

APPENDIX A. GENERAL PLAN CONSISTENCY

Government Code Section 65454 requires that a Specific Plan be substantively consistent with the General Plan and that it contain a statement regarding its relationship to the General Plan. The Soledad General Plan was updated in 2005 and did not anticipate the dramatic shift in the economic climate and the significant downturn in development activity. Thus, while the Specific Plan is consistent with many General Plan goals and policies, this Appendix identifies General Plan components that may benefit from amendments to better reflect realistic growth potential in Soledad within the timeframe of the Specific Plan and to focus City resources on infill and downtown development.

LAND USE DESIGNATION AND MAP

As shown in Figure A.1, the Specific Plan Area encompasses areas designated for the following General Plan Land Uses: Downtown Commercial; General Commercial; Service Commercial; Single-Family Residential; Medium Density Residential; and Public Facility.

It is the goal of the Downtown Specific Plan to develop a mixed-use area generally consistent with the Downtown Commercial General Plan Land Use. However, to accommodate the targeted development standards outlined in *Chapter 5. Development Code*, the land use designation for the Plan Area should be amended to “Downtown Specific Plan”. This will provide for appropriate flexibility in land uses and building types and eliminate inconsistencies related to development intensity among the General Plan and Specific Plan. This recommendation is included as Action 12.4 in *Chapter 4. Implementation*.

RELEVANT GENERAL PLAN POLICIES

Table A.2 describes the Specific Plan’s consistency with relevant policies in the City’s General Plan. The table notes whether or not the Specific Plan is consistent with the policy as written and whether changes are recommended to bring the General Plan into alignment with the Specific Plan. Where changes are recommended, specific suggested changes are provided in the “Notes” column.

Figure A.1 General Plan Land Uses within the Specific Plan Boundary



Land Use Designations

- Single Family Residential
- Medium Density Residential
- High Density Residential
- Downtown Commercial
- Service Commercial
- Neighborhood Commercial
- General Commercial
- Public Facility
- Industrial

TABLE A.2 GENERAL PLAN CONSISTENCY				
POLICY #	POLICY LANGUAGE	CONSISTENT?	RECOMMENDED CHANGE?	NOTES
LAND USE				
L-5	New development shall not be allowed unless adequate public services are available to serve such new development, or that can be provided at the time of development.	Y	N	
L-9	To help maintain the beauty of the City, property owners shall be encouraged to maintain their property in a neat and orderly manner. The City will continue to enforce the property maintenance standards of the Soledad Municipal Code.	Y	N	
L-18	The infill of existing residential lots shall be encouraged.	Y	N	
L-19	In general, higher densities of residential development shall be located in areas served by the widest range of urban services, and shall be preferred along collector and arterial streets, within walking distance of schools, City parks, and transit stops.	Y	N	
L-21	New commercial development shall be encouraged in Soledad near the freeway interchanges with Highway 101. Limited new neighborhood commercial development will be allowed within areas designated Expansion Area, and/or at specified nodes to provide for the everyday needs of the surrounding residential neighborhoods.	N	Y	Consider revising to state that new commercial development should be encouraged in the downtown; commercial development near the Highway interchanges should be limited to highway services or strategic big box retail.
L-22	The City will ensure that adequate commercial land is designated to meet the present and future needs of residents of the City and maintain economic vitality.	Y	N	
L-23	In general, new retail commercial development should provide a wider range of shopping opportunities for the community.	Y	N	
L-24	New commercial development shall be designed to encourage safe and efficient pedestrian circulation within and between commercial sites and nearby residential neighborhoods.	Y	N	
L-25	New commercial development shall be designed to minimize the visibility of parking areas from public roadways.	Y	N	
L-26	The visitor-serving sector of the local economy shall be maintained and expanded. New motels/hotels shall especially be encouraged in areas within walking distance of the downtown. Visitors to the nearby Pinnacles National Monument offers another potential market for visitor-serving land uses.	Y	Y	Consider revising to encourage new hotels/motels both within the downtown and/or within walking distance of the downtown.
L-27	Residences shall be allowed in conjunction with compatible commercial development on land designated Downtown Commercial.	Y	Y	Change "Downtown Commercial" to "Downtown Specific Plan."

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POLICY #	POLICY LANGUAGE	CONSISTENT?	RECOMMENDED CHANGE?	NOTES
L-28	Offices and medical facilities may be located in areas designated for office development and within the Downtown.	Y	N	
L-30	The Downtown shall be developed in accordance with the design standards contained in the Downtown Specific Plan/Front Street Improvement Plan.	Y	N	
L-31	The Downtown area along Front Street shall be developed into the physical and social center of Soledad in accordance with the vision captured by the Downtown Specific Plan/Front Street Improvement Plan. As outlying areas develop with commercial businesses, the role of the downtown should be the focus of community events and gatherings, entertainment, and dining. Pedestrian and bicycle access to the downtown shall be improved.	Y	Y	Consider revising to state that the downtown will be developed into the commercial center of Soledad (in addition to the social center).
L-32	The City shall designate adequate, appropriately located land for the development of City and County facilities and offices, schools, medical facilities, water facilities, and public safety facilities.	Y	N	
L-33	The expansion of government offices shall be encouraged on land near the present City Hall and in the Downtown. The post office should be retained in the downtown.	Y	N	
L-35	The City shall promote the clustering of public and quasi-public uses such as schools and parks, libraries, child care facilities, and community activity centers. Joint use of public facilities shall be promoted, and agreements for sharing costs and operational responsibilities among public service providers shall be encouraged.	Y	N	
L-42	The City shall use Community Design Guidelines as a decision-making tool to ensure that new development incorporates the qualities and character desired by Soledad residents.	Y	N	
L-44	The City shall require that all new development be designed to complement the scale and character of existing development. Views of the surrounding hills and mountains shall be preserved through such means as design review, sign control, undergrounding of utilities, grading, and tree removal standards.	Y	N	
L-45	The City shall require all new development to be planned and designed in a manner which employs design, construction, and maintenance techniques that: a) Avoids locating structures along ridgelines and steep slopes, b) Incorporates design and screening measures to minimize the visibility of structures and graded areas, and c) Maintains the character and visual quality of the area.	Y	N	

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POLICY #	POLICY LANGUAGE	CONSISTENT?	RECOMMENDED CHANGE?	NOTES
L-48	The entrances to Soledad from the north and south by way of Highway 101 are the community's "gateways". New public and private development in these locations shall include elements such as signage, landscaping and landscaped center medians and appropriate architectural detailing that announce one has arrived in Soledad.	Y	N	
L-50	Multi-family development shall include usable open space for each dwelling and shall be designed to be integrated with the surrounding neighborhood.	N	Y	Revise this Policy so that it applies to areas outside of the Specific Plan. While some onsite common space is encouraged for multi-family residential development in the Plan Area, the downtown will rely on public parks and a high quality public realm to address this amenity.
L-52	Historically or architecturally significant buildings shall not be demolished or substantially changed in outward appearance in a way that diminishes the historical character, unless doing so is necessary to remove a threat to health and safety and other means to avoid the threat are infeasible.	Y	N	
ECONOMIC DEVELOPMENT				
E-1	<p>The City will work with local business groups, such as the Soledad Chamber of Commerce and the Old Town Merchants Association to promote Soledad businesses and to explore new business opportunities. Among the possibilities warranting additional study include:</p> <ul style="list-style-type: none"> • More visitor-serving uses catering to visitors to Pinnacles National Monument; • Community shopping center including major chain grocery and drug stores; • A wine tasting boutique showcasing local wineries; • A train depot and train services; • Restoration of the Los Coches (Richardson) Adobe and development of a hotel and restaurant at the property; and • Recruitment of agricultural processing and support industries. 	Y	N	

TABLE A.2 GENERAL PLAN CONSISTENCY

POLICY #	POLICY LANGUAGE	CONSISTENT?	RECOMMENDED CHANGE?	NOTES
E-3	The City shall encourage efforts to attract and retain commercial and office tenants to Soledad. Efforts shall focus on those sectors that are presently undersupplied in the community and for which there may be local demand, and on regional markets that may be attracted to Soledad by locations near Highway 101.	Y	N	
E-4	The City shall coordinate with the Chamber of Commerce to promote tourism. The City will consider using a portion of the Transit Occupancy Tax and Redevelopment monies for this purpose.	Y	N	
E-5	The City shall investigate the feasibility of adding new attractions to the community such as, but not limited to, new cultural facilities, special events or special educational facilities. All such efforts shall be coordinated with the business community. One priority is to recruit a small to mid-size movie theater.	Y	N	
E-6	The City and its Redevelopment Agency shall continue to upgrade the image of Soledad through the Downtown Specific Plan and the provision of incremental improvements to the streetscapes and park system.	Y	N	
E-7	The City shall consider incentives for new development that provide a substantial fiscal benefit to the community, such as retail sales taxes, transient occupancy taxes, or higher-paying jobs.	Y	N	
E-11	The City shall explore ways to assist the school district and other regional educational institutions in providing effective adult education and training to improve the skill level of the City's residents.	Y	N	
HOUSING				
1.2	The City of Soledad shall ensure adequate vacant land suitably zoned and prepared for residential development and/or redevelopment is available to continue to meet the City's housing need as identified by AMBAG, both within the existing city boundaries and in newly annexed areas proposed for development.	Y	N	
1.3	In determining appropriate locations and zoning land for future housing, including market-rate housing as well as price-restricted affordable housing, the City will encourage proposed projects that are accessible to employment centers and services, including child care, public transit, schools, and local commercial uses, as well as in terms of meeting its housing needs allocation.	Y	N	

