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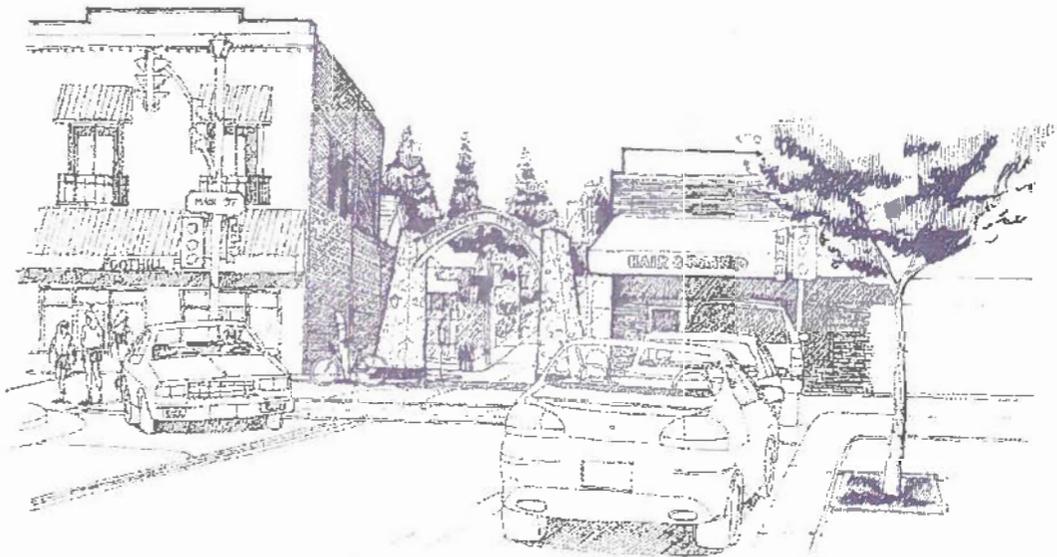
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City of Grass Valley Downtown Strategic Plan

Adopted August 26, 2003

by Resolution #03-44



Prepared by the Downtown Strategic Plan Advisory Committee, Community Development Staff, Mogavero Notestine Associates and the Hausrath Economics Group

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EXECUTIVE SUMMARY

The City and the Grass Valley Downtown Association recognized the need to craft a policy document that would guide the future of the downtown. Such a document would seek to preserve and enhance the downtown district as the City's cultural, historical, retail and business center. In January 2002, the City applied for and received a Planning/Technical Assistance (P/TA) Grant from the State Department of Housing and Community Development to prepare a "Downtown Strategic Plan". The intent of the Plan was to analyze market conditions, examine expansion/in-fill opportunities for new or expanding business, and create an implementation plan to guide future development and improvements within the downtown area.

In May 2002, the consulting firm of Mogavero Notestine Associates (MNA) was selected to prepare the plan with the assistance of a subcommittee consisting of city staff, Councilmember Linda Stevens, Planning Commissioner Lisa Swarthout, Downtown Association member Howard Levine and business owner Dolores Jones.

On September 16, 2002, the City, the subcommittee and the Grass Valley Downtown Association held the first of two public workshops at the Center for the Arts in downtown Grass Valley. Approximately 60 people attended the all day workshop, which included a walking tour throughout the downtown facilitated by local architects and planners. The tour focused on 7 specific subareas within the Planning Area boundary and group discussions on downtown-wide issues. Topics included development opportunities, streetscape improvements and business attraction and retention.

Under the guidance of the subcommittee and comments from the public workshop, MNA with the assistance of Hausrath Economics Group (for market analysis) drafted the Downtown Strategic Plan document. The Plan was further refined to include a series of policies and programs that, if implemented, would enhance existing parking, streetscape, circulation and market conditions of the downtown district.

A second public workshop was held on June 9, 2003 at the Center for the Arts for the purpose of unveiling the draft Plan to the public and obtaining any additional comments. Approximately 45 people attended the workshop, which included a presentation highlighting various components of the Plan particularly the Implementation Matrix and its Recommendations. In addition, a question and answer period allowed the public to offer additional suggestions and comment on the draft Plan.

The final version of the Plan includes such key elements as:

- The Vision
- Methodology of how the Plan was prepared
- Market Assessment of the downtown and potential for future retail growth
- Downtown-Wide Issues relating to the downtown and in need of resolution
- Area Specific Issues relating to the community and downtown district
- Implementation Matrix listing policies/programs for downtown district

The recommendations contained within the Plan will be used by the City, community groups, businesses and the public as an approach to strengthen the economic vitality of the Downtown. The timing of when these physical improvements or marketing approaches are put in place would be prioritized by the City Council based on available funding and resources.



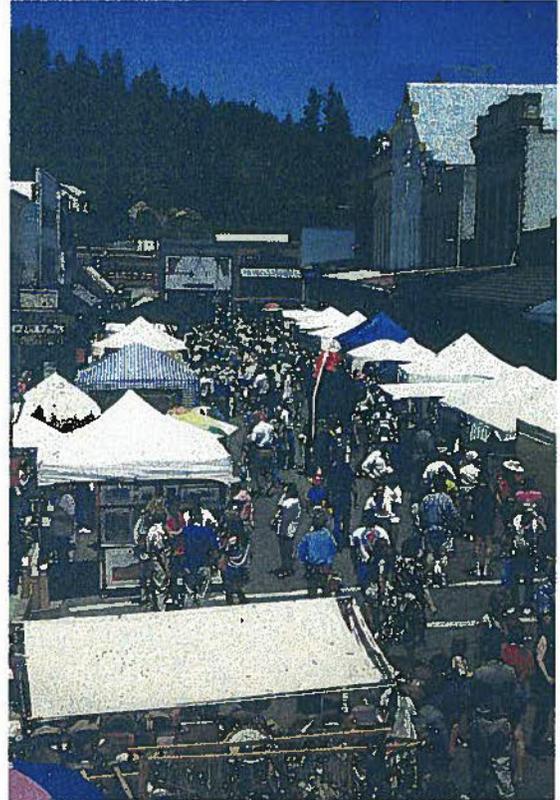
The Downtown Strategic Plan is a policy document filled with strategies aimed at improving the economic vitality of this area as a "business district", while still preserving its historical ambiance. It is certain that this document will need continual refinement and input from the community as it is implemented over time. The priorities listed within this document will change or need to be updated due to market conditions or issues not known at this time. Once adopted, the City and Downtown Association will incorporate the recommendations of this Plan into their future goals and work programs for the downtown district.

1 INTRODUCTION AND PURPOSE

The City of Grass Valley is located in the foothills of the Sierra Nevada Mountains at an elevation of 2,200 to 2,800 feet above sea level.

Grass Valley is a historic gold mining community that was established in the 1850s. Its downtown core abounds with historic residential and commercial structures dating to its inception. This rich architectural character is a valuable asset to Grass Valley's charm as well as its tourism industry.

Over the past 150 years Grass Valley has experienced sustained growth. Until the 1930s, numerous mines in the area were the primary employment centers and were complemented by commercial and service functions, most of which were concentrated in downtown Grass Valley. Annexations beginning in the World War II and post-war era facilitated residential development outside the 19th Century town boundaries.



Today Grass Valley is the center for commerce in Western Nevada County. Over a third of all retail sales and a half of all jobs are located here, much of which is located in the Downtown. This vibrant economic base results in an influx of workers during the weekday and tourists during the weekend.

The historic downtown core is a combination of commercial, civic and residential uses. The commercial district is abundant with quaint turn of the century buildings. The southeast quadrant of downtown (bounded by South Auburn, East Main and Highway 49) is a mixture of the old and the new. Newer buildings and styles include the City Hall, Police Station, Post Office, and Union 76 gas station. A new hotel/conference center is proposed in this quadrant. The Safeway Shopping Center is also an example of more contemporary architecture (quasi-southwestern) not compatible with the downtown. One newer building that is very sympathetic to the historic character of downtown is the Network Real Estate building.

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

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

The timing of this Downtown Strategic Plan is very important as a way to prevent degradation of the existing environment, and to direct change in a favorable way. Several planning and organizational implementation activities have already been initiated by the City, downtown merchants and property owners. They include this planning effort on substantial streetscape improvements and future planned infrastructure improvements, the proposed development of a hotel and conference center. The efforts confirm the

City's and the public's strong commitment to the Downtown, and due to these favorable conditions it is predicted that there will be a successful implementation effort for the City of Grass Valley and its important Downtown core. The Downtown Strategic Plan represents just one of the City's efforts towards its goal of a healthier, more economically stable, livable community now and into the future.

The Grass Valley Downtown Strategic Plan is designed to be a housing and redevelopment tool that can be implemented, for the most part, by the City and the Grass Valley Downtown Association. Key elements include:

- The Vision
- Methodology
- Market Assessment
- Downtown-Wide Issues
- Area Specific Issues
- Implementation Matrix

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

The recommendations presented in the following sections are contained in an Implementation Matrix (see Section 7) that contains a 5-year list of priorities, responsible party, actions, funding sources, and budget.

Additional information such as a Workshop Summary, Promotional Materials, Downtown CIP Projects, Workshop Summary and Potential Funding Sources can be found in the appendices A, B, C, D and E respectively.

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

2 THE VISION

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

3 METHODOLOGY

3.1 DOWNTOWN COMMITTEE

Prior to the initiation of the planning process the City established the Grass Valley Downtown Strategic Plan Advisory Committee. The Committee included Delores Jones, Business Owner; Howard Levine, Grass

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Valley Downtown Association; Linda Stevens, City Council; Lisa Swarthout, City Planning Commission; Joe Heckel, Community Development Director; Leslie Harris, Assistant Planner. The planning team of Mogavero Notestine Associates and the Hausrath Economics Group met with the Advisory Committee approximately ten times to seek their advice and counsel.

3.2 WORKSHOPS

On September 16th 2002 the City, the Grass Valley Downtown Strategic Plan Advisory Committee, and the Grass Valley Downtown Association hosted an all day workshop focused on the Downtown core. The workshop was led by Mogavero Notestine Associates. Over 62 members of the public, City staff, merchants, property owners, and members of the Grass Valley Downtown Association were present.

During the morning session participants were randomly assigned to 7 different working groups that focused on specific subareas within the Planning Area Boundary identified by the Downtown Strategic Plan Advisory Committee (see Exhibit 1). The groups were facilitated by local Architects, Landscape Architects, and Planners. The groups took a walking tour that had been previously developed by their designated facilitator. While on the tour, participants jotted down any impressions they had in response to a 6 question questionnaire. Upon completion of the tour the groups returned to the meeting area and summarized their thoughts for each question. The groups then discussed, prioritized and recorded the group's ideas and thoughts.

In the afternoon each group responded to a series of 7 different questions about Downtown as a whole and summarized their thoughts for each question. The groups then discussed, prioritized and recorded everyone's

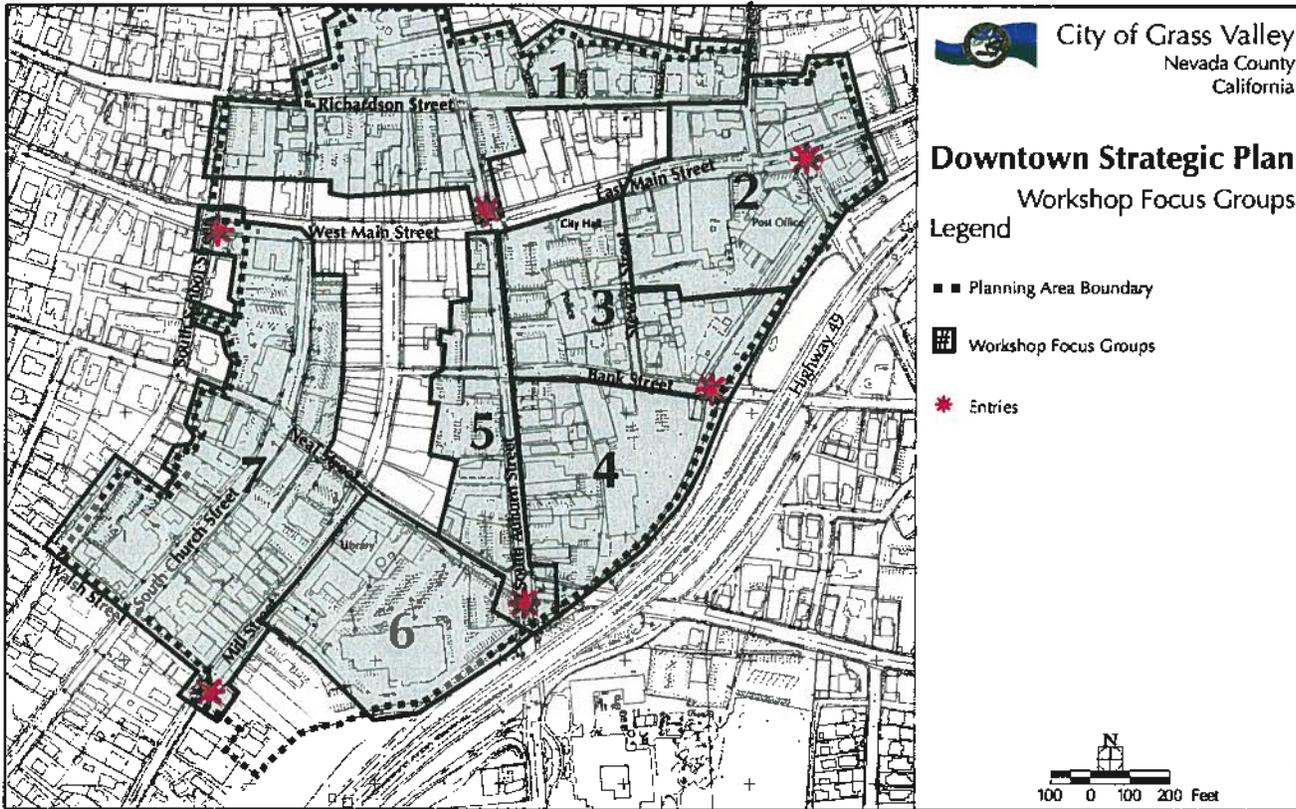


Exhibit 1

ideas and thoughts on a sheet of paper.

Following these working sessions each group presented their findings in a group setting. A summary of the workshop outcomes can be found in Appendix A.

A second workshop is planned to review this working draft of the Downtown Strategic Plan.

3.3 PERSONAL INTERVIEWS

In order to obtain background information, the Team (City Planning and Housing Staff, Mogavero Notestine Associates and The Hausrath Economics Group) had individual and group meetings with City Staff (administration, planning, traffic and public works), business and property owners, and community members.

3.4 FIELD RESEARCH

The Team also conducted field research to identify existing land uses, opportunity sites, building and neighborhood conditions, streetscape conditions, traffic and circulation, and other constraints and opportunities. In addition, the Team conducted a market assessment (See Section 4.1).

4 ECONOMIC ANALYSIS

4.1 MARKET ASSESSMENT

INTRODUCTION

The following text and tables present the details of the market assessment conducted by the Hausrath Economics Group (HEG) for the Grass Valley Downtown Strategic Plan. The first section describes analysis of retail sales data for Grass Valley and other parts of Nevada County, concluding with a focus on Downtown Grass Valley contributions to total City sales. The second section describes characteristics of the Downtown building inventory. The third section analyzes market area retail spending and develops spending patterns scenarios for Downtown Grass Valley. The last two sections present a baseline estimate of support for increased Downtown retail activity and identify strategies for enhancing the Downtown retail sector, in light of the existing strengths and growth potentials.

RETAIL SALES ANALYSIS

Sources and definitions

The retail sales analysis conducted for the downtown Grass Valley market assessment is based on data from the State Board of Equalization, reporting taxable retail sales for Nevada County unincorporated areas and cities and City of Grass Valley data summarizing sales tax revenue for the City and separately for the Downtown Assessment District. For the purposes of this report, HEG converted **taxable** retail sales to **total** retail sales using accepted conversion factors provided by the State Board of Equalization for the grocery store and drug store categories.

The market assessment uses retailing categories to describe the different types of retail business activity. Similar categories and definitions are used routinely in retail market analysis.

- **Comparison** retail includes goods for which shoppers are willing to spend time comparing selec-

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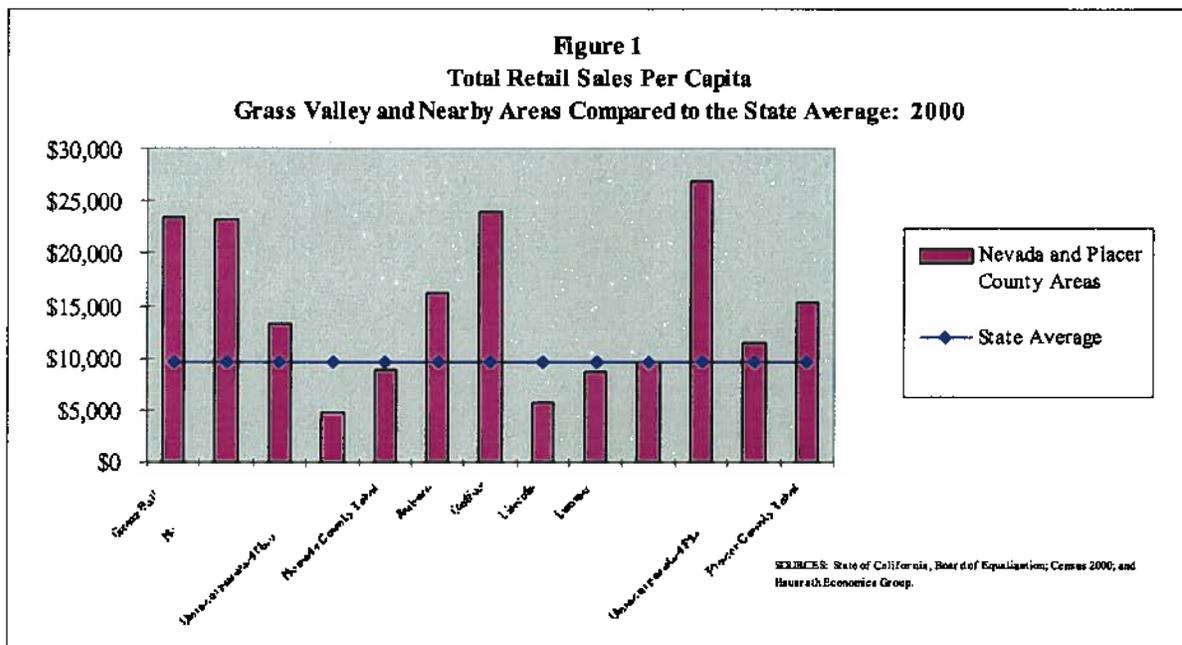
tion, price, and service. Items in the comparison category include apparel and accessories, toys, appliances, furniture, electronic equipment, sporting goods, office supplies, hardware, garden supplies, jewelry, and gifts. These items are found in department stores, home improvement stores, off-price superstores, variety stores, and in small and large format specialty stores.

- **Convenience** retail includes goods that consumers need immediately and frequently. These are generally the items that are found in grocery stores and neighborhood shopping centers.
- **Eating and Drinking** covers sales of food away from home. This category includes sales at full-service restaurants, bars, take-out and drive-through establishments, coffee houses, and cafes. In the analysis of Downtown and citywide sales and market area spending potential, eating and drinking is combined with entertainment, such as movie theatres and performing arts.
- **Auto-related sales** includes sales of new and used vehicles, auto supplies, and service station sales.
- The category labeled **“Other”** covers a variety of types of retail and commercial activity, much of which is supported by business-to-business spending. This category includes personal services such as beauty salons, repair shops, contractors, print shops, insurance and real estate companies, designers, travel agents, manufacturers, and lodging, as well as amusement and entertainment establishments such as movie theatres and bowling alleys.

In today’s retailing environment, the distinction among categories is often blurred as large retail development formats have enabled the combination of comparison and convenience shopping under one roof or within one large highway-oriented center. Nevertheless, the categories remain a useful way to describe and classify trends in sales and in retail spending patterns.

Grass Valley boasts a strong retail base

Grass Valley is an important regional retail center and visitor destination. The data that illustrate this conclusion are striking. As shown in Figure 1, per capita retail sales in Grass Valley top \$23,000—more than twice the statewide average of \$9,500 per capita. Comparing per capita sales across other nearby jurisdictions, only Roseville shows higher per capita sales. At about \$27,000 per capita, the average for Roseville is only about 15 percent higher than the Grass Valley average. This high level of per capita retail



sales is a strong indicator of Grass Valley's role as a regional economic center, of the strength of the City's retail sector, and of the importance of visitor retail spending to the City's retail sector.

Market analysis of retail sales data often takes a per capita approach. Dividing aggregate sales data for a specific geographic area by the household population in that same geographic area provides one means of evaluating the relative retail strengths and weaknesses of that geographic area, compared to county or state norms (established by comparable per capita averages). Multi-county regional averages and state-wide averages in particular can be said to represent a per capita norm for a relatively self-sufficient retail market, i.e., one in which there is no substantial leakage of spending or capture of outside spending.¹

There is a diversity of retail activity in all Nevada County jurisdictions. Comparing Grass Valley sales to sales countywide and in other Nevada County cities illustrates potential gaps in the local market as well as the distinguishing features of Grass Valley retailing. Table 1 presents analysis of Nevada County retail sales by jurisdiction and retail category.

¹ The per capita sales analysis discussed here is not to be confused with the household spending analysis discussed later in this report. The per capita sales analysis divides reported sales in retail and other establishments by the relevant local population—comparing relative levels of retail activity across jurisdictions. The household spending analysis develops estimates of per-household retail spending based on estimates of household income and survey data describing the amount of money household spend every year on different types of retail and other goods and services.

Total retail sales in Grass Valley totaled about \$358 million in 2000, representing 30 percent of total retail sales in Nevada County. Among Nevada County communities, Grass Valley ranks strongest in auto and related sales (sales at auto and truck dealers, auto supply stores, and service stations), capturing over half of all sales in the county.

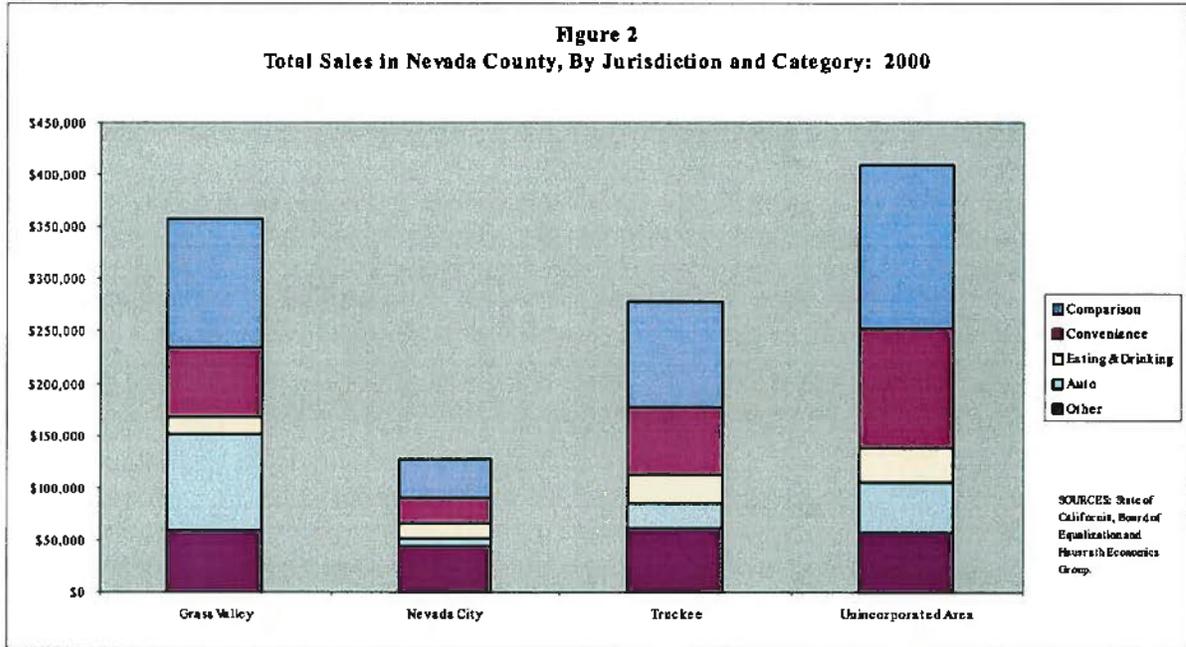
As might be expected, retail activity in Nevada County is concentrated in the cities. While 30 percent of the total population in the county lives in the cities, the cities, combined, account for 65 percent of all retail sales in the county. The low level of per capita sales in unincorporated areas reinforces this point (see Figure 1). Nevertheless, the unincorporated areas in Nevada County do generate substantial sales. Al-

TABLE 1
NEVADA COUNTY TOTAL RETAIL SALES BY JURISDICTION, 2000
 (dollars in thousands)

Retail Category	Grass Valley	Nevada City	Truckee	Subtotal Cities	Unincorporated Area	TOTAL
Comparison	\$123,252	\$37,354	\$100,655	\$261,261	\$156,275	\$417,537
Convenience	66,874	24,380	64,462	155,716	114,976	270,692
Eating & Drinking	17,481	13,727	27,494	58,702	33,167	91,869
Auto	90,951	7,613	23,434	121,997	48,353	170,351
Other	59,689	44,829	61,687	166,205	56,347	222,552
Total Retail Sales	\$358,247	\$127,902	\$277,732	\$763,881	\$409,119	\$1,173,000
Percent Distribution by Area	Grass Valley	Nevada City	Truckee	Subtotal Cities	Unincorporated Area	TOTAL
Comparison	30%	9%	24%	63%	37%	100%
Convenience	25%	9%	24%	58%	42%	100%
Eating & Drinking	19%	15%	30%	64%	36%	100%
Auto	53%	4%	14%	72%	28%	100%
Other	27%	20%	28%	75%	25%	100%
Total Retail Sales	31%	11%	24%	65%	35%	100%
Distribution of Population by Area	12%	3%	15%	30%	70%	100%

SOURCE: State of California, Board of Equalization and Hausrath Economics Group.

though these sales levels are not high in proportion to population and much of the spending of residents of the unincorporated areas occurs in the cities, total sales in the unincorporated areas are over \$400 million—higher than total sales in any of the individual cities in Nevada County.



This level of sales is attributable in part to the diverse mix of retail activity in the unincorporated area. Figure 2 illustrates the composition of retail activity in Nevada County cities and the unincorporated area.

There is diversity in each jurisdiction and, for the most part, the proportions in each retail category are similar across all jurisdictions. Grass Valley does stand out as the auto-related sales center for the county. The relatively low level of eating and drinking sales also stands out. Sales at eating and drinking establishments account for less than five percent of total sales in Grass Valley. Although the overall level of retail activity in Grass Valley is substantially higher than that in Nevada City, eating and drinking sales are about the same in both places. Nevada City shows a relatively high proportion of sales in the “other” category. Since this represents business and personal services sales, and often business-to-business spending, it is representative of Nevada City’s role as the county seat.

TABLE 2
TRENDS IN SALES IN RETAIL STORES BY JURISDICTION: Taxable sales not adjusted for inflation, 1990, 1995, and 2000
(dollars in thousands)

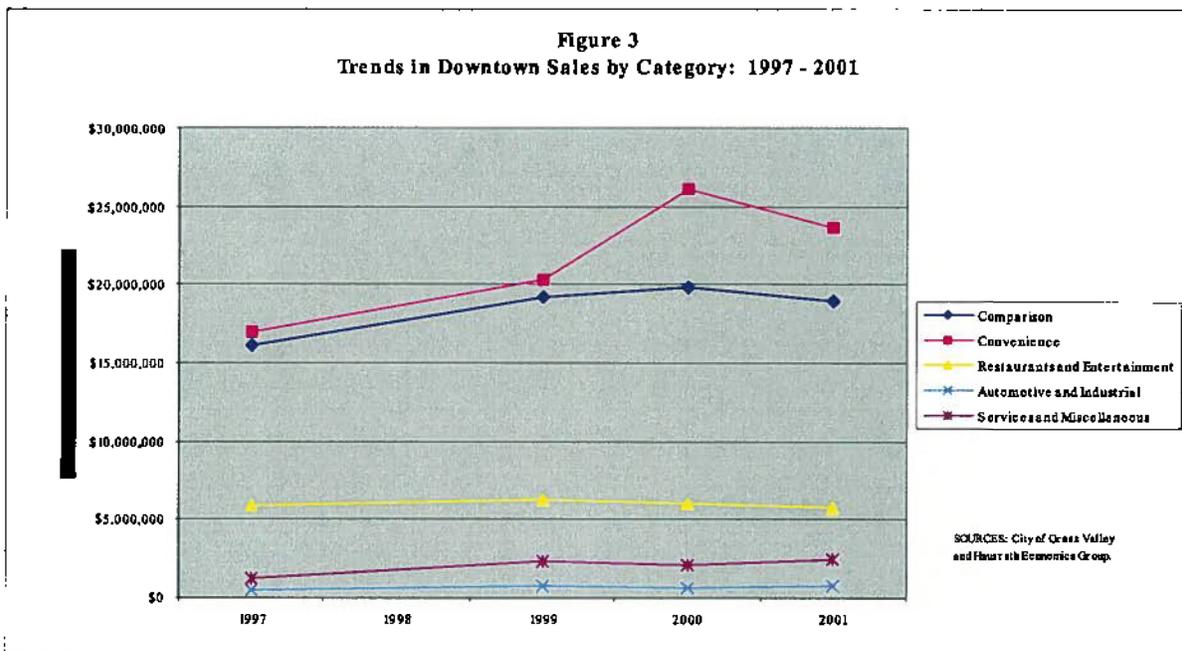
Jurisdiction	1990	1995	2000	Annual Compound Growth Rates		
				1990-1995	1995-2000	1990-2000
Grass Valley	\$140,548	\$159,501	\$218,111	2.6%	6.5%	4.5%
Nevada City	34,512	35,904	56,072	0.8%	9.3%	5.0%
Truckee	NA	102,174	148,900	na	7.8%	na
Unincorporated	NA	171,422	239,141	na	6.9%	na
TOTAL	\$404,576	\$469,001	\$662,224	3.0%	7.1%	5.1%

SOURCE: State of California, Board of Equalization

Countywide, retail sales levels have seen neither significant growth nor significant decline over the decade of the 1990s. Table 2 shows the trends in retail stores sales over the last decade in Nevada County jurisdictions. Sales in retail stores increased by about five percent per year between 1990 and 2000. This pace of growth keeps up with inflation (averaging three percent per year over the same period) and population growth (averaging just under two percent per year countywide from 1990 to 2000). Generally, there were stronger rates of growth in the last five years of the decade. These patterns hold across all Nevada County jurisdictions.

Downtown Grass Valley has a well-rounded mix of retail activity that maintains Downtown’s contribution to citywide retail sales and attracts local, regional, and visitor markets

Although sales data back to 1990 are not available for Downtown Grass Valley, it is likely that trends in the Downtown have tracked fairly closely with citywide trends. More recently, Downtown sales increased at an annual rate of six percent per year from 1997 through 2001, in spite of a decline in the last year.¹ (See Figure 3.) This period saw total Downtown retail sales increase from \$41 million in 1997 to a peak of \$55 million in 2000 (a 35 percent increase). Sales declined to \$52 million in 2001. Both the largest Downtown sales categories—comparison and convenience—experienced this overall pattern of growth and more recent decline. By contrast, there has been a slow but steady decline in sales in the restaurant and



¹ In this section and all subsequent sales and spending analysis presented in this report, the source of the sales data is the City of Grass Valley. The City uses somewhat different retail categories than those employed by the State Board of Equalization. Those City categories, however, are more useful for the analysis of types of activity occurring Downtown.

entertainment category, and steady increases in sales in automotive/industrial and services/miscellaneous categories.

Within Grass Valley, Downtown accounts for about 18 percent of total retail sales and offers a retail mix for the most part consistent with the functions of a well-rounded downtown district. (See Figure 4.) City restaurant and entertainment sales are concentrated in the Downtown, and the share of city sales occurring Downtown in both the comparison and services categories is also higher than the average. The relatively high share of city convenience sales captured Downtown is particularly strong evidence of the existing diversity of retail activity Downtown.

