

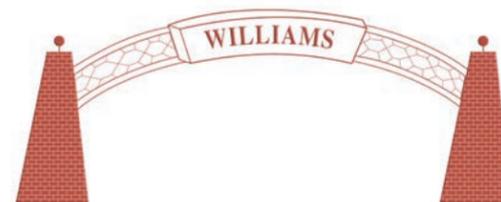
DOWNTOWN REVITALIZATION AND MOBILITY PLAN

Williams, California



City of Williams

Febrary 2014



Downtown Revitalization and Mobility Plan

Williams, California

A Report to the City of Williams
February 2014

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Introduction

This document is the outcome of an intensive community-based planning process in Williams, a rural agricultural community of approximately 5,000 residents in Colusa County, located along Interstate 5 approximately 70 miles northwest of the Sacramento. The purpose of this plan is to provide design strategies to reinvigorate the town historic core as an active, walkable center for residents and appealing destination for visitors. It is also intended to provide guidance for focused investment in public infrastructure, and to encourage renewed private investment in existing properties and new development in the downtown area.

The planning effort and resulting document was made possible through a California Department of Transportation (Caltrans) Community Based Transportation Planning Grant received by the City in partnership with the Local Government Commission (LGC). The LGC is a Sacramento-based nonprofit organization that works with local governments and communities to build healthy, livable places. LGC assembled a multi-disciplinary professional team to develop the plan that included Opticos Design, Inc. (urban design), Nelson\Nygaard Consulting Associates (transportation), Price Consulting Services (planning), and Wahlstrom and Associates (economics).





Top, Left to Right: Participants write their vision in 20 years for downtown Williams; participant reports ideas from the table map activity. **Middle:** Group photo before downtown walking assessment. **Bottom, Left to Right:** Design team member discusses design proposals with Spanish-speaking residents at the open studio; members of the design team meet with Latino residents for input to help improve Williams.

Clockwise, From top Left: Values written on sticky notes at the opening meeting are grouped to indicate values that community members hold in common; consultant team member discussed conditions with participants in the walking assessment; consultant team member presents concepts at the open studio; participants in stakeholder interviews discuss key issues to address.

A multi-day design process, known as a charrette, was conducted October 17 – 25, 2012 to engage the community in visioning and developing solutions. City staff, Council Members, community leaders and residents participated in a series of events to identify concerns, priorities, potential transportation improvements and downtown neighborhood revitalization strategies.

The City arranged for the consultant team to set up a work studio in the downtown area next to the fire station on 8th Street. Small group stakeholder interviews were held on October 17 with City staff, elected leaders, school and community service representatives, and business representatives for input regarding the challenges, aspirations and needs of the community. Spanish-speaking members of the consultant team visited with a group of Latino residents on October 24 for additional input.

The team conducted an opening interactive workshop Monday evening, October 22, at Granzella's Banquet Hall. It began with a walk of the downtown area. Team members and residents observed streets and surroundings, noted problems and discussed potential solutions. A community meeting followed. Participants viewed a presentation highlighting current conditions and basic principles for pedestrian and bicycle design, active public spaces and neighborhood vitality. Afterward they broke into small groups around aerial maps, marked key locations that need attention, and considered ideas for improvements. The workshop concluded with each group presenting and explaining their maps to all the participants.

In the days that followed, the consultant team processed the input, sketched and tested concepts for viability, and conducted field checks. An open studio was held Tuesday evening, October 23, to present ideas in progress. Thursday evening, October 25, the team presented the results in a closing meeting at Granzella's Banquet Hall for further feedback.

In the months following the charrette, the consultant team refined the concepts, completed drawings and prepared recommendations for near-term improvements and long-range, visionary changes. The resulting plan is presented in the next chapter.

Project Intent and Relationship to Other Documents

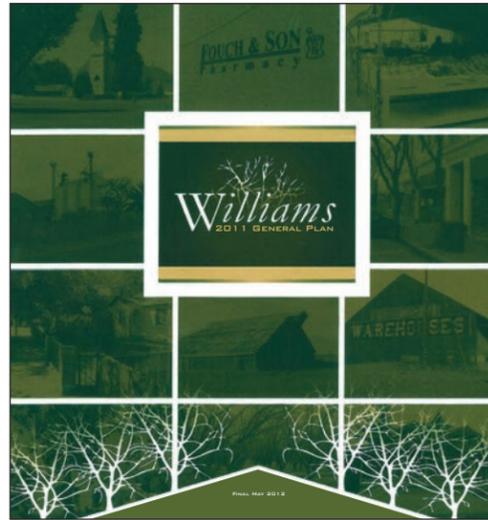
This plan provides a set of design strategies and recommendations for the E and 7th Street corridors and Downtown Williams that could be implemented through future planning efforts. It seeks to build upon recent planning activity that has a foundation in the 2012 Williams General Plan and City of Williams Design Review Manual, and serves as an essential component of a larger planning strategy to steer the community toward successful implementation of its identified goals and aspirations. A summary of the relevant planning documents and processes is as follows.

City of Williams 2010-30 General Plan

The recently updated General Plan incorporates the vision and goals of residents for future growth and development in Williams. Residents want growth to be slow and consistent with the community's small town character. Future economic development initiatives should transition the local industry base from a dependence on agriculture and service sector employment to a more diverse job base of higher wage jobs more capable of competing in the 21st century global economy. Downtown revitalization initiatives should promote infill development that creates a stronger connection to the surrounding residential areas.

The General Plan update indicates that the "downtown is intended for commercial office and retail uses, as well as high density residential uses." Additional General Plan goals include:

- Expand and strengthen the downtown commercial center as a local and regional destination;
- Prepare a downtown master plan that describes public investments and guides new private investment to preserve downtown's urban character;
- Redevelop and improve the 6th and 7th Street commercial corridors as well as the gateway and entryway corridors;
- Rehabilitate and reuse empty downtown buildings;
- Develop vacant parcels in a manner that embraces downtown's urban fabric;
- Encourage residential mixed uses in the downtown area;
- Relocate the farmer's market to the immediate downtown area;
- Initiate a downtown façade improvement program when it becomes financially feasible for the City to fund such a program; and
- Identify downtown sites to develop a new municipal complex that would house and consolidate the City's administrative offices.