TABLE A.2 GENERAL PLAN CONSISTENCY				
POLICY #	POLICY LANGUAGE	CONSISTENT?	RECOMMENDED CHANGE?	NOTES
2.1	<p>The City of Soledad shall require new residential subdivisions and developments in its Expansion or Specific Plan areas to provide for an integrated mix of housing types and affordability levels that closely approximate the City's 2007–2014 “fair share” housing allocation as follows:</p> <ul style="list-style-type: none"> • 39 percent of units affordable to households of lower income (very low- and low-income), • 19 percent of units affordable to households with moderate incomes, • 42 percent of units affordable to households with above moderate incomes. <p>The City will achieve its housing allocation by requiring that a range of housing choices be provided to accommodate varied household needs (e.g., families, seniors).</p>	Y	N	
4.1	To the extent permitted by available funding, the City of Soledad will continue to assist qualified income households whose housing units are in need of rehabilitation.	Y	N	
5.1	The City of Soledad shall ensure that City site improvement standards, development review procedures, and development fees do not unreasonably constrain the development, conservation, and rehabilitation of housing.	Y	N	
CIRCULATION				
C-1	Level of Service “D” or better shall generally be maintained on all streets and intersections. Lower levels of service may be accepted during peak times or as a temporary condition, if improvements to address the problem are programmed to be developed. To identify potential impacts of new development on traffic services levels, the City shall require the preparation of traffic impact analyses generally at the sole expense of the developer for developments determined to be large enough to have potentially significant traffic impacts.	Y	N	

TABLE A.2 GENERAL PLAN CONSISTENCY

POLICY #	POLICY LANGUAGE	CONSISTENT?	RECOMMENDED CHANGE?	NOTES
C-2	Streets shall be dedicated, widened, extended and constructed in accordance with City standards. Dedication and improvements of full rights-of-way shall not be required in existing developed areas where the City determines such improvements are infeasible or undesirable. New development shall be responsible for improving a minimum one-half street along the outer boundaries of each subdivision along subdivision property where street extensions are identified. Other deviations from these standards shall be permitted upon a determination by the City Engineer that safe and adequate public access and circulation are preserved by such deviations.	Y	N	
C-3	The City shall require that roadway rights-of-way be wide enough to accommodate the travel lanes needed to carry long-range forecasted traffic volumes, as well as any planned bikeways and required drainage, utilities, landscaping, and suitable separations.	Y	N	
C-4	On arterial roadways, intersection spacing shall be maximized. New driveways along collector and arterial roadways shall be minimized or prohibited completely.	Y	N	While the Specific Plan does not recommend maximizing intersection spacing, the grid street pattern is established in the Plan Area. No change needed.
C-5	The street system in residential neighborhoods shall provide safe and logical connections to the existing street pattern, and connectivity to the range of complementary land uses within neighborhoods (housing, schools, parks, neighborhood shopping, etc.). The use of multiple collector streets shall be favored over the use of arterials in new residential subdivisions.	Y	N	
C-6	The City shall not approve new commercial or industrial development that encourages customers, employees, or deliveries to use residential streets. The circulation system shall be designed so that non-residential traffic (especially truck traffic) is confined to non-residential areas.	Y	N	
C-7	Development on commercial land west of the railroad tracks shall be chosen to minimize the volume of traffic utilizing at-grade vehicular railroad crossings.	Y	N	Consider changing or deleting. While the Specific Plan focuses long term development on this land, Union Pacific Railroad will not allow an at grade crossing.

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POLICY #	POLICY LANGUAGE	CONSISTENT?	RECOMMENDED CHANGE?	NOTES
C-8	The City shall manage the street network so that the standards presented in policies C-1 and C-12 are not exceeded. The City will require new development to mitigate the traffic impacts it causes, or the City will limit development along streets where congestion levels are unacceptable.	Y	N	
C-9	New local streets shall be developed consistent with the goals, policies and programs of the Land Use Element of the General Plan.	Y	N	
C-10	Facilities that promote the use of alternate modes of transportation, including bicycle lanes, pedestrian and hiking trails, park-and-ride lots and facilities for public transit shall be incorporated into new development, and shall be encouraged in existing development.	Y	N	
C-11	The City will continue to support the policies and programs of the Monterey County Congestion Management Plan.	Y	N	The Monterey County Congestion Management Plan may no longer be relevant.
C-16	Roundabouts will be considered as an alternative to traditional intersection controls.	Y	N	
C-17	The City shall require the provision of adequate off-street parking in conjunction with all new development. Parking shall be located convenient to new development and shall be easily accessible from the street. The adequacy and appropriateness of parking requirements in the Zoning Ordinance shall be periodically evaluated.	Y	N	While this Policy focuses on suburban development, it is not in direct conflict with the Specific Plan. See Chapter 3.3 of the Specific Plan for parking recommendations. This Policy could be revised to say, "adequate off-street or shared Parking..." or include a statement that it does not apply to the Plan Area.
C-20	The City shall establish a safe and convenient network of identified bicycle routes connecting residential areas by the shortest possible routes with recreation, shopping, employment areas and schools. The City shall cooperate with surrounding jurisdictions in designing and implementing an area-wide bicycle system.	Y	N	
C-21	Bicycle routes shall emphasize paths separate from vehicle traffic to the maximum extent feasible, but shall also include bicycle lanes within public streets.	Y	N	
C-22	Bike lanes and paths shall be designed and maintained to improve bicycling safety and convenience, and encourage people to use bicycles to commute to work or school.	Y	N	

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POLICY #	POLICY LANGUAGE	CONSISTENT?	RECOMMENDED CHANGE?	NOTES
C-23	Bike lanes and paths shall be established when: <ul style="list-style-type: none"> a. The street section is re-paved, re-striped, or changes are made to its cross-sectional design. b. The street section is being changed as part of a development project. c. The construction of bike lanes or paths is called for by the City's Capital Improvement Plan. 	Y	N	
C-24	Stop signs shall be minimized along Class I bicycle paths so long as safety for bicyclists, pedestrians and motorists is maintained.	Y	Y	
C-27	The City shall complete a continuous network of sidewalks and separated pedestrian paths connecting housing areas with major activity centers and with trails leading into City and county open space areas.	Y	N	
C-28	New commercial development and development in Specific Plan areas shall provide sidewalks and pedestrian paths consistent with applicable State, federal and local plans, programs and standards.	Y	N	
C-29	Pedestrian crossings at heavily traveled intersections shall be made as safe as possible, utilizing neckdowns/bulb-outs where feasible. Crossing controls shall be installed when traffic levels warrant.	Y	N	
C-31	The City shall work with transit providers to plan and implement additional transit services within and to the City that are timely, cost-effective, and responsive to growth patterns and existing and future demand.	Y	N	
C-33	The City will work with the appropriate agencies to establish a train station in Soledad.	Y	N	
C-38	Truck circulation routes shall be as described by Figure V-3.	N	Y	Consider revising this Policy/ Figure to eliminate the proposed 146 reroute or postpone until a master plan for the south east commercial/ industrial area is completed. See p. 3-1 and Action 19 for more information.
PARKS AND RECREATION				
PR-5	The City will encourage the development of private recreation facilities, including a Boys and Girl's Club or similar youth-oriented facility.	Y	N	

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POLICY #	POLICY LANGUAGE	CONSISTENT?	RECOMMENDED CHANGE?	NOTES
PR-10	The City should provide a pedestrian network within the City limits. The system should: a. Accommodate pedestrians and bicycles. b. Connect residential neighborhoods with: 1) Soledad's downtown, 2) schools, 3) City park and recreation facilities, and 4) regional trails.	Y	N	
PR-22	The City will protect parkland and individual recreation sites by designating public park and recreation areas in the City's General Plan and on zoning maps.	Y	N	
PR-23	Public or private development adjacent to existing or proposed park and recreation sites shall be required to locate such development consistent with the Element unless there is no practicable alternative.	Y	N	
CONSERVATION AND OPEN SPACE				
C/OS-3	The City shall ensure that new development and public infrastructure projects do not encourage expansion of urban uses outside the General Plan area into areas designated Agriculture by the Monterey County General Plan.	Y	N	

TABLE A.2 GENERAL PLAN CONSISTENCY

POLICY #	POLICY LANGUAGE	CONSISTENT?	RECOMMENDED CHANGE?	NOTES
C/OS-7	<p>The City shall require new public and private development to protect scenic resources by:</p> <ul style="list-style-type: none"> a. Prohibiting structures along ridgelines, steep slopes (above 400 foot elevation contour), or in other highly visible locations unless no practical alternative is available, or such a location is necessary to protect public health and safety; b. Utilizing natural landforms and vegetation for screening structures, access roads, building foundations, and cut and fill slopes; c. Requiring landscaping which provides a landscape transition between developed areas and adjacent open space or undeveloped areas, and is compatible with the scenic resources being protected; d. Incorporating sound Soil Conservation Service practices and minimizing land alternatives. Land alterations shall be minimized by keeping cuts and fills to a minimum, limiting grading to the smallest practical area of land, limiting land exposure to the shortest practical amount of time, replanting graded areas to insure establishment of plant cover before the next rainy season, and creating grading contours that blend with the natural contours on site or look like contours that would naturally occur; e. Designing roads, parking, and utilities to minimize visual impacts. If possible, utilities shall be underground. Roadways and parking shall fit the natural terrain; and f. Designing projects to fit the site's scale and character. Structures shall be designed and located so they do not silhouette against ridgelines or hill tops, roof lines and vertical architectural features blend with and do not detract from the natural background or ridge outline, residential density and massing is decreased with increased elevation where it would mar the scenic quality of the scenic resources, they fit the natural terrain, and the utilize building materials, colors, and textures that blend with the natural landscape and avoid the creation of high-contrast situations. 	Y	N	

