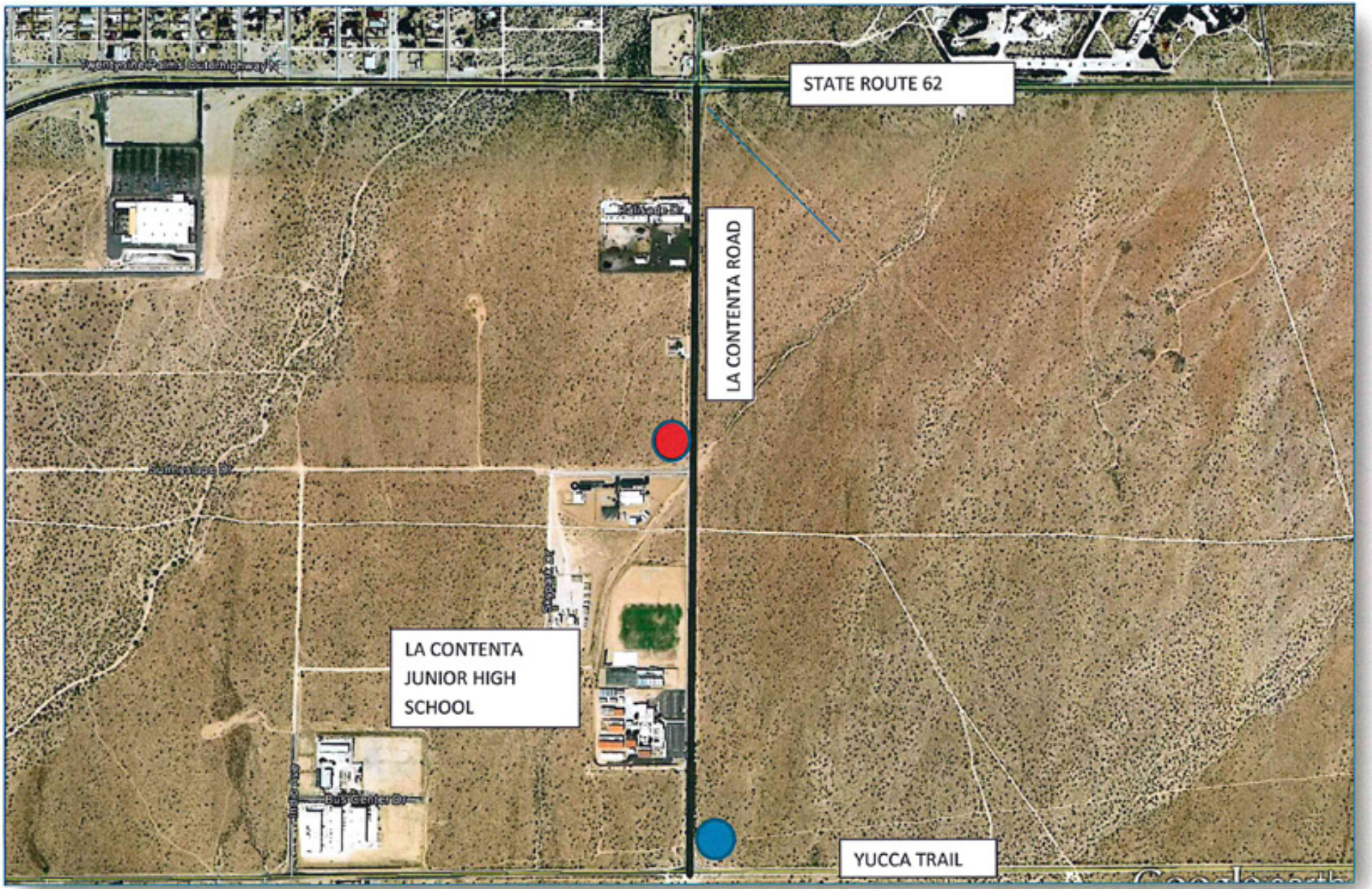
ONAGA ELEMENTARY SCHOOL – STUDENT ROUTE

EASTBOUND TRAFFIC CALMING SPEED CONTROL SIGN

WESTBOUND TRAFFIC CALMING SPEED CONTROL SIGNS

STUDENT ROUTE

LA CONTENTA JUNIOR HIGH SCHOOL – STUDENT ROUTE



SOUTHBOUND TRAFFIC CALMING SPEED CONTROL SIGN

NORTHBOUND TRAFFIC CALMING SPEED CONTROL SIGNS

STUDENT ROUTE