City of Williams Design Review Manual (2012)

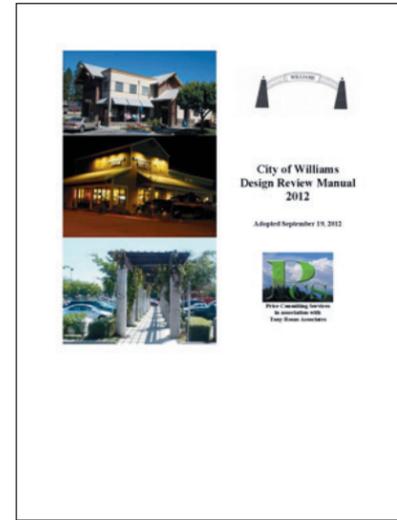
Implementing a number of goals, policies and actions of the new General Plan, the Design Review Manual provides a template for preferred design of development and signage throughout Williams. It assures that the community develops according to the City's aesthetic and functional expectations. It identifies various character defining neighborhoods in Williams and provides design guidelines specific to these neighborhoods. The Manual identifies the downtown area as the "Central Focal Point" of the community and gives direction for preservation of its character. The Manual also includes specific design standards, such as landscaping and parking lot design that directly correspond to the mobility needs of the downtown. The Manual was designed to evolve over time, enabling adjustments and modifications that incorporate recommendations of the Downtown Revitalization and Mobility Plan.

City of Williams Zoning Code (2012)

The comprehensive Zoning Code was updated to implement the new General Plan. It incorporates form based standards rather than conventional use based requirements. These regulations articulate newly established design districts allowing for mixed use development with emphasis on infill development opportunities and higher residential densities, particularly in and around the downtown. The Code works hand in hand with the General Plan and Design Review Manual. The Code will require review and may require amendment to accommodate design recommendations in the Downtown Revitalization and Mobility Plan.

City of Williams Cultural Resources Report (2010)

This report provides detailed information on the City's cultural resources that include research, analysis and historical references to the City's unique railroad and agricultural heritage. It has been used as a foundation document for developing the General Plan and Design Review Manual. Many of the references in this report were used to develop the City's character-defining features that makes



Williams unique and architecturally and culturally interesting. These features are used to help define design recommendations in the Downtown Revitalization and Mobility Plan.

City of Williams Redevelopment Plan (2011)

This document provides an overview of the City's economic and physical conditions within areas generally west of Interstate 5, including the downtown. The Plan was intended to establish a separate governmental agency with development powers and authority to fund development and rehabilitate the target redevelopment area. However, since the State dissolved redevelopment agencies, the Plan has no real effect. Nevertheless, this document has useful information regarding the City's economic and physical conditions that were used in the economic analysis of the Revitalization and Mobility Plan.

City of Williams Design Standards and Specifications (2007)

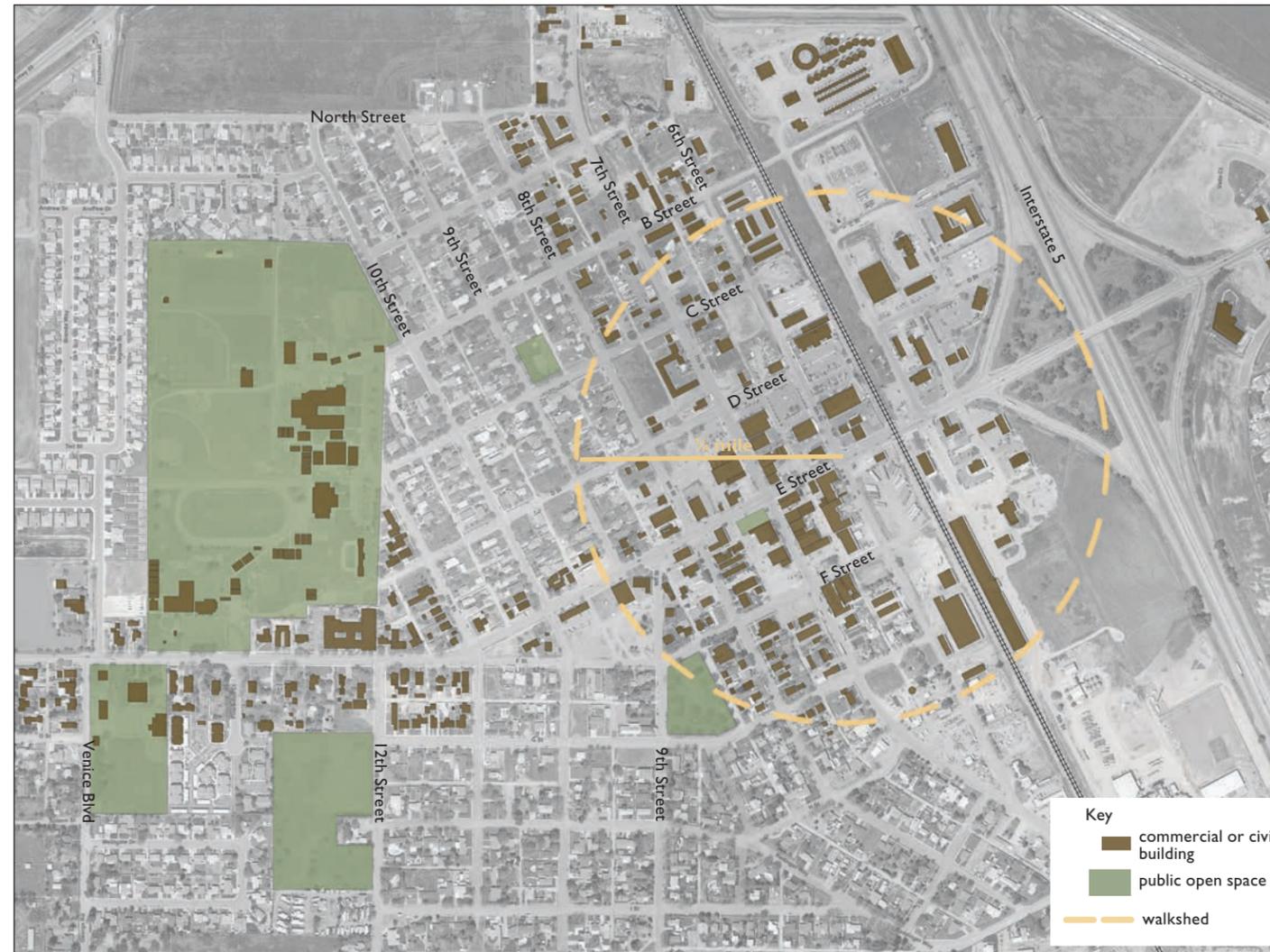
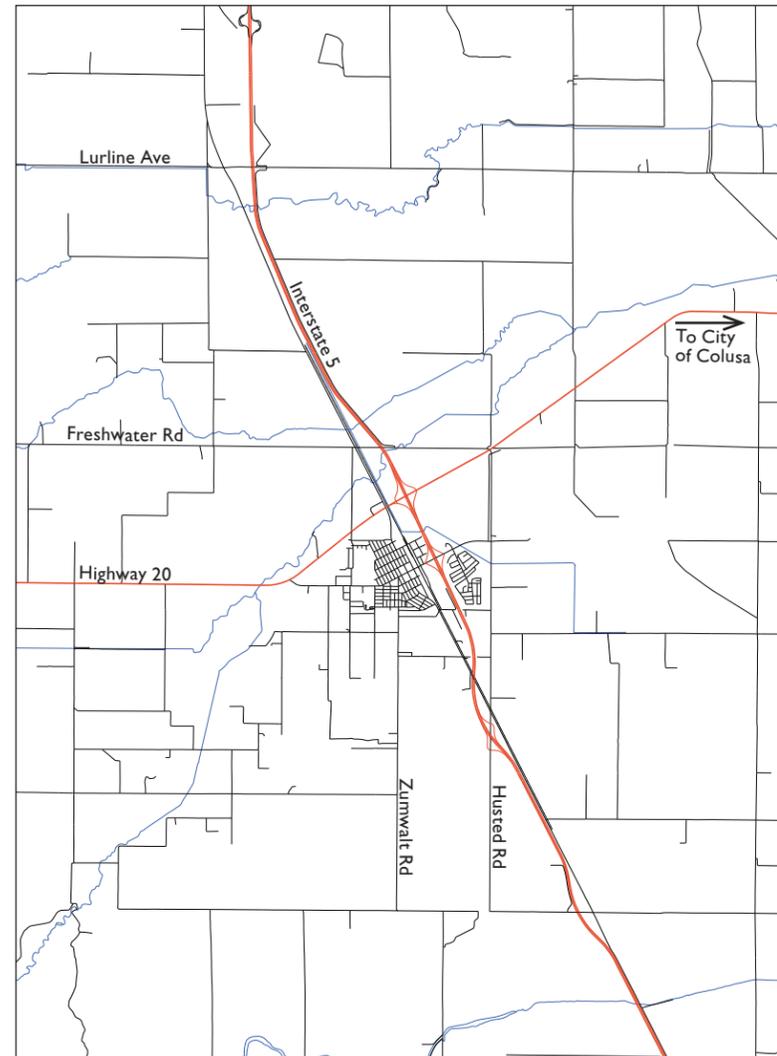
This document consists of a comprehensive list of standards, design criteria and specification for the development, rehabilitation and repair of the City's public infrastructure. Relevant to the Downtown Revitalization and Mobility Plan, it includes cross section details for City Streets, public sidewalks, public parking lots, driveways, street lighting, street trees, and other improvements. Based on recommendations from the Downtown Revitalization and Mobility Plan, the City's Design Standards will require review and may require modifications or exceptions for the downtown and surrounding neighborhoods.