TABLE A.2 GENERAL PLAN CONSISTENCY				
POLICY #	POLICY LANGUAGE	CONSISTENT?	RECOMMENDED CHANGE?	NOTES
C/OS-12	The City shall require developers to use native and compatible non-native species, especially drought-tolerant species, to the extent possible in fulfilling landscaping requirements imposed as conditions of project approvals or project mitigations.	Y	N	
C/OS-13	The City will encourage the improvement of air quality in Soledad and in the region by implementing the measures described in the Monterey County Air Quality Management Plan. Such measures include, but are not limited to, measures to reduce dependence on the automobile and encourage the use of alternate modes of transportation such as buses, bicycles, and walking.	Y	N	
C/OS-16	The City shall promote and encourage the use of alternate modes of transportation by incorporating public transit, bicycle, and pedestrian modes in the City transportation planning and by requiring new development to provide adequate pedestrian and bikeway facilities.	Y	N	
C/OS-18	The City shall institute and promote a vigorous program of tree planting in new development areas and in older portions of the City to increase the number and density of tree cover.	Y	N	
C/OS-21	Landscaping plans for new development incorporate water conservation methods and shall employ native varieties of plants that are drought tolerant.	Y	N	
PUBLIC SERVICES AND FACILITIES				
S-1	<p>The City shall ensure through the development review process that adequate public facilities and services are available to serve new development. New development shall not be allowed until adequate public services and facilities to serve such development are provided. Where existing facilities are inadequate, new development may only be approved when the following conditions are met:</p> <ul style="list-style-type: none"> a. The developer and/or City can demonstrate that all necessary public facilities will be adequately financed and installed in time (through fees or other means); and b. The facilities improvements are consistent with applicable facility plans approved by the City or other agencies in which the City is a participant. 	Y	N	

TABLE A.2 GENERAL PLAN CONSISTENCY

POLICY #	POLICY LANGUAGE	CONSISTENT?	RECOMMENDED CHANGE?	NOTES
S-8	The City shall promote the efficient use of water and reduced water demand by: <ul style="list-style-type: none"> a. Requiring water-conserving design and equipment in new construction; b. Encouraging water-conserving landscaping and other conservation measures; and c. Encouraging the retrofitting of existing fixtures with water-conserving fixtures. 	Y	N	
S-9	The City will explore the potential for use of reclaimed water for landscape irrigation or other appropriate use.	Y	N	
S-10	The City will manage the increase in water demand from new development to help insure groundwater resources are not overdrafted. The City will work with Monterey County and public and private water entities to plan for the efficient, long term management of groundwater resources.	Y	N	
S-12	The City shall encourage the use of natural drainage systems where feasible to preserve and enhance natural features.	Y	N	
S-14	The City shall strive to improve the quality of urban stormwater runoff and quality of groundwater recharge through the use of appropriate mitigation measures including, but not limited to, infiltration/ sedimentation basins, oil/ grit separators, and other management practices, including storm water retention.	Y	N	
S-16	The City shall encourage project designs that minimize drainage concentrations and impervious coverage and maintain, to the extent feasible, natural site drainage conditions. Drainage onto adjacent properties shall be restricted to pre-project levels minus any runoff from the area to be developed.	Y	N	
S-30	The City shall strive to achieve and maintain emergency response time to a maximum of five minutes for police emergencies.	Y	N	
S-33	The City shall consider public safety issues in all aspects of commercial and residential project design, including crime prevention through design.	Y	N	

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POLICY #	POLICY LANGUAGE	CONSISTENT?	RECOMMENDED CHANGE?	NOTES
SAFETY				
HZ-1	The City shall promote flood control measures that maintain the drainage courses in their natural conditions within the 100-year floodplain.	Y	N	
NOISE				
N-1	The City shall not allow development of new noise-sensitive land uses where existing or ambient noise levels exceed those shown on Figure X-1, as measured immediately within the property line of the new development, unless effective noise mitigation measures have been incorporated into the development design to achieve the standards set by Figure X-1.	Y	N	

APPENDIX B. COMMUNITY PARTICIPATION

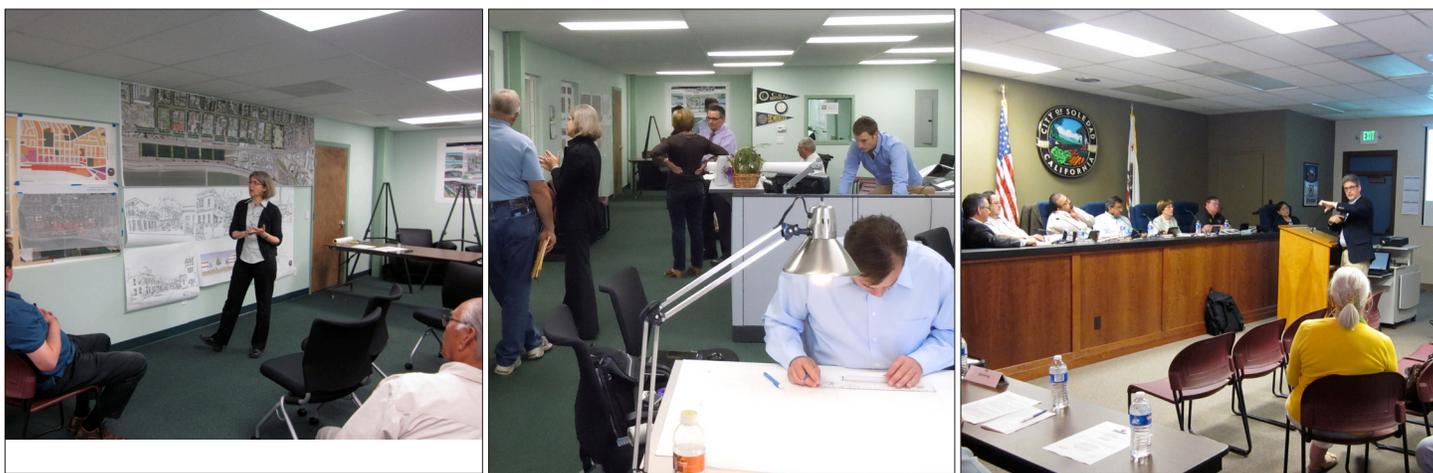


Figure B.1 Photos from the design charrette and City Council/Planning Commission meeting.

Community input is an essential building block for an effective plan. The Vision Program and Specific Plan were shaped by suggestions and recommendations gathered through individual stakeholder interviews and a three day intensive design charrette in May 2011. The following section summarizes the interview and charrette results.

B.1 STAKEHOLDER INTERVIEWS

The Consultant Team, which included Lisa Wise Consulting, Sargent Town Planning, and transportation planning firm Nelson Nygaard, conducted personal interviews with 25 community members on March 1, 2011. Each interview ranged from 30 to 45 minutes. The interviews were comprised of general, open-ended questions intended to gather specific data as well as invite conversation, enabling the Consultant Team to gather more extensive responses than may have otherwise been captured.

Interviewees included public officials, downtown property owners, and representatives of business organizations. Interviewees were invited to participate based on the recommendations of the Community and Economic Development Department.

The input received from the interviews is organized by: strengths, weaknesses, missing services and amenities, circulation issues, vision, and obstacles. While most of the comments focus on downtown, some are applicable Citywide or in other areas of the City.

STRENGTHS

The most frequently mentioned strength of Downtown Soledad was the Front Street landscaping improvements, which were mentioned by over half of the interviewees. Respondents noted that the recent streetscape improvements have enhanced the appeal of the downtown. Respondents also mentioned the historic small-town feel, existing businesses, Christmas parade and lights, accessibility and visibility from U.S. Highway 101, and safety as strengths of downtown.

WEAKNESSES

The most commonly mentioned weakness of downtown was the appearance of downtown businesses and buildings. Particular concerns included the color scheme (thought to be drab), unattractive business shopfronts, and the lack of upkeep of the buildings. Interviewees suggested that facades could benefit from historic retrofits, more uniformity, and awnings. Additional weaknesses include lighting, lack of a

Figure B.2 Photos of cities mentioned by stakeholders as ideal downtowns. From left to right, Arroyo Grande, San Luis Obispo, and Paso Robles.



compelling town center, lack of amenities and attractions, lack of stakeholder coordination, and poor signage.

MISSING SERVICES AND AMENITIES

Missing services mentioned during the interviews can be grouped into the following categories: restaurants, retail, entertainment and activities, and parks and sports fields. The majority of interviewees expressed an interest in a better variety of restaurants in downtown including the need for a coffee shop, deli, and sports bar. Interviewees noted a wide range of retail desires including big-box chain retail such as Walmart, specialty stores, grocery stores, antique shops, and a book store. Interviewees cited an overall lack of entertainment and activities and specifically noted a desire for a movie theater, performing arts center, and miniature golf course. Several interviewees suggested a need for smaller parks in the downtown area as well as sports fields suitable for tournaments and soccer games.

CIRCULATION ISSUES

Parking was consistently mentioned as a circulation issue during the interviews. Interviewees offered mixed comments regarding diagonal parking. Some felt it was dangerous and others felt it was working well. Some respondents mentioned handicapped spaces and the eventual need for a parking structure. Other circulation issues include conflicted views on stop signs and stoplights, a need for mass transit, and a need for wider sidewalks.

The northern Highway interchange, San Vicente, Metz Street, and the Mission Plaza Shopping Center were streets and intersections in need of attention.

VISION FOR SOLEDAD

Interviewees were specifically asked about their vision for downtown. Their answers were organized into the following categories:

Example Cities

Interviewees most frequently named Paso Robles as an example of the type of downtown they would like to see Soledad become. They liked the style and scale of buildings, the location of the civic buildings on the square, and the cohesive work of the downtown association. Other cities included San Luis Obispo, Salinas, Gilroy, Walnut Creek, Arroyo Grande, Sacramento, Messilla (New Mexico), and Solvang.

Train Stop and Station

Many interviewees stated that a train stop and station are an important part of their vision for Soledad. They felt that the train could serve as an important travel link and bring visitors to the City. The station could serve as a hub for train and bus travel.

Wine and Agriculture

Wine tours, wine tasting, and local agriculture were thought to be important local assets. Interviewees suggested that businesses centered around wine and agriculture could be beneficial to the downtown area.