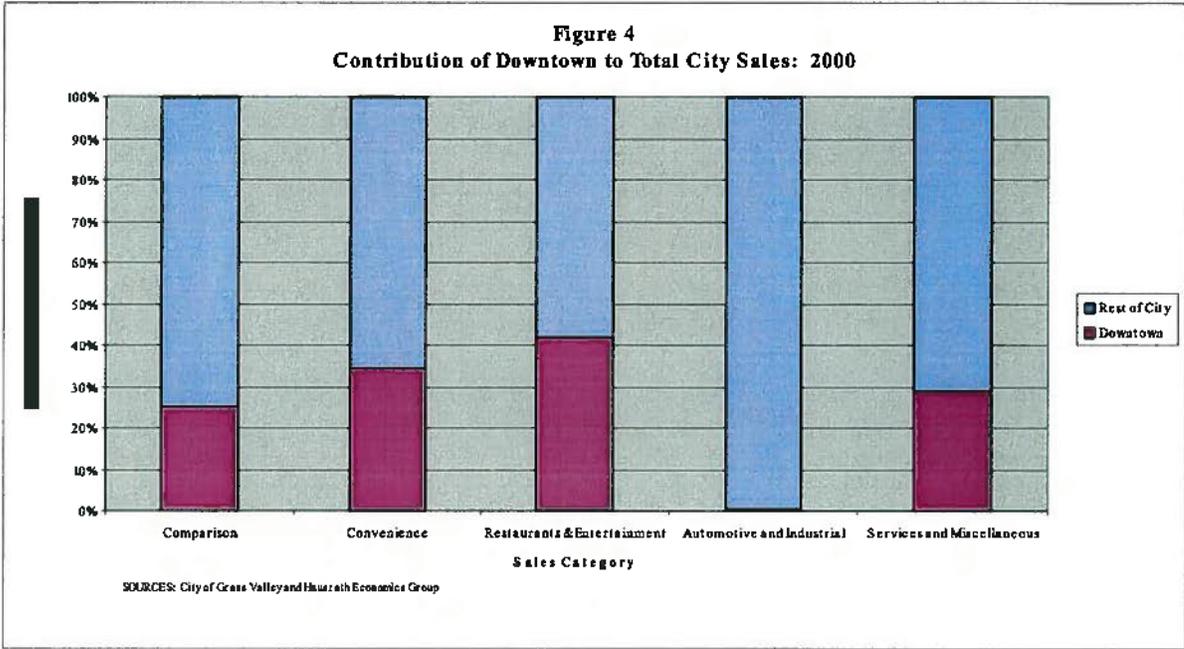
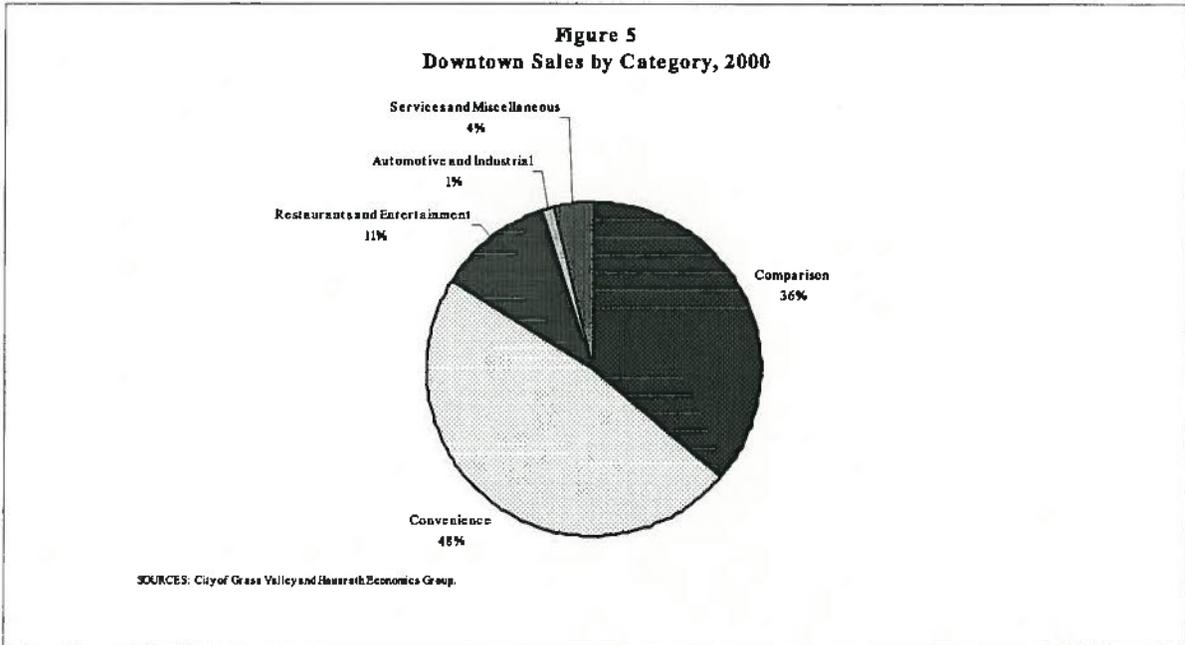


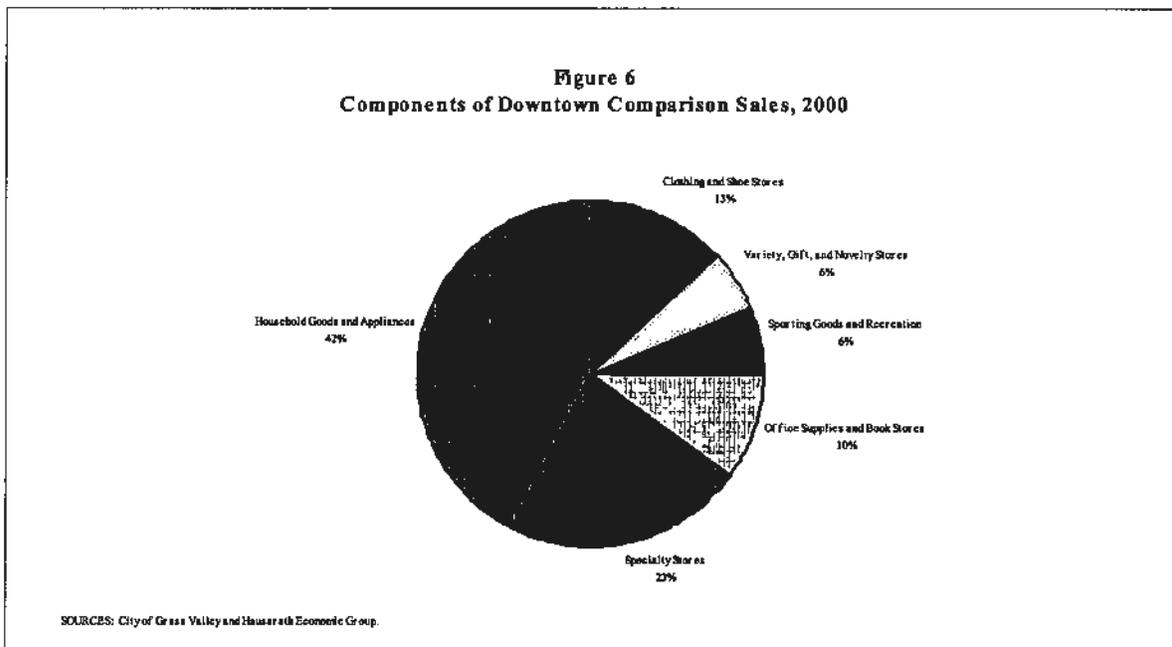
Figure 5 illustrates the contribution of the various major categories to Downtown retail sales. Almost all sales (95 percent) are in the traditional convenience, comparison, and restaurant/entertainment categories. Because of the large grocery store located on the edge of the Downtown district, almost half of Downtown sales are in the convenience category. Comparison sales account for over one-third of total Downtown sales, and restaurants and entertainment account for just over 10 percent of the total.



This mix of sales illustrates the attraction of Downtown Grass Valley to several important markets. The target market for convenience goods and services is primarily a local market. Comparison retailing and restaurants and entertainment depend on a larger regional market and on visitors, as well as on the local market. The spread of Downtown sales across categories implies that the Downtown successfully attracts elements of all markets.

Comparison sales are a diverse and important part of Downtown retail sales

The comparison category is worth examining in more detail since it includes stores selling a wide variety of merchandise that appeals to the broader regional market and to the visitor market. Figure 6 illustrates the contribution of the various components to Downtown comparison sales.



All of the major types of comparison retailing are represented in the Downtown except hardware and building materials. Household goods and appliances is the largest component in terms of sales (42 percent of total comparison sales). These stores have seen strong sales growth of 4-5 percent per year for the last several years.¹ Specialty stores (including jewelry, antiques, toys) account for almost one-quarter of Downtown comparison sales, and, until a recent slowdown, sales had increased at a rate of about eight percent per year. Sales have been flat for clothing and shoe stores and office supplies and bookstores, each representing 10 – 15 percent of comparison sales Downtown. Sales in the variety, gift, and novelty store category declined from over 10 percent of total comparison sales in 1997 to just over five percent of the total in 2001. On the other hand, sales in the sporting goods and recreation category increased by a factor of four.

¹ Both trends in sales in existing stores and changing tenancies contribute to changes in sales levels.

ANALYSIS OF DOWNTOWN BUILDING SPACE

There are almost 500,000 square feet of building space in Downtown Grass Valley and over half of that space is retail, restaurant, bar, and entertainment space. See Table 3 and Figure 7. Overall, the space inventory confirms the visual and physical impression that there is a substantial mix of activity in the Downtown. Most of the ground floor space is retail and restaurant space, while office, residential, meeting hall, and lodging space is located on the upper floors. There is a low vacancy rate—the 2002 inventory indicates a vacancy rate of four percent. This vacancy rate does not include much of the upper floor building space that might be considered under-utilized in its current use as storage or as quasi-dormant lodge or meeting space. Since the 2002 estimates of building space by use are based on a listing of tenants, storage space is not separately identified for 2002.

Over 60 percent of the building space downtown is in retail, restaurant / bar, and entertainment use. Most of this space—about 45 percent of the total—is retail space. This retail space generates about \$200 per square foot in retail sales, based on aggregate Downtown comparison and convenience sales levels in 2001.

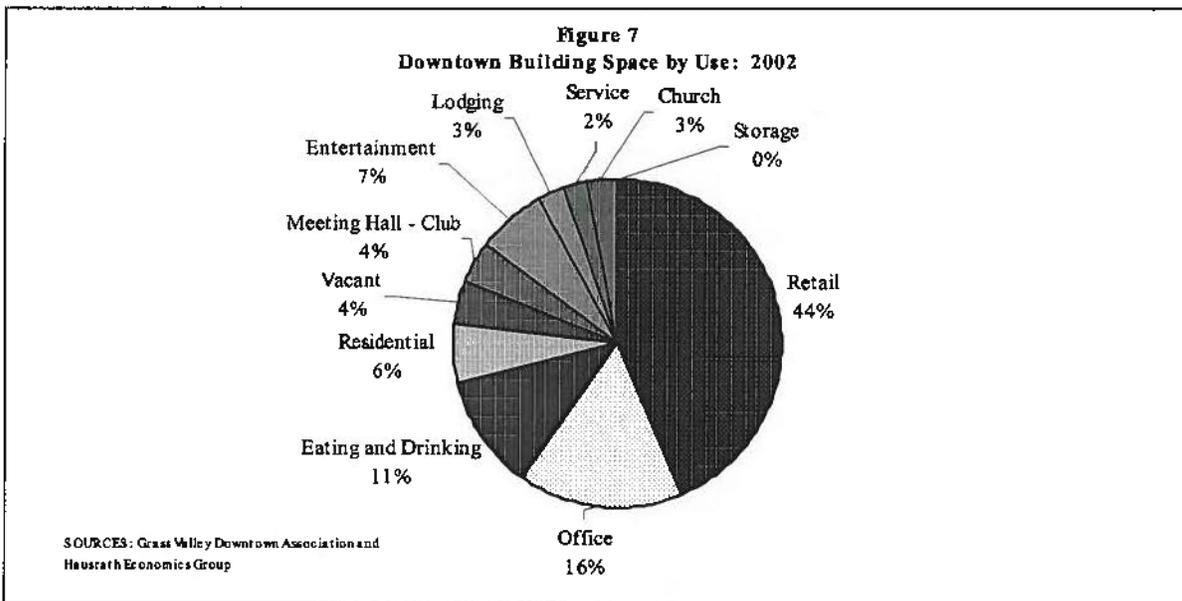


TABLE 3
DOWNTOWN BUILDING SPACE BY USE, 2002

Use Category	Square Feet
Retail	211,975
Office	78,648
Eating and Drinking	55,979
Residential	27,911
Vacant	21,150
Meeting Hall - Club	19,213
Entertainment	33,505
Lodging	13,150
Service	10,722
Church	14,884
Storage ^a	-
Total Space	487,137

^a The 2002 inventory listed tenants, not space use, so storage space is not indicated for 2002.
SOURCE: Grass Valley Downtown Association and Hausrath Economics Group.

The mix of activities in the Downtown building inventory has remained remarkably stable over time. HEG created a correspondence between a 2002 listing of occupants by address and a 1983 land use inventory for Downtown parcels, showing occupants by address and square footage for each occupant in 1983. Table 4 shows the distribution of Downtown building space by use for each year, based on analysis of the building occupancy information. Generally, over the course of 20 years, the data show little change in the overall mix of activities using Downtown space: 40 – 45 percent is retail space, 16-19 percent is office space, about 10 percent is space in eating and drinking establishments, and each of the rest of the categories account for less than 10 percent of the total. During this time period, individual businesses have closed or relocated, but they have been replaced by businesses of similar type.

Use Category	1983	2002
Retail	39%	44%
Office	19%	16%
Eating and Drinking	9%	11%
Residential	9%	6%
Vacant	5%	4%
Meeting Hall – Club	5%	4%
Entertainment	2%	7%
Lodging	0%	3%
Service	7%	2%
Church	3%	3%
Storage ^a	2%	0%
Total Space	100%	100%

^a The 2002 inventory listed tenants, not space use, so storage space is not indicated for 2002.
SOURCE: Grass Valley Downtown Association and Hausrath Economics Group.

MARKET AREA RETAIL SPENDING AND SPENDING PATTERNS SCENARIOS

Grass Valley attracts spending from a large market area

Analysis of countywide retail sales indicates that Grass Valley is a center for regional economic activity. Grass Valley attracts retail spending from households living throughout Western Nevada County.¹ For the purposes of Downtown retail analysis, it is useful to define subareas of this larger primary market area: Downtown Grass Valley, the rest of the City of Grass Valley, and the rest of Western Nevada County.

¹ *Western Nevada County is defined to include the Grass Valley Census County Division and the Nevada City Census County Division, covering Census Tracts 1.01 through 10. This area includes the cities of Grass Valley and Nevada City and the unincorporated areas in the western half of the County.*

Consumer demographics for subareas of the primary market area

The number of households and the characteristics of those households determine the spending potential in the market area. Table 5 shows the key demographic facts about the market area, based on 2000 Census data.

Downtown Grass Valley as a retail center most likely gets strong support from the surrounding residential community. For the purposes of this analysis, the Downtown Grass Valley residential area is defined as the approximately one square mile Town Center area. The retail / commercial core is the heart of this greater Downtown area.

Over one-third (35 percent) of Grass Valley population lives in the Town Center—almost 4,000 households. Households in the Town Center / Downtown are somewhat larger on average than households citywide. The residential vacancy rate is somewhat higher (six percent compared to 4.7 percent), and a higher proportion of the housing stock is rental housing. The age distribution for the Town Center population shows a somewhat younger population than is the case for the city overall. The median household income is higher than the citywide median.

The whole of Western Nevada County includes the bulk of the market area population and households. Total population in the greater primary market area is almost 80,000, living in 32,000 households. The population of the City of Grass Valley is only 14 percent of the total population of Western Nevada County. Western Nevada County households, living for the most part in the unincorporated county, are larger than Grass Valley households and are more likely to consist of families with children and less likely to be young

	Downtown Grass Valley		City of Grass Valley		Western Nevada County	
Total Population	3,864		10,922		77,541	
Group Quarters Population	-		260		820	
Total Households	1,742		5,016		31,487	
Household Size	2.22		2.13		2.44	
Total Housing Units	1,853		5,266		33,759	
Vacant Units	111		250		2,272	
Vacancy Rate	6.0%		4.7%		6.7%	
Owner Occupied	660	38%	2,209	44%	23,956	76%
Renter-Occupied	1,082	62%	2,807	56%	7,531	24%
Male	1,851	48%	4,915	45%	37,957	49%
Female	2,013	52%	6,007	55%	39,584	51%
Age Distribution						
Under 5 years	7%		6%		4%	
5 - 19 years	21%		19%		20%	
20-34 years	23%		19%		11%	
35-64 years	36%		34%		44%	
65 years and over	13%		22%		20%	
Total	100%		100%		100%	
Estimated Median Household Income in 2000	\$32,600		\$29,000		\$45,100	

NOTE: Downtown Grass Valley is defined to include households living within the approximately one square mile Town Center area. The City of Grass Valley includes the households and population living in the current city limits. Western Nevada County includes the population of Grass Valley, Nevada City, and the unincorporated areas in the western half of the County. Western Nevada County incorporates Nevada County Census Tracts 1.01 through 10.

SOURCE: 2000 Census and Hausrath Economics Group.

singles or couples. Median household incomes are substantially higher than the median in Grass Valley, and the housing stock is primarily owner-occupied.

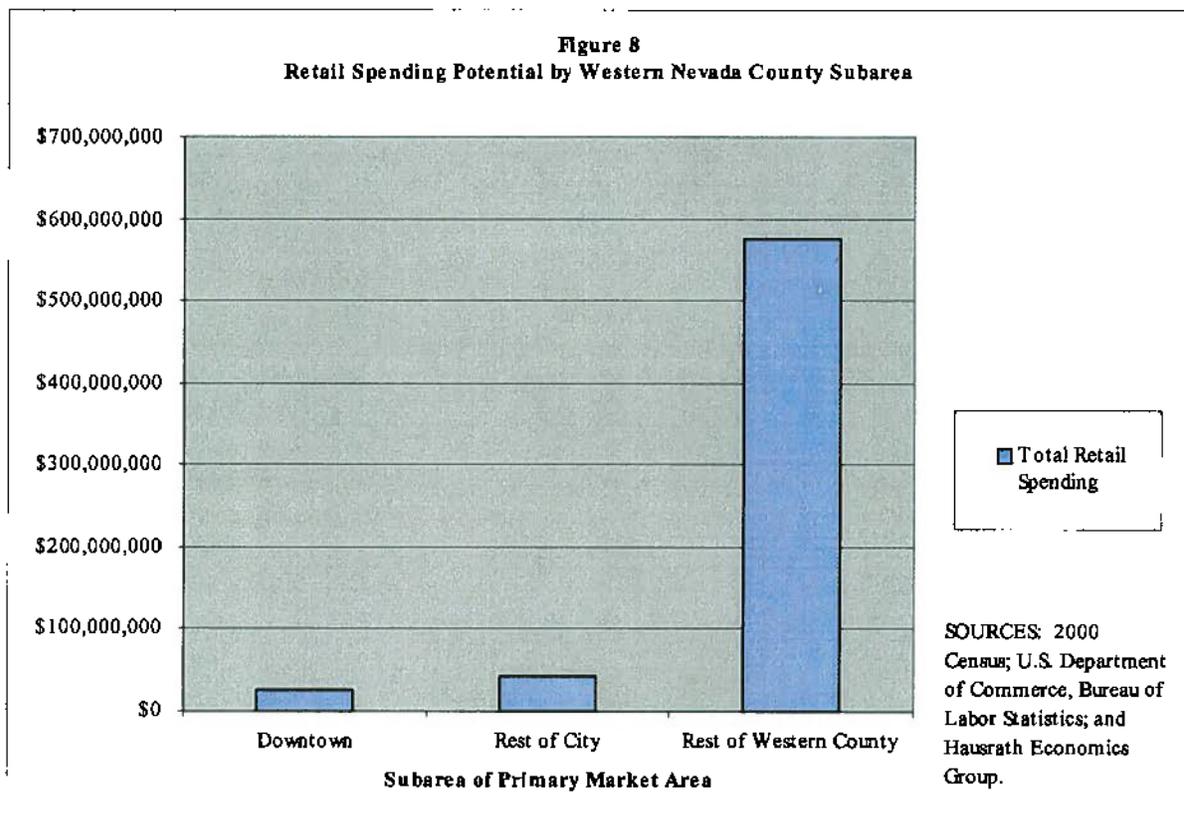
Spending potential of market area households

Table 6 presents estimates of annual spending potential in 2000 for the various retail categories for each subarea of the primary market area: Downtown households, households in the rest of Grass Valley, and households in the rest of Western Nevada County. The estimates are based on analysis of consumer spending data for the western region of the United States, from the U.S. Department of Commerce Bureau of Labor Statistics. That data source provides estimates of average annual expenditures for detailed retail categories and other types of household spending (e.g., housing, utilities, insurance). The expenditure data are sensitive to differences in household income. On average, about 50 percent of annual household income is devoted to retail spending.

TABLE 6 ESTIMATES OF PRIMARY MARKET AREA HOUSEHOLD SPENDING POTENTIAL BY SUBAREA: 2000			
Downtown Households			
Retail Category	Percent of Household Income	Total Annual Spending per Household	Total Annual Spending
Eating and Drinking	6%	\$1,827	\$3,182,000
Groceries and Convenience	11%	3,561	6,202,000
Comparison and Specialty	17%	5,525	9,625,000
Auto	14%	4,540	7,909,000
Total Retail Spending	47%	\$15,453	\$26,918,000
Households in Rest of Grass Valley			
Retail Category	Percent of Household Income	Total Annual Spending per Household	Total Annual Spending
Eating and Drinking	6%	\$1,625	\$4,970,000
Groceries and Convenience	11%	3,167	9,686,000
Comparison and Specialty	17%	4,915	15,028,000
Auto	14%	4,039	12,351,000
Total Retail Spending	47%	\$13,747	\$42,035,000
Households in Rest of Western Nevada County			
Retail Category	Percent of Household Income	Total Annual Spending per Household	Total Annual Spending
Eating and Drinking	5%	\$2,373	\$66,578,000
Groceries and Convenience	10%	4,581	128,351,000
Comparison and Specialty	16%	7,106	199,092,000
Auto	14%	6,441	182,550,000
Total Retail Spending	46%	\$20,501	\$576,571,000
SOURCE: 2000 Census, U.S. Department of Commerce, Bureau of Labor Statistics, <i>Consumer Expenditure Survey, 1999-2000</i> , and Hausrath Economics Group.			

In total, the primary market area represents a total annual retail spending potential of \$645 million. About 70 percent of that spending potential—\$443 million—is in the downtown retail categories: eating and drinking, groceries and convenience, and comparison and specialty.

The number of households and household incomes determines the spending potential from each subarea. Downtown households represent a total annual retail spending potential of about \$27 million—less than five percent of the market area total. Households from the rest of the city account for annual retail spending potential of \$42 million—about 11 percent of the total. Households in the rest of Western Nevada County are by far the largest contributor to market area spending potential, representing \$577 million, or almost 90 percent of the total. Figure 8 illustrates the relative contributions of each subarea.



Businesses and visitors are other sources of spending in Downtown Grass Valley

While household retail spending contributes the most to Grass Valley and Downtown sales, visitors and local business activity are other sources of sales. Visitors to Grass Valley include people touring the Gold Country and specifically attracted to historic downtown Grass Valley, people attending the Nevada County Fair and other special events at the Fairgrounds and in the Downtown, people attracted to Nevada County’s recreational resources, and residents of nearby counties passing through on Highways 49, 20, and 174. Local business activity also supports retail sales by attracting business travelers, business meetings, and conferences. Those sales attributable to visitors and business travelers represent spending captured from outside the primary market area.

About 1,000 people work in Downtown Grass Valley. The California Main Street Program Evaluation conducted in April 2002 identified about 850 downtown workers. The building space estimates cited

above support estimates of about 1,000 jobs, using standard employment density estimating factors. These workers are a source of Downtown sales, primarily for eating and drinking places and for convenience shopping. Because most of these downtown workers live in the primary market area, the spending potential represented by these workers is included in the household spending estimates described above.

Market area household spending and sales analysis: Spending patterns scenarios for Downtown

HEG compared the spending potential represented by various components of the market area to retail sales downtown and in the rest of Grass Valley. From this analysis, HEG developed *hypothetical scenarios of spending patterns*, i.e., estimates of how much of market area spending occurs (or is "captured") Downtown, how much is captured in the rest of the City, and how much spending occurs outside the City of Grass Valley, including the spending that "leaks" outside Nevada County. At the same time, the analysis also considers what share of Downtown sales is attributable to other sources of spending, i.e., tourists, recreational visitors, and other people from outside the primary market area of Western Nevada County.

The 1999 *Business Leakage Survey*, compiled for the City of Grass Valley by Burnes Consulting, provides a starting point for developing spending patterns scenarios. Table 7 summarizes survey results that provide an indication of the relative attraction of Downtown compared to other shopping locations in Grass Valley and outside Nevada County.

Frequency of shopping in each area	Grass Valley Shopping Areas				Outside Nevada County
	Glenbrook Basin/Brunswick	K-Mart / Pine Creek / Raley's	Average for Non Downtown Areas	Downtown	
Weekly	56%	46%	51%	20%	17%
Monthly	30%	38%	34%	51%	40%
Subtotal	86%	84%	85%	71%	57%
Yearly	6%	8%	7%	18%	25%
Never	6%	6%	6%	7%	15%
Sales and special events only	2%	2%	2%	4%	3%
Total	100%	100%	100%	100%	100%

NOTE: The question refers to shopping besides grocery shopping. The percentages indicate the proportion of respondents shopping in each area by frequency of shopping trip.
SOURCE: Burnes Consulting, *Business Leakage Survey Results*, compiled for the City of Grass Valley, May 1999.

According to the survey results, other shopping areas in Grass Valley besides Downtown attract more shoppers on a regular weekly basis. The average for the non-downtown areas is that about 50 percent of shoppers patronize those other areas at least weekly. The percentages for Downtown are not insignificant, however. Fully 20 percent of survey respondents shopped Downtown on a weekly basis, and another 50 percent shopped there on a monthly basis. While other Grass Valley shopping areas attracted more shoppers overall, a substantial majority of shoppers patronize all Grass Valley shopping areas on a regular basis: about 70 percent shop in the Downtown at least monthly and 85 percent shop in other areas at least monthly. The survey also indicated that, for non-grocery shopping, almost 60 percent of respondents regularly shopped outside Nevada County.

Other results of the *Business Leakage Survey* reinforce these patterns. Eighty percent of the survey respondents said it is important to shop locally, and over 60 percent indicated they try to shop locally always or most of the time.

HEG considered a variety of other factors and information in developing the hypothetical spending patterns scenarios. This included: the mix of retail activity Downtown and in the rest of the City, the amount and pattern of sales and retail activity elsewhere in Nevada County, comments from Downtown merchants, and observations from the September 2002 Downtown Strategic Plan Community Workshop. In addition, substantial professional judgment informs the scenario.

HEG developed spending patterns scenarios for each major downtown retail category: comparison/specialty, restaurants/entertainment, and groceries/convenience. The scenarios are summarized in Table 8. For comparison/specialty retail and for restaurants and entertainment, the average pattern for the entire Western Nevada County market area is presented. This is because, as indicated by the spending potential estimates presented above for the subareas of the primary market area, the spending potential for the rest of Western County subarea dwarfs the spending potential of the Downtown and rest of City subareas. Therefore, the spending pattern for the rest of Western Nevada County subarea determines the overall average. While one might argue for a larger share for those closer-in households, that larger share does not change the overall average. Furthermore, there is no clear reason to assume a different pattern except for proximity; according to the *Business Leakage Survey*, other factors besides "closest location" are more important or at least as important to shoppers making their decision where to shop.¹ Separate subarea spending patterns are presented for the groceries/convenience category since these patterns are more likely to vary depending on location.

¹ Among those factors are price, quality of product, selection of merchandise, clean and attractive stores, attractive shopping environment, knowledgeable and friendly store clerks, and safety. (*Business Leakage Survey Results*, compiled for the City of Grass Valley by Burnes Consulting, May 1999, pp. 12-23.)

TABLE 8
HYPOTHETICAL SPENDING PATTERNS SCENARIOS FOR MARKET AREA HOUSEHOLDS

Place of Spending/Sales	Comparison and Specialty	Restaurants and Entertainment	Groceries and Convenience			
	Average for Western Nevada County Households	Average for Western Nevada County Households	Downtown Households	Rest of City Households	Rest of Western Nevada County	Average for Western Nevada County
Downtown Grass Valley	7%	8%	80%	35%	12%	16%
Rest of Grass Valley	25%	11%	20%	60%	30%	32%
Total Grass Valley	32%	18%	100%	95%	42%	48%
Outside Grass Valley	68%	82%	0%	5%	58%	52%
Total Spending	100%	100%	100%	100%	100%	100%

NOTE: These spending pattern scenarios were developed for the purposes of the Downtown Strategic Plan. They illustrate the aggregate potential pattern for each subarea, not the pattern for any individual household.
SOURCES: City of Grass Valley and Hausrath Economics Group.

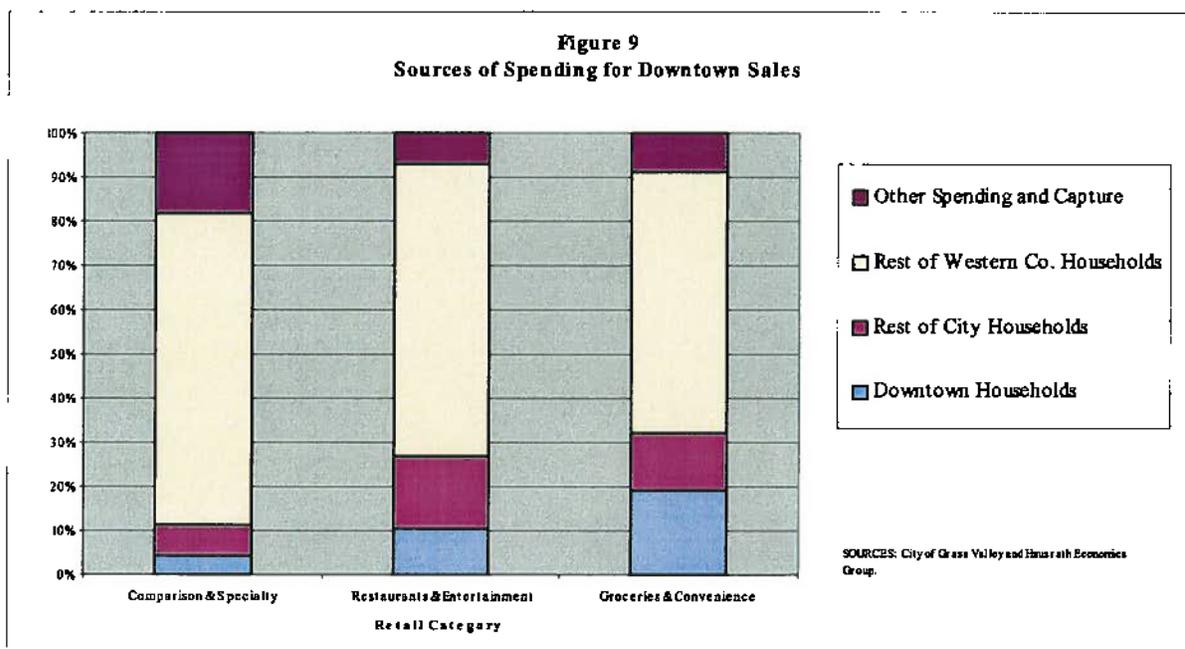
In the spending patterns scenarios, Downtown captures somewhat less than 10 percent of market area spending in the comparison/specialty and restaurant/entertainment retail categories. The rest of Grass Valley captures about one-quarter of market area comparison/specialty spending potential and about ten percent of market area restaurant and entertainment spending. In both categories, most market area spending occurs outside Grass Valley. This includes spending in Nevada City and in unincorporated Nevada County (where substantial retail options are located), as well as spending outside Nevada County.

The spending patterns scenarios are different for convenience retailing, reflecting the importance of proximity to this shopping decision. For Downtown and Grass Valley households, almost all convenience spending occurs in Grass Valley. The Downtown is assumed to capture fully 80 percent of the spending potential of Downtown households and a substantial share of the spending of households living elsewhere in the city. The Downtown captures a relatively small share of the convenience spending of other market area households. Some spending is assumed based on the amount of convenience sales posted for the Downtown and as a side effect of the shopping trips households from the greater market area make to the Downtown for other shopping and entertainment purposes.

Another way to evaluate the spending pattern assumptions is to analyze the results in terms of the contributions of each market segment to total sales. Table 9 and Figure 9 illustrate the resultant distribution of sales by source for each major downtown retail category.

Source of Sales	Comparison & Specialty	Restaurants & Entertainment	Groceries & Convenience
Downtown Households	4%	11%	19%
Rest of City Households	7%	16%	13%
Rest of Western Co. Households	20%	66%	59%
Subtotal Household Spending	81%	93%	91%
Other Spending and Capture	19%	7%	9%
Total	100%	100%	100%

NOTE: These results are based on hypothetical spending patterns scenarios developed for the Downtown Strategic Plan. They illustrate one view of the likely composition of Downtown sales.
SOURCES: City of Grass Valley and Hausrath Economics Group.



Overall, according to these spending assumptions, market area household spending accounts for about 80-90 percent of Downtown retail sales. The balance of Downtown sales is attributable to capture of visitor and other spending from outside the market area. Capture of outside spending is most important in the comparison and specialty category. Assuming they do most of their convenience shopping in the Downtown, Downtown households account for almost 20 percent of Downtown grocery and convenience sales. Given the reported grocery and convenience sales levels in the Downtown, that retail activity also relies on substantial spending from the rest of the City and from the greater market area. The pattern for restaurants and entertainment reflects substantial competition from Nevada City for market area and visitor restaurant spending and the offsetting attraction of Downtown Grass Valley's movie theatre and performing arts venues.

GROWTH POTENTIAL FOR DOWNTOWN RETAIL ACTIVITY

Increases in retail activity in Downtown Grass Valley will likely come from increases in households in the market area, increased capture of market area spending, and increased visitor spending. To provide a rough baseline for planning purposes, HEG prepared estimates of the increase in retail spending associated with projected increases in households in the market area. Implementing Downtown development strategies designed to attract a higher share of market area household retail spending and more visitor spending could bolster and, perhaps add to, this baseline growth potential.

Increases in housing in the market area support a baseline projection of increased market area spending potential

The baseline estimate of potential future Downtown retail activity relies on projected growth in households in the market area and on that household retail spending. Table 10 summarizes the increase in terms of annual spending for the key downtown retail categories, based on household growth for the City of Grass Valley, the rest of the Grass Valley Planning Area, and the rest of the Western County market area. The estimates in the table show total spending potential before consideration of spending patterns such as those presented in Table 8—the shares of spending captured Downtown or in the rest of Grass Valley, for example. The increases represent the difference between market area spending potential in 2020 and market area spending potential in 2000 (presented in Table 6), assuming household growth as projected by City and County General Plans.