Colusa County Regional Transportation Plan (2008)

This plan consists of policies and identified projects for regional and local transportation improvements in Colusa County. Projects, such as roadways, public transit, bicycle and pedestrian facilities, are identified in the plan for funding by state, federal and local sources. Recommendations from the Downtown Revitalization Plan will be used as a guide to help update the Regional Transportation Plan to make identified projects in the downtown and surrounding areas regional transportation priorities and to program funding to support implementation.

Colusa County Bicycle Plan (2012)

This is a regional plan for the development of an integrated system of bikeway facilities in Colusa County. The Plan is used to provide safe routes through various communities, provide linkages between urban centers, such as Colusa and Williams, furnishes a template for design and construction of future bikeways, and allows the County to require project developers to create bikeways. The County Plan incorporates the City's General Plan Circulation Element, Bicycle Circulation Plan, so it does address regional bike way linkages. It is intended that the City of Williams develop a more detailed Bicycle Master Plan, beyond that in the General Plan that can be integrated into the County Plan. Recommendations of the Downtown Revitalization and Mobility Plan will be used to help develop the City's Bicycle Master Plan, possibly help in updating the City's General Plan Bicycle Circulation Plan and may be used to help develop funding sources for bikeway and pedestrian improvements derived from implementation of the County Plan.



Williams is a 5.5 square mile town founded in 1874 as "Central" and given its current name soon after. Incorporated in 1920, it lies in a rural setting along Interstate 5 and State Highway 20 in central Colusa County. Agriculture is the leading industry in the City and County.

Approximately 5,200 people, or 25 percent of Colusa County's population live in Williams. William's population growth rate has slowed to approximately 1.2 percent since 2007. If current growth rates continue at the diminished pace, William's population will expand to about 6,450 people by 2030.

Approximately one-third of Colusa County's Latinos live in Williams, with Latinos comprising more than 75 percent of William's total population. The community is very young, with 60 percent of residents younger than 18 years old. Fewer than 25 percent of William's residents are over 35 years old.

The City's historic downtown and residential blocks originated on the west side of the UP railroad tracks. Mid century, Old Hwy 99W/7th Street was a regional north-south travel route through town that supported an active commercial strip and downtown main street. E Street (SR Business 20) served as another regional connector through Williams, making the intersection of E and 7th Street the clear center of downtown.

The later construction of Interstate 5 dramatically reduced the travel volume on 7th Street, which contributed to dissolution of businesses and disinvestment from properties on the corridor. Newer commercial development has moved toward the freeway. Today, the City's development momentum has shifted to the east side of I-5 with the construction of new residential subdivisions and a community college campus, and a planned business and industrial park and senior housing project.



Hardware store with western-style facade on 7th Street.



Williams City Hall on E Street.



7th Street, facing south at the intersection with E Street.



7th Street, facing north.

Downtown Strengths and Economic Development Challenges

Strengths

Strategic Location at the Interstate 5 and CA 20 Interchange. Williams is strategically located at the junction of the I-5 and California State Route 20 interchange. Caltrans estimates that 56,500 vehicles per day travel by the Williams exit north and south along the freeway on their way between Redding, Sacramento, and the San Francisco Bay Area, some of which stop in town to purchase food or gas. Travelers can also access State Route 20 (SR 20) at Williams, which serves as an inter-regional auto and truck travel route connecting the Central Valley with the Cities of Marysville, Grass Valley, and Nevada City to the east, and Lake and Mendocino county towns to the west.