Tourism

Interviewees would like to see the City capitalize on tourism by promoting regional attractions including Pinnacles National Monument, the Soledad Mission, Paraiso Hot Springs, and local wineries. Some felt it would be beneficial

to establish a theme or angle to better define the downtown. Suggestions included a focus on making Soledad an antiques destination, an information center, wine tasting, creating a Steinbeck “village”, and an emphasis on music.

Cultural Venue and Events

Several interviewees would like to see more family-oriented events in the downtown. A performing arts center was recommended to bring regular visitors to the downtown.

Improved Look, Retained Historic Style

Interviewees suggested retaining the old-town feel but building upon the existing historic look and feel with an updated color palette, fresh details such as awnings, and a more modern look to storefronts.

Increased Collaboration and Coordination

Interviewees noted that they hope to see improved communication and collaboration between the City, the Chamber of Commerce, merchants, and developers.

Further Improvements to the Pedestrian Realm

While interviewees were pleased with improvements to Front Street, their vision included further improvements to extend along the downtown side streets and better connect the downtown with the rest of the City.

Hartnell College Branch

Several interviewees suggested that locating a branch of Hartnell College in the downtown, particularly in the Lum Building, would be beneficial.

OBSTACLES

Interviewees mentioned a number of obstacles that could hinder implementation of the Vision Plan including a general lack of support and collaboration; conflicting politics and city initiatives; problems with permits, policies, and procedures; excessive parking standards; existing structures and land uses; excessive fees; a lack of public understanding and support; and a generally poor economic environment.

B.2 DESIGN CHARRETTE

As part of the planning process, a three-day (May 2, 2011 to May 4, 2011) design charrette was held at the Small Business Development Center in the Lum Building on 749 Front Street to enable the community to direct the long-term visioning process.



Figure B.3 Design charrette noticing poster, placed outside the Small Business Development Center

The charrette kicked off with a brown bag lunch presentation on Monday regarding urban design and circulation. The studio was held open Monday and Tuesday evenings for the public to view preliminary drawings and discuss ideas and concerns with the Consultant Team.

The Team gave another lunchtime presentation on Tuesday to discuss economic development strategies for downtown. The Consultant Team also had the opportunity to meet with a number of City Staff members during the charrette including the City Manager, Director of Public Works, Fire Chief, as well as the Mayor and several downtown property and business owners.

The charrette culminated in a presentation at a joint Planning Commission and City Council workshop at City Hall on Wednesday. The Consultant Team summarized ideas generated throughout the visioning process and presented a concept for the future of Downtown Soledad.

APPENDIX C. ECONOMIC CONDITIONS

This Appendix provides an overview of economic trends and conditions in Soledad, including an analysis of taxable sales trends (Section 1), an overview of economic development resources (Section 2), a review of plans market studies (Section 3), and results from a survey of downtown businesses (Section 4).

C.1 TAXABLE SALES TRENDS

While taxable sales in Soledad increased at an annual average of 3.4 percent between 2000 to 2009, there was a great deal of fluctuation from year to year. The most dramatic increase occurred in 2005 when taxable sales increased just over 25 percent from the previous year. The increase can be attributed to the opening of Soledad Mission Shopping Center. As of April 2011, the Mission Shopping Center included Foods Co. grocery store, CVS, Starbucks, and a variety of shops, restaurants, and service establishments. As shown in Figure C.2, there was a corresponding increase in the number of licensed retailers in the same year, from 79 in 2004 to 101 in 2005.

Taxable sales decreased in 2008 and 2009, dropping almost eight percent from 2007 to 2008 and an additional 4.2 percent from 2008 to 2009. Figure C.1 illustrates trends in taxable sales.

Retail sales dropped six percent from 2005 to 2009 in Soledad and nearly 17 percent in Monterey County. In 2009, retail sales accounted for 92 percent of total taxable sales in Soledad (see Figure C.1 and Table C.1).

C.2 ECONOMIC DEVELOPMENT RESOURCES AND PROGRAMS

This Section provides an overview of existing economic development resources and programs in Soledad. Resources include organizations such as the Old Town Soledad Beautification Association, Small Business Development Center, and Chamber of Commerce as well as financial resources including the Business Facade Program, Micro-Enterprise Assistance Program, and Salinas Valley Enterprise Zone.

ORGANIZATIONS

Old Town Soledad Beautification Association

The Old Town Soledad Beautification Association (OSBA) holds regular monthly meetings to coordinate the improvement and marketing of downtown businesses. Since 2007, the OSBA has coordinated the seasonal (approximately May through October) downtown Farmer's Market to promote local products and attract resident and visitors to Downtown Soledad.

Small Business Development Center

The California State University, Monterey Bay Small Business Development Center (SBDC) was established to meet the specialized needs of the small business community in eastern Monterey, San Benito, and southern Santa Clara counties. On July 7, 2010 the Soledad SBDC office was opened to assist individuals and businesses in improving income. SBDC offers workshops, training, consulting, business and financial assessments, research resources, loan packaging, and networking opportunities.

Location: 749 Front Street, Soledad (located in the Lum Building).

Website: <http://sbdc.csumb.edu/sbdc-home>

Soledad Mission Chamber of Commerce

The Soledad Mission Chamber of Commerce is a membership-based organization that works closely with the City to improve the economic climate in Soledad. The Chamber provides networking and marketing opportunities, and special programs and events.

Location: 641 Front Street, Soledad

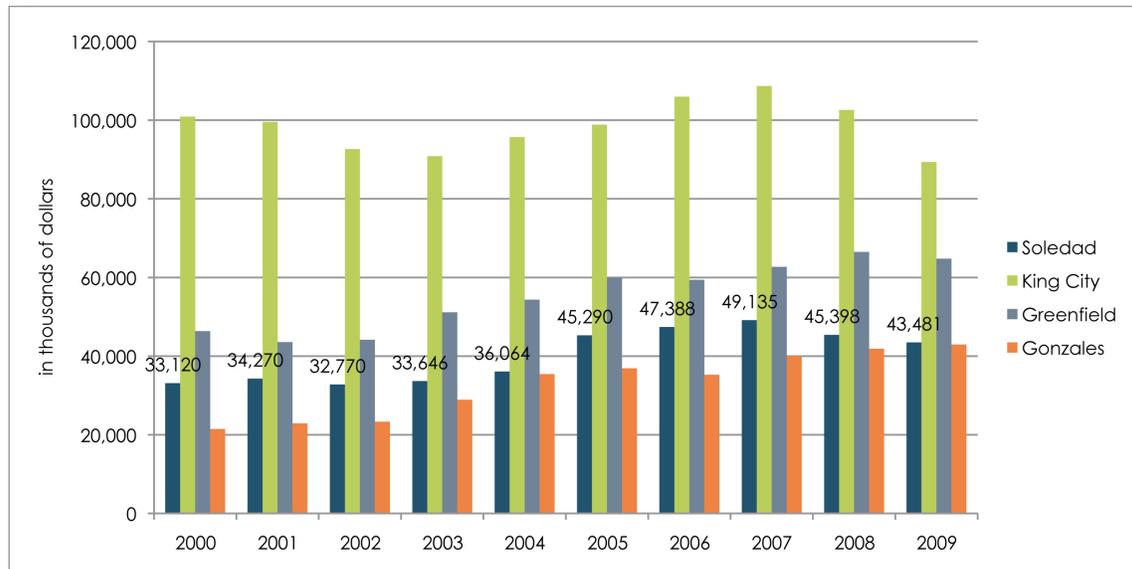
Website: <http://www.soledadchamber.com/index.html>

FINANCIAL PROGRAMS

Business Facade Program

When funding is available, the Soledad Business Façade Program provides grants and loans to retail and commercial businesses. Eligible improvements include paint, window replacement, window treatments and other cosmetic improvements, awnings, security equipment, and historical renovations.

Figure C.1 Total Taxable Sales



Source: California State Board of Equalization

Figure C.2 Trends in Retail Store Permits



Source: California State Board of Equalization

TABLE C.1 TRENDS IN RETAIL SALES

	2005	2006	2007	2008	2009	PERCENT CHANGE
CITY OF SOLEDAD	\$42,506	\$44,593	\$45,213	\$42,639	\$39,952	-6.0%
MONTEREY COUNTY	\$3,907,608	\$4,001,619	\$4,021,150	\$3,714,682	\$3,255,804	-16.7%
PERCENT OF COUNTY IN SOLEDAD	1.1%	1.1%	1.1%	1.1%	1.2%	

Source: California State Board of Equalization

Micro-Enterprise Assistance Program

Using funds from a CDBG grant, the City established the Micro-Enterprise Assistance Program in 2006. The Program provides low-interest loans of up to \$50,000 to lower income persons to start a new business or expand operations. To be eligible, the business must have five or fewer employees and the applicant must attend at least one or more business workshops at the SBDC. Loan funds may be used for a variety of business development / improvement activities including operating capital for payroll, purchase of supplies and materials, space rehabilitation, and marketing and advertising. The program is subject to funding availability.

Salinas Valley Enterprise Zone

Soledad is located within the boundaries of the Salinas Valley. The Enterprise Zone provides tax incentives to encourage economic activity, such as employee hiring tax credit, a sales tax credit, accelerated expense deductions, a net operating loss carry-forward, and preference points on State contracts.

C.3 PLANS AND MARKET STUDIES

This Section reviews key findings from economic plans and market studies conducted for the City; they include:

- Soledad Economic Development Strategy, 2011
- Downtown Site Market Analysis and Feasibility Study, completed by Economic Research Associates (ERA) in 2008
- Cinema Market Study, completed by PMC in 2010
- Residential Mixed-Use Analysis, completed by Laurin Associates in 2007

Information and recommendations from these studies will inform the development of the Vision Program and implementation strategies for the updated Downtown Specific Plan.

SOLEDAD ECONOMIC DEVELOPMENT STRATEGY, 2011

The City of Soledad adopted the Economic Development Strategy in September 2011. The Strategy acknowledges current economic issues including the nationwide economic slowdown and California legislative issues that have or will impact the City's budget, and provides a five-year framework for business development goals and actions.