As is the case for existing market area spending, growth in the rest of Western Nevada County dominates the growth in spending potential, accounting for 85 percent of the total increase. Only limited residential development is expected in the city of Grass Valley over the next 20 years. The Grass Valley *General Plan* forecasts an increase of less than 900 households. More residential development is projected for the Grass Valley planning area; the *General Plan* forecasts about 1,200 more households in the Planning Area, in addition to those expected in the existing city limits. The estimates for the rest of the Western County market area assume an additional 10,000 households by 2020, consistent with the current *Nevada County General Plan* (1996) and updated countywide population projections that account for the results of the 2000 Census.¹ Those County *General Plan* projections assume expansion of infrastructure to accommodate continued growth in Lake Wildwood, Lake of the Pines, and Penn Valley, as well as potential "new town" development in western Nevada County's unincorporated area.

¹ *Interim County Population Projections prepared by the California Department of Finance in June 2001 show a Nevada County population of 133,200 in 2020. This is essentially the population estimated for the 2015 planning horizon in the County's 1996 General Plan.*

Growth in the market area supports increased retail activity and increased retail space Downtown

This additional spending represents the potential for increased retail activity in Downtown Grass Valley—increases that could be realized through development of more retail space and/or increases in retail activity in existing retail space. Table 11 presents an estimate of increased support for *Downtown* retail activity based on the projections of household growth in the market area, assuming the same spending patterns scenarios developed to describe current market conditions (see Table 8).

TABLE 10
TOTAL ADDITIONAL SPENDING POTENTIAL BASED ON
HOUSEHOLD GROWTH IN THE PRIMARY MARKET AREA: 2000
- 2020

Household Growth, 2000 - 2020	
City of Grass Valley	844
Rest of Grass Valley Planning Area	1,186
Rest of Western Nevada County Market Area	10,815
Increase in Annual Convenience Retail Spending	
City of Grass Valley	\$2,673,000
Rest of Grass Valley Planning Area	\$5,974,000
Rest of Western Nevada County Market Area	\$49,542,000
Increase in Annual Comparison Retail Spending	
City of Grass Valley	\$4,148,000
Rest of Grass Valley Planning Area	\$9,270,000
Rest of Western Nevada County Market Area	\$76,850,000
Increase in Annual Restaurant Retail Spending	
City of Grass Valley	\$1,372,000
Rest of Grass Valley Planning Area	\$3,064,000
Rest of Western Nevada County Market Area	\$25,668,000

NOTE: These are estimates of the increase between 2000 and 2020 of total annual spending potential in the primary market area, based solely on the projected increase in households. These are estimates of spending potential before consideration of spending patterns. The estimates assume no real change in median household income.

SOURCE: City of Grass Valley *General Plan 2020* (November 1999), Nevada County *General Plan* (1996), California Department of Finance, and Hausrath Economics Group.

Assuming the household growth projections represented by current general plans and the same spending patterns scenarios assumed to exist today, there would be increases in support for Downtown convenience retail, comparison retail, and restaurant/entertainment retail activity. Growth in the local market area (growth in the City of Grass Valley and in the Grass Valley Planning Area) would provide the most support for increased convenience retail activity Downtown. As is likely the case today, increased retail activity Downtown as a result of growth in the market area would depend primarily on growth in Western Nevada County unincorporated areas.

For rough estimates to guide Downtown and citywide planning, the Downtown spending and sales estimates for each category are translated to estimates of retail space supported. Growth in market area retail spending Downtown translates to a total of about 80,000 square feet of space, about half of which would be convenience retail space (41,000 square feet). Increases in comparison retail spending would support about 26,000 square feet of space, and increases in restaurant/entertainment spending would support about 10,000 square feet of space.

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Caveats

The estimates presented above of Downtown retail space supported by market area spending growth are intended as rough planning benchmarks. They are based on a set of hypothetical spending patterns scenarios. They depend on continued housing development, particularly on large amounts of housing development in unincorporated Western Nevada County. They assume no major competitive retail development in the market area that would result in substantial shifts of spending away from the downtown. Moreover, it is likely that some increases in retail activity would be absorbed as increases in sales in existing retail space, as existing stores do better or as higher-performing operations replace existing stores over time.

Other sources for increased retail activity Downtown

Market area household growth is not the sole source for increased retail activity in Downtown Grass Valley. Overall economic growth and increases in business activity in the market area would support the health of the Downtown. Increases in visitors to Nevada County and to Grass Valley in particular are other substantial sources of potential sales growth. Most importantly, maintaining and enhancing the ability of Downtown to attract market area shoppers would increase capture of market area spending and could support additional retail supply and building investment.

4.2 STRATEGIES FOR ENHANCING THE DOWNTOWN RETAIL SECTOR

Downtown Grass Valley already fulfills many people’s needs for a conveniently located, attractive, shopping area, with high quality goods, relatively competitive prices, good service, and an enjoyable atmosphere, near other entertainment. This is a strength to be nurtured and to build on. It is important that the Downtown attracts shoppers from a large regional market area, and also attracts closer-in people for frequent convenience shopping.

The following points outline some strategic directions for enhancing the existing strengths in Downtown Grass Valley and capitalizing on market area growth potentials. See Section 7, Management, Maintenance and Promotion for specifics on implementing these recommendations.

- Building on existing strengths, broaden the appeal of Downtown Grass Valley to the local market. Attract more local shoppers on a weekly basis who now only shop downtown monthly, and attract new shoppers from the greater market area.
- Expand the array of convenience-oriented shopping and service opportunities by recruiting the following types of businesses: pharmacy, health food store, bakery, delicatessen, wine and cheese shop, traditional dry goods/“surplus” store, laundromat, and travel agency.
- Improve signage on the highways and at the entrances to Downtown to increase visibility to visitors and local residents and to help maintain competitiveness in the market area.
- Focus enhanced marketing on the Downtown’s entertainment and performing arts niche: movie theatre, galleries, local artists, upper floor clubs, Center for the Arts classes and events.
- Customer service enhancements: consider expanding hours of operation to be open more convenient hours and make parking easier.
- Recruit office and professional uses to underutilized upper floors of existing Downtown buildings.
- Investigate re-use of some upper floor space for housing.

Support for Downtown Convenience Retail	
City of Grass Valley	\$2,138,000
Rest of Grass Valley Planning Area	\$2,091,000
Rest of Western Nevada County Market Area	\$5,945,000
Convenience Retail Space^a	41,000
Support for Downtown Comparison Retail	
City of Grass Valley	\$373,000
Rest of Grass Valley Planning Area	\$834,000
Rest of Western Nevada County Market Area	\$5,380,000
Comparison Retail Space^a	26,000
Support for Downtown Restaurant/Entertainment Retail	
City of Grass Valley	\$274,000
Rest of Grass Valley Planning Area	\$613,000
Rest of Western Nevada County Market Area	\$1,540,000
Restaurant/Entertainment Retail Space^a	10,000
TOTAL RETAIL SPACE	77,000
NOTE: This scenario of downtown retail space supported by growth in spending in the primary market area is based on the spending patterns scenarios shown in Table 8. The estimates would be greater if there were an increase in the Downtown’s capture of market area retail spending. The increases would be less if competitive retail locations elsewhere in the market area captured proportionally more market area spending in the future. Furthermore, it is likely that some of any increase in spending and sales in the Downtown would be absorbed as a result of increases in the sales per square foot in existing retail space.	
^a Estimates of retail space supported assume average sales of \$250 per square foot.	
SOURCE: Hausrath Economics Group	

- Consider new mixed-use development for larger existing parking lot sites in the Downtown. Grass Valley is well-positioned to take advantage of the market for in-town living. New apartments over ground floor retail space would provide immediate support for all types of downtown retail activity. Limited amounts of new retail space would increase the range of potential supply options Downtown, aiding business recruitment efforts.
- Encourage Downtown hotel development to attract a larger number of visitors to stay longer in Downtown Grass Valley and support Downtown eating and drinking establishments, entertainment, and specialty stores. Scrutinize in the planning process the amount and type of retail space proposed for any hotel development.

5 DOWNTOWN-WIDE ISSUES

5.1 LAND USES AND DEVELOPMENT STANDARDS

Downtown Grass Valley is truly a mixed use environment. Residential, Civic, Retail, Restaurants, Entertainment, Office, Parks, Churches and Light Industrial uses are all located within an easy walking distance of each other.

The Committee made it very clear that they are very supportive of maintaining a true mix of uses in the Downtown Area. Even uses such as auto repair are needed to service the Downtown as well as surrounding neighborhoods.

There are some obvious clusters of uses such as residential north of Richardson Street and south of Neal Street along Mill and Church Streets, financial uses in the vicinity of Neal and Church Street, civic uses such as the Post Office, City Hall and the Police Department along East Main and South Auburn Streets; the Churches of Church Street; and the concentration of retail, restaurants and entertainment along Mill and East Main Streets. See Exhibit 2 - Existing Land Use.

In a review of City planning documents, the only deficiency found related to land use regulations (other than as they relate to parking see Section 5.2) was the lack of protection for historic structures, therefore it is recommended that the City develop an ordinance that discourages or prohibits the demolition of historic structures.

Two issues in Article 9 of the Zoning Ordinance pose potential development problems. Section 9-02 (a) requires 2,000 square feet of lot area per dwelling unit this is a very low density for infill projects in the Downtown area. For loading purposes, Section 9-03 (b) requires a 12 foot rear yard set-back where the project backs-up to a street alley or parking lot. Some types of development projects such as residential or office may not require loading areas. However because of the Planned Unit Development provision of the Zoning Ordinance found in Section 16A et. seq. there is adequate provision in the Zoning Ordinance to allow enough flexibility for all forms of new development in the Downtown area. Specifically Section 16A states "The Planned unit development procedure is intended to provide for greater flexibility in the design of developments than otherwise possible through strict application of zoning regulations; to provide a method whereby land may be designed and developed as a unit for residential, commercial or industrial use by taking advantage of modern site planning techniques in order to produce an environment of stable, desirable character in harmony with existing or potential development of the surrounding neighborhood".

In a review of the Design Guidelines, several inadequacies were found and it is recommended that the City undertake a review and update of the Design Guidelines for the Downtown study area. The Design

- Consider new mixed-use development for larger existing parking lot sites in the Downtown. Grass Valley is well-positioned to take advantage of the market for in-town living. New apartments over ground floor retail space would provide immediate support for all types of downtown retail activity. Limited amounts of new retail space would increase the range of potential supply options Downtown, aiding business recruitment efforts.
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Downtown Grass Valley is truly a mixed use environment. Residential, Civic, Retail, Restaurants, Entertainment, Office, Parks, Churches and Light Industrial uses are all located within an easy walking distance of each other.

The Committee made it very clear that they are very supportive of maintaining a true mix of uses in the Downtown Area. Even uses such as auto repair are needed to service the Downtown as well as surrounding neighborhoods.

There are some obvious clusters of uses such as residential north of Richardson Street and south of Neal Street along Mill and Church Streets, financial uses in the vicinity of Neal and Church Street, civic uses such as the Post Office, City Hall and the Police Department along East Main and South Auburn Streets; the Churches of Church Street; and the concentration of retail, restaurants and entertainment along Mill and East Main Streets. See Exhibit 2 - Existing Land Use.

In a review of City planning documents, the only deficiency found related to land use regulations (other than as they relate to parking see Section 5.2) was the lack of protection for historic structures, therefore it is recommended that the City develop an ordinance that discourages or prohibits the demolition of historic structures.

Two issues in Article 9 of the Zoning Ordinance pose potential development problems. Section 9-02 (a) requires 2,000 square feet of lot area per dwelling unit this is a very low density for infill projects in the Downtown area. For loading purposes, Section 9-03 (b) requires a 12 foot rear yard set-back where the project backs-up to a street alley or parking lot. Some types of development projects such as residential or office may not require loading areas. However because of the Planned Unit Development provision of the Zoning Ordinance found in Section 16A et. seq. there is adequate provision in the Zoning Ordinance to allow enough flexibility for all forms of new development in the Downtown area. Specifically Section 16A states "The Planned unit development procedure is intended to provide for greater flexibility in the design of developments than otherwise possible through strict application of zoning regulations; to provide a method whereby land may be designed and developed as a unit for residential, commercial or industrial use by taking advantage of modern site planning techniques in order to produce an environment of stable, desirable character in harmony with existing or potential development of the surrounding neighborhood".

In a review of the Design Guidelines, several inadequacies were found and it is recommended that the City undertake a review and update of the Design Guidelines for the Downtown study area. The Design

Guideline should not have a design theme. Buildings are to be complimentary in mass, height, set back, fenestration, and materials. There is also a need to develop design standards for rear entrances, rock walls, historic structures, new construction, public improvements (lighting, sidewalks, crossings, etc.), parking lots, and materials (appropriate materials include: mine rock, brick, iron, wood siding [not plywood], tin, corrugated metal, and stucco).

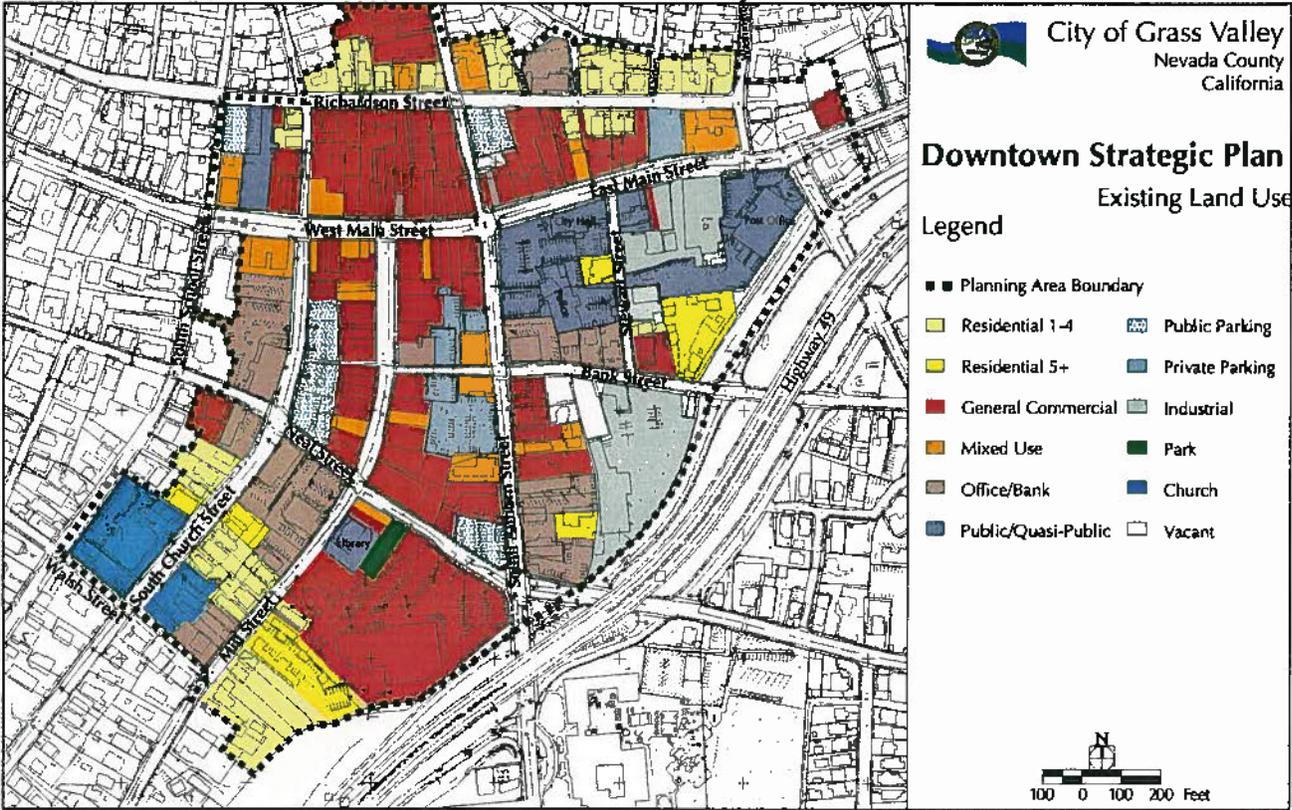


Exhibit 2

5.2 PARKING

As shown on Exhibit 3 - Parking Resources, public and private parking lots are scattered throughout the Downtown Area. Most of the parking resources are available for customer use. Some notable exclusions include the police vehicle parking lot and the postal vehicle parking lot. Many of the public lots are limited to 3 hours and are monitored. On street parking is limited to 3 hours in most places. As discussed in several venues, except on Saturdays and during special events, there is generally not a shortage of parking at this time. As downtown activities intensify, there is a good chance that parking will be at a premium.

In a recent assessment conducted by the Grass Valley Downtown Association the following parking spaces currently exist in the planning area:

TYPE	WHITE	YELLOW	GREEN	PRIVATE
On Street	213	22	15	-
Public Parking Lot	458	-	-	-
Private Parking Lot	-	-	-	201
Totals	671	22	15	201
Grand Total	919			

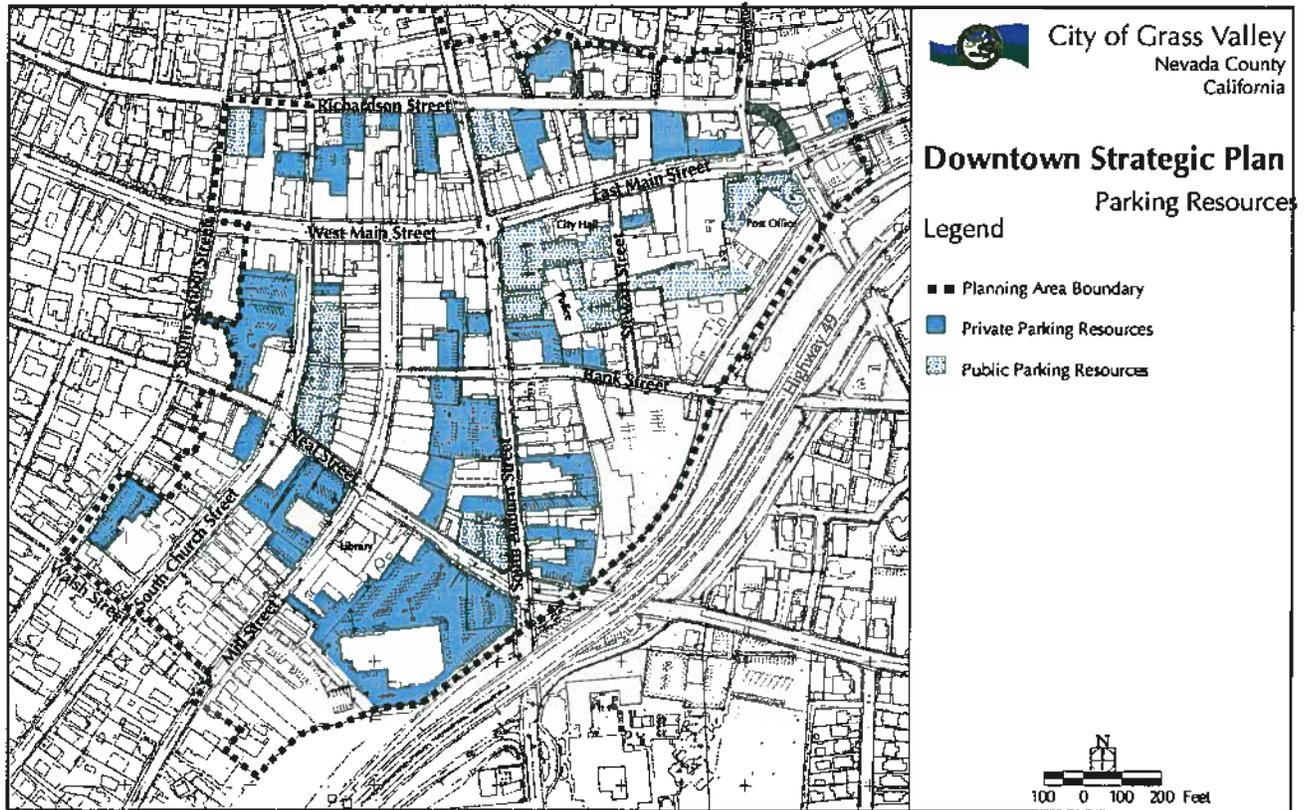


Exhibit 3

Using the recommended parking standard (see Implementation Matrix - Section 7.1) of 1 space per 400 square feet for retail only the current parking supply would support 367,600 square feet. As indicated in the market assessment there is a total of approximately 487,100 square feet for all uses including office, eating, entertainment, lodging, residential, service, meeting, and church.

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

Summary recommendations (See Section 7.1 The Implementation Matrix for more detail) include:

- Conduct a parking demand, supply and management analysis.
- Reduce Parking Quantity and Off-site Distance Standards
- All City Lots to Be Used for New Residential Development
- Protect Residentially Zoned Property from Conversion to Parking
- Provide Parking Credits for Preexisting Use
- Establish a Parking Mitigation Funding Mechanism
- Establish a Transportation Management Program
- Develop a Program for the Joint Use of Adjoining Properties

5.3 STREETScape IMPROVEMENTS

Public Right-of-Way: Having been laid out 150 years ago and evolved since, the condition of the streetscape improvements vary widely. As an example, portions of Richardson and Stewart Streets have no sidewalks, Bank Street sidewalks are very narrow, the core Mill Street retail area has relatively wide canopied sidewalks and East and West Main Streets have recently been improved with new sidewalks, planters, street lights and enhanced crosswalks.

During the workshop and committee meetings there has been consensus that the streetscape improvements that have been initiated along East Main Street should be carried throughout the Strategic Plan area.

The following prototypical schematic drawings show how these improvements could be manifested in five different circumstances. They have not been engineered or field tested.

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

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

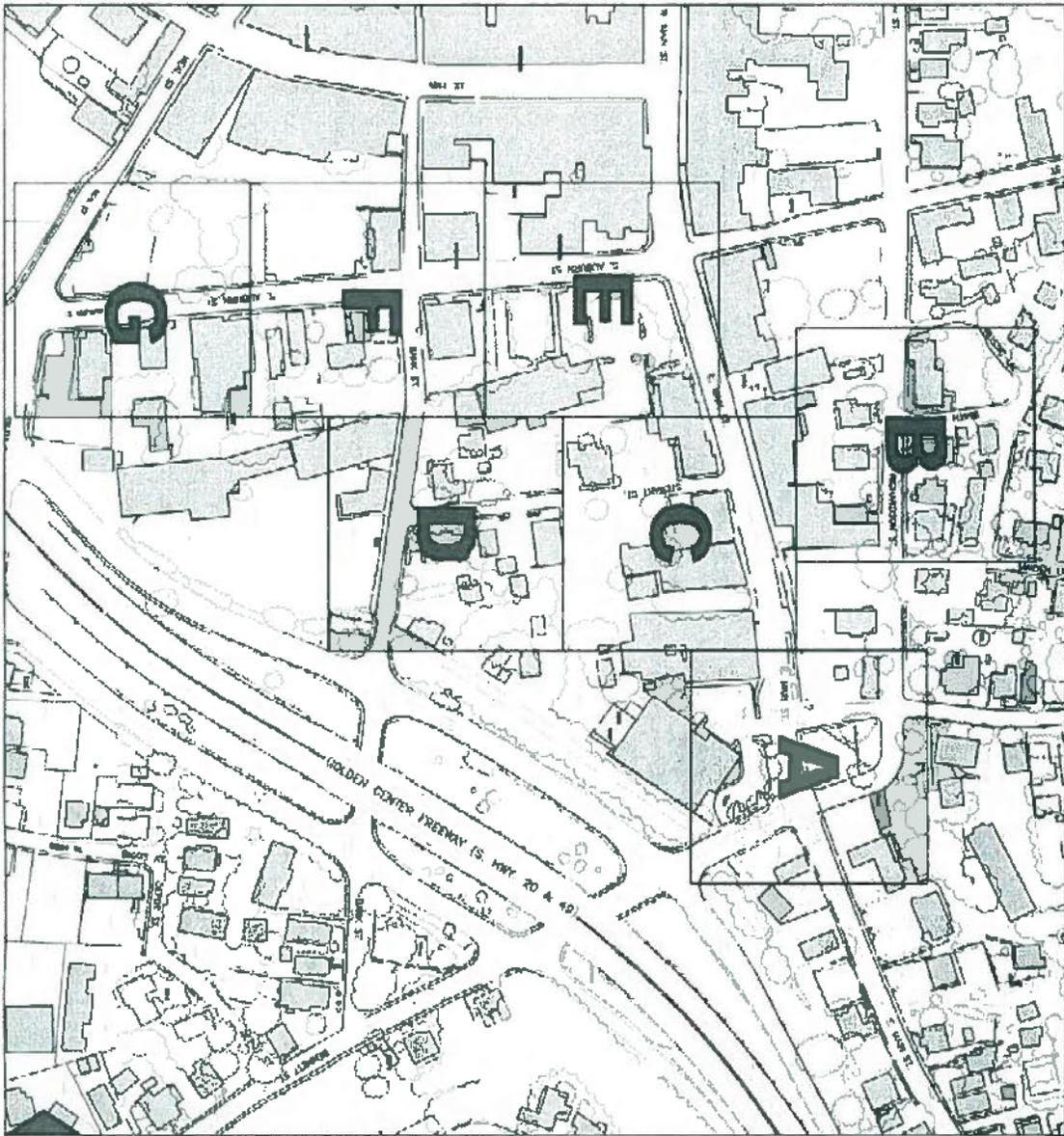
For years well designed directional sign systems have been used by indoor malls, airports, and corporate campuses. Now, these environmental graphics are being used more and more by traditional downtown commercial areas.

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

As currently configured, a vehicular or pedestrian traveler approaching downtown is never greeted into the Downtown area. As part of an overall downtown revitalization approach it is very important to announce the fact that you have arrived at an important place or destination. Ideally, there should be places, called gateways, where large amounts of traffic move through a specific point. These points should be located in the public right of way, and the automobiles and pedestrians pass by a physical structure.

It is proposed the gateways into the downtown be enhanced with items such as monument signage, mini plazas (such as the one at East Main and South Auburn), water features and the like. These improvements would occur at the following locations:

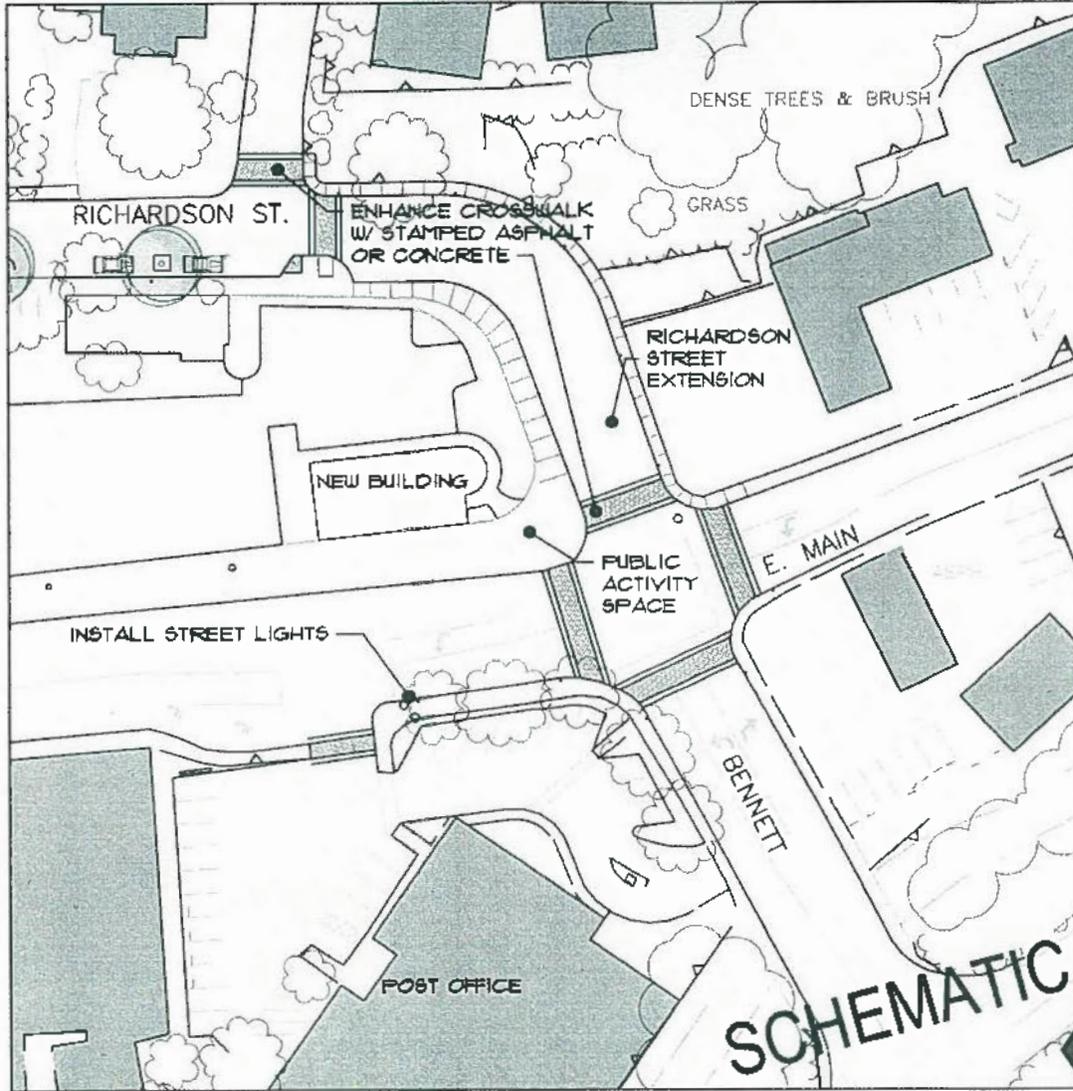
- North side of East Main at Bennett/Ricardson
- Bank Street at the Highway 49 frontage road (proposed as part of the hotel project)
- Integrated into a traffic circle (See Section 5.4) or new parking structure at the Neal/Colfax/South Auburn/State Route 20/49 Frontage Road intersection
- Mill and Walsh Streets
- Mill and Highway20
- West Main and South Church Street



Plan Key



CITY OF GRASS VALLEY
NEVADA COUNTY, CALIFORNIA



CITY OF GRASS VALLEY
NEVADA COUNTY, CALIFORNIA



Section

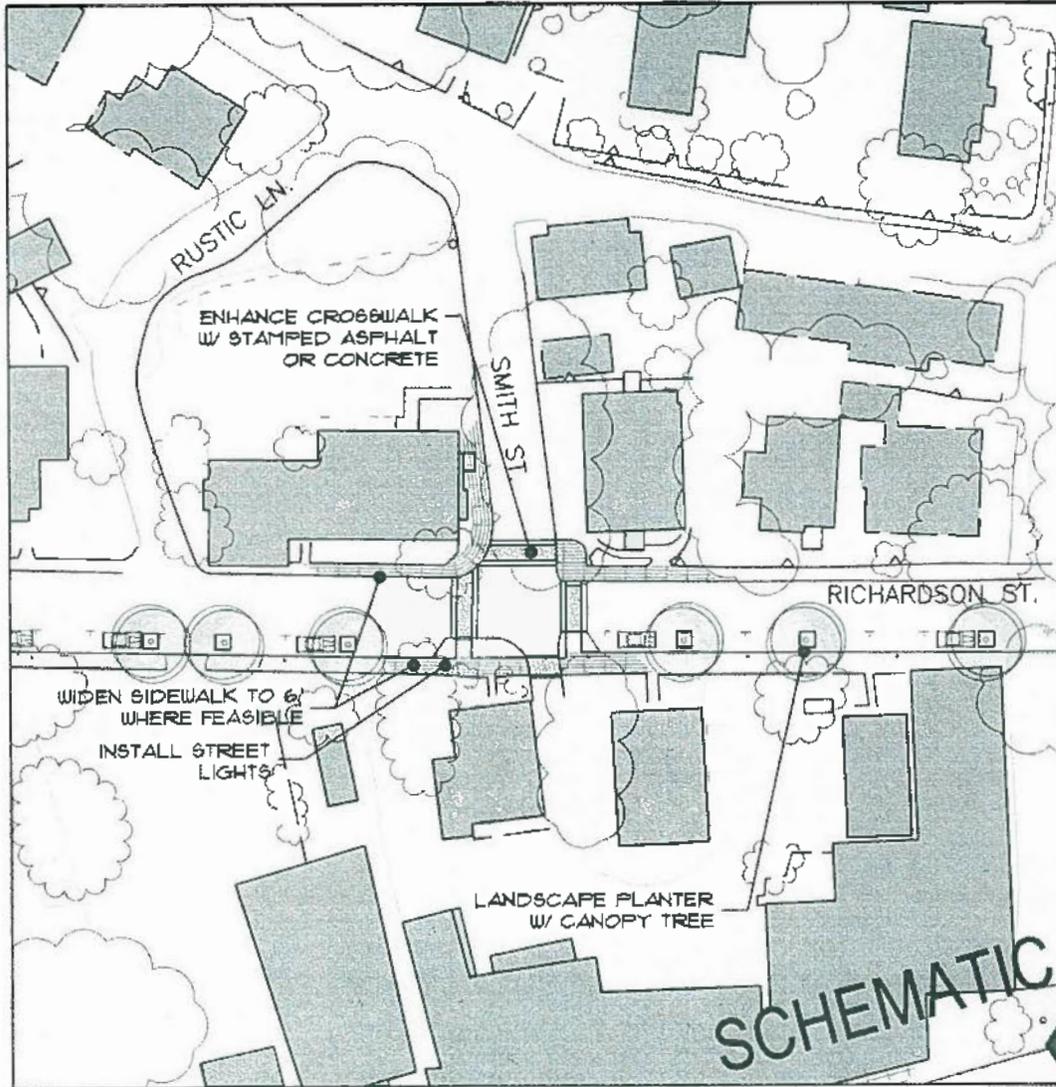
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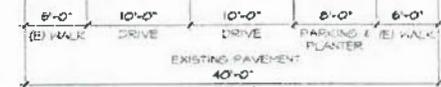
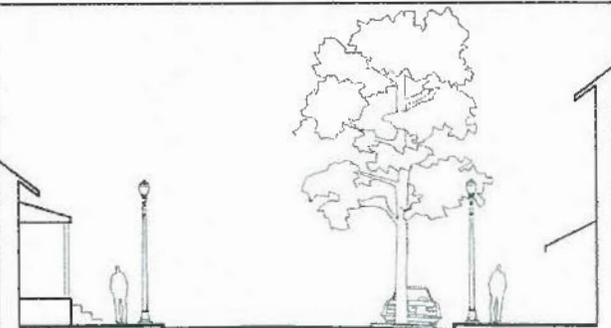
Plan A