Granzella's as a Visitor Destination. Granzella's restaurant, deli, and gift shop attracts one million visitors per year, many of whom purchase food or gifts. Granzella's offers travelers a higher quality of food and services than is typically found along Interstate 5. The company maintains a significant billboard presence along I-5, which has effectively contributed to establishing Granzella's as a destination for highway travelers.

Granzella's ability to capture a significant share of future traveler sales and serve as linchpin for an expanded travel-service cluster is crucial for Williams' efforts to grow the overall regional sales and occupy additional space.

Other Visitor Serving Establishments. Williams also offers highway travelers the opportunity to re-fuel at other national-brand fast food restaurants/service stations, as well as overnight lodging options at local motels.

Railroad and Agricultural History. Despite disinvestment over the years, Williams still retains qualities and characteristics of its agricultural, railroad and turn-of-the-century pre-automobile crossroads and midcentury auto strip heritage. The town's traditional compact, walkable small block layout combined with authentic historic elements such as the Downtown Arch and western storefronts contribute to a sense of roots and place that can be highlighted, built upon and adapted to increase the attractiveness and meaningfulness of Downtown.

Revitalization Challenges

Small Population and Consumer Spending Base. Williams has a small population of 5,200 people, and average household incomes are less than \$50,000. Local household spending capacity places a constraint on business expansion, which requires the City to rely on I-5 traveler spending for a substantial increase in overall sales and occupied space.

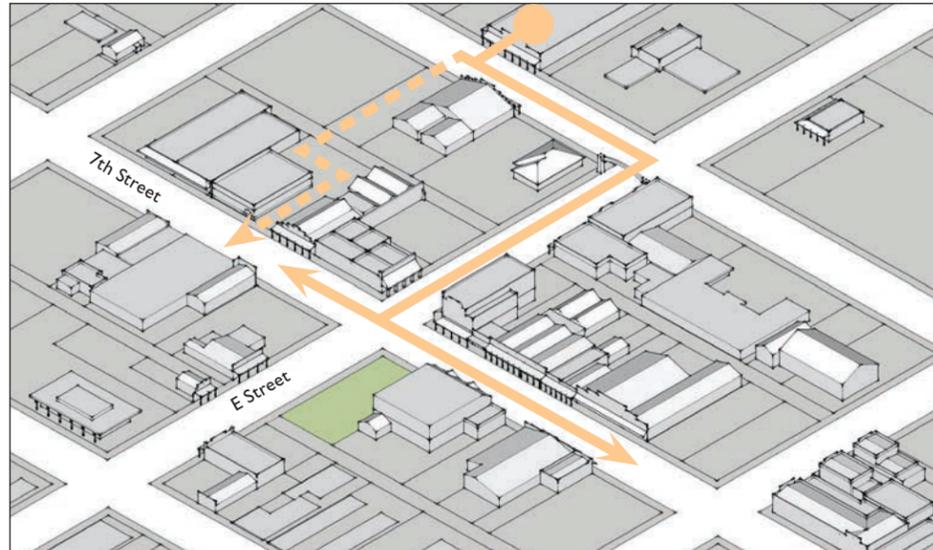
Undeveloped and Underutilized Sites Within the Downtown Area. Downtown Williams has a number of undeveloped and/or underutilized sites available for additional commercial space or housing. Infill development would bring more full-time residents within walking distance of downtown businesses, create a more

vibrant atmosphere, and foster additional visitation by residents throughout the region. However, the private and public sectors have yet to invest the necessary resources to increase the inventory of residential units in the downtown area.

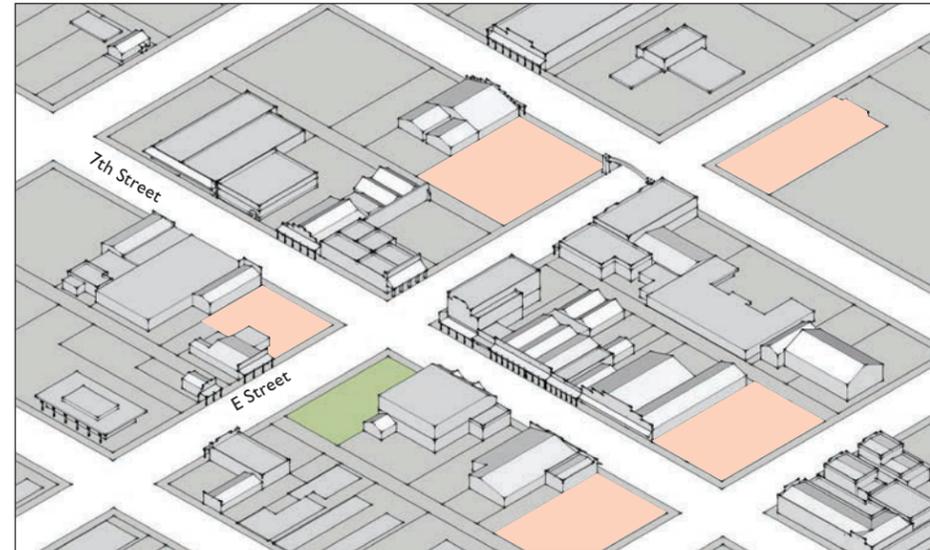
Poor Connectivity Linking 6th Street and 7th Street Commercial Areas.

The destination restaurant (Louis Cairo's) and a number of clothing and general merchandise stores located along 7th Street that might attract visitor spending actually receive little to no benefit from the Granzella's visitation. This is primarily attributable to the lack of signage, limited accessibility, and unappealing pedestrian environment. There is no signage or information that directs Granzella's visitors, and these customers must also pass a number of closed businesses by foot before reaching 7th Street.