Issues

The Strategy outlines the following issues that are impacting the City's financial health and the fiscal stability of the Soledad business community:

1. Existing businesses are severely impacted by the lingering recession;
2. Residents travel outside Soledad for retail, entertainment, and dining variety;
3. Downtown commercial area appears vacant and underutilized;
4. South Commercial area appears fragmented and unorganized;
5. Lack of local coordination with area business, attractions, wine industry, and tourism; and
6. Property tax and sales tax is suffering.

Goals and Actions

To address the identified issues, the Strategy provides goals and actions for three geographical target areas: downtown, south commercial, and Los Coches Adobe. Business improvement goals are to:

1. Improve the financial performance of existing businesses;
2. Plan and market for retail, entertainment, and dining variety;
3. Increase Citywide commercial building occupancy and downtown activity;
4. Facilitate infill development with public improvements that communicate investment and stability;
5. Improve local business synergy; and
6. Increase the value of commercial properties and taxable sales.

DOWNTOWN SITE MARKET ANALYSIS AND FEASIBILITY STUDY, 2008

Economic Research Associates (ERA) conducted a market analysis and feasibility study in June 2008 to examine the potential development of a one-acre downtown site owned by the Soledad Redevelopment Agency. The site is located at the northwest corner of Monterey Street and Soledad Street and is undeveloped, with the exception of a 1,200 square foot building. Since the time of the analysis, the building has been designated for use as an historic museum and is currently

undergoing renovation. The rest of the site remains vacant as of the writing of this report.

The study assessed market potential based on demographic data including population, income, and household trends, as well as economic characteristics, development trends, and potential public sector investments. Data sources included the U.S. Census, California Department of Finance, Association of Monterey Bay Area Governments, and interviews with local real estate professionals.

At the time of the analysis, the City was contemplating approval for two major highway-oriented commercial center projects including Soledad Village Center and Soledad Plaza Shopping Center. Soledad Village Center was proposed to be located on Nestles Road east of the existing Soledad Mission Center and include an 84-room Holiday Inn Express, a ten-screen movie theater, and office space. Soledad Plaza Shopping Center, proposed to be located on the north side of the City on an agricultural parcel, was to include 420,000 square feet of retail space including a Super Walmart. The assumption that these projects would be completed by 2020 greatly impacted estimated demand for retail and office space in the downtown area. This assumption should be re-examined when considering economic and land use alternatives in the downtown area.

Development Potential

The Study found that the most appropriate development mix for the site at Montgomery and Soledad Streets would be residential space and flexible commercial space that could accommodate retail, office, or educational tenants. ERA developed the following two scenarios for the site, but, determined that neither is feasible in the near-term as the projects generate negative residual land value.

Scenario A: A single-story retail commercial building, parking, and a three-story mixed-use building with ground floor retail and two levels of residential - 10,300 square feet of retail space, 12 units of two and three bedroom residential units, 30 residential parking spaces, and 52 commercial spaces.

Scenario B: A single-story retail building, parking, and a two-story residential building - 5,000 square feet of retail space, ten two and three bedroom residential units, 25 residential parking spaces, and 25 commercial parking spaces.

The development scenarios were created with an understanding that there may be a demand for satellite educational facilities for Harntell College in Soledad. While Hartnell was uncertain of the likelihood of adding classroom

space in Soledad, they noted that they may consider a small storefront-style space that would be used as a classroom for evening courses.

Market Conditions and Limitations

RETAIL

The ERA Study found that the City has historically had trouble attracting national-level chain retailers. These businesses tend to locate in Salinas as a bigger and more reliable market. ERA estimated that the downtown can support approximately 55,400 square feet of retail space through 2020 based on population estimates and the assumed new highway commercial centers.

The Study notes that the development of a large-scale discount retailer would likely have negative impacts on the economic viability of retail businesses in the downtown. ERA also noted concerns regarding the potential development of a pedestrian-only paseo in the downtown, citing that the paseo would likely dilute pedestrian activity on the Front Street retail corridor. The Study suggests that a paseo would be unpopular with existing and potential retailers due to a lack of exposure to automobile traffic and frontage parking. The layout may also cause logistical problems for deliveries, garbage removal, employee parking, and other activities that currently take place in the alley.

The ERA Study went on to conclude that a downtown train stop and station would have a positive impact, strengthening the image of the downtown as a hub of economic activity. The station and stop would also enhance Soledad's regional presence and create a connection to major population and employment centers.

Research revealed that downtown retail spaces rent at modest prices, typically \$0.50 to \$0.75 per square foot gross. Newer buildings are leasing at approximately \$1 per square foot - this is thought to be the highest price the market will support. Rents within the Soledad Mission Shopping Center are significantly higher. Spaces ranging in size from 1,000 to 2,000 square feet typically rent for \$1.75 to \$2.00 per square foot.

OFFICE

The market for office space in Soledad is limited. Many Soledad residents who work in professional offices travel to Salinas. ERA estimated a total downtown office space demand of approximately 9,000 square feet through 2020. If the train stop and station are completed, this number could increase significantly. There may also be additional demand for office space in the downtown if it is priced well.

RESIDENTIAL

Residential rents were estimated at \$1.00 to \$1.20 per square foot for medium-quality single-family homes and high quality apartment homes. The study noted that these rents are likely achievable in downtown Soledad if the offerings are of high quality.

Recommendations

The Study suggested mixed-use development in the downtown would likely be more feasible if the City adopted the following policy changes:

- Eliminate retail commercial parking requirements in the mixed-use district and move to a system of on-street and off-street public parking;
- Reduce the residential parking requirement from 2.5 spaces per unit to 1.5 to 1.8 spaces per unit; and
- Eliminate maximum density requirements in the downtown, such as the requirement of one unit per 3,500 square feet.

The study further recommends that over the long-term, the City should consolidate private parking into strategically located public facilities in order to increase the viability of pedestrian-scale development in the downtown area.

CINEMA MARKET STUDY, 2010

PMC prepared a study for the City to examine the market potential for a 10-screen multiplex cinema in Soledad on two sites in Soledad – within the Downtown Specific Plan area and near Highway 101 at Nestles Road. The study, initially conducted in 2007 and updated in 2010, examined a market study area within a 10-mile radius of Soledad, incorporating Soledad, Greenfield, and Gonzales. The study data included demographics, spending patterns, national theater admissions and receipts, interviews with cinema owners/operators, and a telephone survey of 300 residents of Soledad and surrounding communities.

Market Segments

The Cinema Market Study uses market segment classifications developed by ESRI to describe spending patterns and preferences among households within the market area. Nearly half of the households within the market area were classified as “Las Casas”. This group is primarily Hispanic and is characterized by large household sizes, lower incomes, and limited discretionary income. They typically have modest lifestyles but are willing to spend money on an outing to the movies.

The second largest group within the market area (approximately 47 percent) is classified as “Urban Villages”. This group is typically composed of young families who prioritize family and home life. Leisure time is typically family-oriented and includes attending movies, eating at fast-food or chain establishments, and renting DVDs.

Spending Patterns

The study notes that residents within the market area are very close to the national average regarding expenditures for movie tickets and other entertainment tickets. As of 2010, the average annual expenditure on admissions to movies and performances was \$154.91 per household. The study counted a total of 9,069 households within the study area, thus resulting in a total annual expenditure of \$1,404,875 on movie theater and performance tickets.

Exhibitor Interviews

The Study included interviews with four owner/operators of movie theaters in California. All interviewees noted they were not currently considering expanding their theater holdings, but several saw potential in smaller underserved markets. Two interviewees noted the importance of adequate parking and one cited Merced as a well-implemented downtown project with proper circulation and complementary businesses.

Survey Data

The Cinema Market Study found that the most important aspects determining movie attendance were the availability of free parking and the type of movies. The availability of transit, stadium seating, and restaurants were of less importance, however, the study found some support for public transit to and from a theater. The analysis concluded that a significant portion of residents would attend a movie theater based in Soledad and attendees would be drawn by the proximity of retail shopping and a focus on family entertainment.

Cinema Study Recommendations

1. A downtown theater would be most successful if it was part of a larger scale redevelopment effort that created a destination area with shopping and restaurants.
2. Adapt the physical structure and character to suit the downtown.
3. The Highway oriented site at Nestles Road is viable, but less attractive than the downtown area for cinema development.

RESIDENTIAL MIXED-USE ANALYSIS, 2007

Laurin Associates completed a study for the City in May 2007 analyzing the potential for residential mixed-use development in the downtown. The Study includes a review of demographics, special housing needs, infill housing potential, an analysis of mixed-use regulations, and recommendations for an updated mixed-use program. The downtown study area included 117 parcels located in the area bounded by West Street, Monterey Street, Park Street, and Front Street.

The Mixed-Use Analysis found the parcels within the study area contained a mix of uses including single-family residential, multi-family residential, commercial, retail, municipal, a mobile home park, parking lots, and vacant sites (no improvements). Of the parcels surveyed, a total of 41 (35 percent) showed a moderate to high potential for residential mixed-use development, based on existing zoning and the current land use. The study estimates a total potential for 193 to 284 residential units in commercial-mixed use developments and an additional 50 to 70 units in residential-only developments.

The study notes that only the C-R, Commercial Residential, designation allows for residential and commercial mixed-use development. Mixed-use projects must meet a number of criteria for the residential units including the proximity of designated parking, the provision of a balcony or open space, design integration, a mix of unit sizes, and a minimum 20 percent set aside for lower income residents. Within the study area, 21 parcels were designated C-R. The C-R parcels total 4.01 acres and the majority (16 parcels) contained single-family homes.

The study recommended the adoption of a mixed-use zoning district ordinance to establish a new mixed-use zone. The zone would allow a variety of uses by right, including live/work units, small lodging facilities, small entertainment venues, cultural institutions, public services, restaurants, and others. In addition to uses, final recommendations included a number of potential regulations including building height, density, and floor area ratio.