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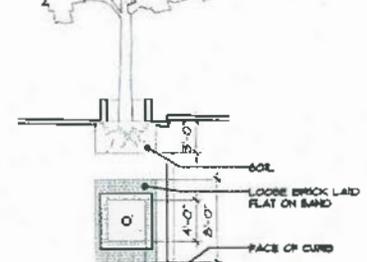




CITY OF GRASS VALLEY
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RICHARDSON STREET SECTION



TREE PLANTING ON STREET

Section

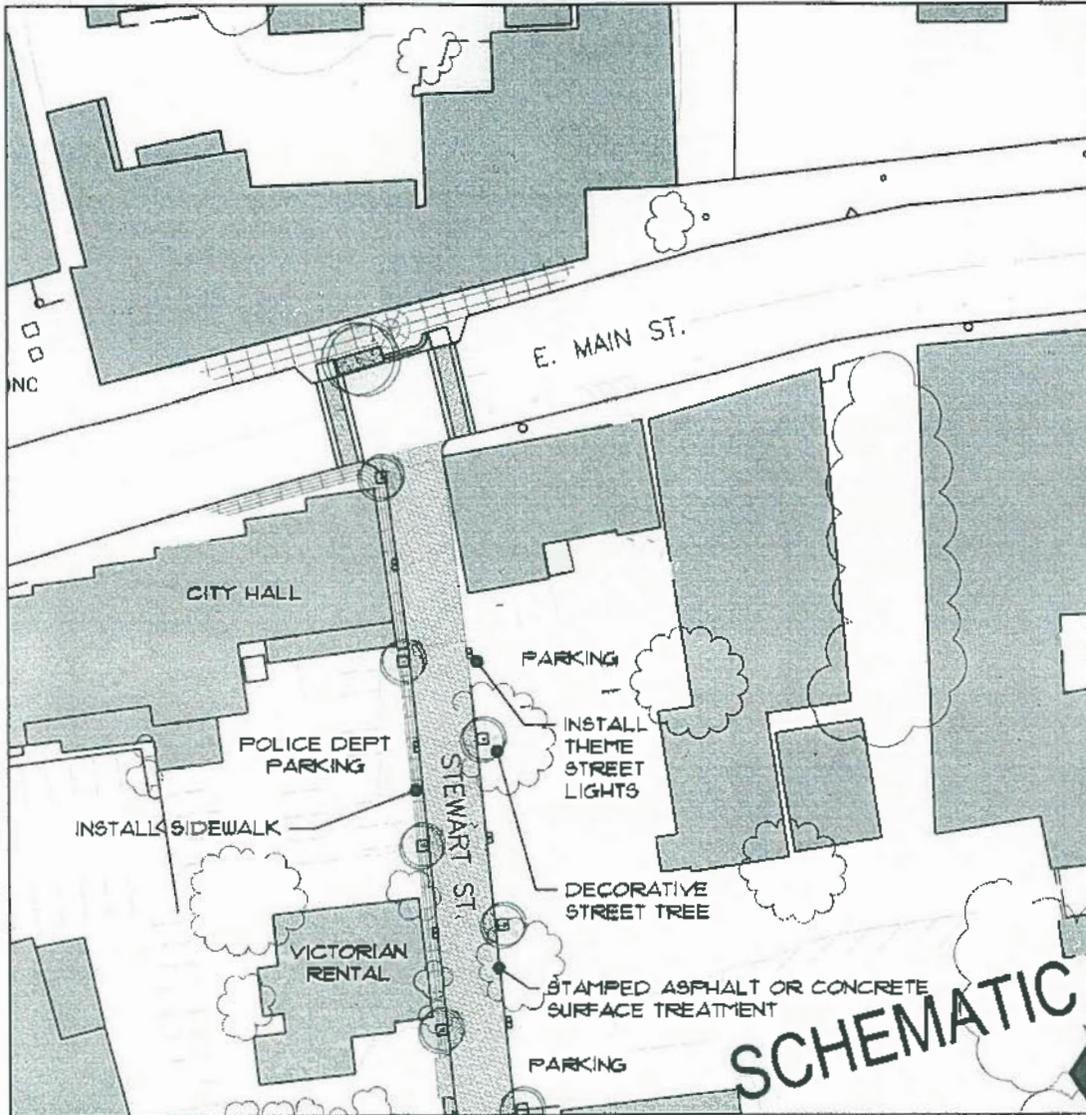
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Plan B

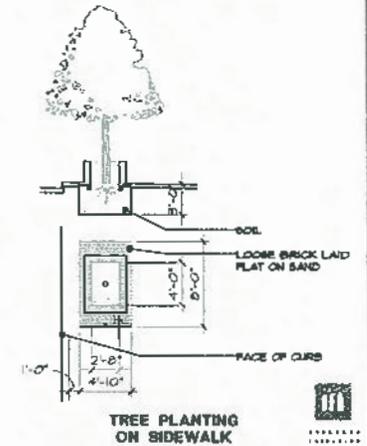
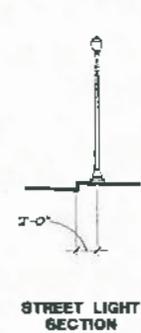
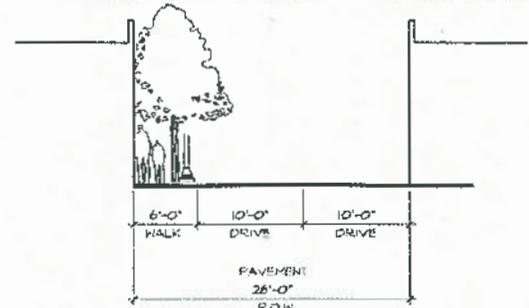
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SCHEMATIC

CITY OF GRASS VALLEY
NEVADA COUNTY, CALIFORNIA

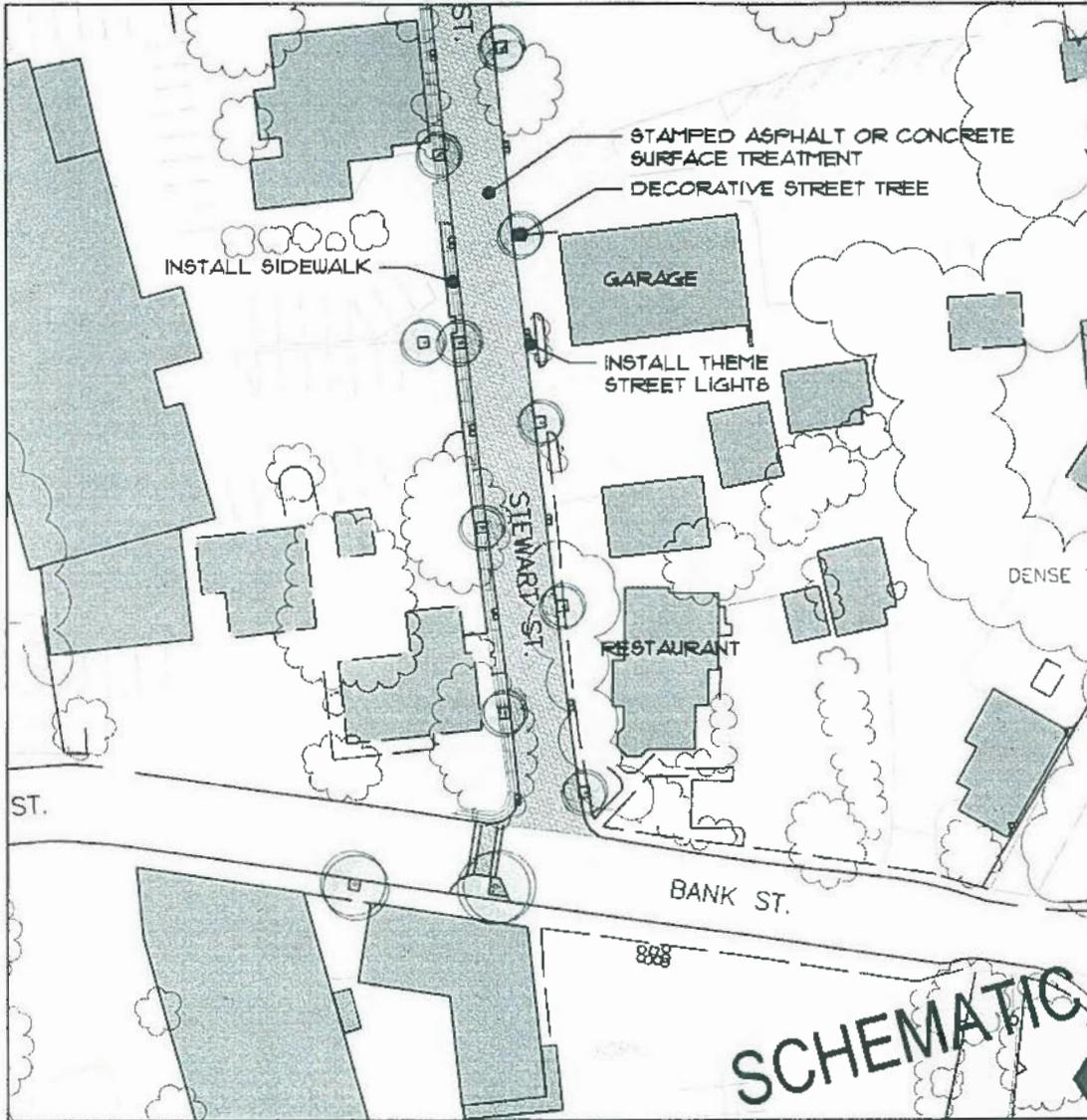


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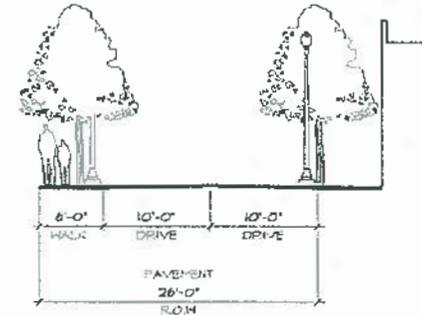
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Plan C

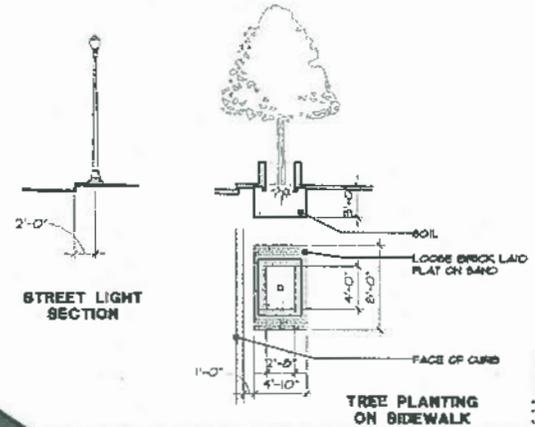
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CITY OF GRASS VALLEY
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STEWART STREET SECTION



STREET LIGHT SECTION

TREE PLANTING ON SIDEWALK



Section

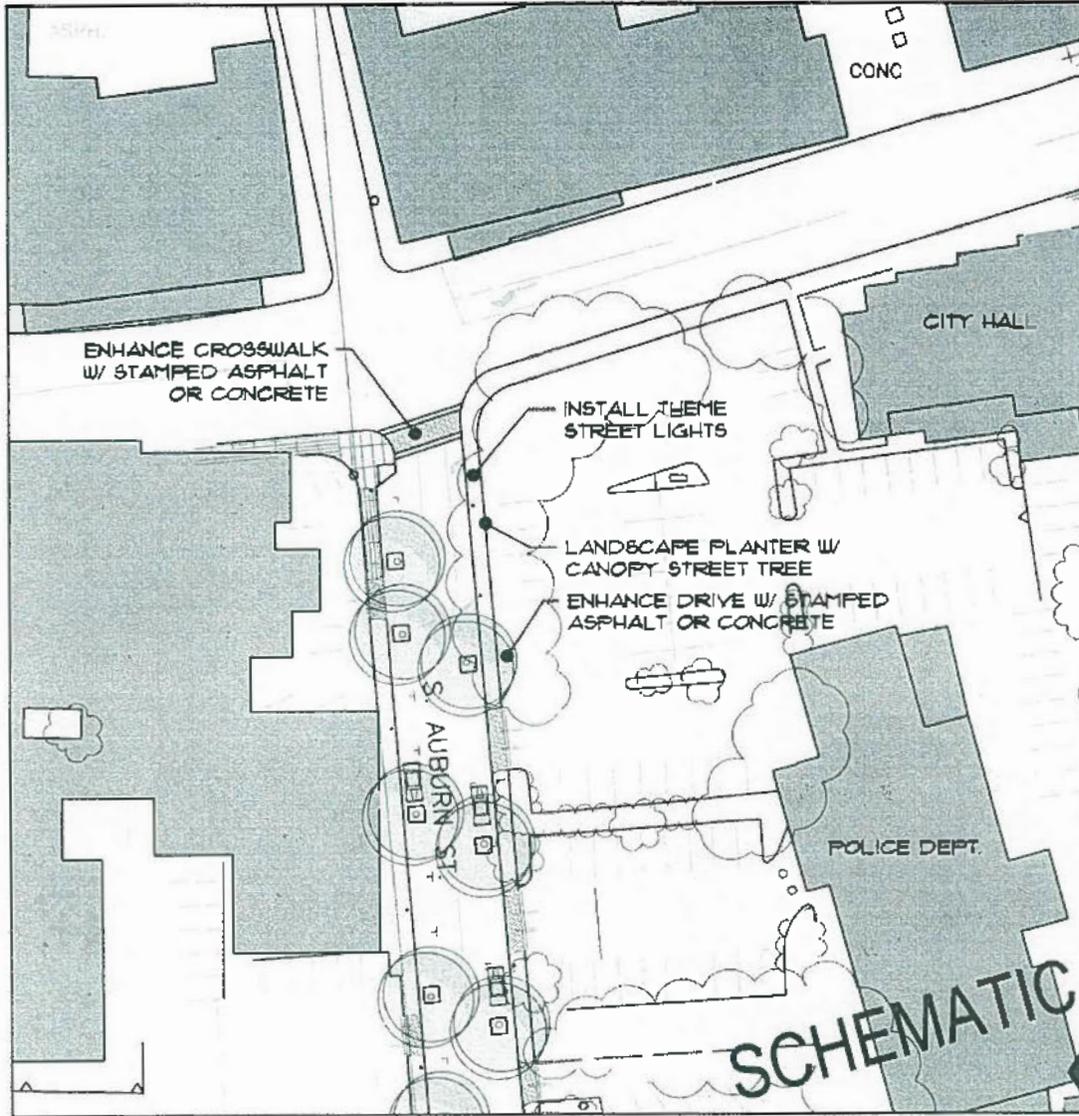
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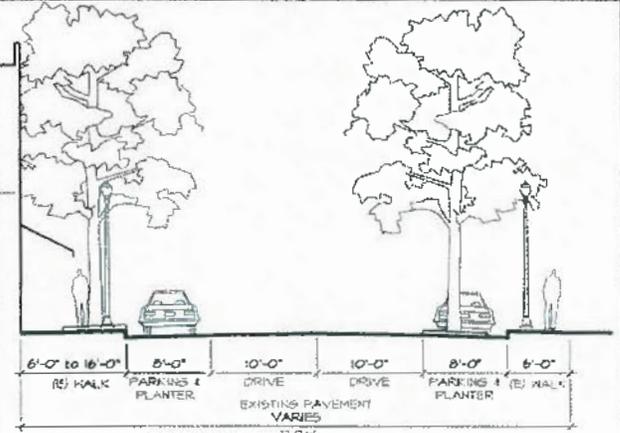
Plan D

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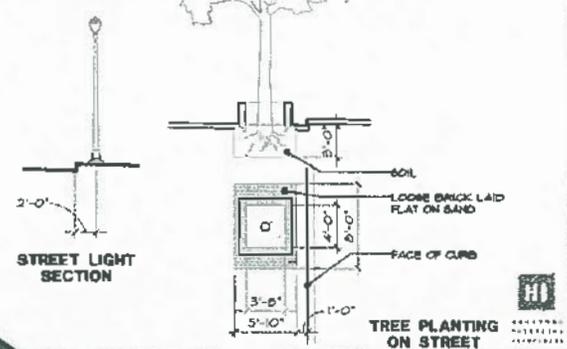




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B. AUBURN STREET SECTION



Section

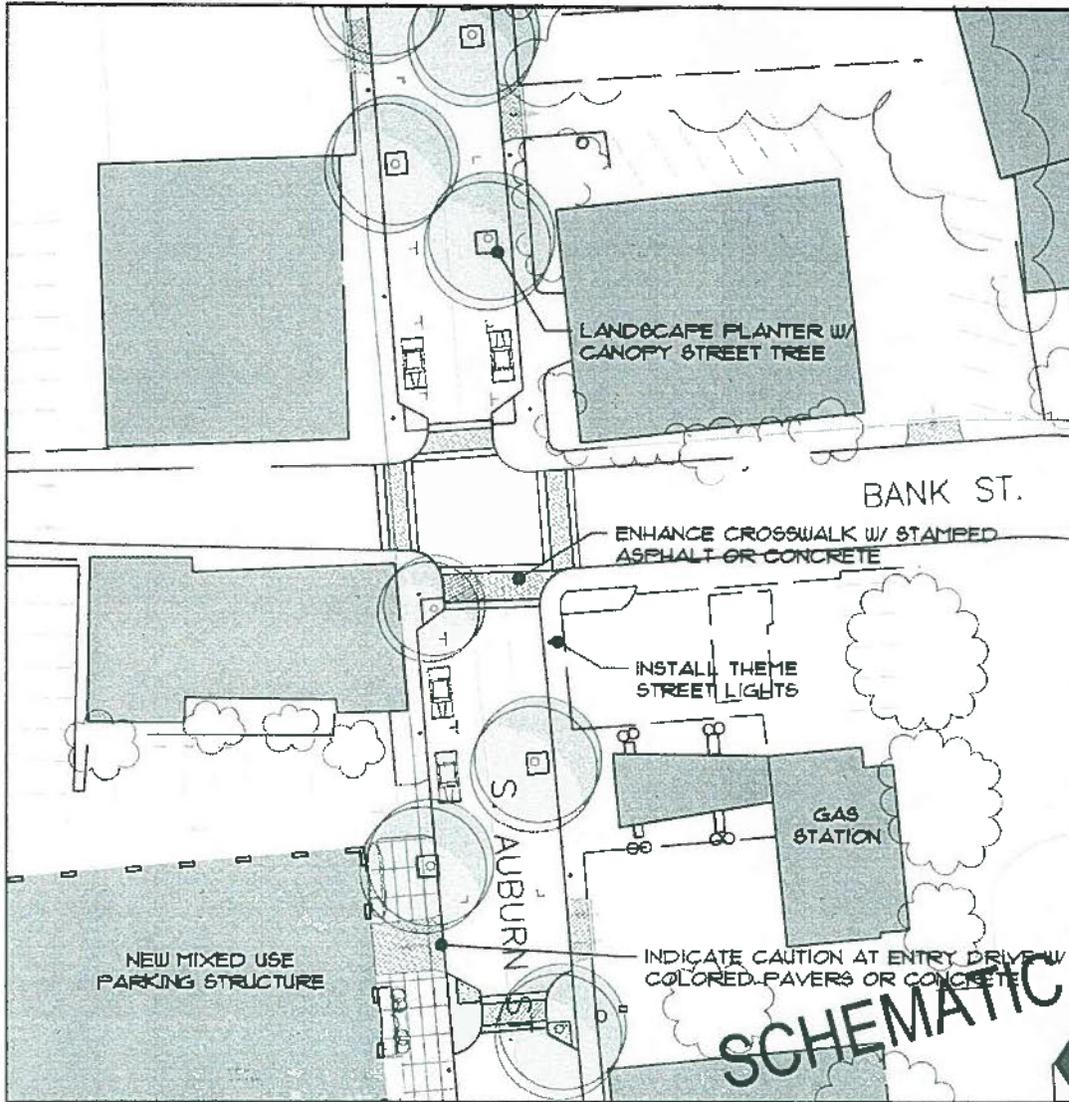
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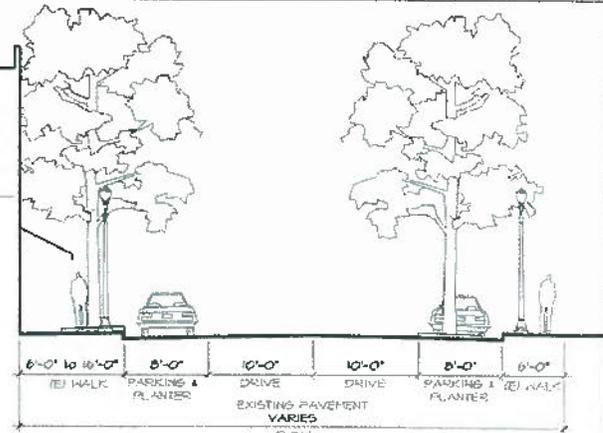
Plan E

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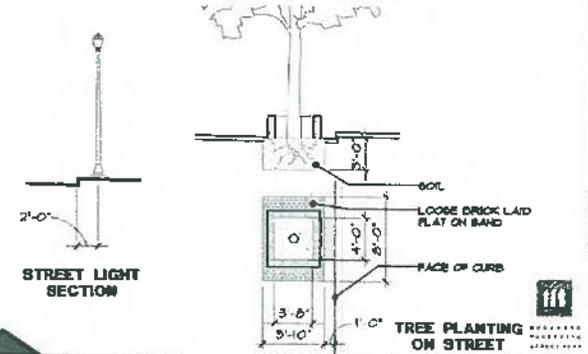




CITY OF GRASS VALLEY
NEVADA COUNTY, CALIFORNIA



S. AUBURN STREET SECTION



Section

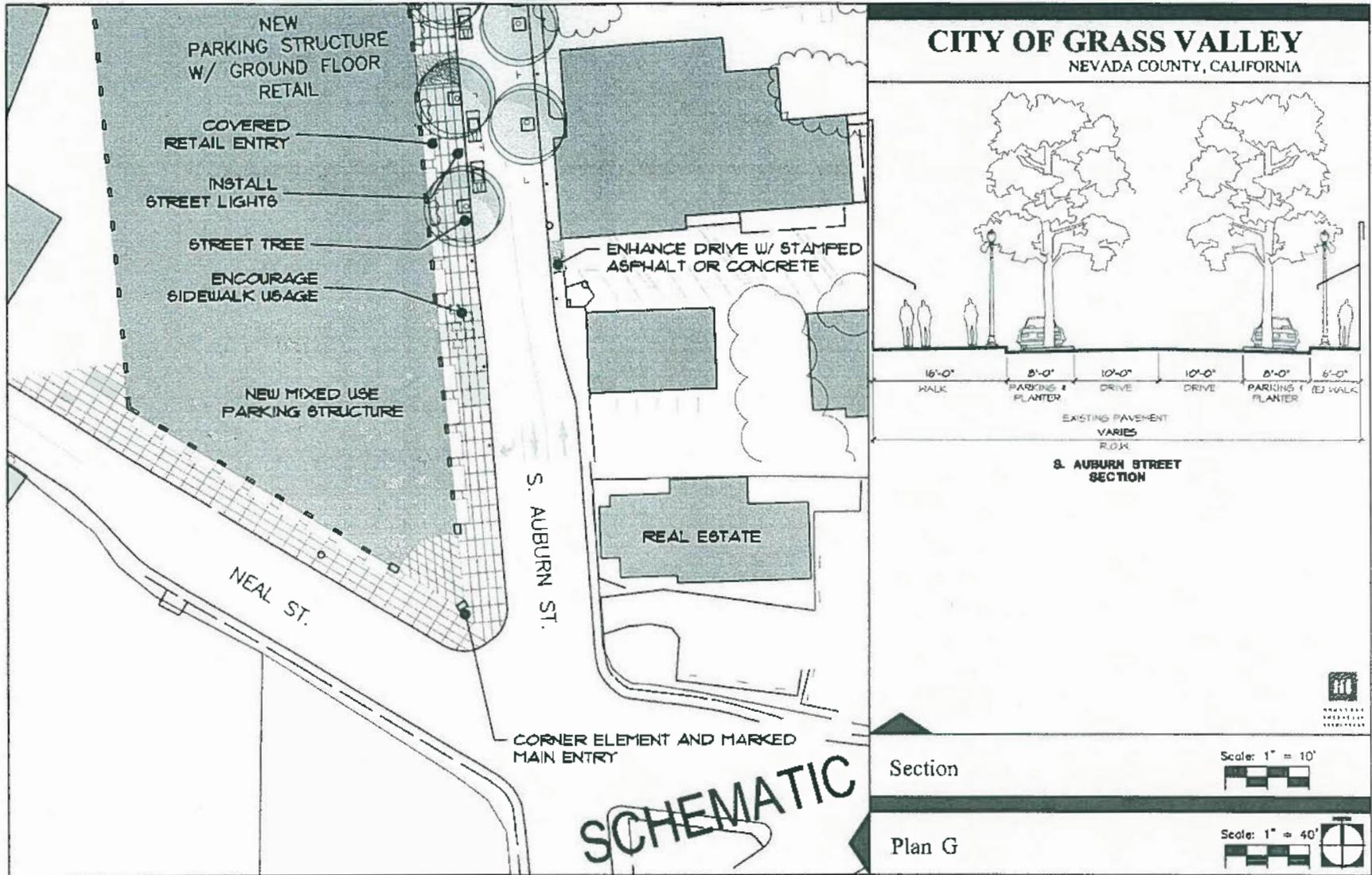
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Plan F

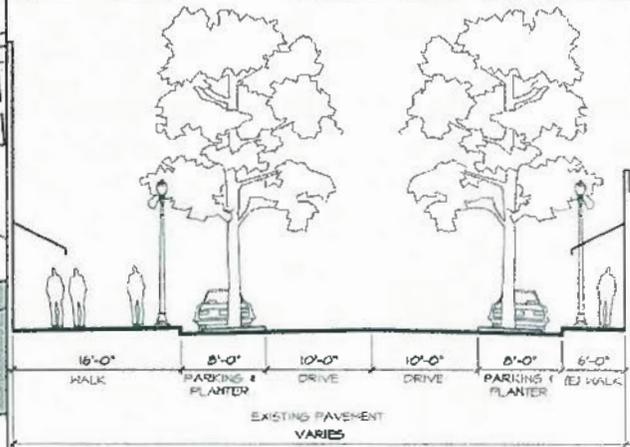
Scale: 1" = 40'





SCHEMATIC

CITY OF GRASS VALLEY
NEVADA COUNTY, CALIFORNIA



S. AUBURN STREET SECTION

Section

Scale: 1" = 10'

Plan G

Scale: 1" = 40'

Typical Street Lighting and Street Furniture



Trash receptacle that matches bench



Traditional style street light with downlight shield



Simple unadorned bench



Planters that match trash receptacle and bench



Bike rack allows multiple points of connection



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

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

The directional signs should identify locations such as:

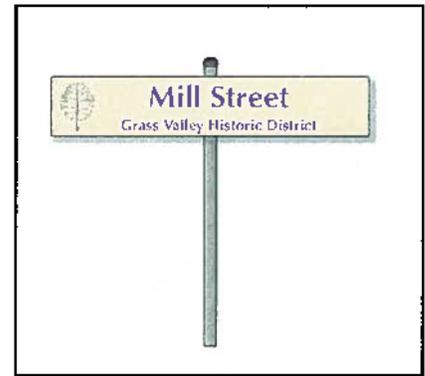
- Public Parking
- Library
- City Hall
- Mill Street Commercial Area
- Richardson Street Commercial Area
- Chamber of Commerce
- Grass Valley Arts Center
- Post Office



New Richardson connector at Main Street with entry element, enhanced crosswalk, and new infill development

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

It is also recommended that a new, distinctive logo and public signage program be developed with Caltrans for signs that announce Downtown from Highway 49.



Conceptual street sign

Wolf Creek: The City's General Plan and Parks and Recreation Master Plan identify Wolf Creek as an important community asset. During the public workshop and committee meetings this feeling was vigorously reaffirmed. The City's Parks and Recreation Master Plan talks about Wolf Creek in the following terms:

THE URBAN CREEK

This creek section is located in the older part of downtown Grass Valley, and it is the most constrained. The banks are steep, buildings are built over the flood plain, there is no public access to the creek, and a portion is underground. The development of this creek section will be the most problematic, but may create a unique and economically viable community asset. A similar condition exists in San Luis Obispo. Portions of the San Luis Creek have been opened up, and incorporated into a rich, urban experience. The creek is an urban promenade with shops, restaurants, galleries, and inns located along its edge. In Texas, San Antonio's beautiful Paseo del Rio trail turned a forgotten stream into the city's greatest attraction. Ashland, Oregon and Vacaville, California are examples of cities of a comparable size to Grass Valley that have successfully incorporated creeks into their downtown's.

The vision for the urban section of Wolf Creek Parkway is to:

- *Open the view and access to Wolf Creek*
- *Create an urban promenade with public access*
- *Create a landscape amenity for restaurants, inns, galleries, and shops bordering the creek.*
- *Provide flood protection by stabilizing banks*
- *Provide adequate building setbacks to limit flood damage*

During a recent workshop on the proposed hotel / conference center it was learned that the cost of opening up the creek might be prohibitive. If, in fact, the cost of exposing and enhancing Wolf Creek is technically infeasible or cost prohibited at this time the City should not allow structures to be built over the creek alignment and obtain, through easements or other legal instruments, the ability to allow future creek enhancements as opportunities are presented. In addition, the hotel project should provide a pleasant pedestrian environment for hikers exploring and traveling across the property to reach the north and south segments of Wolf Creek.

5.4 CIRCULATION

Several specific locations in the Downtown warrant individual discussions:

Neal/Colfax and South Auburn: The Neal/Colfax/South Auburn/State Route 20/49 Frontage Road combined have the highest accident rate in the City of Grass Valley. Part of the issue is the short distance between traffic signals causing some motorists to misread and run through the light at the southbound Highway 49 ramp, and vehicles turning left in front of oncoming cars.

Proposed solutions include:

Construct an elevated southbound on-ramp starting at approximately Bank Street reaching the freeway height at approximately South Auburn. This solution is cost prohibitive and negatively impacts the proposed hotel development.

Construct a roundabout combining these intersections into one intersection. This may be an expensive solution and could be a number of years to plan and construct. Part of the cost issue could be the need to acquire additional right of way in order to accommodate the required 144 foot curb radius.

Improvements could be made to signal timing in the vicinity of the intersection. This solution would be of moderate success due to the continuation of confusion to some motorists.

An interim solution, which the city is investigating, includes making South Auburn one-way from Neal/Colfax to the north bound off-ramp, keeping the frontage road that parallels 49 one-way from South Auburn to Colfax, and making Colfax one-way from 49 to South Auburn. This could function much like a large roundabout.

North Auburn from Main to Richardson Recommendations: This small stretch of North Auburn will remain one-way and one-lane from Main to Richardson. It could be improved with wider sidewalks to accommodate the pedestrian. Bulb-outs could be installed at the south end to provide pedestrian nesting places and increase the turning radius to enhance accessibility for larger vehicles.

Richardson Recommendations: Richardson could remain two-lanes and could be improved with sidewalks. Because of its narrow right of way and the desire to have parking more proximate to commercial uses, Richardson could have parallel parking on the south side only, however it could, just as well, be provided on the north side only or alternate north to south. Alternating the parking could help to calm some of this increased traffic. Tree planters could be installed at intervals based on physical constraints such as curb cuts and underground utilities.

Richardson will be connected to Bennett. The Richardson/Bennett (East Main intersection will be signalized and enhanced pedestrian crosswalks will be installed.) As part of this project Washington will be abandoned between Richardson and East Main. This project has been funded and should be completed in 2003.

North Church Street Recommendations: North Church from West Main to Richardson may be converted to one-way north bound. Like North Auburn, it will be improved with wider sidewalks to accommodate the pedestrian. Bulb-outs will be installed at the south end to provide pedestrian nesting places and increase the turning radius to enhance accessibility for larger vehicles.

The remaining street system will continue to operate as it currently does and will be enhanced with streetscape improvements.

5.5 MANAGEMENT, MAINTENANCE AND PROMOTIONS

Sidewalks: In several venues the lack of regular sidewalk maintenance that has led to a deteriorated condition of the sidewalks in the Downtown area was discussed. The committee felt that the City needed to do a better job of enforcing existing City sidewalk maintenance statutes. They also felt that the Downtown Association should conduct a sidewalk educational program with property owners to advise them of their responsibilities and the City's responsibilities regarding sidewalk maintenance.