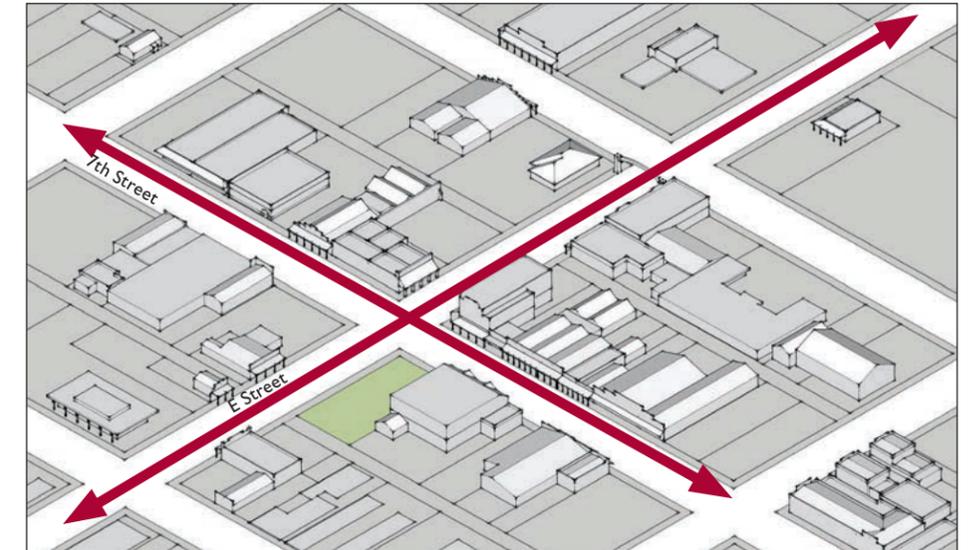




Increase access and visibility of downtown Williams.



Focus infill in the core.



Connect downtown to surrounding neighborhoods.

Guiding Principles for Design Proposals

Despite significant challenges, Downtown Williams and its overall character have remained as the community has grown. The City should work to maintain the historic downtown's significance as the community center for commercial, civic and social activity.

The consultant team has identified three guiding design principles to help the City prioritize measures to preserve and enhance Downtown Williams. These principles provide a framework for actions to ensure that the City continues to grow in a healthy and viable manner for its present and future residents and visitors.

1. Improve Downtown Visibility and Access

Granzella's Restaurant and Inn attract many visitors to the periphery of Williams' downtown. Focusing on creating attractive and easily walkable connections for pedestrians between 7th Street and Granzella's properties will encourage new visitors to explore and shop within the downtown.

- **Gateways and Signage.** Improve key entry intersections and provide gateways with community identity signage. Add mini or secondary gateway treatments and signage denoting entry into the core commercial area of downtown.
- **Parking.** Create a "Park Once" environment that enables residents and visitors to park in one place and make stops on foot rather than driving. Improve on-street parking and provide signage to off-street parking areas to encourage

drivers to park and explore Downtown Williams on foot.

- **Enhance Walkability.** Improve sidewalks, crosswalks and focus on streetscape designs and elements that make walking and exploring Downtown Williams more inviting. Improvements can include pedestrian scaled lighting and signage, wall murals and street furniture such as benches and bicycle racks.
- **Context Sensitive Design.** Ensure design improvements build upon the community's form and character and unique historical qualities.

2. Encourage Downtown Infill

Creating opportunities for more people to live near and in downtown is an important strategy for improving the vitality of the town core. Changes to existing regulatory hurdles to investment and redevelopment can be explored to unlock the development potential of Downtown and the surrounding neighborhoods.

- Reduce or remove requirements for parking for new construction and renovations within the Downtown. Current on-street parking and the existing supply of parking can accommodate incremental growth over time.
- Explore options for allowing projects in the Downtown Core that provide live/work units or residential units.
- Explore allowing medium density residential developments areas adjacent to Downtown. Medium density building types include duplexes, cottage

courts and small multi-unit buildings. These low impact densities fit in with the character of the existing neighborhoods and provide more potential consumers within easy walking distance to the Downtown.

3. Connect Downtown with Greater Williams

- Improve sidewalks for pedestrians and implement bicycle routes and lanes to connect the Downtown to the adjacent neighborhoods. Encourage slow speeds.

Existing Downtown Core



There are many opportunity sites for future development in Williams' downtown, including significant corner lots along the commercial core of 7th Street, at D and F Streets.

The dashed circle in the diagram above shows the downtown "pedestrian shed," that is, the area

within a 1/4 mile radius or distance from the center of downtown. 1/4 mile or 5 minute walk is generally considered the distance most people are willing to routinely walk to destinations. Targeting public improvements within this zone will improve downtown walkability and promote increased activity.

This in turn will help stimulate new investment in downtown properties. New downtown development would add people and interest to the city's commercial core.

Left, Top and Bottom: Underutilized spaces, such as these on E Street facing north and at the corner of E and 7 Street could be improved with more inviting streetscape elements and eventually developed with building frontage. Above, Top to Bottom: Williams has a number of community assets in the Downtown area to build upon, including City Hall, the Town Square and the Farmer's Market and Bazaar.

Long-Term



Encourage various pedestrian connections between Granzella's and 7th Street

Small infill buildings focused in the downtown to fill in the missing urban fabric

New curb extensions and improved marked crosswalks

Small-scale investments in revitalizing private properties

Park improvements to activate space and attract visitors

Streetscape improvements along 7th Street

Improve E Street connectivity with new bicycle lanes

Focus new housing projects in locations within walking distance to the downtown

New gateways to mark the commercial center

Encourage better pedestrian and bicycle connections between all existing community assets (i.e. parks, schools, post office, downtown)

Left: Illustrative plan for long-term revitalization of downtown Williams.

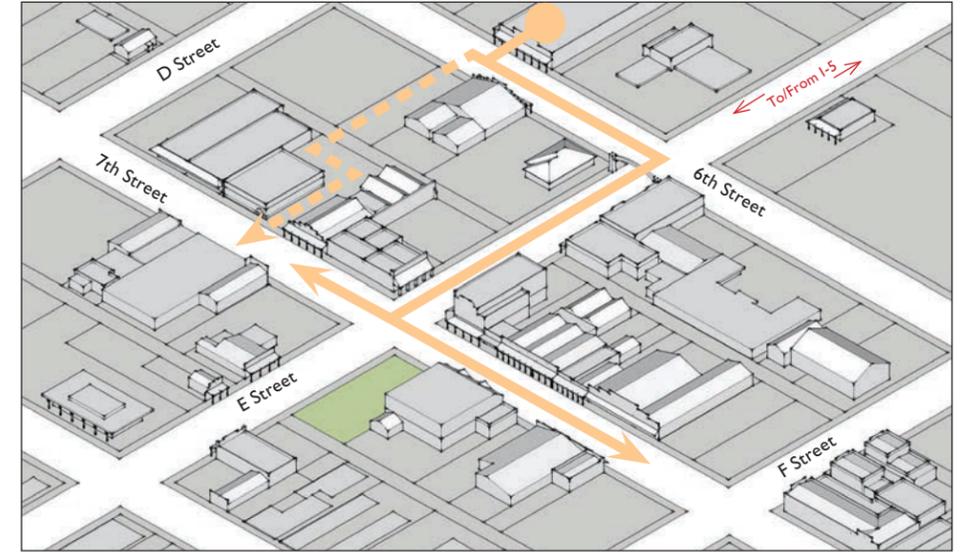
Near-Term



Above: Illustrative plan for short-term revitalization of downtown Williams

Downtown Revitalization

The illustrative plans show concepts for future development. In the short term (above), focused street, streetscape and connectivity improvements on E and 7th Street will build stronger links and association between established visitor destinations to create a more cohesive town center. Over time (left), vacant and under-utilized properties could be transformed incrementally with renovation and expansion of existing buildings, and the introduction of small commercial infill buildings and new housing within walking distance to the downtown.