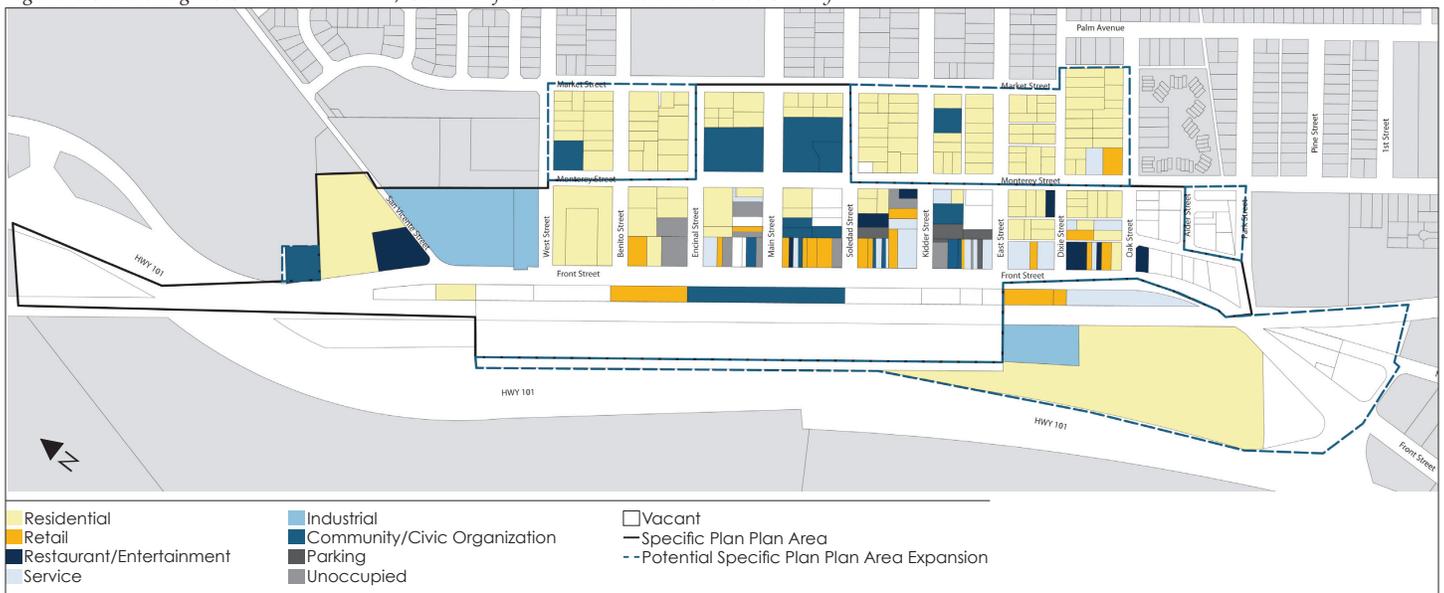
C.4 BUSINESS SURVEY

In April 2011, the Consultant Team conducted a walking survey of the Plan Area and adjacent highway commercial area to record the location and quality of existing uses and vacant and unoccupied buildings. Buildings were categorized as:

- Retail
- Service
- Restaurant/Entertainment
- Community/Civic Organization
- Industrial
- Unoccupied
- Vacant
- Residential

The findings generated from this survey are organized into the following sections: retail market, entertainment and

Figure C.3 Existing Uses in the Plan Area, Gathered from the Downtown Business Survey



Source: Lisa Wise Consulting, Inc., 2011



Discount stores are the second most common type of retail in the Plan Area, and discount and automotive stores are the most common business types on Front Street.

restaurant market, professional office market, and residential market. Results are intended to inform decision-making throughout the creation of the Vision Program and Specific Plan Update.

EXISTING USES

Figure C.3 maps existing uses within the Plan Area and Figure C.4 compares uses in the Plan Area to those on Front Street and in the highway commercial area. The survey area included 129 spaces. Ninety-five (74 percent) of these spaces were located in the Plan Area, and 34 (26 percent) were located in the highway commercial area. Sixty-six percent of the commercial spaces surveyed in the Plan Area were located on Front Street. Figure C.3 shows the location and distribution of uses in the Plan Area.

COMMERCIAL OCCUPANCY

Figure C.5 shows the distribution of unoccupied spaces in the Plan Area compared to the highway commercial area. The highest percentage of unoccupied commercial spaces in the Plan Area is in buildings along Front Street in the downtown. Twelve percent of commercial spaces in the Plan Area are

unoccupied (eleven spaces), and seventy-two percent (eight spaces) of these spaces are on Front Street. The majority of unoccupied uses on Front Street are clustered to the west of Soledad Street. In contrast, there is only one unoccupied commercial space in the highway service commercial area.

Unoccupied spaces in the Plan Area vary from those in larger commercial buildings to large single-use storefronts, with single-use storefronts representing the majority.

RETAIL MARKET

Retail is the predominant commercial offering in the Plan Area, making up 32 percent (31 businesses) of the total businesses surveyed (see Figure C.4). Figure C.6 shows the distribution of retail types in the Plan Area. Twenty five percent of retail uses in the Plan Area are specialty retail, which includes florists, gift shops, a party supply store, a jeweler, and a music store. There are five discount stores (15 percent), four of which are located on Front Street. Discount stores are the second most common types of retail in the Plan Area, and discount and automotive stores are the most common types of retail on Front Street.

Figure C.4 Existing Uses in the Plan Area, Front Street and Highway Service Area

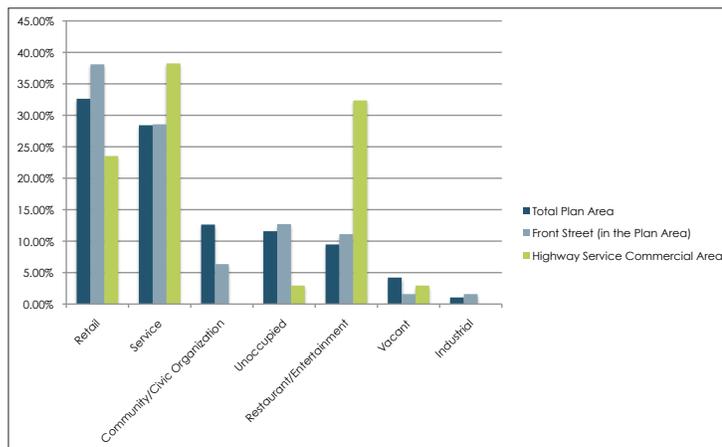


Figure C.5 Unoccupied Commercial Spaces in the Plan Area, Front Street and Highway Service Area

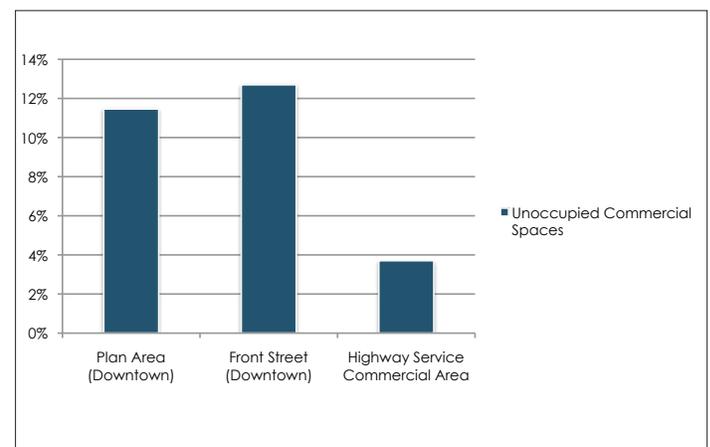


Figure C.6 Retail Types in the Plan Area

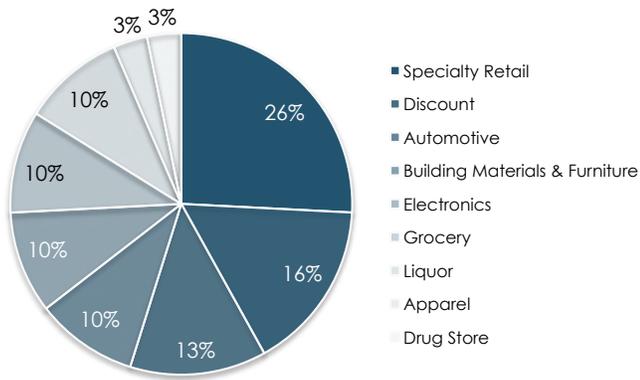
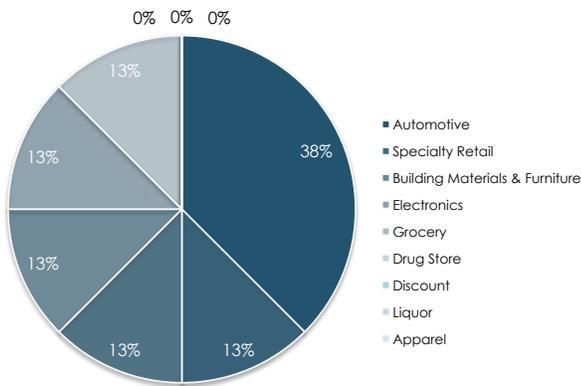


Figure C.7 Retail Types in the Highway Service Area



There are two apparel stores in the Plan Area, a women’s clothing store and a western wear store, although clothing items are sold at a number of the discount stores. There are three grocery stores/markets and three liquor stores, all three of which are located on Front Street.

In comparison, 24 percent of commercial services in the Highway Service Area are retail (see Figure C.4). Figure C.7 shows the breakdown of retail types in the highway service area. The majority of retail (38 percent) businesses are auto parts stores and gasoline stations. There is a chain grocery store and chain drug store, as well as a furniture store, a smoke shop and a Verizon cell phone store.