The Grass Valley Downtown Association currently operates a sidewalk cleaning program through the BID assessment. The Association would like to expand the sidewalk cleaning program by conducting a second cleaning each year. The area to be cleaned roughly includes East Main Street from South Church to Bennett and Mill Street with spot cleaning along South Auburn and South Church.

Art Walk: The Art Walk Program supports local artists, galleries and art friendly businesses through the promotion of an art oriented annual walking tour. The first Art Walk was held on September 28, 2002. It is recommended that the Grass Valley Downtown Association develop a professionally designed brochure for the Art Walk Program.

Historic Structures: Downtown Grass Valley is blessed with its historic structures. To protect and encourage their preservation the City should sponsor an application to nominate the Downtown Historic District for inclusion on the National Register of Historic Places. The nomination, if approved, would provide a twenty percent tax credit to property owners who restore contributing properties. The City should also develop an ordinance that discourages or prohibits the demolition of historic structures.

6 SUBAREAS

6.1 RICHARDSON STREET AREA

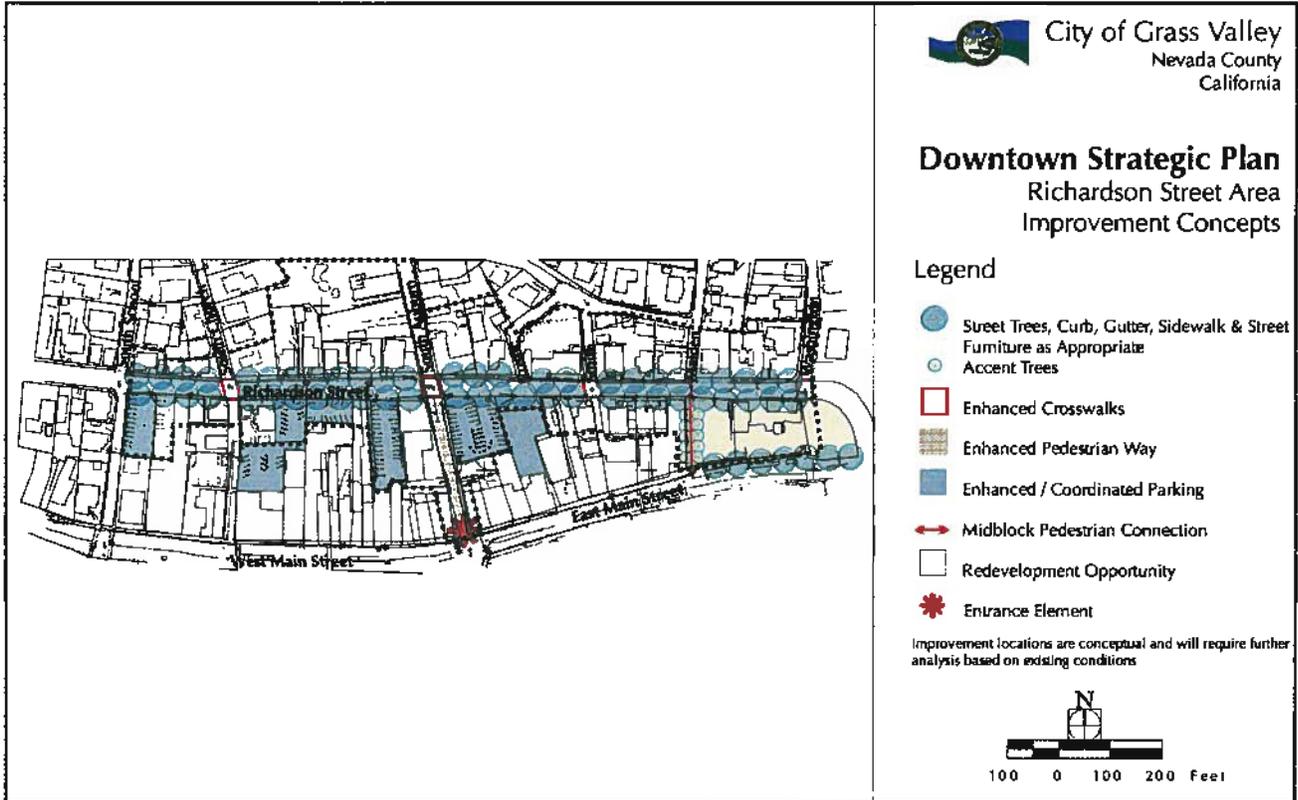


Exhibit 4

Property Improvements: The Richardson Street subarea stretches from Washington to South School. With the exception of a newer office building, The Office and a new motel, the area on the north side of Richardson is relatively small scale residential. These uses should be allowed to continue or be converted to commercial uses. If they do convert, their residential character should be preserved - maintain front yard landscaping, no parking in front yards, maintain the current scale of buildings, etc. On the south side of Richardson the rear of East Main Street, buildings and parking lots predominate. The City should assist property owners to improve their rear facades through a facade improvement program (See Section 7 - Management, Maintenance and Promotions) and work with property owners to enhance parking lots with increased landscaping.

Streetscape: The City is proposing the extension of Richardson Street to align with Bennett at East Main Streets. With this extension, traffic along Richardson is projected to increase. Much of Richardson Street lacks basic sidewalk improvements. The Richardson Street right-of-way is relatively narrow, and in light of the additional traffic, it will be difficult to install the standard curb, gutter and sidewalk with parking on both sides of the street. Because of this narrowness, it is recommended that parking be provided on one side only. As shown on the streetscape exhibits, if parking is provided on the south side only, it could, just as well, be provided on the north side only or alternate north to south. Alternating the parking could help to calm some of this increased traffic.

Additional streetscape improvements would include:

- Canopy Street Trees
- New bus stops
- Pedestrian Scaled Street Lights
- Benches
- Trash Receptacles

Crosswalks: Enhanced (use of pavers or punched asphalt or concrete) crosswalks are proposed for the following streets:

- North Church
- North Auburn
- Rustic
- Smith
- Maiden
- Washington

Connections to East Main Street: The blocks between Richardson and East Main Street are very long with few pedestrian connections. A future connection to East Main Street is proposed across from Maiden Street. It should be improved with decorative pavers, a bench and ornamental trees. In addition, North Auburn Street between Richardson and Main is proposed for pedestrian improvements (See Section 5.4). North Auburn narrows considerably between Richardson and Main with little visual clue of what lies beyond. A gateway element is proposed for the north side of Main and North Auburn. The purpose of the gateway is to announce to visitors that there are additional commercial uses beyond Main Street.

6.2 POST OFFICE AREA

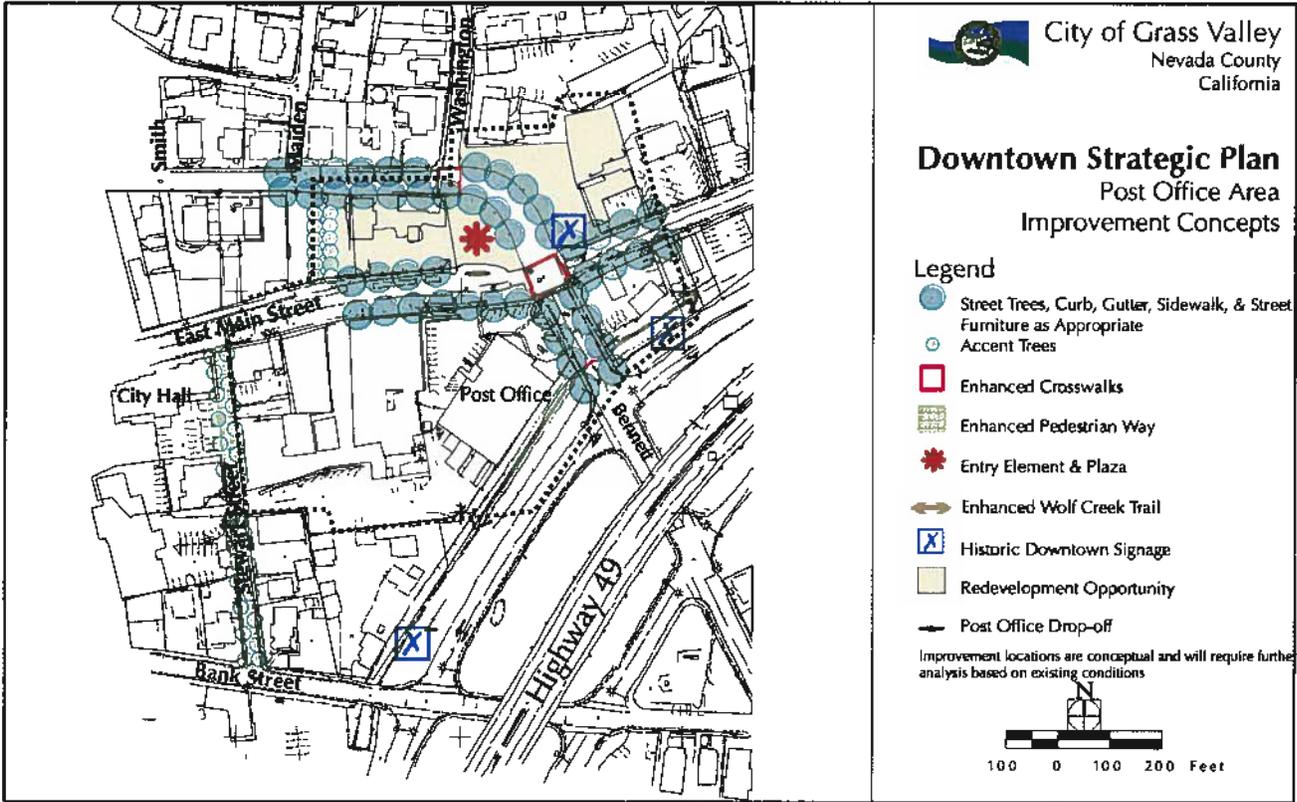


Exhibit 4

Property Improvements: The Post Office area is anchored by the Post Office and very viable service and small scale retail uses. The property at the northwest corner of the current Washington and East Main is proposed for additional retail space in a new building. When the Richardson - Bennett connector is in place and Washington is abandoned there will be excess property to the east and west of the new road segment. The area to the east is proposed for public parking. The area to the west would be an excellent location for a gateway feature announcing that you have arrived in Downtown. This would require relocation of the Post Office's drop box. The City should assist the private property owners to improve their building facades through a facade improvement program (See Section 7 - Management, Maintenance and Promotions).

Streetscape: Streetscape improvements are recommended for the entire area. They include:

- Canopy Street Trees
- New bus stops
- Pedestrian Scaled Street Lights
- Benches
- Trash Receptacles

Crosswalks: Enhanced (use of brick pavers or punched asphalt or concrete) crosswalks are proposed for the following streets:

- Washington
- Richardson/Bennett and East Main

Wolf Creek: This segment of Wolf Creek has not been covered and should be improved consistent with the City's Parks and Recreation Master Plan (See Section 5.3). Some improvements might include:

- Removal of Exotic Vegetation
- Installation of Wrought Iron Fencing
- Installation of a Walking Trail
- Interpretive Signage

6.3 CITY HALL AREA

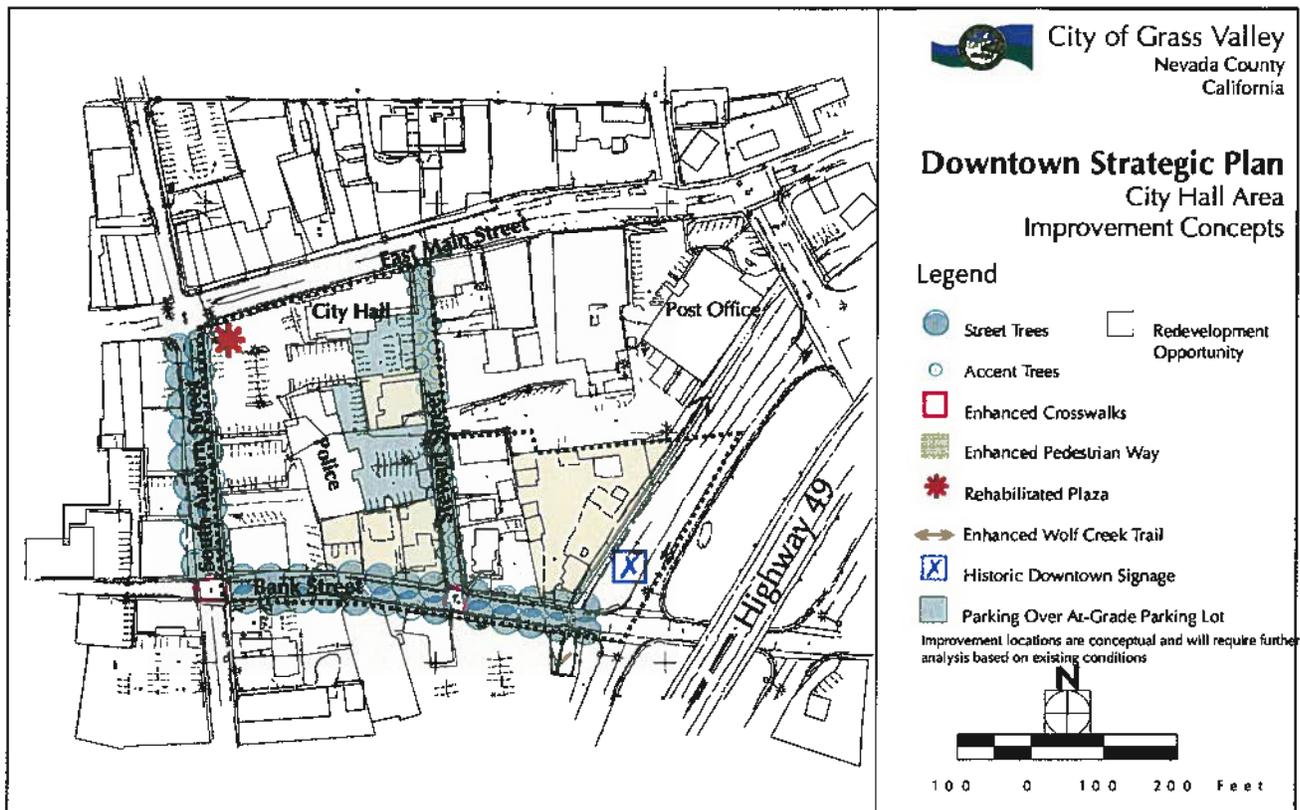


Exhibit 5

Property Improvements: The City Hall area has an eclectic mix of uses including the offices for the City staff and Police Department, professional offices, medical uses, a restaurant, residential and automobile related services. Both residential sites could be rehabilitated and reused as residential or converted to lodging. The medical related offices along Bank Street could remain or, if redeveloped, be converted to retail, dining or other uses that relate more to the proposed hotel/conference center south of Bank Street. These properties should be included in the Master Plan process proposed for South Auburn Street.

Streetscape Improvements: Stewart Street, Bank Street and South Auburn Street are recommended for Streetscape improvements. Each would be treated differently.

Stewart Street should be converted to a pedestrian oriented street that is shared with the automobile. The surface treatment would be textured with pavers or pressed asphalt or concrete. Street trees would be composed of a palette of medium sized ornamentals and would be off set with pedestrian scaled street lights.

The Bank Street improvements should include a minimum 6-8' sidewalk, street trees, pedestrian scaled street lights, parallel parking and benches in the two areas identified in the hotel proposal as plazas.

On South Auburn Street improvements would include 6-8' sidewalk, street trees, pedestrian scaled street lights, parallel parking and benches in the plaza adjacent to City Hall at South Auburn and East Main.

Crosswalks: Enhanced (use of pavers or punched asphalt or concrete) crosswalks are proposed for the following streets:

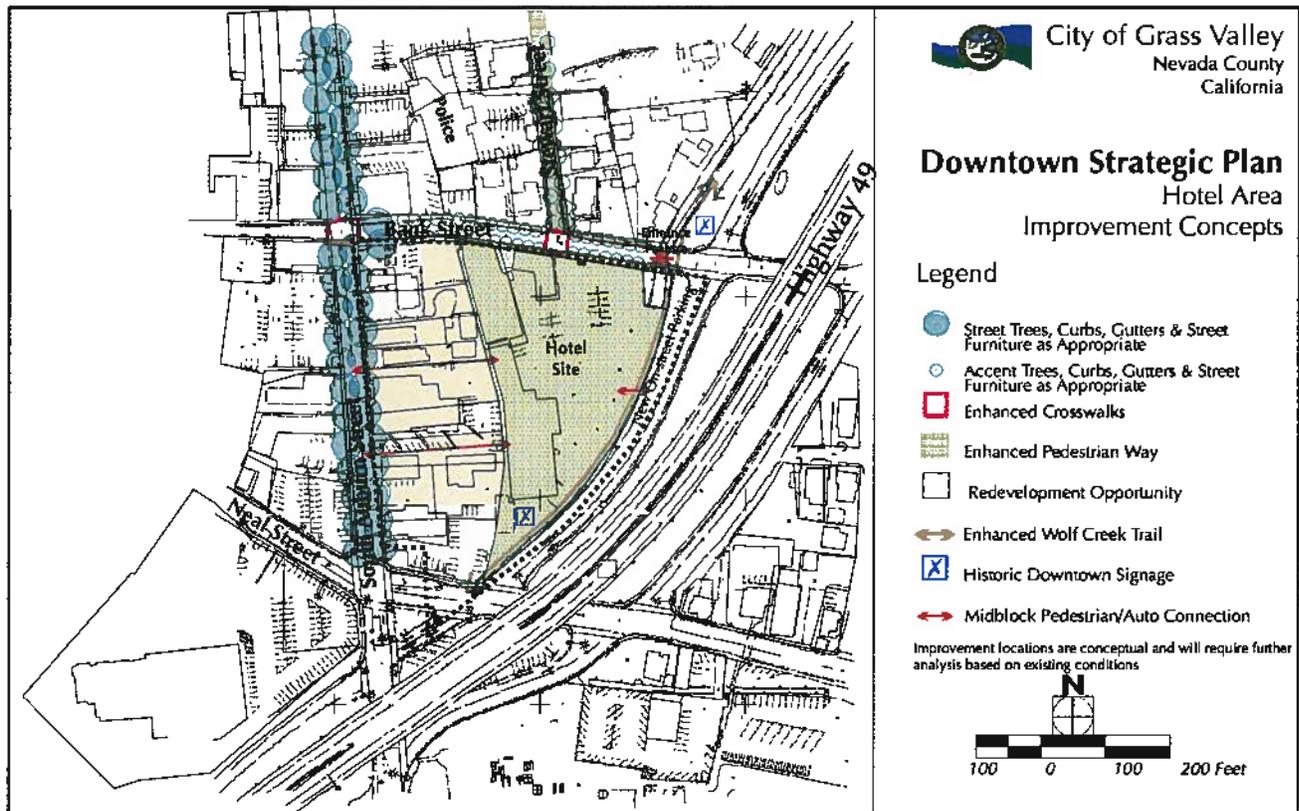
- Stewart & Bank
- Bank and South Auburn

Parking Opportunity: To increase the parking resources that are available to the public, the feasibility of decking over the Police Department parking lots should be investigated as part of the overall parking demand, supply and management analysis proposed in Section S.2.

Wolf Creek: This segment of Wolf Creek has not been covered and should be improved consistent with the City's Parks and Recreation Master Plan (See Section 5.3). Some improvements might include:

- Removal of Exotic Vegetation
- Installation of Wrought Iron Fencing
- Installation of a Walking Trail
- Interpretive Signage

6.4 HOTEL AREA



The City of Grass Valley held a South Auburn Street Workshop on Wednesday, January 15th, 2003. The workshop provided an informal opportunity to participate in a discussion taking a fresh look at the proposed downtown hotel, its access and its relationship to surrounding properties.

Invitees included surrounding South Auburn and Bank Street property owners, businesses, hotel proponents, city officials and staff.

Approximately 30 attended the workshop. All but 4 of the adjacent property owners were represented. A summary of the participant's discussion can be found in Appendix D. The following recommendations are result of those discussion and the Advisory Committee's comments.

Access: The hotel plan delineates automobile access between 153 and 159 South Auburn and a pedestrian access points to the rear of 145 South Auburn and 161 ½ South Auburn. Both the hotel developer and the adjacent property owners acknowledged the need for these connections and expressed the willingness to pursue them.

The City should facilitate negotiations between the hotel and adjacent property owners that result in appropriate easements and reciprocal access agreements to assure these access points. These negotiations should be conducted concurrent with the entitlement process in order to keep the project moving forward. The hotels current site plan does not preclude additional access points that may be identified as part of a master planning process (separate recommendation).

Another important access point is Bank Street. A comment made during the facilitated discussion was "Bank Street access and design are very important". We would concur. The hotel proponent should be required, as a condition of approval, to make pedestrian improvements to the south side of Bank Street from the Highway 49 frontage road to South Auburn. The improvements should include a minimum 6-8' sidewalk, street trees, parallel parking and benches in the two areas identified as plazas.

The final access recommendation is to provide pedestrian access along the Highway 49 frontage road, as shown on the site plan dated January 15, 2003.

Parking: The parking recommendations identified in Section 7. should be considered during the approval process for the hotel project.

The hotel proponents have agreed to allow joint use of their parking facilities and to investigate integrating their parking and access with that of adjacent properties subject to the development of a master plan (separate recommendation) for the properties fronting on South Auburn Street. These concepts should be included as a condition of approval for the hotel project.

Wolf Creek: If the cost of exposing and Wolf Creek is infeasible at this time, the City should not allow structures to be built over the creek alignment and obtain, through easements or other legal instruments, the ability to allow future creek enhancements as opportunities are presented. A part of the hotel development a pedestrian connection will be provided.

Master Plan for South Auburn: The adjacent property owners and the hotel proponents have agreed that a master plan for the properties fronting on the eastside of South Auburn would be beneficial. The master plan should be conducted to insure the ability for the plan recommendations to be implemented with the hotel's development. The developers hope to break ground in the Fall of 2003. The hotel project should not be held up awaiting the development of the master plan.

The intent of the master plan would be to set the stage for the future redevelopment of the eastside of South Auburn that integrate the properties fronting on South Auburn with the hotel development and the remainder of downtown, and to insure appropriate access, building orientation, adequate parking, and appropriate land use. The properties on the north side of Bank Street should also be incorporated into the Master Plan process.

The plan should include the following components:

- Development pro forma and economic feasibility analysis
- Development phasing
- Review of existing ordinances
- Schematic site plan with urban design elements (examining the possibility of incorporating public gathering places and pedestrian pathways)
- Schematic building design
- Appropriate land uses (examining the feasibility of upper floor residential or office uses)
- Relationship to the redevelopment agency
- Relationship between property owners
- Implementation strategy

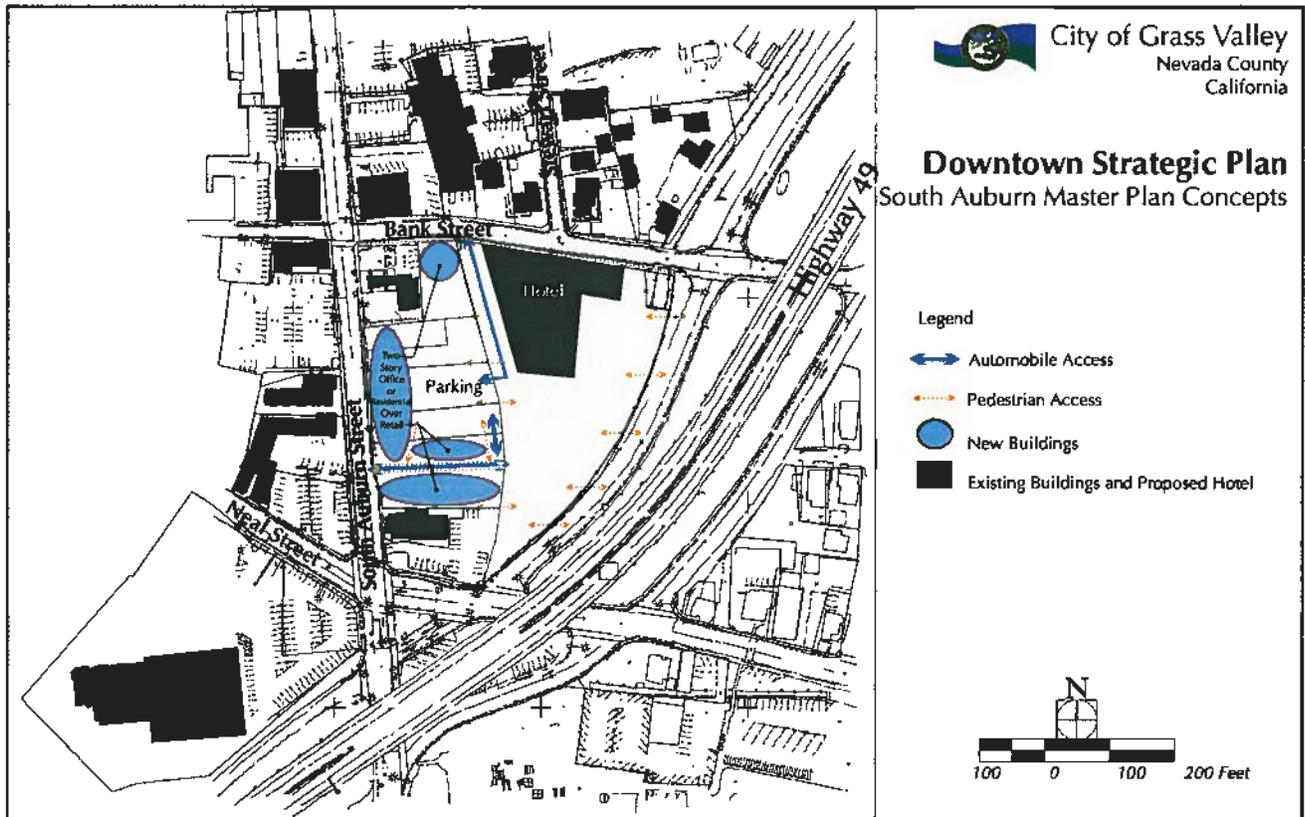


Exhibit 7

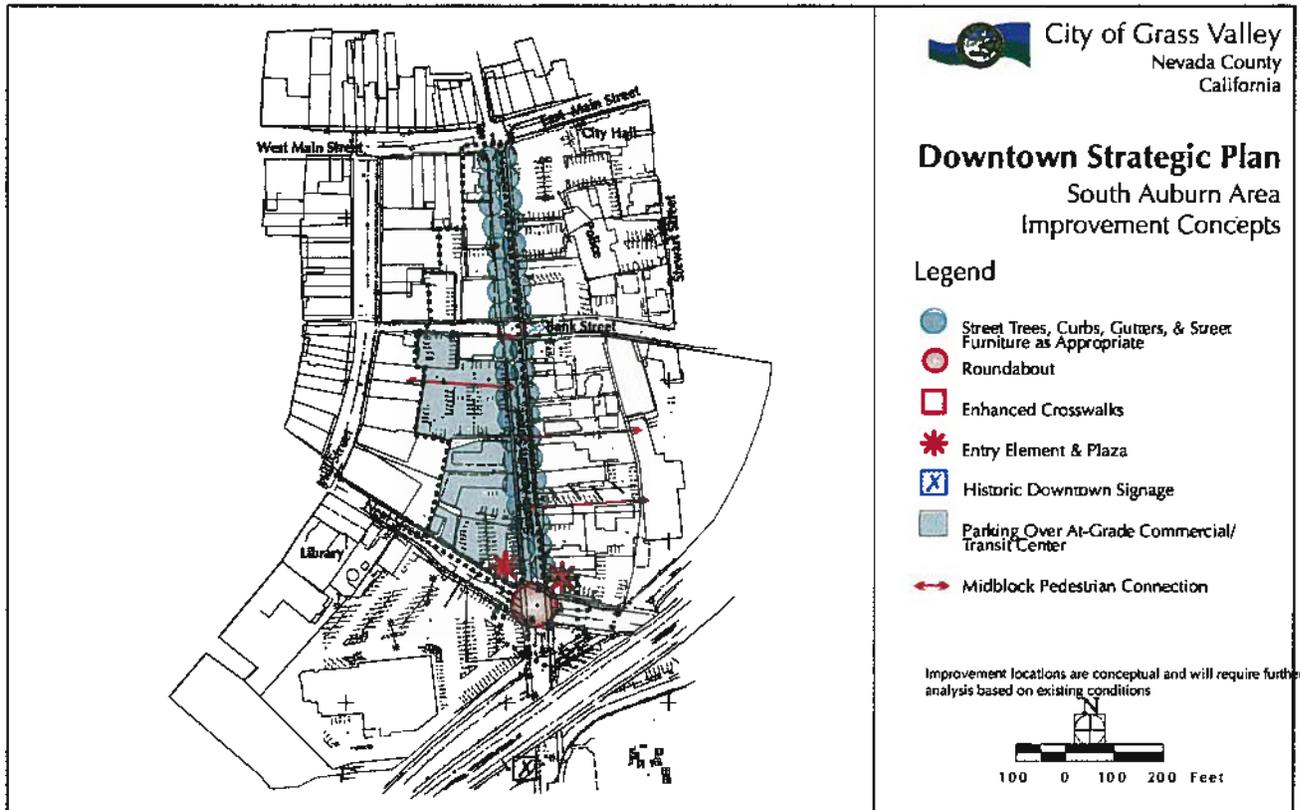


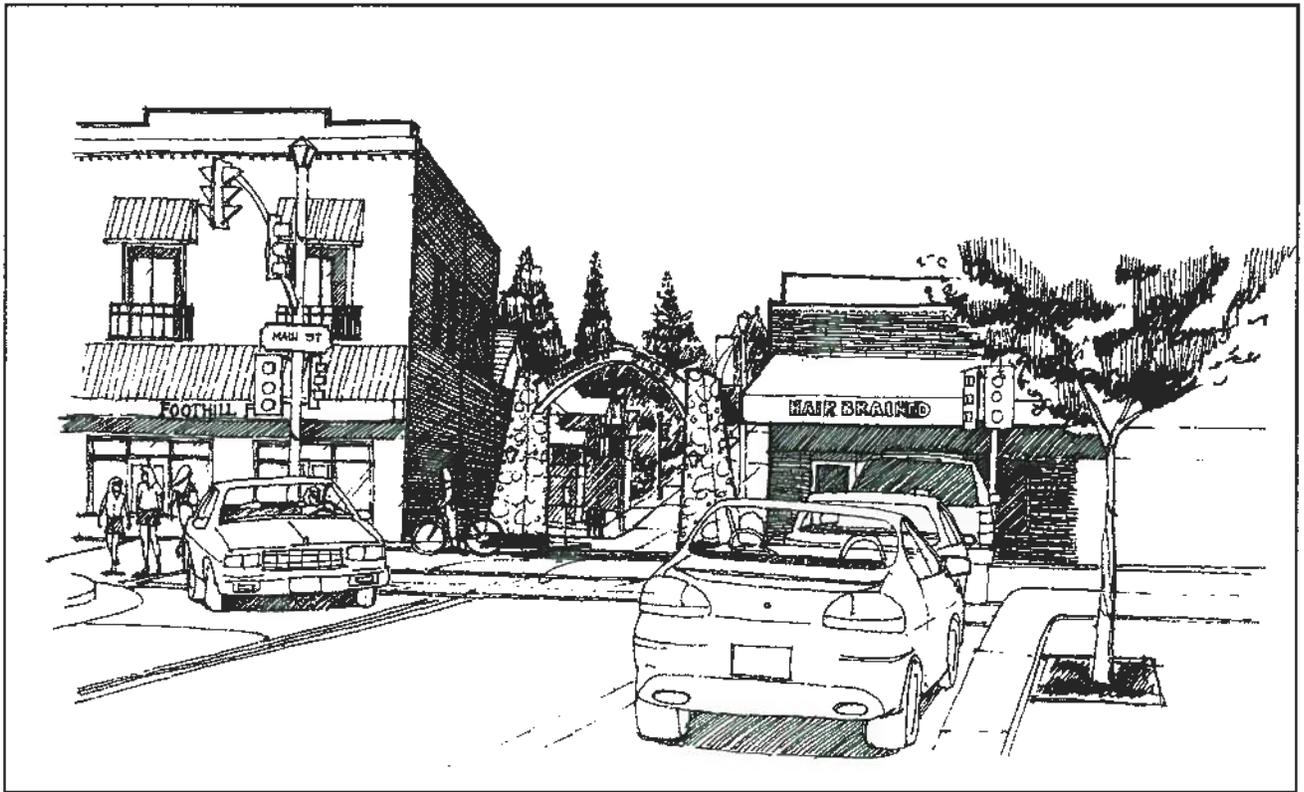
Exhibit 8

6.5 SOUTH AUBURN STREET AREA

Property Improvements: This area incorporates the properties on the west side of South Auburn between Main Street and Neal Street. Land uses are made up of office, retail and restaurants. Most of these properties are in good condition but some could use a face lift. The City should assist the private property owner to improve their building facades through a facade improvement program (See Section 7.4 - Management, Maintenance and Promotions).

A major opportunity to increase parking resources and revitalization would be to redevelop the properties along Neal and Bank with a mixed-use parking structure with ground floor retail. It is important that the structure be designed to provide access between South Auburn and Mill consistent with the Americans with Disabilities Act. Other design features should include:

- Architectural style consistent with the Downtown
- Fenestration of the upper levels consistent with residential architecture
- Large storefront windows
- A plaza and entrance feature at Neal and South Auburn
- A substantial set-back along South Auburn with centralized seating area connected to a mid-block crosswalk.



Gateway to the Richardson area from South Auburn



New parking structure over retail at South Auburn and Neal Streets with round-about in foreground

The feasibility of the mixed-use and parking structure should be investigated as part of the overall parking demand, supply and management analysis proposed in Section 5.2.