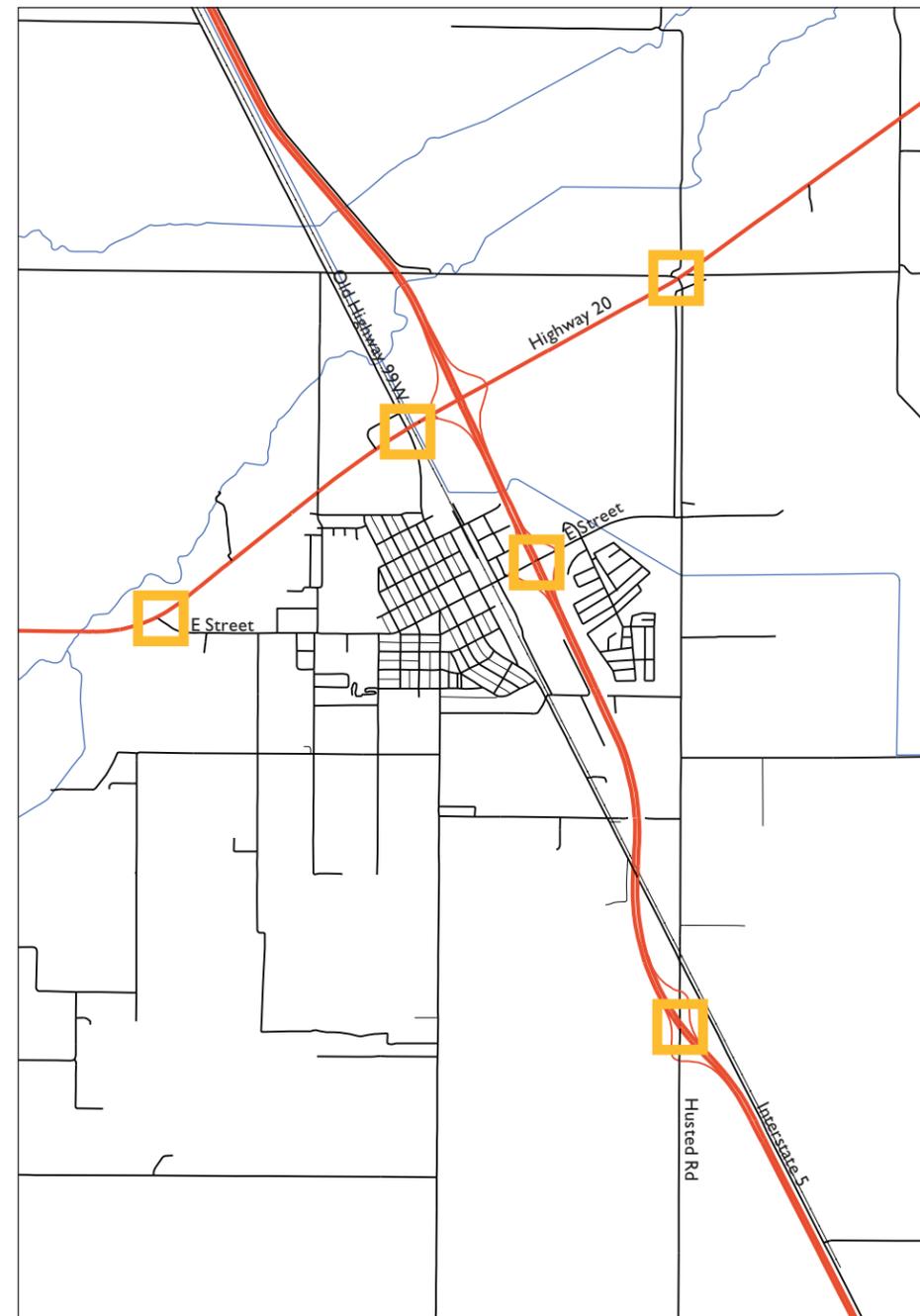


Improve Downtown Visibility and Access

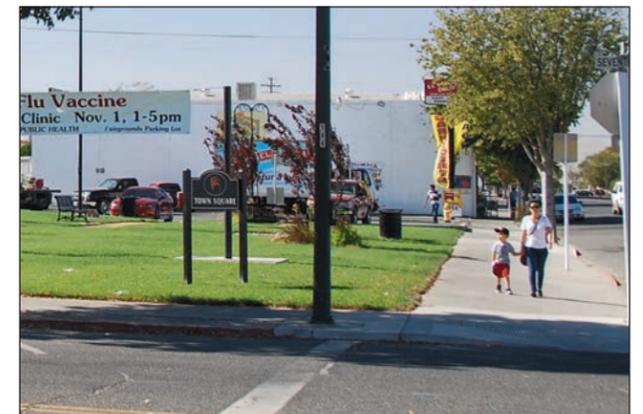
Granzella's deli, restaurant and hotel is a major regional attraction that draws reportedly a million visitors annually to the east edge of Downtown Williams every year. Louis Cairo's restaurant is another long-term regional establishment located two blocks to the southwest on 7th Street. Several other stores, shops, services and food establishments are also located within walking distance of one another. Yet participants at the workshop noted the lack of visitation to downtown beyond Granzella's, in part due to a lack of visual and physical continuity between 6th and 7th Streets to draw more activity into the center of downtown.