ENTERTAINMENT AND RESTAURANT MARKET

Restaurants and entertainment are one of the least common commercial offerings in the Plan Area, making up less than 10 percent of total commercial uses. There are 10 eateries, including four restaurants, three bakeries, and one ice cream shop. Seven of the 10 eateries are located on Front Street, and four of the five restaurants serve Mexican food. There is one deli downtown that is part of Pachero Market. The

downtown bar is a card saloon. Frankie’s Grill, located at the corner of Kidder and Monterey, draws locals for lunch, and has an outdoor patio and inviting façade. The Grill is the only restaurant in the Plan Area serving an alternative to Mexican food. Figure C.8 compares eatery options in highway service area with eatery options in the Plan Area.

The highway service area has 13 eateries (34 percent of commercial uses in the area), only two of which serve Mexican food. Forty-two percent of eateries in the highway service area are fast food restaurants. Highway service area eateries include a Starbucks, Subway, donut shop, Round Table Pizza, and five fast food restaurants. The Harvest Inn and Restaurant is located on Front Street, between the Mission Center and downtown.

PROFESSIONAL OFFICE MARKET

Professional office space in the Plan Area is occupied by five banking and financial institutions, three real estate and property management businesses and four medial offices. Additional services in the Plan Area include a number of automotive repair businesses, six barbershops and hair salons, and two laundromats.

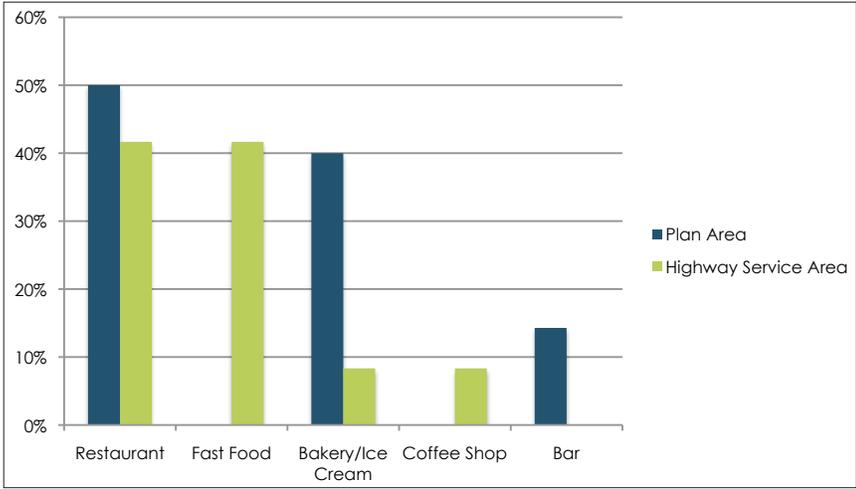
Professional office space represents the majority of commercial uses in the highway service area. Services include banking and financial institutions, an animal clinic, a health and dental care office, a mini storage facility and two hotels.

RESIDENTIAL MARKET

Of the approximately 250 parcels in the Plan Area surveyed for this analysis, 139 are residential (55 percent). Residential uses in the Plan Area vary from mobile home parks, a motel converted into apartments, single family homes, and multi-family apartment buildings. The conditions of these uses vary.

There are three single-family residential parcels in the highway service area, north of the commercial development.

Figure C.8 Types of Eateries in the Plan Area and Highway Service Area



APPENDIX D. REVIEW OF EXISTING PLANS

D.1 CAL POLY STUDENT PLANS

The City and Regional Planning Department at Cal Poly, San Luis Obispo was approached by the City of Soledad Community Development Department in the Summer of 2009 to develop urban design alternatives for downtown Soledad. In Spring 2010, twenty undergraduate students participated in CRP 203 (Urban Design Studio). The studio was a ten week course that mirrored professional planning practices including the collection of background research and existing conditions, the design and execution of public outreach, and the formation of urban design proposals.

The students hosted several public workshops in the City. At the first community workshop on April 14th, 2010, the students used various data collection tools to gather a wide variety of information about the community. In particular, the students learned that residents want the downtown to:

- Have more recreational and youth activities;
- Capture passing traffic on U.S. Highway 101 (maintain the view of the downtown from the highway);
- Provide services for residents in nearby towns;
- Preserve scenic vistas to surrounding mountain ranges;
- Preserve and highlight multicultural aspects of the Salinas Valley; and
- Help retain residents (many people leave Soledad after school and return when they are elderly).

Using data collected from the public outreach process, the students crafted design concepts for downtown, including:

- A paseo behind Front Street that connects proposed plazas and amenities.
- A mid-block street between Monterey and Front Street, which would provide an additional area where commercial buildings could be located. The participants did not want the mid-block street to take away from the business and the use of Front Street; therefore the planning team proposed that it would only be present along the block located between Benito and Encinal. This mid-block street would provide access to a proposed hotel and to the year round

- Farmers Market that the participants strongly wanted.
- A community plaza with facilities for outdoor concerts and events.
- A movie theater and parking on the lot between the railroad tracks and U.S. Highway 101.

D.2 DOWNTOWN SPECIFIC PLAN

The Downtown Specific Plan and Front Street Rehabilitation Plan was adopted in 1996 as an update to the first Downtown Soledad Specific Plan, which was adopted in 1981. The Plan was intended to implement the General Plan and Redevelopment Plan. Primary goals include improving the downtown appearance, replacing and upgrading public infrastructure, making the pedestrian and retail environment more desirable, preserving and enhancing the character of Front Street, and promoting economic stability.

The Plan provides an overview of existing conditions, analysis and policies regarding land use, circulation, and design, and recommendations for implementation. Design concepts are outlined in a conceptual plan and detailed in guidelines and standards for new development. The Plan envisions improvements in four sub-areas as described below:

NORTH GATEWAY

The area covers properties along both sides of Front Street north of West Street. Design principles include:

- Renovations to Front Street to provide a more inviting entrance to the City;
- Landscape improvements and screens for the PG&E property;
- Underground utility lines along Front Street; and
- Redevelop the property to the immediate south of the Exxon service station.

STREETSCAPE IMPROVEMENTS

The Plan suggests the following principles to guide streetscape improvements to Front Street:

- Improve streetcapes only within existing rights-of-way whenever possible;
- Accommodate the traffic volumes expected at General Plan buildout;
- Minimize new curb cuts along Front Street; and
- Encourage off-site and rear parking for infill development along Front Street.

THE RAILROAD PROPERTY

The Railroad Property is an approximately eight-acre site located between U.S. Highway 101 and the railroad tracks.

Design principles include:

- Plan for the site as an expansion of the Front Street corridor in the long-term;
- New commercial development on the site should complement the existing downtown character; and
- Heavy commercial uses may be appropriate on the site.

THE PASEO

The Plan envisions a paseo in the alleys on the blocks between Encinal and Kidders Streets. The paseo would include public plazas, retail, and restaurants. Design principles include:

- Utilize the parking areas and underutilized parcels at the rear of building facing Front Street to create a paseo that could serve as a downtown attraction; and
- Prioritize pedestrian use over parking and delivery uses in this area.

The Plan utilizes 2005 General Plan land use designations and development standards from the following zones:

- C-1, Retail Central Business
- C-2 General Commercial
- C-R Commercial Residential
- H-C Highway Commercial
- M Industrial
- PF Public Facilities
- R-2 Duplex Residential
- R-3 High Density Multiple Residential

D.3 GENERAL PLAN

The City of Soledad General Plan was updated in 2005 and includes the following elements: Land Use, Economic Development, Housing (updated in 2009), Circulation, Parks and Recreation, Public Services and Facilities, Conservation and Open Space, Safety, and Noise. For each element, the Plan provides a summary of existing conditions, analysis of the impacts of projected growth, and goals, policies, and programs to direct future development and improvements.

The General Plan focuses on accommodating growth estimates through annexation and expansion. See Table C.1 for key anticipated numbers at buildout within the General Plan area. Growth areas are designated to accommodate additional housing as well as regional commercial centers.

The General Plan also includes policies for residential and commercial development consistent with Smart Growth. Policies include:

- Designing commercial development to encourage safe and efficient pedestrian circulation;
- Minimizing the visibility of parking areas from public roadways;
- Allowing residential units in conjunction with compatible commercial development;
- Maintaining and expanding the visitor-serving sector by encouraging new motels within walking distance to downtown; and
- Allowing higher density residential development located in areas served by the widest range of urban services.

D.4 COMMUNITY DESIGN GUIDELINES AND STANDARDS

The City of Soledad Community Design Guidelines and Standards were adopted in October 2010 to implement the goals, policies, and programs of the 2005 General Plan and Redevelopment Agency Implementation Plan. Development standards and design guidelines are intended to maintain the character and enhance the quality of the City's built environment. The Guidelines direct development patterns and architectural styles that are in keeping with a traditional, pedestrian-oriented town centered upon an historic "main street". The Guidelines supplement the standards outlined in the City Zoning Ordinance and are utilized as the primary basis for design review by City Staff, the Architectural Review Committee, the Planning Commission, and the City

Council. Chapters of the Guidelines correspond directly to City zoning districts.