Streetscape: Streetscape improvements are recommended for the entire area and they would include:

- Canopy Street Trees
- New bus stops
- Pedestrian Scaled Street Lights
- Benches
- Trash Receptacles

Crosswalks: Enhanced (use of pavers or punched asphalt or concrete) crosswalks are proposed for the following streets:

- Bank
- Mid-block between Bank and Neal
- Neal

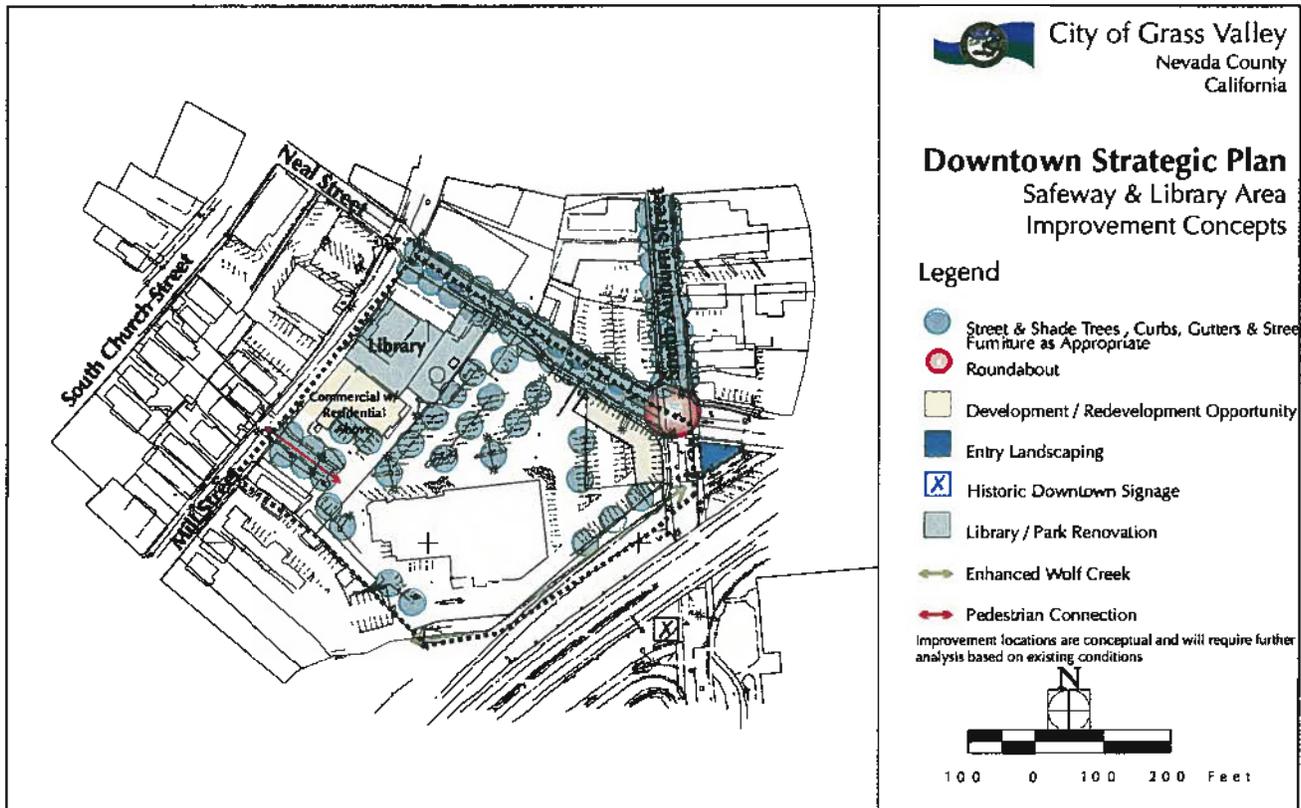


Exhibit 9

6.6 SAFEWAY AND LIBRARY AREA

Property Improvements: The area is dominated by the Safeway Shopping Center, other uses include the Library, retail (including the Salvation Army Thrift Store), eating establishments and the Elisabeth Daniels Park. The Library is planning a renovation program which is pending funding. The renovation program includes the incorporation of the park which should provide better management of this important open space.



An opportunity for infill development exists at the intersection of Neal and South Auburn in the Safeway parking lot. This site could be developed with a 8,000 to 10,000 square foot retail space which would help frame the intersection. Additionally, the Salvation Army building could be redeveloped to include ground floor commercial, and residential above that fronts on Mill Street.

Streetscape: Streetscape improvements are recommended for Neal Street that would include:

- Canopy Street Trees
- Pedestrian Scaled Street Lights
- Benches
- Trash Receptacles

It has been reported that a condition of approval for a previous planning entitlement for the Safeway Center was for the property owner to provide for the shading of the parking area. The Planning Department files should be investigated, and if this is in fact the case, the condition should be enforced.

As the opportunity arises, pedestrian access between Mill Street and the shopping center should be enhanced through separating it from the existing driveway and adding decorative trees or other landscape materials.

Mill Street streetscape improvements are a part of a current City project which extends from Highway 20 to Neal Street.

The concreted triangle bounded by Colfax/South Auburn/State Route 20/49 Frontage Road does not provide a positive image of Downtown as one enters the area. It is recommended that this area be landscaped with low groundcover and annual plantings.

Crosswalks: An enhanced (use of pavers or punched asphalt or concrete) crosswalk is proposed for the Neal and South Auburn intersection.

Wolf Creek: Wolf Creek is covered as it passes through the Safeway site. If the cost of exposing and enhancing Wolf Creek is infeasible at this time the City should not allow structures to be built over the creek alignment and obtain, through easements or other legal instruments, the ability to allow future creek enhancements as opportunities are presented. In addition, walkway improvements should be installed to allow access to the point where the creek resurfaces.

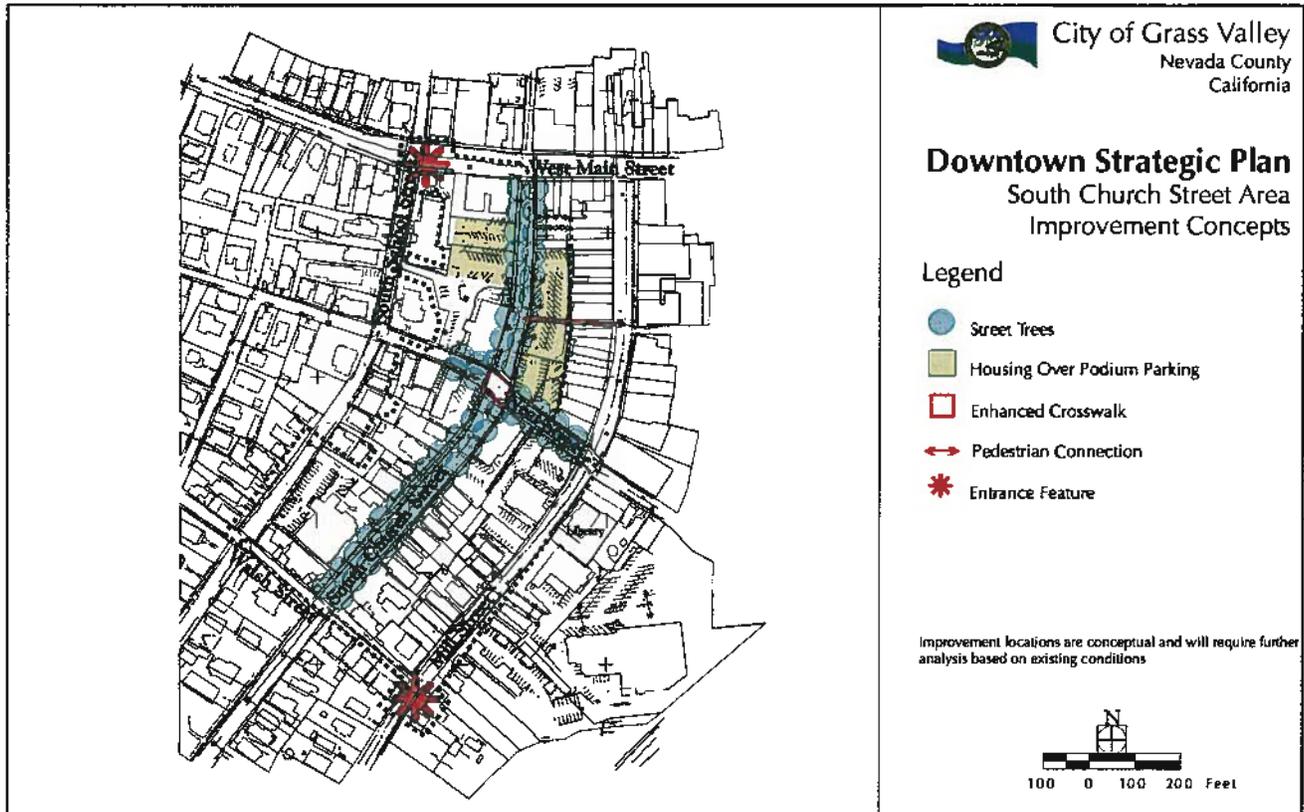


Exhibit 10

6.7 SOUTH CHURCH STREET AREA

Property Improvements: This area is characterized by its variety of uses - financial and real estate institutions, high density residential, single family residential, houses of worship, retail and the home of the Chamber of Commerce. Two opportunities exist for increasing the amount of housing in the Downtown area. Both involve developing housing units over podium parking lots. One lot is the City lot at Neal and South Church Street the other is across South Church to the rear of the Bret Harte Inn. The development of housing over parking would requires a detailed financial/feasibility analysis and in one case the cooperation of adjoining property owners. The financial/feasibility analysis should include the following analysis:

- Identify fee users (revenue opportunity - can the parking support debt?)
- Identify mechanisms for shared parking arrangements
- Identify housing funding mechanisms which can provide funding for the parking associated with the housing
- Develop cost estimates for the combined parking and housing (make sure that you can pull out the parking costs)
- Identify public funding sources for the "public parking" component
- Identify public funding sources for the housing component

Streetscape: Streetscape improvements are recommended for Neal Street and South Church Street that would include:

- Canopy Street Trees
- Pedestrian Scaled Street Lights
- Benches
- Trash Receptacles

In addition, an enhanced crosswalk at Neal and South Church and a pedestrian oriented connection between South Church and Mill through the parking structure should be provided in the location of the existing pedestrian way. Gateways are proposed for the intersections of West Main and South School, Mill and Walsh and Mill and Highway 20. These gateways could take the form of a modest archway or a monument sign.



Housing over podium parking on South Church Street near West Main

7 IMPLEMENTATION MATRIX

The following Implementation Matrix identifies recommended projects, their suggested priority (final priority will be established after consultation with the Community, City Staff and City Leaders), who should be responsible for implementation and the estimated cost for improvements and programs. Recommended implementation steps or actions are contained in the body of the plan and will vary as projects or programs evolve.

Potential funding sources are presented in Appendix E. Between now and the completion of the Community Review Process the consultant team will work with city staff to identify funding sources and develop a five-year implementation program.

7.1 PARKING RECOMMENDATIONS

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Reduce the parking required in the study area as follows: <ul style="list-style-type: none"> • Residential - 1/du • Retail 1:400 sf • Office 1:450 sf 	Planning Division	Administrative	Implementation and timing subject to the analysis performed in 7.1.h.
b. Allow required parking for residential uses to be reduced to 0.5/du if parking is shared with office uses (on or off site) subject to the approval of the Planning Commission and Section 14.12 of the Zoning Ordinance.	Planning Division	Administrative	Implementation and timing subject to the analysis performed in 7.1.h.
c. Allow required parking for residential uses to be reduced to 0.5/du if residential unit is located on the upper floor of an existing structure.	Planning Division	Administrative	Implementation and timing subject to the analysis performed in 7.1.h.
d. Allow residential uses to utilize City parking facilities between 6:00 pm and 7:00 am and develop a residential permit program for new residential uses.	Police Department	Administrative	Implementation and timing subject to the analysis performed in 7.1.h.
e. Eliminate the proximity requirement of 300 feet for off site parking.	Planning Division	Administrative	Implementation and timing subject to the analysis performed in 7.1.h.

PARKING RECOMMENDATIONS - CONTINUED

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING/PRIORITY
<p>f. Allow an applicant to be credited for having the parking that would have been required for the land use, area or intensity made of the building on the operative date of the parking requirements in place at the time the building constructed or of last planning entitlement secured if those requirements had applied. If the new land use, area or intensity of the building requires greater parking than the land use, area or intensity being made on the operative date of the parking requirements, the applicant shall be required to provide actual off-street parking in an amount equal to the difference between the parking required of the new land use, area or intensity and the parking that would have been required of the land use being made on the operative date of the parking requirements if such requirements had been applicable.</p> <p>Example: A 1000 sf building built in 1910 would have been required to have (at 1:400) 2.5 parking stalls by today's standards but has none. Say that the use in the building is changing to a use that is required to have 5 spaces under the current code. The new use would be credited the 2.5 spaces for the historic use and would only be required to provide the additional 2.5 spaces.</p>	<p>Planning Division</p>	<p>Administrative</p>	<p>Implementation and timing subject to the analysis performed in 7.1.h.</p>
<p>g. Establish a parking mitigation program with assessments in lieu of providing required parking. The assessment would be used to develop city managed parking facilities.</p>	<p>Planning Division, Finance & Consultant</p>	<p>Administrative</p>	<p>Implementation and timing subject to the analysis performed in 7.1.h.</p>
<p>h. Conduct a parking demand, supply and management analysis. The assessment should include an analysis of recommendations 7.1.a. –g. above. The analysis would also include a feasibility assessment for the Salvation Army, Church Street and South Auburn Street parking facilities. See 7.9.g., 7.10.b. and 7.11.b.</p>	<p>Planning Division & Consultant</p>	<p>\$90,000</p>	<p>Priority 1</p>
<p>i. Establish a Transportation Management Program which facilitates the use of alternative modes of transportation by employees and visitors. The program would be implemented by the GVDA.</p>	<p>Planning Division, GVDA, & Consultant</p>	<p>\$24,000³</p>	<p>Priority 3</p>

PARKING RECOMMENDATIONS - CONTINUED

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING/PRIORITY
j. Allow the parking lot landscaped areas to be used as drainage/detention swales.	Planning Division	Administrative	On an opportunistic basis
k. Develop program to support the joint use of adjacent parking areas to increase efficiency and numbers.	Public Planning Division Works	Administrative	Priority 2
l. Landscape parking lots.	Public Works, Planning Division, & Private Owners	Vary by lot size and condition	On an opportunistic basis

NOTES:

7.2 STREETScape IMPROVEMENTS

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Analyze needs and opportunities and develop a program to provide benches throughout the downtown area.	Downtown Grass Valley Association	\$500-\$700 per bench	Conduct the analysis in 2003
b. Widen sidewalks to 6 - 8 feet wherever feasible.	Public Works Private Owners	\$ 45 per lineal foot for 6' section	On an opportunistic basis with private project approval or other street improvement projects
c. Install street trees along street corridors as recommended by the Plan.	Public Works	\$ 2,200 per tree includes saw cut, excavation, irrigation, electrical and tree planting	On an opportunistic basis with private project approval or other street improvement projects
d. Review and update the existing sidewalk inspection program and assess funding responsibilities (public or private) and repair or replace sidewalks as necessary.	Public Works Private Owners GVDA	\$ 45 per lineal foot assumes 6' section	Inspection 2003-2004 repair / replacements ongoing
e. Complete Main Street streetscape enhancement program along East Main to end of Planning Area. Allow for more seating/benches, water features, screening and options for public outdoor café.	Public Works GVDA	\$ 500 per lineal foot	On an opportunistic basis with private project approval
f. Based on existing design themes undertake a design for streetscape improvements along South Auburn, Neal to Bank (Phase 1) and Bank to Richardson (Phase 2). Design components include survey, schematic design, electrical engineering, civil engineering, landscape design, and a public process. Improvements would include sidewalk widening, landscape planters, street trees, benches, potable water, pedestrian gathering niches at intersection, enhanced crosswalks, public art, a gateway feature at the north side of Main and an entry feature at Neal and South Auburn.	Public Works, Planning Division & Consultant	\$ 240,000 Phase 1 Redevelopment Agency Tax Increment	2003-2004 Phase 1 Phase 2 as funding becomes available
g. Obtain City Council/GVDA approval of streetscape elements including, but not limited to, benches, lighting, trash cans, bike racks, special paving materials, signage, landscaping treatments (trees, shrubs), kiosks, public telephone and bollards based on design project identified in 7.2.f.	Public Works	Administrative	2003-2004

STREETSCAPE IMPROVEMENTS -CONTINUED

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
h. Construct streetscape improvements along South Auburn.	Public Works	\$1,300 per lineal foot	2005-2006
i. Undertake streetscape improvements along Richardson, Washington to School. Improvements would include sidewalk widening, landscape planters, street trees, benches, potable water, and enhanced crosswalks.	Public Works, Planning Division & Consultant	Unknown	Not in the planning horizon. Priority 1 for projects listed as 7.2.i.-l.
j. Undertake streetscape improvements along Stewart and Bank, Wolf Creek to Mill. The improvements would be a part of the Hotel development. Improvements would include sidewalk widening, landscape planters, street trees, benches, potable water, pedestrian gathering niches at intersection, enhanced crosswalks and an entry feature at Bank and Wolf Creek.	Public Works, Planning Division & Developer	Unknown	Not in the planning horizon. Priority 2 for projects listed as 7.2.i.-l.
k. Undertake streetscape improvements along Neal, South Auburn to School. Improvements would include sidewalk widening, landscape planters, street trees, benches, potable water, pedestrian gathering niches at intersections, and enhanced crosswalks.	Public Works, Planning Division & Consultant	Unknown	Not in the planning horizon. Priority 3 for projects listed as 7.2.i.-l.
l. Undertake streetscape improvements along Church, Richardson to Walsh. Improvements would include sidewalk widening, landscape planters, street trees, benches, potable water, pedestrian gathering niches at intersection, enhanced crosswalks, public art, and an entry feature at Church and West Main.	Public Works, Planning Division & Consultant	Unknown	Not in the planning horizon. Priority 4 for projects listed as 7.2.i.-l.
m. Conduct an analysis for the development of a series of public gathering places. The analysis would include recommendation related to programming, location, size, supporting uses, design, financing, etc.	Planning Division & Consultant	\$ 35,000 Redevelopment Agency Tax Increment	2005-2006
n. Install entry elements to the Downtown including but not limited to: Mill and French, Mill and Walsh, School and Main, Main and Bennett, Bank and Wolf Creek, South Auburn and Colfax, and South Auburn and Main (at the entrance to Richardson area).	Planning Division, GVDA & Consultant	Variable Redevelopment Agency Tax Increment & GVDA	2003 and forward as funds become available
o. Investigate the feasibility of undergrounding above ground utilities.	Public Works	Unknown	Prior to roadway improvements

STREETSCAPE IMPROVEMENTS -CONTINUED

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
<p>p. A plan should be developed to implement the Parks and Recreation Master Plan that: opens the view and access to Wolf Creek, creates an urban promenade with public access, creates a landscape amenity for restaurants, inns, galleries, and shops bordering the creek; provides flood protection by stabilizing banks, and provides adequate building setbacks to limit flood damage. If, in fact, the cost of exposing and enhancing Wolf Creek across the hotel and Safeway sites is infeasible at this time the City should not allow structures to be built over the creek alignment and obtain, through easements or other legal instruments, the ability to allow future creek enhancements as opportunities are presented. In addition, the hotel project should provide a pleasant pedestrian environment for hikers exploring and traveling across the property to reach the north and south segments of Wolf Creek.</p>	<p>Recreation Division and City Attorney</p>	<p>\$ 65,000 Outside grant</p>	<p>2004-2005</p>

NOTES:

7.3 CIRCULATION

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Conduct an analysis to develop a short term and long term solutions for the traffic conflicts related the Neal/Colfax/South Auburn intersections into one intersection. See Section 5.4.	Public Works	Check with P.W.	Check with P.W.
b. Improve North Auburn from Main to Richardson with wider sidewalks to accommodate the pedestrian. Bulb-outs should be installed at the south end to provide pedestrian nesting places and increase the turning radius to enhance accessibility for larger vehicles.	See 7.2.f.	See 7.2.f.	Not in the planning horizon
c. Maintain Richardson's two-lanes two-directional street and improve it with sidewalks. Because of its narrow right of way and the desire to have parking more proximate to commercial uses, Richardson should have parallel parking on the south side only. Tree planters should be installed at intervals based on physical constraints such as curb cuts and underground utilities.	See 7.2.i.	See 7.2.i.	Not in the planning horizon
d. Church from West Main to Richardson will be converted to one-way north bound. Like South Auburn, it should be improved with wider sidewalks to accommodate the pedestrian. Bulb-outs should be installed at the south end to provide pedestrian nesting places and increase the turning radius to enhance accessibility for larger vehicles.	See 7.2.l.	See 7.2.l.	Not in the planning horizon

NOTES:

7.4 MANAGEMENT/MAINTENANCE/PROMOTION

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Enforce sidewalk maintenance statutes. See 7.2.d.	Public Works GVDA	Administrative	Ongoing
b. Conduct a sidewalk educational program with property owner to advise them on their responsibilities and the City's responsibilities regarding sidewalk maintenance.	GVDA	Administrative	2003 and Ongoing
c. Expand the sidewalk cleaning program by conducting a second cleaning each year. The area to be cleaned roughly includes Main Street from Church to near Bennett and Mill Street with spot cleaning along South Auburn and Church.	GVDA	\$ 3,000 annually GVDA	2003 and Ongoing
d. Develop a brochure for the Art Walk Program. The Art Walk Program supports local artists, galleries and art friendly businesses through the promotion of an art oriented annual walking tour. The first Art Walk was held on September 28, 2002.	GVDA, Nevada County Arts Council & California Art Walk	\$ 500 annually GVDA	2003 and Ongoing
e. Sponsor an application to nominate the Downtown Historic District for inclusion on the National Register of Historic Places. The nomination, if approved, would provide a twenty percent tax credit to property owners who restore contributing properties.	Historical Commission Planning Division & Consultant	\$12,000 Redevelopment Agency Tax Increment	2004-2005
f. Expand the Historic District as described in General Plan Implementation Action 4-HI.	Planning Division & Legal	Administrative	2003
g. Develop an ordinance that discourages or prohibits the demolition of historic structures.	Planning Division & Legal	Administrative	2003 in conjunction with 7.4.f.

NOTES:

MANAGEMENT/MAINTENANCE/PROMOTION - CONTINUED

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
g. Work with Caltrans to install "Historic Downtown Grass Valley" signage on Highway 49 in both directions.	Planning Division & GVDA	Administrative	2003
h. Enhance the "Historic Downtown Grass Valley" sign at the off ramps of Highway 49.	GVDA	Administrative	2004
i. Review and Update the Design Guidelines for the Downtown study area. Buildings should be complimentary in mass, height, set back, fenestration, and materials. Develop design standards for rear entrances, rock walls, historic structures, new construction, public improvements (lighting, sidewalks, crossings, etc.), parking lots, and materials (appropriate materials include: mine rock, brick, iron, wood siding [not plywood], tin, corrugated metal, and stucco).	Planning Division, Legal & Consultant	\$20,000 Redevelopment Agency Tax Increment	2005-2006
j. Directional signage program with design competition.	Public Works & GVDA	\$1,500 GVDA	2004
k. Implementation of directional signage program.	Public Works GVDA	Variable allocate \$25,000 Transportation Fund	Initiate in 2004-2005
l. Extend weekend and evening business hours.	GVDA	Not Applicable	2003 and ongoing
m. Promote downtown entertainment, performing arts, and other arts-related venues. Prepare joint, thematic advertising campaign, offer interviews to local media timed to special events, prepare press releases and an arts focus brochure, offer tours for travel agents; look for opportunities to market downtown to people attending events and festivals at the Nevada County Fairgrounds (see list of major events in Appendix B). Add focused promotional materials to an enhanced GVDA website.	GVDA	\$2,000 to \$15,000 depending on nature of brochure and website design and need for contracted services GVDA	2003 and ongoing

NOTES:

MANAGEMENT/MAINTENANCE/PROMOTION - CONTINUED

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
n. Promote the many reasons for locals to shop downtown: prepare a joint, thematic advertising campaign emphasizing convenience, range of stores and services, entertainment and dining options. Prepare a brochure for distribution to local real estate agents, libraries, hospitals, visitor centers, city offices, and other locations where the public gathers. Investigate opportunities for posting on employee bulletin boards, features in newsletters, or mailing inserts. Design and sell Downtown Grass Valley t-shirts and/or hats.	GVDA	\$2,000 - \$25,000 depending on design and distribution plan. Some costs could be recouped through sales GVDA	2003 and ongoing
o. Recruit convenience oriented shopping and service businesses. Examples include pharmacy, health food store, bakery, delicatessen, wine and cheese shop, traditional dry goods/"surplus" store, laundromat, and travel agency. (See discussion of recruitment materials below)	GVDA	Administrative	2003 and ongoing
p. Develop recruitment materials, including a community profile brochure using market analysis materials presented in Appendix B. Add similar materials to an enhanced GVDA website. Advertise in trade and business magazines.	GVDA	Costs depend on nature/design of recruitment package and advertising rates. GVDA	2003
q. Enhance word-of-mouth marketing and recruiting efforts.	Everyone	Free	2003 and ongoing
r. Develop a Facade Improvement Program.	Planning Division	Allocate \$75,000/year Redevelopment Agency Tax Increment	2004-2005

NOTES:

7.5 RICHARDSON STREET

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Maintain the areas mixed use character.	Decision Makers	N/A	Ongoing
b. Develop standards for front yards of converted residential structures to maintain residential character (i.e. no parking and maintain landscaping).	See 7.4.i.	See 7.4.i.	See 7.4.i.
c. Discourage the demolition of architecturally or historically significant structures.	See 7.4.f.	See 7.4.f.	See 7.4.f.
d. Encourage additional density for both commercial and residential uses.	Private Owners	Private	On an opportunistic basis
e. Improve parking lots with landscaping and trees.	See 7.1.j. and l.	See 7.1.j. and l.	See 7.1.j. and l.
f. Develop program to encourage property owners to work together and jointly use parking areas which will increase efficiency and numbers.	See 7.1.k.	See 7.1.k.	See 7.1.k.
g. Undertake streetscape improvements along Richardson, Washington to School. Improvements would include sidewalk widening, landscape planters, street trees, benches, potable water, and enhanced crosswalks.	See 7.2.i.	See 7.2.i.	See 7.2.i.
h. Develop mid block pedestrian connections where feasible.	Private Owners	Private	On an opportunistic basis
i. Improve rear facades - add additional rear entrances where feasible. Implement the Façade Improvement Program.	See 7.4.p. and r.	See 7.4.p. and r.	See 7.4.p. and r.
j. Investigate utility undergrounding.	See 7.2.o.	See 7.2.o.	See 7.2.o.
k. Develop a small gathering place and entry feature at East Main, Richardson, and Bennett. See 7.2.m.	Public Works & Adjoining Owner	\$ 75,000 Property Exchange & Private	2004-2005
l. Find user for the "Office" commercial space.	GVDA	Administrative	2003

NOTES:

7.6 POST OFFICE

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Continue existing Main Street public improvements. Allow for more seating/benches, water feature, screening and options for public outdoor café.	See 7.2.e.	See 7.2.e.	See 7.2.e.
b. Preserve service commercial historic buildings.	See 7.4.e., f. & p.	See 7.4.e., f. & p.	See 7.4.e., f. & p.
c. Allow existing uses to remain or relocate based on owner/operator business decisions - Allow building conversions with residential as an option.	Decision Makers	Policy Issue	Ongoing
d. Work with owner adjacent to the Washington, Richardson, and Bennett remainder property to develop a small plaza/gateway, and public parking in return for property abandonment.	See 7.2.n.	See 7.2.n.	See 7.2.n.
e. Encourage the Post Office to relocate the drop box to the frontage road.	Planning Division	Unknown Post Office	2003-2004
f. Enhance Stewart Street to provide a quality pedestrian environment.	See 7.2.j.	See 7.2.j.	See 7.2.j.
g. Assist owner of small mall east of Bennett with facade improvements.	See 7.4.p.	See 7.4.p.	See 7.4.p.
h. Enhance Wolf Creek.	See 7.2.p.	See 7.2.p.	See 7.2.p.

NOTES:

7.7 CITY HALL/BANK

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Preserve Cabins along Wolf Creek as affordable housing or lodging.	See 7.4.e., f. & p.	See 7.4.e., f. & p.	See 7.4.e., f. & p.
b. Enhance Wolf Creek.	See 7.2.p.	See 7.2.p.	See 7.2.p.
c. Landscape Police parking area.	See 7.1.j & l.	See 7.1.j & l.	See 7.1.j & l.
d. Provide signage for public restrooms in City Hall.	7.4.j. & k.	7.4.j. & k.	7.4.j. & k.
e. As part of the overall parking study evaluate the feasibility of decking over lower level of City parking lots.	See 7.1.h.	See 7.1.h.	See 7.1.h.
f. Preserve Victorian structures and 50s modern structure at the corner of Bank and Stewart.	See 7.4.e., f. & p.	See 7.4.e., f. & p.	See 7.4.e., f. & p.
g. Allow existing uses to remain or relocate based on owner/operator business decisions - Allow building conversions.	See 7.4.e., f. & p.	See 7.4.e., f. & p.	See 7.4.e., f. & p.
h. Enhance seating area in the City Hall parking lot at the corner of East Main and South Auburn.	Public Works	\$ 35,000 Redevelopment Agency Tax Increment	2004-2005

NOTES:

7.8 HOTEL BLOCK

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. The City should facilitate negotiations between the hotel and adjacent property owners that result in appropriate easements and reciprocal access agreements to assure these access points.	Planning Division Private Owners	Administrative	Upon completion of 7.8.d. below
b. The hotel proponent should be required, as a condition of approval, to make pedestrian improvements to the south side of Bank Street from the Highway 49 frontage road to South Auburn. The improvements should include a minimum 6-8' sidewalk, street trees, parallel parking and benches in the two areas identified as plazas.	Planning Division	Administrative	2003
c. The hotel proponent should be required, as a condition of approval, to allow joint use of their parking facilities and to investigate integrating their parking and access with that of adjacent properties subject to the development of a master plan (separate recommendation) for the properties fronting on South Auburn Street.	Planning Division	Administrative	2003
d. A Master plan should be prepared for the entire subarea between Colfax and Neal. The plan should include the following components: Development pro forma and economic feasibility analysis, development phasing, review of existing ordinances, schematic site plan with urban design elements (examining the possibility of incorporating a gathering place), schematic building design, appropriate land uses (examining the feasibility of upper floor residential or office uses), relationship to the redevelopment agency, relationship between property owners, and an implementation strategy. If major redevelopment effort is not feasible, work with property owners to redesign individual properties to be more in character with the historic downtown area.	Planning Division & Consultant	\$ 35,000 Redevelopment Agency Tax Increment	2003-2004
e. Enhance South Auburn Street to provide a quality pedestrian environment. As part of that project install a mid-block connection across South Auburn between Bank and Neal Streets.	See 7.2.f.	See 7.2.f.	See 7.2.f.

NOTES:

7.9 EAST SIDE OF SOUTH AUBURN

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Initiate discussions with Caltrans to provide additional parking under Freeway if feasible.	Public Works	To be determined	2003-2004
b. Initiate discussions with Caltrans to landscape the triangle near Highway 49.	Public Works	\$ 8,300 Caltrans	2005-2006
c. Develop an overall landscape plan for the area around the Neal and South Auburn intersection.	GDVA, Public Works, Caltrans & Landscape Architect	\$ 7,500 Volunteer	2004-2005
d. Enhance South Auburn Street to provide a quality pedestrian environment.	See 7.2.f.	See 7.2.f.	See 7.2.f.
e. As part of the directional signage program, enhance "Historic Downtown" signage at the Highway 49 off ramp.	See 7.g., h. & j.	See 7.g., h. & j.	See 7.g., h. & j.
f. Initiate discussions with Caltrans to install "Historic Downtown" signage on Highway 49 - both directions.	See 7.g., h. & j.	See 7.g., h. & j.	See 7.g., h. & j.
g. As part of the overall parking analysis investigate the feasibility of constructing a multilevel parking lot over retail with a master developer between Neal and Bank - relocate old mortuary - design the lot to provide ADA accessibility to Mill Street from South Auburn.	See 7.1.h.	See 7.1.h.	See 7.1.h.
h. As part of the overall parking analysis investigate transit funding for parking structure that contains Transit District offices and transit hub.	See 7.1.h.	See 7.1.h.	See 7.1.h.
i. Investigate the feasibility of incorporating an entertainment element into the parking structure object.	GVDA , Planning Division & Redevelopment Consultant	See 7.1.h.	See 7.1.h

NOTES:

7.10 SAFEWAY/LIBRARY

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Investigate the feasibility of rebuilding the Sprouse - Ritz / Salvation Army building and evaluate the ability to provide parking above for library usage.	See 7.1.h.	See 7.1.h.	See 7.1.h.
b. Encourage the development of a pad type building at the corner of Safeway's parking lot at Neal and South Auburn.	GVDA & Private Owner	Administrative	On an opportunistic basis
c. Preserve the ability to open up Wolf Creek in the future and provide pedestrian access.	See 7.2.p.	See 7.2.p.	See 7.2.p.
d. Encourage the owners to improve pedestrian connection between Mill Street and Safeway's parking lot.	GVDA & Private Owner	Administrative	On an opportunistic basis
e. Enhance South Neal Street to provide a quality pedestrian environment.	See 7.2.k.	See 7.2.k.	See 7.2.k.