Based on input from the community and field assessment by the consultant team, a set of design strategies are proposed to increase the prominence, accessibility and cohesiveness of downtown. Steps include:

- Realignment of intersections to create community gateways, while improving safety and visibility for motorists
- Downtown signage and gateway projects
- Re-striping of motor vehicle lanes and on-street parking
- Addition of bicycle lanes
- Crosswalk improvements
- Streetscape frontage improvements
- Enhanced public and private/semi-public spaces



Williams' iconic gateway arch to the downtown.



An excellent location for more significant gateway signage.



Planted median gateways could also be ideal for 7th Street.

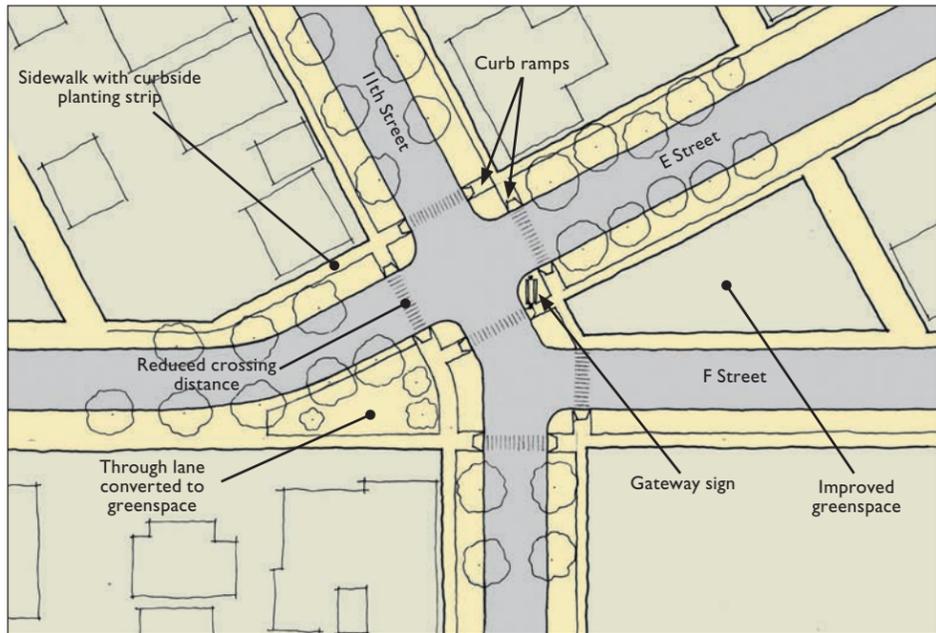
Gateways welcome visitors to a community, and add interest to the approach of a downtown and its main street, inviting exploration. Coordinated signage similarly aids and encourages visitors in discovering a place. Gateways are also positive ways to establish and communicate a cohesive identity.

In addition to Williams' iconic gateway arch, entry intersections could be established as gateways with signage on E Street at 11th Street from the west, and on 7th Street at A Street from the north, and at the intersection of 7th and 6th Street from the south. Smaller signage and gateway projects would be ideal in the Town Square park and on 7th Street at either

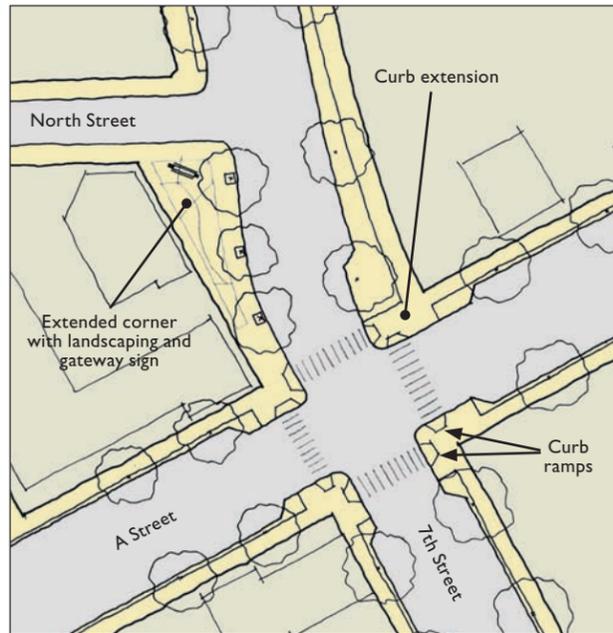
end of the commercial core.

Regionally, good gateway locations include E Street at Highway 20 to the west; Highway 20 and Husted Road to the east; Old Highway 99 and Highway 20 to the north; Husted Road and I-5 to the south; and centrally, E Street at I-5.

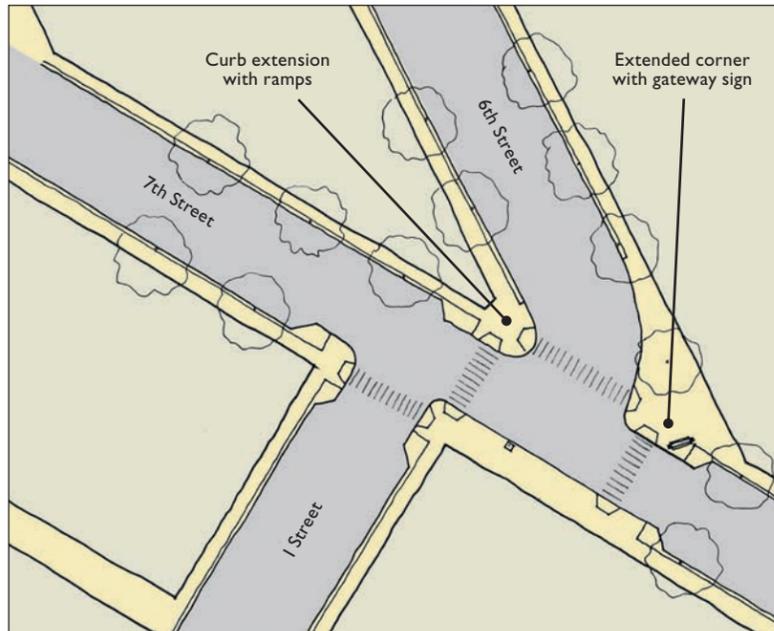
Above, Left and Right: Existing and proposed intersection and gateway improvement locations.



Western gateway on E Street at 11th Street. The through lane to F Street is closed, enabling installation of a landscaped area at the southwest corner. This could be designed as a rain garden for stormwater drainage and enhanced aesthetics, or a small shaded pocket park. This will also tighten the eastbound approach to downtown, shortening the crossing distance for pedestrians, encouraging motorists to slow down, and creating a sense of entry into central Williams. The southeast corner could similarly be improved with landscaping and would be a good location for community signage.