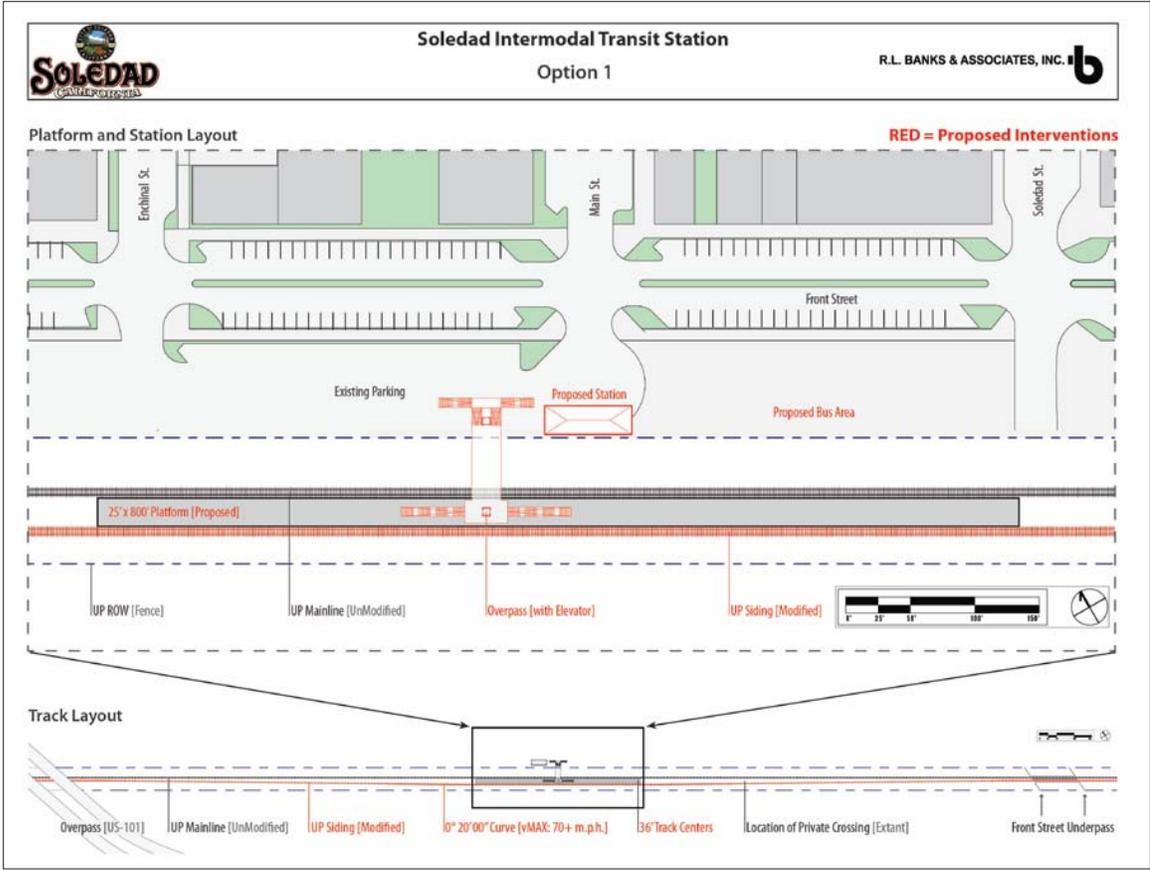
Development standards are organized into six sections - community design, community commercial, traditional commercial, single-family detached residential, multi-family residential, and office and industrial. The community design section provides historic precedents and direction regarding neighborhood design, circulation, and open space. Guidelines for each of the other sections include standards for site planning, architecture, and landscaping. The sections describe the intent of the guidelines and provide detailed direction as well as illustrations and examples to clarify expectations and desired outcomes.

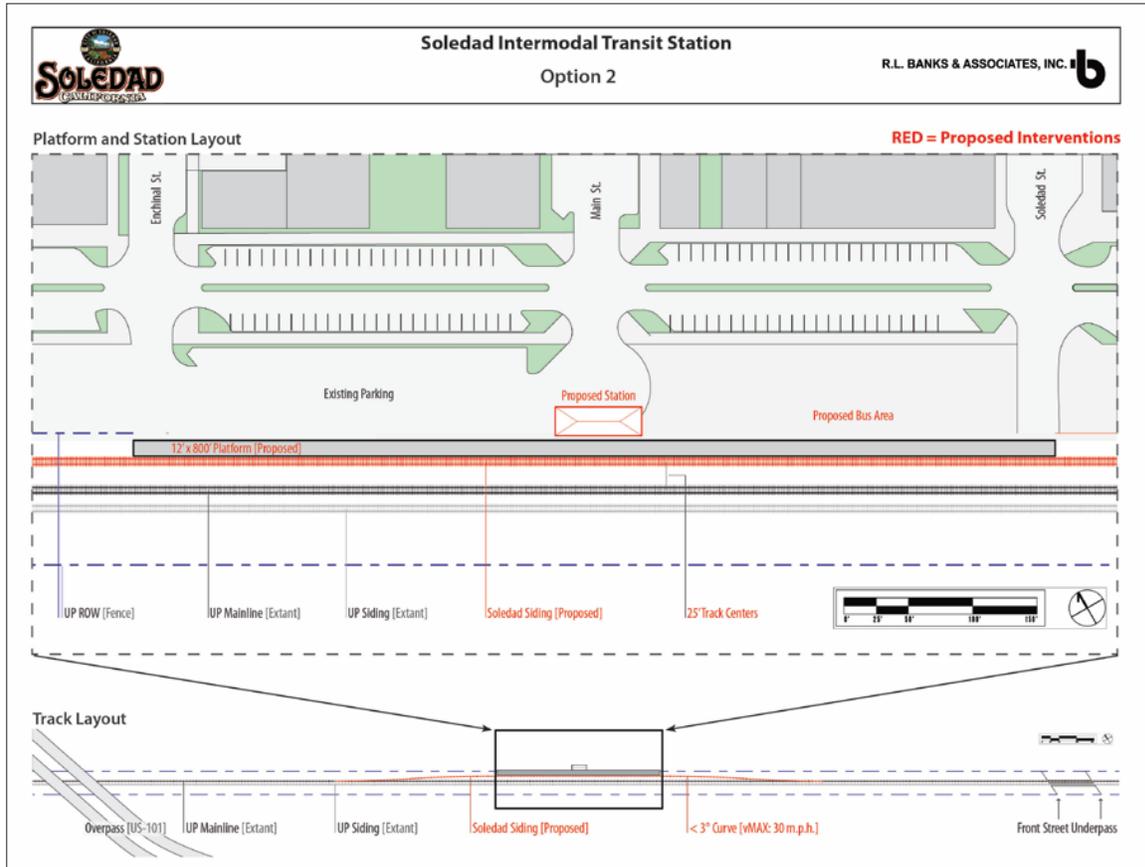
TABLE D.1 BUILD-OUT ESTIMATES FROM THE 2009 GENERAL PLAN	
BUILD-OUT NUMBERS	
Population	53,500 - 61,000 (excluding prison inmates) (estimated 27,000 by 2020)
Potential dwelling units ¹	9,680 - 11,600
Potential commercial floor area ¹	2,800,000 s.f.
Potential industrial floor area ¹	9,200,000 s.f.
FLOOR AREA RATIOS	
Commercial	0.4
Industrial	0.6
Public/institutional	0.4
Residential, single-family	6 units/acre
Residential, multi-family	20 units/acre

¹ 80% of maximum allowed
Source: City of Soledad General Plan, 2005

APPENDIX E. CONCEPTUAL TRAIN STATION DESIGNS

Conceptual Designs for the Intermodal Transit Station Developed by the City.





APPENDIX F. IMPACT FEE ESTIMATE

Note: This table reflects estimated fees as of April 2012. Applicants need to contact the City for project specific information.

DEVELOPMENT TYPE	FEE	FEE UNIT	PROPOSED UNITS/ SQUARE FEET	TOTAL REVENUE
POLICE				
Residential	\$1,644.00	dwelling unit	570	\$936,460.92
Commercial	191.00	thousand sq. ft.	280,801	53,632.90
Office	273.00	thousand sq. ft.	196,565	53,662.31
Industrial	191.00	thousand sq. ft.	41,749	7,973.97
Subtotal				1,051,730.10
FIRE PROTECTION				
Residential	975.00	dwelling unit	570	555,382.85
Commercial	325.00	thousand sq. ft.	280,801	91,260.16
Office	466.00	thousand sq. ft.	196,565	91,599.41
Industrial	325.00	thousand sq. ft.	41,749	13,568.28
Subtotal				751,810.70
GENERAL GOVERNMENT				
Residential	3,958.00	dwelling unit	570	2,254,569.54
Commercial	460.00	thousand sq. ft.	280,801	129,168.23
Office	658.00	thousand sq. ft.	196,565	129,339.94
Industrial	460.00	thousand sq. ft.	41,749	19,204.33
Subtotal				2,532,282.04
TRAFFIC				
Single-family	5,554.00	dwelling unit	11	63,273.77
Multifamily	4,443.00	dwelling unit	558	2,480,220.17
Commercial	4,776.00	thousand sq. ft.	280,801	1,341,103.21
Office	2,444.00	thousand sq. ft.	196,565	480,405.48
Industrial	1,777.00	thousand sq. ft.	31,224	55,484.47
Subtotal				4,420,487.10
STORM DRAIN				
Single-family	1,530.00	dwelling unit	11	17,340.48
Multifamily	872.00	dwelling unit	558	486,777.40
Commercial	1,499.00	thousand sq. ft.	280,801	420,919.96
Office	1,040.00	thousand sq. ft.	196,565	204,427.86
Industrial	1,255.00	thousand sq. ft.	31,224	52,394.42
Subtotal				1,181,950.12
WASTEWATER				
Single-family	7,740.00	dwelling unit	11	88,177.71
Multifamily	5,530.00	dwelling unit	558	3,087,017.23
Commercial	352.00	fixture unit after 22	TBD	-
Subtotal				3,175,194.94

DEVELOPMENT TYPE	FEE	FEE UNIT	PROPOSED UNITS/ SQUARE FEET	TOTAL REVENUE
WATER				
Single-family	3,274.00	dwelling unit	11	37,298.94
Multifamily	2,239.42	dwelling unit	558	1,250,113.58
Retail commercial	0.52	square foot	261,962	136,220.21
Highway commercial	1.96	square foot	18,839	36,923.56
Office/research	0.65	square foot	196,565	127,767.42
Motel	1,047.68	room	84	88,005.12
Light industrial	0.79	square foot	41,749	32,981.35
Public facility	0.65	square foot	10,570	6,870.46
Subtotal				1,716,180.65
SCHOOLS				
Residential	3.65	square foot	680,662	2,484,415.86
PARKS				
Residential	2,821.00	dwelling unit	570	1,606,907.70
TOTAL				18,920,959.20

Source: City of Soledad, Lisa Wise Consulting, Inc.

APPENDIX G. REFERENCES

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