NOTES:

7.11 CHURCH STREET

RECOMMENDATION	RESPONSIBLE PARTY	COST/FUNDING RESOURCES	TIMING
a. Redesign Church Street public parking lot - Consider stripping, trash enclosures, landscaping, and enhanced transit stop.	Public Works	\$ 86,000 Transportation Funds	See 7.1.h.
b. Investigate the feasibility of developing podium housing over larger existing public and private parking lots.	See 7.1.h.	See 7.1.h.	See 7.1.h.
c. Enhance Church, Neal and Walsh Streets to provide a quality pedestrian environment and additional through the placement of trees.	See 7.2.k. & 7.2.l.	See 7.2.k. & 7.2.l.	See 7.2.k. & 7.2.l.

NOTES:

Appendix A

DOWNTOWN GRASS VALLEY STRATEGIC PLAN

Community Workshop Summary



GROUP (7) CONCEPT: FOR PARKING GARAGE
3 LEVELS ABOVE STREETWALK
Image by Lauren Anderson

September 16, 2002

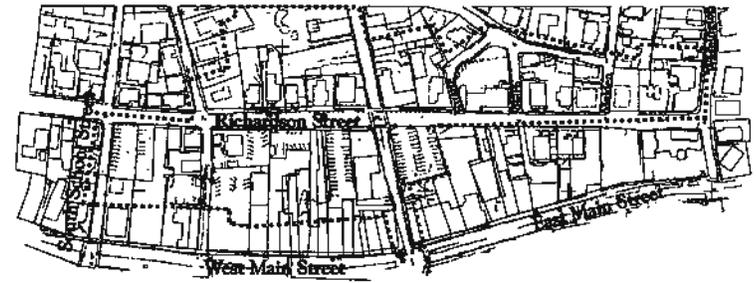
Grass Valley Downtown Strategic Plan
Downtown Workshop Summary
September 16, 2002

Monday
Morning

Group 1

MORNING SESSION

During the morning session participants were randomly assigned to 7 different working groups that focused on specific subareas within the Planning Area Boundary identified by the Downtown Strategic Plan Working Committee. The groups took a walking tour that had been previously developed by their designated facilitator. While on the tour, participants jotted down any impressions they had in response to a 6 question questionnaire. Upon completion of the tour the groups returned to the meeting area and were given 15 minutes to summarize their thoughts for each question into 5 to 10 words. The groups then had 1 hour and 5 minutes to discuss, prioritize and record the group's ideas and thoughts. The following are their responses:



GROUP ONE - RICHARDSON STREET - DALE CREIGHTON, FACILITATOR

1. What elements reinforce the Focus Area as an area with a "Sense of Place"?
 - Common architecture
 - Trees
 - The office building connecting to Downtown
2. What are the BARRIERS to this "Sense of Place" in the area?
 - Ugly parking lots
 - Utilities, walkway connection
3. Are there places that present special DEVELOPMENT OPPORTUNITIES?
 - Renovate building
 - Recognize/encourage mixed use
 - Improve parking lots
- 3a. Describe the DEVELOPMENT
 - Mixed use
4. Are there specific USES that would BENEFIT the area?
 - Fix public parking lot
 - More business and parking
 - Public Plaza



Page 1

5. What should the streetscape improvements contain that would make this area special?

- Underground utilities
- Street lights
- Sidewalk/walkways
- Existing design themes
- Trees

6. Are there other strengths, weakness, opportunities, or threats that should be noted that have not been?

STRENGTHS:

- Residential architecture
- "The Office" building
- Brick and rock walls
- Smith building

WEAKNESS:

- Professional office building
- Overhead utilities
- Lighting
- Back of building

OPPORTUNITIES:

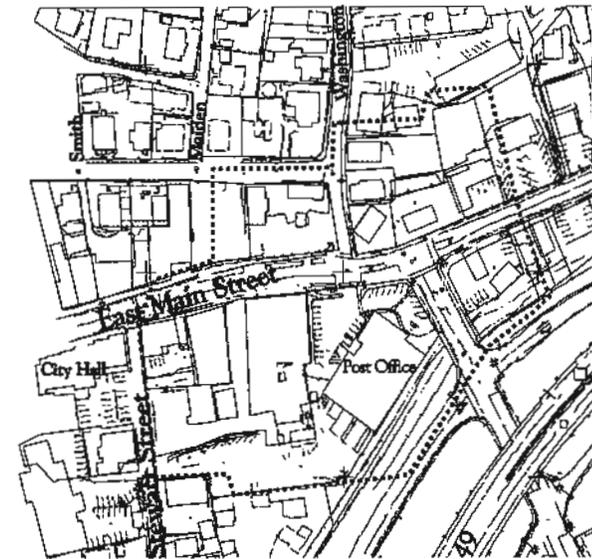
- Building backs
- Expose architecture
- More business
- Plaza at Washington Street

THREATS:

- Increase traffic
- No action
- No plan
- Lack of money

GROUP TWO - POST OFFICE AREA - JO MCPROUD, FACILITATOR

1. What elements reinforce the Focus Area as an area with a "Sense of Place"?
 - Activity
 - Pedestrian opportunities
 - Mature trees
 - Streetscape
2. What are the BARRIERS to this "Sense of Place" in the area?
 - Inappropriate uses
 - Inappropriate architectural materials
 - Congestion - Noise
 - Lack of landscape
3. Are there places that present special DEVELOPMENT OPPORTUNITIES?
 - New intersection "left overs" - gateway
 - Foundry - Historic Retail (A La The Cannery)
 - Public parking lots or structure
 - 60's Mall rehabilitation, mixed use
 - Re-built gas station
 - Alley, pedestrian, courtyard, café, etc.
- 3a. Describe the DEVELOPMENT
 - Response was combined with number 3 above.
4. Are there specific USES that would BENEFIT the area?
 - Parking
 - Residential
 - Outdoor café
5. What should the streetscape improvements contain that would make this area special?
 - Continue existing Main Street Improvements
 - More seating
 - Crosswalks (pavers)
 - Screening
 - Possible fountain
6. Are there other strengths, weakness, opportunities, or threats that should be noted that have not been?
 - No response



Monday
Morning

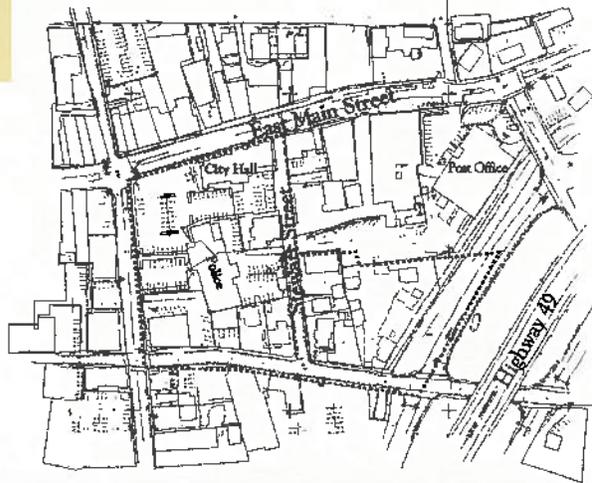
Group 2

Page 3

GROUP THREE - CITY HALL/BANK STREET - CINDY MOFFOT, FACILITATOR

1. What elements reinforce the Focus Area as an area with a "Sense of Place"?

- City buildings
- Historical buildings
- Wolf Creek



2. What are the BARRIERS to this "Sense of Place" in the area?

- Lack of parking
- Existing uses not complimentary to above
- Wolf Creek

3. Are there places that present special DEVELOPMENT OPPORTUNITIES?

- Multilevel parking built into slope with retail at street
- Convert uses for Tripps, medical building, Victorian (at Police and City Hall) and cabins
- Scenic corridor along Wolf Creek
- Centralize public plaza
- Improve access to downtown

3a. Describe the DEVELOPMENT

- Response was combined with number 3 above.

4. Are there specific USES that would BENEFIT the area?

- Parking and transportation hub
- Retail office/professional with upstairs apartments
- Restaurants with courtyards

5. What should the streetscape improvements contain that would make this area special?

- Street amenities including landscaping, banners, benches
- Pedestrian circulation - sidewalks, alleys
- View from freeway

6. Are there other strengths, weakness, opportunities, or threats that should be noted that have not been?

- More mass transportation opportunities
- Replace existing housing that may be lost - increase housing above business
- More pedestrian friendly planning

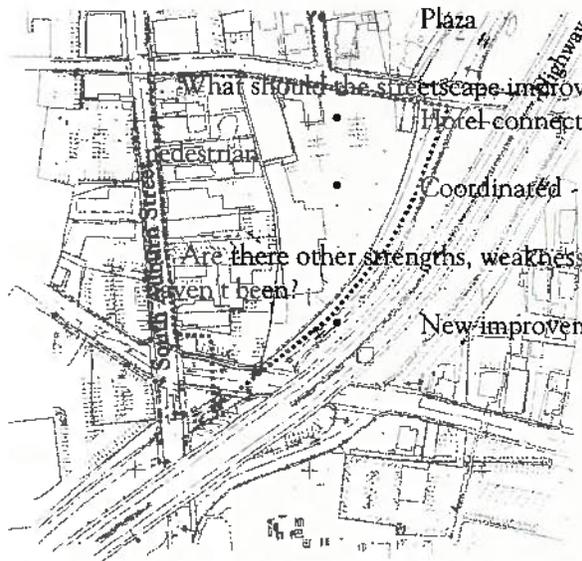


GROUP FOUR - HOTEL BLOCK - BRENT DAGGETT, FACILITATOR

1. What elements reinforce the Focus Area as an area with a "Sense of Place"?
 - General location
 - History, Chinese District, Wolf Creek
2. What are the BARRIERS to this "Sense of Place" in the area?
 - Lack of identity
 - Land ownership pattern
3. Are there places that present special DEVELOPMENT OPPORTUNITIES?
 - Whole block
 - Creek opening
- 3a. Describe the DEVELOPMENT
 - Hotel, Mixed Use
 - Plaza

4. Are there specific USES that would BENEFIT the area?

- Hotel, Mixed Use
- Plaza



What should the streetscape improvements contain that would make this area special?

- Hotel connection to Mill Street, open the creek to open space,
- Coordinated - trees, lighting

Are there other strengths, weakness, opportunities, or threats that should be noted that haven't been?

New improvements to enhance Grass Valley's character

Monday
Morning

Group 4



Page 5

GROUP FIVE - EAST SIDE OF SOUTH AUBURN STREET - TONY OZANICH, FACILITATOR



1. What elements reinforce the Focus Area as an area with a "Sense of Place"?

- S. Auburn and Bank Street
- S. Auburn and Main
- No real sense of place

2. What are the BARRIERS to this "Sense of Place" in the area?

- Lack of identity for main entrance into town
- Lack of mature planting
- Open parking lots dominate

3. Are there places that present special DEVELOPMENT OPPORTUNITIES?

- Parking Lots - parking structure with good landscaping to encourage visitors to walk
- Old building could be restored to mixed resident/commercial uses
- Intersection improvement (S. Auburn & Bank)

3a. Describe the DEVELOPMENT

- Parking structure
- Mixed resident/commercial uses

4. Are there specific USES that would BENEFIT the area?

- Entertainment
- Plaza
- Row of restaurants

5. What should the streetscape improvements contain that would make this area special?

- Creek daylighting trail for pedestrians
- Round-about at city entry
- Landscaping

6. Are there other strengths, weakness, opportunities, or threats that should be noted that have not been?

- Hotel/tourism
- Water quality improvement (run off prevention) to Wolf Creek
- CalTrans - need to work with City

GROUP SIX - SAFEWAY SHOPPING CENTER - KAREN CLAUSEN, FACILITATOR

1. What elements reinforce the Focus Area as an area with a "Sense of Place"?
 - Library/park
 - Shopping - grocery stores & shops
2. What are the BARRIERS to this "Sense of Place" in the area?
 - No visible entrance to the "City" Mill Street & S. Auburn
3. Are there places that present special DEVELOPMENT OPPORTUNITIES?
 - Multilevel parking garage by freeway
 - Professional and more retail space along Neal St.
 - Pedestrian access to Mill St. through park and library
 - Access to S. Auburn on with landscape, benches, etc.
 - Central plaza in middle with water feature (campus affect)
 - Solidify library/park as one unit - water feature in park

3a. Describe the DEVELOPMENT

- Response was combined with number 3 above.

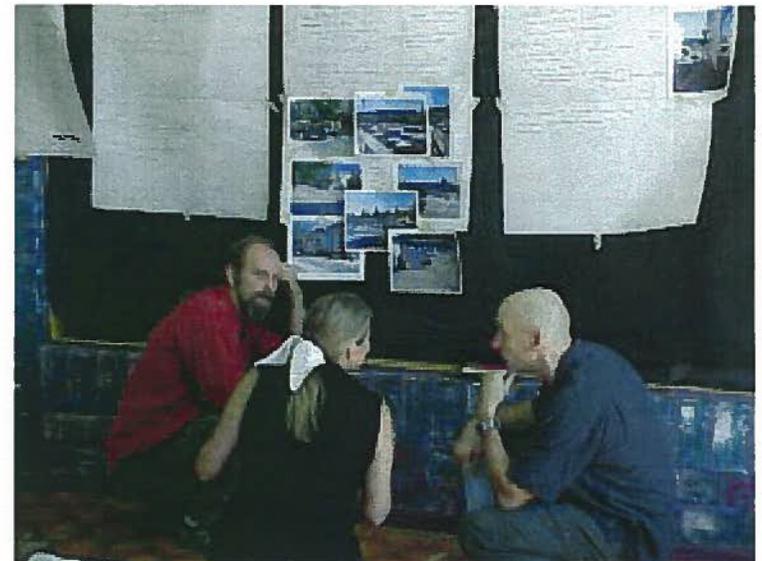
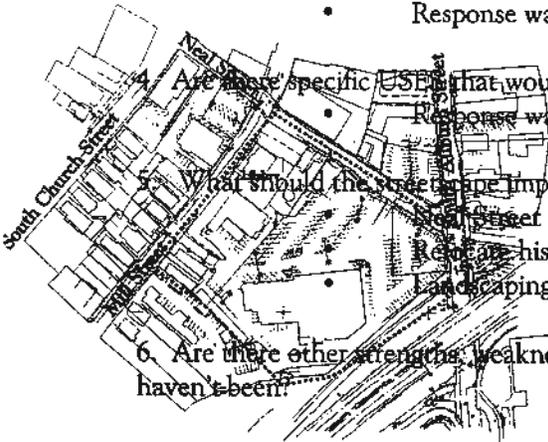
4. Are there specific USES that would BENEFIT the area?

- Response was combined with number 3 above.

5. What should the streetscape Improvements contain that would make this area special?

- Neal Street - banner along theater
- Reinstall historic stone pillars to entrance to park
- Landscaping to park & structure

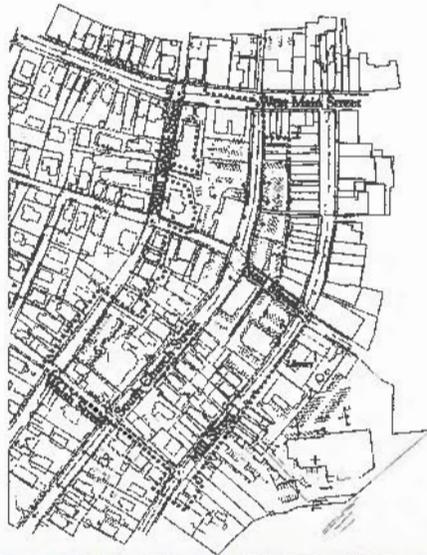
6. Are there other strengths, weakness, opportunities, or threats that should be noted that haven't been?



Monday
Morning

Group 7

- No Response



GROUP SEVEN - SOUTH CHURCH STREET - ANDY CASSANO, FACILITATOR

1. What elements reinforce the Focus Area as an area with a "Sense of Place"?
 - Mixed Use - retail financial, churches, "Victorian" apts
 - Feeling of authenticity - real and genuine "place"
2. What are the BARRIERS to this "Sense of Place" in the area?
 - Lack of parking
 - Lack of funding for improvement (tie)
3. Are there places that present special DEVELOPMENT OPPORTUNITIES?
 - Carefully designed garage at Church Street lot
 - Outdoor spaces, benches, rest spots
- 3a. Describe the DEVELOPMENT
 - Response was combined with number 3 above.
4. Are there specific USES that would BENEFIT the area?
 - More "infill" residential in existing buildings
 - More parking
5. What should the streetscape improvements contain that would make this area special?
 - Sidewalks improvements and cleaning
 - Street trees in various locations
6. Are there other strengths, weakness, opportunities, or threats that should be noted that have not been?
 - Lack of implementations and leadership by City
 - Merchant parking management

AFTERNOON SESSION

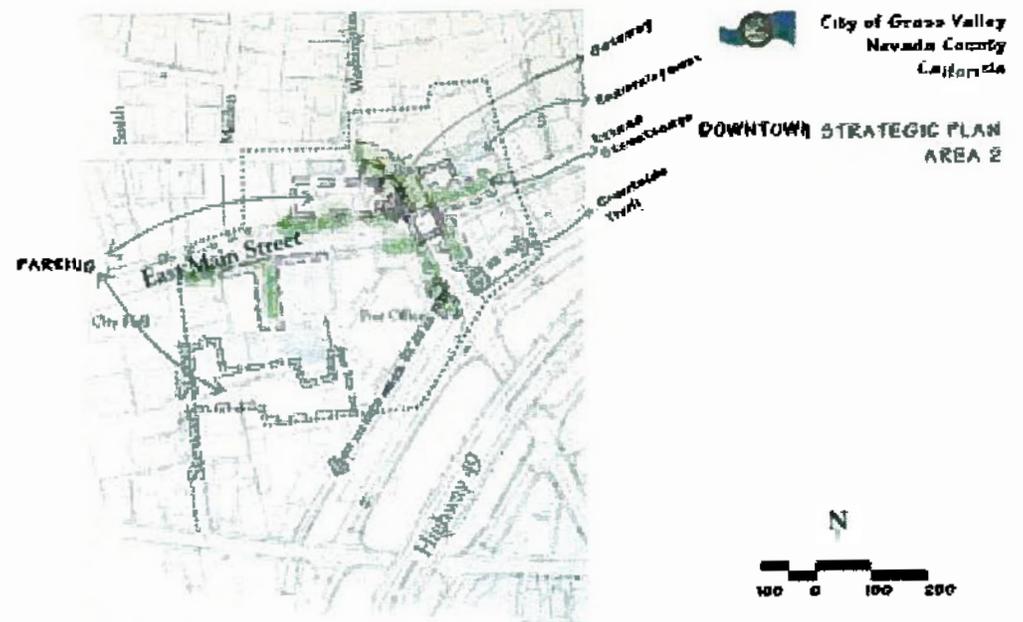
Monday
Afternoon

In the afternoon each group was given 15 minutes to respond to a series of 7 questions and summarize their thoughts for each question in 5 to 10 words. The groups then had 1 hour and 30 minutes to discuss, prioritize and record everyone's ideas and thoughts on a sheet of paper. The following are their responses:

Question	Group One	Group Two	Group Three	Group Four	Group 5	Group 6	Group Seven	Commonality
1. What are the 2 most important issues (positive or negative) that the Downtown area will face in the next 10 years?	Missing	<ul style="list-style-type: none"> Traffic/Parking Staying real Retail outside the area 	<ul style="list-style-type: none"> Parking Retail space 	<ul style="list-style-type: none"> Traffic Parking Other shopping center - regional growth Maintain character of Downtown Economic Vitality Small town feel 	<ul style="list-style-type: none"> Traffic/Parking Balanced Economic Growth with Proper Planning 	<ul style="list-style-type: none"> Losing symbolic relationship - hometown feeling Residential-commercial-environment 	<ul style="list-style-type: none"> Traffic flow Parking shortage Change Impact/benefit of annexations 	<ul style="list-style-type: none"> Traffic Parking Small Town Character Competition
2. What underutilized resources or opportunities does Grass Valley have that can be capitalized on to improve downtown?		<ul style="list-style-type: none"> Emphasize walking Develop transit Encourage night life 	<ul style="list-style-type: none"> Wolf Creek Underutilized land space Annexation areas 	<ul style="list-style-type: none"> Redevelopment opportunity Reuse of important bldg/facilities Historic character Renewal of fine area/ under-utilized areas 	<ul style="list-style-type: none"> Entertainment/Arts Mixed Use 	<ul style="list-style-type: none"> Local talent - Center for the Arts Wolf Creek 	<ul style="list-style-type: none"> Improvement of parking lot real estate Support from governmental agencies Walking tour opportunity- more building plaques Fill Alpha building Is redevelopment area funding available? Parking management (time, cost, sharing, permits, etc.) 	<ul style="list-style-type: none"> The Arts Wolf Creek Redevelopment Opportunities Underutilized land space - Reuse of important buildings/facilities
3. What kind of public area physical improvements should be developed in the Downtown? Where?		<ul style="list-style-type: none"> Entrance features Enhance crosswalks 	<ul style="list-style-type: none"> Parking structure/ retail ground level Improved access to Downtown Centralized public plaza 	<ul style="list-style-type: none"> Parking structure Public plaza/space Public facilities/ restrooms Trail development at Wolf Creek Gateway/signage 	<ul style="list-style-type: none"> Better Pedestrian Facilities/Parking Landscaped Areas 	<ul style="list-style-type: none"> Better usage of access to Downtown Management of parking Better and more walking and bike trails Central plaza 	<ul style="list-style-type: none"> Parking garage with possible multi-use (at Church St., S. Auburn & Neal & N. Auburn St.) Emphasize points of interest Wolf Creek trail Sidewalk maintenance Landscape Safeway lot Entry treatment at S. Auburn & Neal 	<ul style="list-style-type: none"> Parking Structure Plaza Gateways Improved Access Alternative Modes of Transportation Wolf Creek Trail Landscaping Public facilities/ restrooms
4. What are the 2 top businesses that could be added to Downtown, be successful, and support other business?		<ul style="list-style-type: none"> Pharmacy Night life Midrange conference center 	<ul style="list-style-type: none"> Retain supermarket Lodging with conference Restaurant patio dining 	<ul style="list-style-type: none"> Hotel Plaza with mixed use businesses Housing Satellite PO. Retail/Pharmacy/ Hardware/Cleaners 	<ul style="list-style-type: none"> Outside Café Evening Entertainment Hotel 	<ul style="list-style-type: none"> Nightlife/Arts Hardware store 	<ul style="list-style-type: none"> Mervyn's - bad for tourism Nightclubs Enhanced Performing Arts Incubator Business Space - shared resources Franchises - appropriately designed Hardware Pharmacy Photo Shop Let market decide 	<ul style="list-style-type: none"> Nightlife/Arts Conference Lodging Pharmacy Hardware Outside dining

Question	Group One	Group Two	Group Three	Group Four	Group 5	Group 6	Group Seven	Commonality
5. Considering that the City and the Grass Valley Downtown Association have limited resources, where should their efforts be focused?		<ul style="list-style-type: none"> •Streetscape •Cleaning 	<ul style="list-style-type: none"> •Grant writing •Promotional events •Public outreach/ education 	<ul style="list-style-type: none"> •Traffic/parking master plan •Benches/no benches •Revise zoning code •Trees/streetscape 	<ul style="list-style-type: none"> •Promotions •Community Outreach •Perma Culture Enhancements 	<ul style="list-style-type: none"> •Promotions •Maintaining a hometown personality 	<ul style="list-style-type: none"> •Parking improvements •Streetscape •Traffic flow •Refined action plan with priorities and solutions •Sidewalk maintenance •Benches & plaques •Assist in filling vacant buildings •Christmas tree 	<ul style="list-style-type: none"> •Promotions •Outreach •Streetscape Improvements •Parking/Traffic •Sidewalk Maintenance •Business Recruitment
6. What do we need to consider about the broader community when planning for Downtown?		<ul style="list-style-type: none"> •Library expansion •Housing 	<ul style="list-style-type: none"> •Reduce impacts on residential areas •Joint marketing with Nevada City •More senior services 	<ul style="list-style-type: none"> •Impact of competing commercial development •Regional hub for facilities •Hub of region 	<ul style="list-style-type: none"> •Traffic from outlying areas •Joint marketing with other areas •Competing commercial areas 	<ul style="list-style-type: none"> •Create a thriving local community •1st locals •2nd outside area 	<ul style="list-style-type: none"> •Who is our market •Integrate annexation planning •Parking for broader rural market •Business and tourism mix •Integrity & consistency of expansion/ improvements •Appropriate design control •Traffic handling •It ain't broke don't try too hard to fix it! 	<ul style="list-style-type: none"> •Competition •Joint Marketing •Match Business Mix to Market Needs
7. What could I personally do to help address the problems or needs?		<ul style="list-style-type: none"> •Attend public workshop •Educate on Issues •Explain to public or educate 	<ul style="list-style-type: none"> •No response 	<ul style="list-style-type: none"> •Get involved - volunteer •Become part of the approval process 	<ul style="list-style-type: none"> •Donate Time •Get involved 	<ul style="list-style-type: none"> •Stay involved in Downtown Assoc. and City Council •Maintain symbiotic relationship •Residential - commercial - environment 	<ul style="list-style-type: none"> •Volunteer expertise •Donate money •Maintain individual properties & sidewalks •Call City Hall 	<ul style="list-style-type: none"> •Involvement •Part of the Approval Process

1. Amick, Sue
2. Johnson, Renny
3. Gonzales, Kimberly
4. Barretta, Gretchen
5. Monighan, Bruce
6. Cirino, Jerry
7. Matteson, Laura
8. Jung, Pam
9. Peterson, Matt
10. Williams, Dean
11. Reese, Susan
12. Rasner, Janice
13. Tassone, Gerard
14. Anderson, Lauren
15. Weaver, Donna
16. Lima, Joseph
17. Laubenheimer, Dean
18. Burns, Rita
19. Enos, Steve
20. Haroldsen, Gene
21. Conklin, Bruce
22. Williams, Dave
23. Mitchell, Dorothy
24. Wald-Tuttle, Anita
25. Beitz, Cherie
26. Jarrette, Dianne
27. Hayes, Libby
28. Robinson, Ann Marie
29. Hayes, Jennifer
30. Smith, Barbara J.
31. Todorov, Kerana
32. Holdcraft, Mary Frances
33. Mautino, DeVere
34. Golnik, Rudi
35. Crough, Tim
36. Charonnat, Leal
37. Hughes-Hartogs, Rebecca
38. Blinder, Jon
39. Poston, Chauncey
40. Johnson, Jeff
41. Johnson, Rey
42. Allen, Keoni
43. Aguilar, Paul
44. Herwatt, Frank
45. Ruter, Tim
46. Hayhurst, Nick
47. Keehn, Jonathan
48. Sharp, Mark
49. Mullin, Lavonne
50. Minett, Nancy
51. Mueller, Mary Ann
52. Bisnett, Brian
53. Landon, Dan
54. Poston, Teresa
55. Stovel, Elizabeth
56. Carville, Phil
57. Amaral, Julia
58. McCall, Chris
59. Garfield, Lytrel
60. Winter, John
61. McCloud, Bruce
62. Lee, Jolina



Thank
You

Center for the Arts

- Jon Binder
- Paul Emory

Facilitators

- Dale Creighton
- Jo McProud
- Cindy Moffot
- Brent Daggett
- Tony Ozanich
- Karen Clausen
- Andy Cassano

Committee Members

- Linda Stevens
- Howard Levine
- Lisa Swarthout
- Dolores Jones
- Joe Heckel
- Leslie Harris

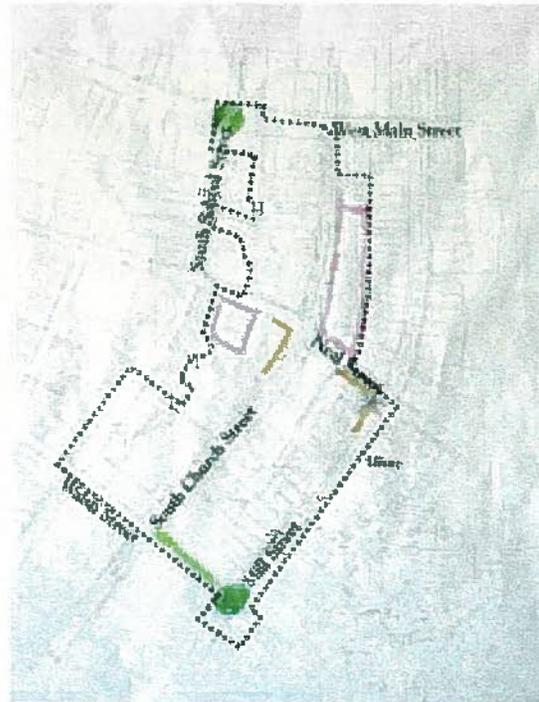
Warehouse Deli

Hans Pastry Shop

Caroline's Coffee

Helpers

- Barb Carman



 City of Grass Valley
Nevada County
California

**DOWNTOWN STRATEGIC PLAN
AREA 7**

Legend:

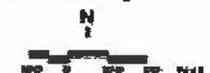
- - - Planning Area Boundary
- - - Improvement Opportunity

 Entry Treatment

 Street Theme or
Landscape Theme

 Christmas Tree

 Sidewalk Project



Appendix B

Appendix B ~ Promotional Materials

1 Introduction

The following text is provide as an example of text that could be used in a business recruitment brochure:

Overview

- Grass Valley is an important regional retail center and visitor destination. Per capita retail sales top \$23,000—more than twice the statewide average.
- Downtown Grass Valley boasts a well-rounded mix of retail activity accounting for about 20 percent of total sales in the City.
- Downtown Grass Valley attracts local, regional, and visitor markets.

Existing Supply and Demand Context for Downtown Grass Valley

Supply Factors

- About 500,000 square feet of space in Downtown
- Over 60 percent of the space is in retail, restaurant, and entertainment use
- About 45 percent is retail space
- About \$52 million of annual sales in Downtown
- Over 90 percent of sales are in retail, restaurant, and entertainment categories
- Retail sales per square foot are about \$200 on average.

Demand Factors

- Downtown residents are 35 percent of the City total
- About 5 percent of Grass Valley residents work at home
- Another 4 percent walk to work
- Almost 90 percent of Grass Valley employed residents work in Nevada County—just over 10 percent commute to the Sacramento region.
- A substantially higher percentage of Western Nevada County employed residents living in the unincorporated areas commute to the Sacramento region for work.
- About 1,000 people work in Downtown
- The primary market area—Western Nevada County—represents a total annual retail spending potential of \$645 million.
- Downtown residents—representing \$27 million per year in retail spending potential—account for less than five percent of the market area total.
- The rest of the City contributes about 11 percent of total annual spending potential—\$42 million per year.
- The rest of the greater Western Nevada County market area is by far the largest component of market area annual spending potential—representing \$577 million per year, or almost 90 percent of the total.
- Market area housing growth supports a 40 percent increase in retail spending potential over the next 20 years.
- Visitors to Nevada County spend about \$402 per visit, per group.
- 60 percent of the spending is in retail and restaurant categories.

2 Recruitment Data

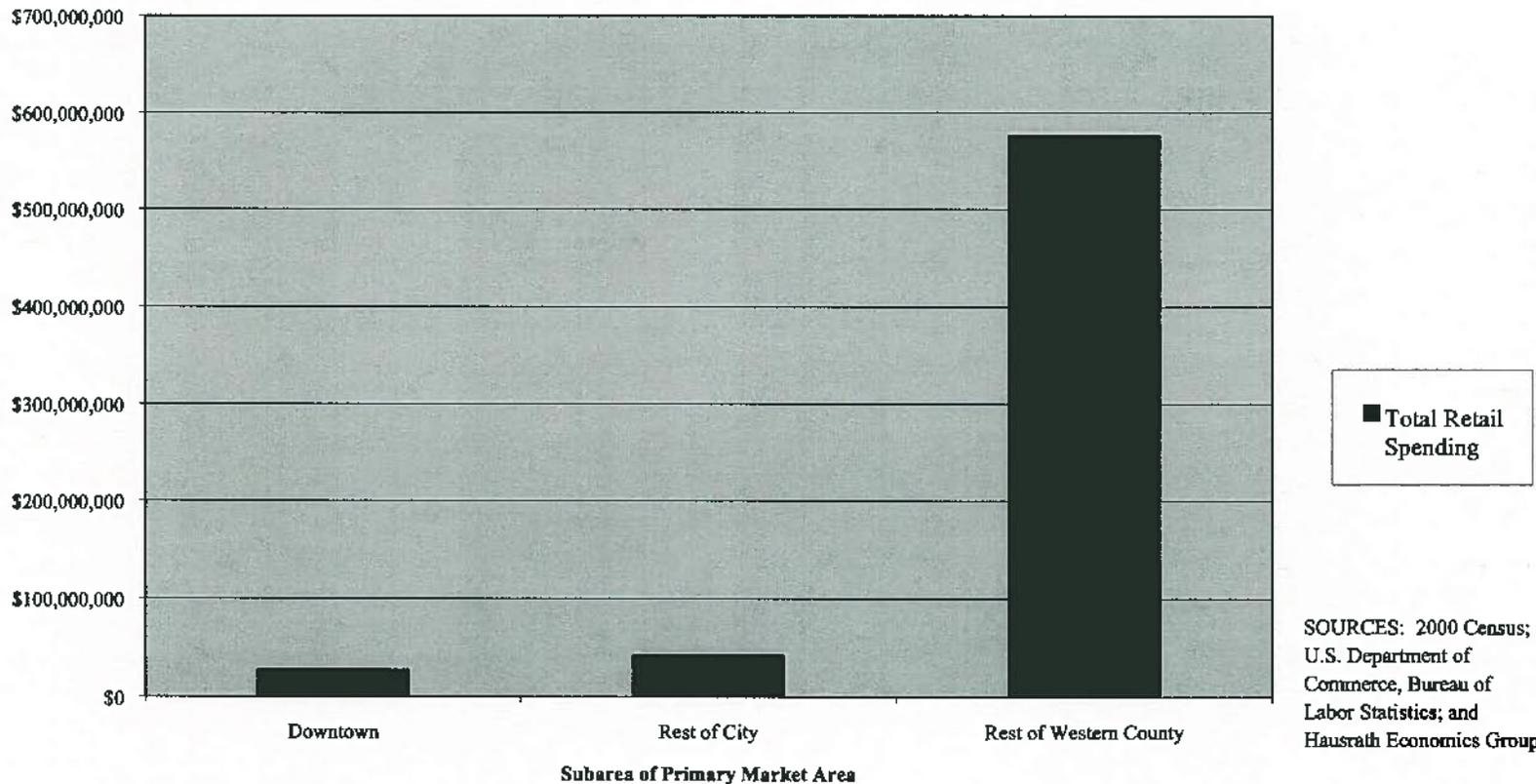
The following information should be incorporated into any business recruitment promotional packet:

CONSUMER DEMOGRAPHICS FOR SUBAREAS OF THE PRIMARY MARKET AREA: DOWNTOWN GRASS VALLEY, GRASS VALLEY, AND WESTERN NEVADA COUNTY: 2000						
	Downtown Grass Valley		City of Grass Valley		Western Nevada County	
Total Population	3,864		10,922		77,541	
Group Quarters Population	-		260		820	
Total Households	1,742		5,016		31,487	
Household Size	2.22		2.13		2.44	
Total Housing Units	1,853		5,266		33,759	
Vacant Units	111		250		2,272	
Vacancy Rate	6.0%		4.7%		6.7%	
Owner Occupied	660	38%	2,209	44%	23,956	76%
Renter-Occupied	1,082	62%	2,807	56%	7,531	24%
Male	1,851	48%	4,915	45%	37,957	49%
Female	2,013	52%	6,007	55%	39,584	51%
Age Distribution						
Under 5 years	7%		6%		4%	
5 - 19 years	21%		19%		20%	
20-34 years	23%		19%		11%	
35-64 years	36%		34%		44%	
65 years and over	13%		22%		20%	
Total	100%		100%		100%	
Estimated Median Household Income in 2000	\$32,600		\$29,000		\$45,100	
<p>NOTE: Downtown Grass Valley is defined to include households living within the approximately one square mile Town Center area. The City of Grass Valley includes the households and population living in the current city limits. Western Nevada County incl</p> <p>SOURCE: 2000 Census and Hausrath Economics Group.</p>						

ESTIMATES OF PRIMARY MARKET AREA SPENDING POTENTIAL BY SUBAREA: 2000			
Downtown Households			
Retail Category	Percent of Household Income	Total Annual Spending per Household	Total Annual Spending
Eating and Drinking	6%	\$1,827	\$3,182,000
Groceries and Convenience	11%	3,561	6,202,000
Comparison and Specialty	17%	5,525	9,625,000
Auto	14%	4,540	7,909,000
Total Retail Spending	47%	\$15,453	\$26,918,000
Households in Rest of Grass Valley			
Retail Category	Percent of Household Income	Total Annual Spending per Household	Total Annual Spending
Eating and Drinking	6%	\$1,625	\$4,970,000
Groceries and Convenience	11%	3,167	9,686,000
Comparison and Specialty	17%	4,915	15,028,000
Auto	14%	4,039	12,351,000
Total Retail Spending	47%	\$13,747	\$42,035,000
Households in Rest of Western Nevada County			
Retail Category	Percent of Household Income	Total Annual Spending per Household	Total Annual Spending
Eating and Drinking	5%	\$2,373	\$66,578,000
Groceries and Convenience	10%	4,581	128,351,000
Comparison and Specialty	16%	7,106	199,092,000
Auto	14%	6,441	182,550,000
Total Retail Spending	46%	\$20,501	\$576,571,000
SOURCE: 2000 Census, U.S. Department of Commerce, Bureau of Labor Statistics, <i>Consumer Expenditure Survey: 1999-2000</i> , and Hausrath Economics Group.			

	Subarea of Primary Market Area		
Total Retail Spending	Downtown	Rest of City	Rest of Western County
	\$26,918,000	\$42,035,000	\$576,571,000

Retail Spending Potential by Western Nevada County Subarea: 2000



TOTAL ADDITIONAL SPENDING POTENTIAL BASED ON HOUSEHOLD GROWTH IN THE PRIMARY MARKET AREA: 2000 - 2020	
Household Growth, 2000 - 2020	
City of Grass Valley	844
Rest of Grass Valley Planning Area	1,186
Rest of Western Nevada County Market Area	10,815
Increase in Annual Convenience Retail Spending	
City of Grass Valley	\$2,673,000
Rest of Grass Valley Planning Area	\$5,974,000
Rest of Western Nevada County Market Area	\$49,542,000
Increase in Annual Comparison Retail Spending	
City of Grass Valley	\$4,148,000
Rest of Grass Valley Planning Area	\$9,270,000
Rest of Western Nevada County Market Area	\$76,850,000
Increase in Annual Restaurant Retail Spending	
City of Grass Valley	\$1,372,000
Rest of Grass Valley Planning Area	\$3,064,000
Rest of Western Nevada County Market Area	\$25,668,000
<p>NOTE: These are estimates of the increase between 2000 and 2020 of total annual spending potential in the primary market area, based solely on the projected increase in households. These are estimates of spending potential before consideration of spendi</p> <p>SOURCE: Hausrath Economics Group</p>	

Nevada County Workers: Commute Characteristics

	Place of Residence:	Downtown Grass Valley	Grass Valley	Nevada City	Western Nevada County	State Average
Work at Home		5%	4%	8%	8%	4%
Walk to Work		4%	4%	7%	3%	3%
Work in Place of Residence		na	43%	39%	10%	
Work elsewhere in Nevada County		na	45%	47%	64%	
Work in Nevada County		89%	87%	85%	74%	
Commute to Sacramento region		11%	12%	15%	25%	
Work out of State		0%	1%	0%	1%	

Detail may not add to totals due to independent rounding.

SOURCE: U.S. Census Bureau, Census 2000

ESTIMATES OF POTENTIAL VISITOR SPENDING

Average Party Size	2.7 persons		
Average Length of Stay, excluding day trips	3.2 nights		
Average per capita daily spending	\$46.50		
Average Total Spending per Visitor Group	\$402		
Spending by Retail Category			
Eating and Drinking	\$118	50%	
Food Stores	\$29	12%	
Retail Stores	\$91	38%	
	\$238	100%	59%

SOURCES: Dean Runyan Associates, *California Travel Impacts by County, 1992-2000*, prepared for the California Technology, Trade, and Commerce Agency; March 2002; D.K. Shifflet and Associates, *California County Travel Report 1999*, prepared for the California Technology, Trade, and Commerce Agency, August 2000; and Hausrath Economics Group.

3 Events Marketing

The following information should be incorporated into arts/events marketing materials:

Major Annual Grass Valley Downtown and Fairgrounds Events		
Event	Attendance	Description
Foothills Celebration Downtown February	650 (for inaugural year in 2002)	Twenty five restaurants, over 20 wineries, four music programs, street entertainment, and an art show celebrating the richness of Foothills life in downtown Grass Valley.
Grass Valley Car Show Downtown April	10,000	300 fine hot rods, classics, and antiques decorate downtown Grass Valley. Enjoy great music, food, and car related vendors.
Sierra Festival of the Arts Downtown May	6,000	Co sponsored by the GVDA and the Nevada County Arts Council, this downtown Grass Valley fine art and craft fair on Memorial Day is 20 years in the running.
Antique and Collectible Show Downtown June	4,000	The show has run for 14 years on Mill Street in downtown Grass Valley. Booths feature antiques and collectibles as well as food.
Bluegrass Festival Fairgrounds June	5,000 – 7,000	Long-running Father's Day Weekend festival sponsored by the California Bluegrass Association
Music in the Mountains Fairgrounds Late June	10,000	Outdoor and indoor live music concerts blending classical to jazz repertory
4th of July Parade and Celebration Fairgrounds	11,000	
Friday Market Downtown Every week from Mid July through September	6,000 every week	The event is on Main and Mill Streets and includes crafts, fantastic food, great music, and a certified farmers market.
California Worldfest--World Music Festival Fairgrounds July	3,500 each day; about 8,000 overall including campers	Four days of continuous music from around the world; five stages, workshops, children's programs, artisans, international food.
Wolf Mountain Bluegrass Festival Fairgrounds July	confidential	Classic bluegrass from the golden years performed by national headliners and most of the best bands on the west coast, lots of jamming, vocal and instrument workshops and children's activities
Nevada County Fair Fairgrounds August	120,000	Ranked as one of the top five county fairs in the western United States and Canada
Windows on History Downtown August-September		Historical photographs and captions in windows of downtown businesses celebrate the history of Grass Valley.
Taste of the Gold Country, Draft Horse Classic and Harvest Festival Fairgrounds September	18,000	Luscious flavor from some of the foothills most delectable restaurants, wineries and breweries, live jazz and art under the pine trees, coupled with the premier draft horse show in the western United States.
Celtic Festival and Marketplace Fairgrounds October	5,000 plus	Music, dance, jam sessions, crafts, games, and food with a new renaissance flair. Event expands to two full days in 2003.
Safe Trick or Treat Downtown October	2,000	Thousands of preschool children out in costume with their parents searching the streets of downtown for great treats.
Country Christmas Faire Fairgrounds Thanksgiving weekend	9,000	Artisan crafts, gifts, entertainment, gourmet food, and hay wagon rides
Cornish Christmas Downtown Fridays from Thanksgiving to Christmas	5,000 every week	This year celebrating the 34th Cornish Christmas, Grass Valley's historic downtown becomes a turn-of-the-century village featuring music and carolers, delectable foods, strolling carts, crafts and the feeling of Christmas past.

Appendix C

Downtown Strategic Plan CIP Information

Project No.	Project/Location	Scope/Status	Construction Year/Budget
<i>Local Streets and Bridges.</i>			
S-L-10	Mill St. Reconstruction Between Neal St. and HWY 20 Ramps	Work in progress. See addition sheet for description of each Phase of the project. Project will include curb, gutter, sidewalk, retaining walls and pavement reconstruction. Sewer mains and drainage improvements will also be constructed and are included within their respective sections of the CIP.	00/01 \$1,062,983 02/03 - \$850,000 03/04- \$1,500,000
S-L-12	S. Auburn St. Reconstruction Between Whiting St. and McKnight Way	Phase 1 – drainage improvements. Work complete. Phase 2 & 3 – rest of narrative in CIP. Funding more than amount listed Improvements include curb, gutter, sidewalk, AC overlay and pavement reconstruction. Drainage improvements are included in the drainage section of the CIP.	½, 02/03 \$271,206
S-L-13	Richardson St. Reconstruction Between Washington and Alta Streets	Not on the horizon. Project will include curb, gutter, sidewalk, some pavement reconstruction and a full overlay with full width grinding. Corresponding sewer, water and drainage imps. Are included in appropriate sections of the CIP.	04/05 \$356,850
S-L-17	Neal St. Reconstruction Between Church and Townsend Streets	Beyond the horizon, more than 5 years out. Project will include curb, gutter, sidewalk, some pavement reconstruction and a full overlay with full width grinding. Corresponding sewer, water and drainage imps. are included in appropriate sections of the CIP.	05/15 \$301,950
S-L-24	Bank St. Bridge Reconstruction At the HWY 20/49 Frontage Road	May be a condition of approval for the hotel development even though it's beyond the 5-year horizon but that condition has not been discussed yet. Bridge will be widened to match width of Bank St. and provide capacity for future traffic volume increases. Incidental sewer and water improvements are included.	05/15 \$274,500
<i>Regional Roads and Bridges.</i>			
S-R-2	E. Main/Idaho-Maryland Intersection Mod. Physical modifications to intersection to be constructed in conjunction with signalization.	Street improvements with TS-R-4 Project will includes curb, gutter, sidewalk, pavement and incidental drainage improvements.	2 years out \$150,000 *
S-R-4	Washington St Realignment Between Richardson St. and E. Main St. (to Bennett St.)	This is the Richardson St. Extension and is in conjunction with TS-L-2. Includes road improvements, curb, gutter, sidewalks and storm drain. Project includes curb, gutter, sidewalk, pavement and incidental drainage improvements. Sewer and water improvements will also be constructed and are included within their respective sections of the CIP. Signal to be constructed at the same time (TS-L-2).	Nov. 2003 \$875,000 *

Local Intersection Improvements: (Signals/Roundabouts)			
TS-L-2	E. Main @ Bennett Sts.	Project funded, currently being designed. Includes extension from Richardson to Bennett St. with curb, gutter and sidewalks. Design and installation of signals at the E. Main St./Bennett St. intersection. To handle current traffic and anticipated increase in volume.	Nov. 2003 \$120,780
TS-L-3	Traffic Signal Synchronization Program Main Street	Will be completed as part of TS-L-5 and TS-L-6. Design and installation of traffic signal synchronization system. System will coordinate the signals along Main Street. To improve current vehicle flow and handle anticipated traffic volume increases in the future. Maybe a condition of approval for nearby developments.	04/05 \$71,370
TS-L-5	Downtown Signals – 2 Mill/Main/Church/Main	May be a condition of approval for nearby developments, ex: Kenny Ranch, depends on traffic impacts. Beyond the 5 year horizon. Design and installation of a signal to be installed at one of the "downtown" intersections. To improve current vehicle flows and provides capacity for future increase in volume.	05/15 \$224,700
TS-L-6	Alta St./W. Main St. Signals	May be a condition of approval for nearby developments, depends on traffic impacts. Beyond the 5 year horizon. Design and installation of signals at the at the Alta St./W. Main St. intersection. To provide additional capacity for future traffic volume increases.	05/15 \$164,700
Regional Intersection Improvements: (Signals/Roundabouts)			
TS-R-3	Idaho Maryland @ SR20/49 State Route 20/49	Off-ramp of SR20/49. Not currently funded. Regional facility depended on schedule, priority and funding by NCTC. Design and installation of signals at the Idaho Maryland Rd. intersection with the on/off ramps for State Route 20/49.	S/B 04/05 \$384,300
TS-R-4	Signals at Idaho-Maryland and E. Main	This is currently planned to be a roundabout. Not funded. Adopted conceptual plan, need to address business site access issue. Completion – 2 years out. Design and installation of signals at the E. Main St./Idaho-Maryland Rd. intersection.	2 years out \$150,000 *
TS-R-6	Signals @ Hwy 20 Ramps and Mill St.	Roundabouts at both intersections: Mill/McCourtney and Mill/Hwy 20. Beyond the 5 year horizon. Design and installation of signals at the Mill St./Hwy 20 ramp intersection.	05/15 \$150,000 *
TS-R-9	Ophir St/Colfax Ave. Signals	Beyond 5 year horizon. Design and installation of signals at the Ophir St./Colfax Ave. intersection.	05/15 \$137,250
TS-R-10	Ophir St. @ Bennett St. Signals	Beyond 5 year horizon.. Design and installation of signals at the Ophir St./Bennett St. intersection.	05/15 \$137,250

TS-R-12	S. Auburn St./Colfax Ave. Signals	Preliminary concept is roundabout. Studies in progress by NCTC. No work program identified. Beyond the 5 year horizon. Design and installation of signals at the S. Auburn St./Colfax Ave. intersection.	05/15 \$125,000 *
TS-R-13	Mill St. @ Neal St. Signals	May be a condition of approval for nearby developments, depends on traffic impacts. Beyond the 5 year horizon. Design and installation of signals at the Mill St./Neal St. intersection.	05/15 \$164,700
TS-R-15	Bennett @ SR 49NB Ramp Signals	Beyond 5 year horizon. Design and installation of signals at the Bennett St./Hwy 49 NB ramps intersection.	05/15 \$164,700
TS-R-16	Bennett @ SR 49SB Ramp Signals	Beyond 5 year horizon. Design and installation of signals at the Bennett St./Hwy 49 SB ramps intersection.	05/15 \$164,700
Parking Lots			
PL-1	Church St. Parking Lot	Pavement repair partially complete. Funding not identified. Project consists of the rehabilitation of the Richardson Street parking lot by reconstructing failed sections, providing an asphalt concrete overlay, restriping and construction of landscape planters and other appearance enhancing features. Future improvements consist of slurry sealing the lot at regular intervals of 7 years.	00/01 \$85,644
PL-2	Richardson St. Lot	Complete. Created lot including pavement. Project consists of the rehabilitation of the Richard St. parking lot by reconstructing failed sections, providing an asphalt concrete overlay, restriping and construction of landscape planters and other appearance enhancing features. Future improvements consist of slurry sealing the lot at regular intervals of 7 years.	1/2 \$76,860
PL-3	City Hall Parking Lot	Complete. Pavement repair. Project consists of the rehabilitation of the City Hall parking lot by reconstructing failed sections, providing an asphalt concrete overlay and restriping. Future improvements consist of slurry sealing the lot at regular intervals of 7 years.	1/2 \$65,880
PL-4	S. Auburn St. Parking Lot	Not funded yet. May be in next years CIP, 03/04. Project consists of the rehabilitation of the S. Auburn parking lot by reconstructing failed sections, providing an asphalt concrete overlay, restriping and construction of landscape planter and other appearance enhancing features. Future improvements consist of slurry sealing the lot at regular intervals of 7 years.	3/4 \$76,860
PL-6	Downtown Parking Plaza	No \$ has been spent or set-aside. Beyond the 5 year horizon. No site identified. Project consists of constructing either a single multi-level concrete parking structure or two single level structures in the downtown area. Possible location(s) to be evaluated in the future.	05/15 \$4,392,000

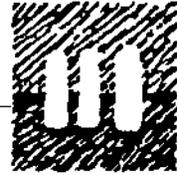
Wastewater Collection System			
CS-4	Slide Ravine Sewer Reconstruction Between Doris Dr. and Richardson St.	Project complete. The project will eliminate a major source of inflow and infiltration and increase the line's capacity to meet current needs. Richardson and N. School project to go simultaneously.	96/97 \$195,223
CS-7	N. Auburn St. Sewer Reconstruction Between Richardson St. and Main St.	Project complete. The project will relocate the existing sewer to accommodate the new Centerville Flume storm drain. Project to go simultaneously as part of the Centerville Flume project.	96/97 \$40,734
CS-11	E. Main St. Sewer Realignment Intersection of E. Main and Idaho-Maryland Rd.	Most likely complete w/Idaho-Maryland roundabout, which is scheduled '02. The project will eliminate unnecessary pipe crossing, improve overall flow characteristics and accommodate future expansion of the sewer system to the east.	02/03 \$51,606
CS-14	Mill St. Sewer Reconstruction @ Hwy 20	Scheduled 04/05. Most likely will occur w/Mill Street roundabouts. The project will relieve an existing capacity bottleneck and accommodate future expansion of the sewer system to the west.	04/05 \$299,754
CS-15	Mill St. Sewer Reconstruction From Neal St. to 450' s/o Neal St.	Complete. Part of Phase I of the Mill St. Improvements (SL-10). The project will reduce inflow and infiltration and improve overall flow by eliminating a badly deteriorated section of line.	00/01 \$66,054
CS-16	S. Auburn St. Sewer Reconstruction From Main St. to State Hwy 20/49	Beyond 5 year horizon. The project will relieve an existing capacity bottleneck caused by offset pipe joints and improve the lines overall flow characteristics.	05/15 \$116,388
Regional Drainage Improvements			
SD-R-3	Matson Creek Improvement – Phase I North of Harris St to Wolf Creek	Near Idaho Maryland. Most likely completed w/roundabout next year. Improvements will handle current storm flows and provide capacity for future development within drainage area.	03/04 \$247,450
SD-R-4	Wolf Creek Improvements Between S. Auburn St and Empire St.	Beyond 5 year horizon. Portion is in our planning area (behind Safeway). Improvements will handle current storm flows and provide capacity for future development within drainage area.	05/15 \$1,043,100
Local Drainage Improvements			
SD-L-2	Centerville Flume – Phase II	Project complete. Replace existing undersized storm drain with 54" and 60" pipe, from the City Hall parking lot to 100' north of Richardson St.(2). The sewer line in N. Auburn St. will be realigned to accommodate the new storm drain (see Sewer CIP). N. Auburn St. will be reconstructed too.	96/97 \$509,601
SD-L-5	Neal Street Drain	Scheduled 04/05. Replace existing undersized storm drain system in Neal St. with 12", 15" and 18" pipe, from Mill St. to S. School St (2). Project will correct existing deficiency.	04/05 \$105,310

SD-L-6	E. Main Street Drain From Idaho Maryland Intersection to Scandling Ave.	Outside planning area. . Project will correct existing deficiency and provide capacity for build out within the drainage area.	02/03 \$91,134
SD-L-7	S. Auburn St. Drainage Imps – Phase I	Just completed. Project also included 96" culvert under S. Auburn for Little Wolf Creek. Project will coincide with the S. Auburn St.	01/02 \$211,914
SD-L-22	Bank-Colfax Drain From Bank St. to Colfax Ave.	Beyond 5 year horizon. Project will correct existing deficiency.	05/15 \$133,956
SD-L-23	Washington-Bennett Drain	Work should be included with Richardson St. Extension. Project will correct existing deficiency.	01/02 \$115,290
<i>Parks Facilities</i>			
P-8	Wolf Creek Bike Trail Between Dow Alexander Park and Glen Jones Park	Just outside planning area but parallel to area. May be part of Wolf Creek Improvements (SD-R-4). Beyond 5 year horizon. Project will improve level of service and accommodate growth.	05/15 \$82,350
<i>Underground Facilities</i>			
UG-1	UG District No. 8 - East Main St. Between Idaho and Maryland Drive and Hugh's Rd.	Beyond 5 year horizon. Project to incorporate P.U.C.'s Rule 20A underground funding	05/15 \$217,600
UG-2	UG District No. 9 - S. Auburn Between Colfax Hwy 174 and Empire St.	Beyond 5 year horizon. Project consists of undergrounding overhead utilities between the limits of Colfax Hwy 174 and Empire St. Other possible limits are from McKnight Wy. To Empire St., or to the limits of available funding. Logic is to work from the center of the City to the outer limits.	05/15 \$219,600
UG-3	UG District No. 10 - Mill St Between Neal St. and Hwy 20	Mostly complete. Part of Mill St Reconstruction (S-L-10) Project consists of undergrounding overhead utilities along Mill St. between the limits of Neal Street and the Hwy 20 over crossing or as far as funding allows.	02/03 \$1,200,000
UG-4	UG District No. 11 - West Main St From Church Street	Beyond 5 year horizon. Project consists of undergrounding overhead utilities from Church St. tot he westerly City limits or as far as funding allows.	05/15 \$219,600
UG-5	UG District No. 12 - Richardson St Between Washington St. and Alta St.	Scheduled 04/05. Project consists of undergrounding overhead utilities along Richardson St. between the limits of Washington St. and Alta St. or as far as funding allows.	04/05 \$549,000

Please Note:

* cost figures in 1995 dollars
(all other costs are in 2000 dollars)

MEMORANDUM



DATE:	January 21, 2003	<p>MOGAVERO NOTESTINE ASSOCIATES 2012 K STREET SACRAMENTO CA 95814 916-443-1033 FAX 443-7234 information@mognot.com www.mognot.com</p>
TO:	Joe Heckel	
FROM:	Mike Notestine	
PROJECT:	South Auburn Street Workshop	
PROJECT #:	203002	
RE:	Workshop Summary and Recommendations	

I. The Workshop Summary

The City of Grass Valley held a South Auburn Street Workshop on Wednesday, January 15, 2003 between 4:00 PM – 6:00 PM in the Hullender Room in City Hall. The workshop provided an informal opportunity to participate in a discussion taking a fresh look at the proposed downtown hotel, its access and its relationship to surrounding properties.

Invitees included surrounding South Auburn and Bank Street property owners, businesses, hotel proponents, city officials and staff.

Approximately 30 attended the workshop. All but 4 of the adjacent property owners were represented.

The workshop was facilitated by David Mogavero of Mogavero Notestine Associates with recording by Mike Notestine. City officials and staff participating in the workshop included Linda Stevens, City Council Member, who provided an overview of the workshop purpose; Joe Heckel, Community Development Director, who discussed the planning process and public resources that might come to bare in the implementation process; and Bruce Monighan, the proposed hotel's architect, provided an overview of the hotel project.

Following a welcome, introductions and an overview of the hotel project, the participants discussed their current plans, their visions for the area, parking issues, Wolf Creek, the aesthetics of the proposed hotel, the need for a master plan (for the area bounded by Bank Street, the Highway 49 frontage road and South Auburn Street), and what the components of a master plan should include.



The following is a summary of their discussions:

OWNERS CURRENT PLANS

- 145 South Auburn - Have no plans
- 147 South Auburn - Plan to improve and renovate their property
- 153 South Auburn - Owners are very interested in remodeling. Would consider joint parking. Negotiable
- 159 South Auburn - Have no plans - Currently rented to Real Estate office
- 161 ½ South Auburn - Are open to ideas - currently used for 7 residential units
- 163 South Auburn - Network Real Estate - Happy where they are at. Concerned with parking, sometimes they experience a parking shortage

THE JOINT VISION

- Need the hotel investment to stimulate the overall improvement of the area
- North - south pedestrian orientation is more important than an east-west orientation
- South Auburn should be considered as its own entity
- South Auburn should be considered the 3rd Main Street of Grass Valley along with Main Street and Mill Street
- There should be better access between buildings from one area to another
- The hotel owner would like to make connections to South Auburn with cross access agreements
- Bank Street access and design are very important

PARKING ISSUES

- There is a need to solve parking problems by looking at shared parking over a larger area
- Peak time issues are with events and Saturday during the day
- The Hotel's peak parking demand will be 40 to 50 spaces for daytime conferences and events and 56 to 70 for lodging - most guests will arrive between 5:30 and 8:00PM
- The hotel is willing to share its current parking - they feel they are over parked now
- Cleaners and several other users would like a mid-block crossing for better connection to the City parking lot across South Auburn

WOLF CREEK

- Wolf Creek with a trail is desired, however the underground structure is structurally supporting highway 49. As a result it would be very expensive to expose the creek

- The current approach is to not build on the area above the creek so as to maintain the potential of opening up the creek in the future
- The developer indicate that they would be willing to provide property in the future for opening up the creek if parking could be reduced to off set their loss

HOW DOES THE CURRENT HOTEL PLAN LOOK

- ERA building should be an example for the hotel design
- No flat roof
- Currently the design looks good - could be more Victorian

A MASTER PLAN

- It was agreed upon that a Master Plan was important for the South Auburn area
- The Master Plan should be a guide for future development / redevelopment and be non enforceable

WHAT ARE IMPORTANT ITEMS TO BE INCLUDED IN THE MASTER PLAN

- Cost, budget, and a feasibility analysis
 - Rent are currently \$1.00 to 1.60 per square foot
 - A recent sale on Mill Street was \$200 per square foot
- Phasing
- Review of existing ordinances
- The previous hotel plan/feasibility analysis should be an example
- Design - How does a larger project maintain a small building feeling

II. Recommendations

A. Access

The hotel plan delineates automobile access between 153 and 159 South Auburn and a pedestrian access points to the rear of 145 South Auburn and 161 ½ South Auburn. Both the hotel developer and the adjacent property owners acknowledged the need for these connections and expressed the willingness to pursue them.

The City should facilitate negotiations between the hotel and adjacent property owners that result in appropriate easements and reciprocal access agreements to assure these access points. These negotiations should be conducted concurrent with the entitlement process in order to keep the project moving forward. The hotels current site plan does not preclude additional access points that may be identified as part of a master planning process (separate recommendation).

Another important access point is Bank Street. A comment made during the facilitated discussion was "Bank Street access and design are very important". We would concur. The hotel proponent should be required as a condition of approval to make pedestrian improvements to the south side of Bank Street from the Highway 49 frontage road to South Auburn. The improvements should include a minimum 6-8' sidewalk, street trees, parallel parking and benches in the two areas identified as plazas.

The final access recommendation is to provide pedestrian access along the Highway 49 frontage road, as shown on the site plan dated January 15, 2003.

B. Parking

The initial drafts of the Downtown Strategic Plan make several recommendation related to parking, relevant ones include:

1. Conduct a parking demand, supply and management analysis.
2. Establish a Transportation Management Program which facilitates the use of alternative modes of transportation by employees and visitors. The program would be implemented by the CVDA.
3. Develop program to support the joint use of adjacent parking areas to increase efficiency and numbers.
4. Establish a parking mitigation program with assessments in lieu of providing required parking. The assessment would be used to develop city managed parking facilities.
5. Reduce the parking required in the study area as follows:
 - Retail 1:400 sf
 - Office 1:450 sf

These recommendations should be considered during the approval process for the hotel project.

The hotel proponents have agreed to allow joint use of their parking facilities and to investigate integrating their parking and access with that of adjacent properties subject to the development of a master plan (separate recommendation) for the properties fronting on South Auburn Street. These concepts should be included as a condition of approval for the hotel project.

C. Wolf Creek

If the cost of exposing and enhancing Wolf Creek is infeasible at this time the City should not allow structures to be built over the creek alignment and obtain, through easements or other legal instruments, the ability to allow future creek enhancements as opportunities are presented.

D. Master Plan for South Auburn

The adjacent property owners and the hotel proponents have agreed that a master plan for the properties fronting on the eastside of South Auburn would be beneficial. The master plan should be conducted possible to insure the ability for the plan recommendations to be implemented with the hotel's development. The developers hope to break ground in the Fall of 2003. The hotel project should not be held up awaiting the development of the master plan.

The intent of the master plan would be to set the stage for the future redevelopment of the eastside of South Auburn that integrates the properties fronting on South Auburn with the hotel development and the remainder of downtown and to insure appropriate access, building orientation, adequate parking, and appropriate land use.

The plan should include the following components:

- Development pro forma and economic feasibility analysis
- Development phasing
- Review of existing ordinances
- Schematic site plan with urban design elements (examining the possibility of incorporating a gathering place and pedestrian pathways)
- Schematic building design
- Appropriate land uses (examining the feasibility of upper floor residential or office uses)
- Relationship to the redevelopment agency
- Relationship between property owners
- Implementation strategy

Appendix E

Appendix E ~ Potential Funding Resources

1 Introduction

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

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

2 Private Funding

Private funding can take the form of a range of personal capital expenditures, exactions, dedications, and contributions made by property owners and developers to pay for specific new projects that serve their properties. As an alternative to providing required funding up-front, property owners and developers are often willing to participate in assessment districts or other special taxing arrangements that provide a long-term financing mechanism for costly projects.

3 Redevelopment Tax Increment Revenues

Briefly, the redevelopment “tax increment,” mechanism works as follows. When a redevelopment project area is adopted, the existing assessed valuation of property within that area is established as the “base year” assessed value. Any increases in assessed value within the project area over and above the “base year” are referred to as property “tax increment” which accrues to the redevelopment agency and other eligible “pass through” civic entities to carry out the programs envisioned in the adopted redevelopment plan. This “tax increment” revenue is the primary source of revenue available to undertake redevelopment programs in California.

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

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

1. Redevelopment Capital Projects Fund

Based on information provided by the Grass Valley Redevelopment Agency, it is estimated that approximately \$ 600,000 is available annually in the Agency's capital projects fund for all projects in the Redevelopment Project Area.

2. Redevelopment Housing Set-Aside Fund

Based on Agency financial projections, it is expected that this fund will collect \$150,000 in new revenues in 2003/2004. The Housing Set-Aside Fund represents a significant source of annual revenue that can be used for preservation and development of housing for low-and moderate-income households. Potential uses of these funds could include assisting with on- and off-site improvements, providing assistance for the development of new housing anywhere in the Plan Area that would be targeted for low- and moderate-income households, and providing funds to assist with rehabilitation of housing occupied by low- and moderate-income households.

4 TEA21 Funds

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

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

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

5 TDA Funds

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

While this funding source is primarily intended to finance transit system capital projects and operations, the City can apply to spend a portion of its TDA allocations on different types of roadway, pedestrian, and bike improvements, if the City first makes findings that other transit needs which can reasonably be addressed have been met.

6 Grant Funding Sources

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

7 Special Assessment Districts

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

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

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

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

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

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

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

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

The Improvement Bond Act of 1915 does not authorize assessments, but instead provides a vehicle for issuing bonds (including variable interest bonds) to be repaid through assessments levied under the 1913 Act (as well as a number of other benefit assessment statutes). Assessment bonds are not a direct obligation of the issuing agency, and are not considered a personal or corporate indebtedness of the respective property owners paying the assessments. The bonds are secured by a public lien on the

individual parcels (i.e., property benefiting from the improvements). Under the 1915 legislation, the local legislative body may also issue “bond anticipation” notes prior to actual bond sale - in effect borrowing money against the assessment bonds being proposed for sale.

2. Landscaping and Lighting Act of 1972

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

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

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

8 Community Development Block Grant Program

The City of Grass Valley is a Community Development Block Grant (CDBG) “small city” community, meaning that the City must compete for Federal funds from the U.S. Department of Housing and Urban Development to use for various community development purposes. Eligible uses can include certain public improvements/facilities, social services, economic development, and housing rehabilitation and development activities primarily benefiting low- and moderate-income households.

The Housing Investments Partnership Program (HOME) was created through the Crantson-Gonzalez National Affordable Housing Act of 1990. The objectives of HOME are to provide decent affordable housing to lower-income households, to expand the capacity of nonprofit housing providers, to strengthen the ability of state and local governments to provide housing, and to leverage private sector participation. Eligible activities under HOME include first-time homebuyer assistance, homeowner rehabilitation, new home construction, acquisition and rehabilitation of housing, and tenant-based rental assistance. The City of Grass Valley has successfully competed for HOME funding since 1998 through the State and is eligible for up to \$3,500,000 on an annual basis.

9 General Revenues

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



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