Northern gateway at 7th and North Street with a community sign and extended corner that could be designed for stormwater drainage, enhanced aesthetics or shaded pocket park. This would tighten the southbound approach to central Williams, encouraging slower speeds and a sense of community entry. Curb extensions at 7th and A Street would shorten crossing distances for pedestrians and create another compression point signaling entry into Central Williams.



Southern gateway at 7th Street and I Street. The corners are extended for traffic calming and improved pedestrian crossings. Extending the southeast corner of 6th and 7th Street would reduce the skewed angle of the intersection, improving sight lines for motorists, pedestrians and bicyclists, and creating space for a prominent community entry sign. The northeast corner would be designed with sufficient radius to accommodate truck turning movements.



Median gateway on 7th Street before F Street. The median could be designed with landscaping, lighting, public art and special signage designating entry into Downtown.



Example of median gateway with signage and landscaping.



Colorful, eye-catching gateway signage.



Gateways also take monumental form across a roadway, similar to Williams' iconic arch.

Gateway Design

A gateway to a community can be communicated in many forms. Beyond welcome and identification signage, public art or monuments are commonly used to draw attention to gateways. Special landscaping, such as a small green or new street trees, also calls attention to a change in context.

Small greens or pocket parks with welcome signage would be ideal solutions on E Street at 11th Street; on 7th Street at North Street; and on 7th Street at 6th Street. In these locations, they will not only draw attention to visitors, but help resolve irregular geometries in the roadway, improving sight distance and sight lines for motorists, pedestrians and bicyclists, and reducing pedestrian crossing distances.

Gateways are especially effective when they are highlighted by changes in the design of the road. Medians are a great example, and they work well with other gateway features, as they enable signage, monuments, and landscaping elements to be placed in the center of the thoroughfare.

Gateways of this type would be ideal on 7th Street at either approach to the commercial core — between C and D Streets, and between F and G Streets.

Connecting Pedestrians and Visitors with Downtown



Short-Term: Creating Interesting Pedestrian Routes

By encouraging connections between the downtown and Granzella's, both entities would benefit from each other's improvements, activities, and visitors, and grow more effectively than by working individually. Street and frontage improvements can offer a pleasant public connection, with new features in the Town Square to attract visitors. An alternate midblock pedestrian way between Granzella's properties could connect 7th Street and also add value to its banquet hall.

Long-Term: Filling In Missing Pieces Between 6th Street and 7th Street

While cleaning up property frontages with attractive, short walls and landscaping would be a successful short-term solution to encouraging connections between Granzella's and 7th Street, ultimately the connection would be best promoted by filling in the missing gaps of empty or under-utilized parcels along the street. Ample parking could be provided behind the buildings, allowing for more interesting shop fronts and spaces to engage pedestrians at the sidewalk's edge.



Existing conditions on 6th Street, approaching the intersection with E Street.



Short-term improvements, including new landscaping walls and updating existing facades with canopies and signage.



Existing conditions on E Street facing southwest towards the downtown core, between 6th and 7th Streets.



Short-term improvements, showing new frontage walls and landscaping, updated building facades, and new murals.



Long-term improvements, showing a new corner infill building, curb extensions, and an option for angled on-street parking.

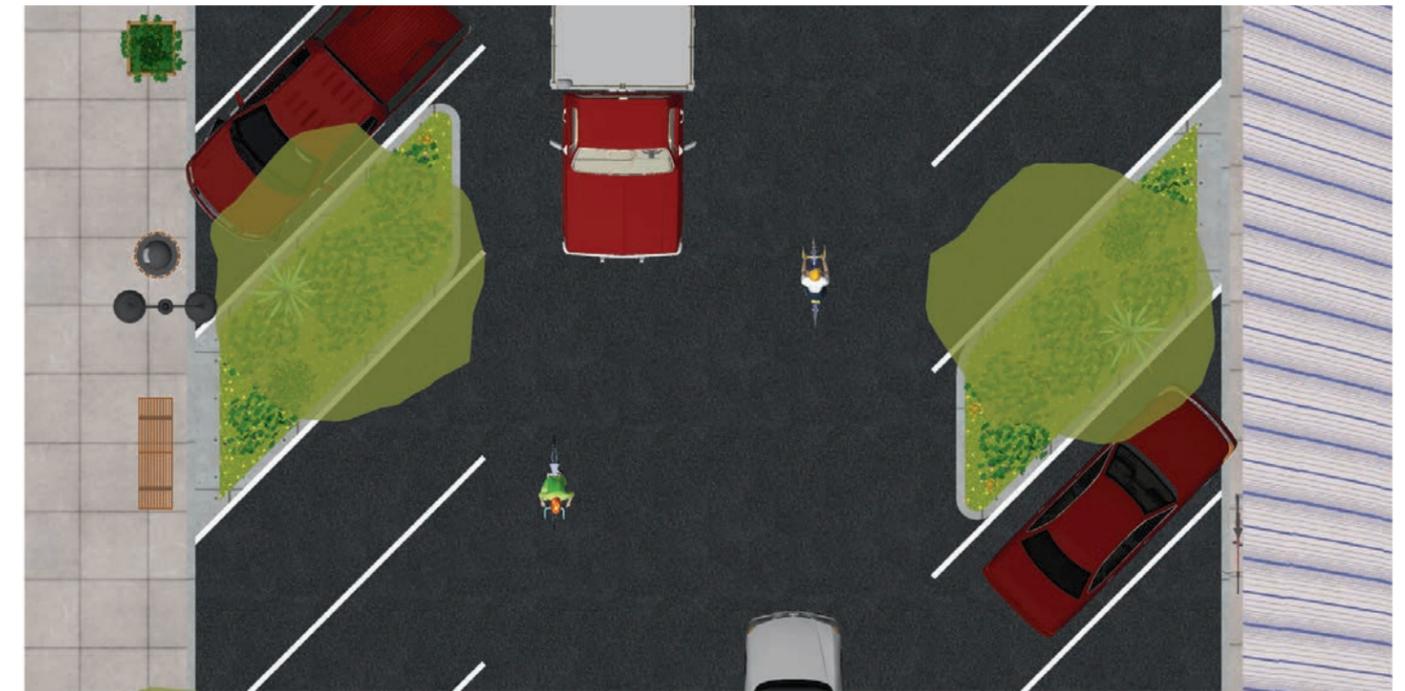
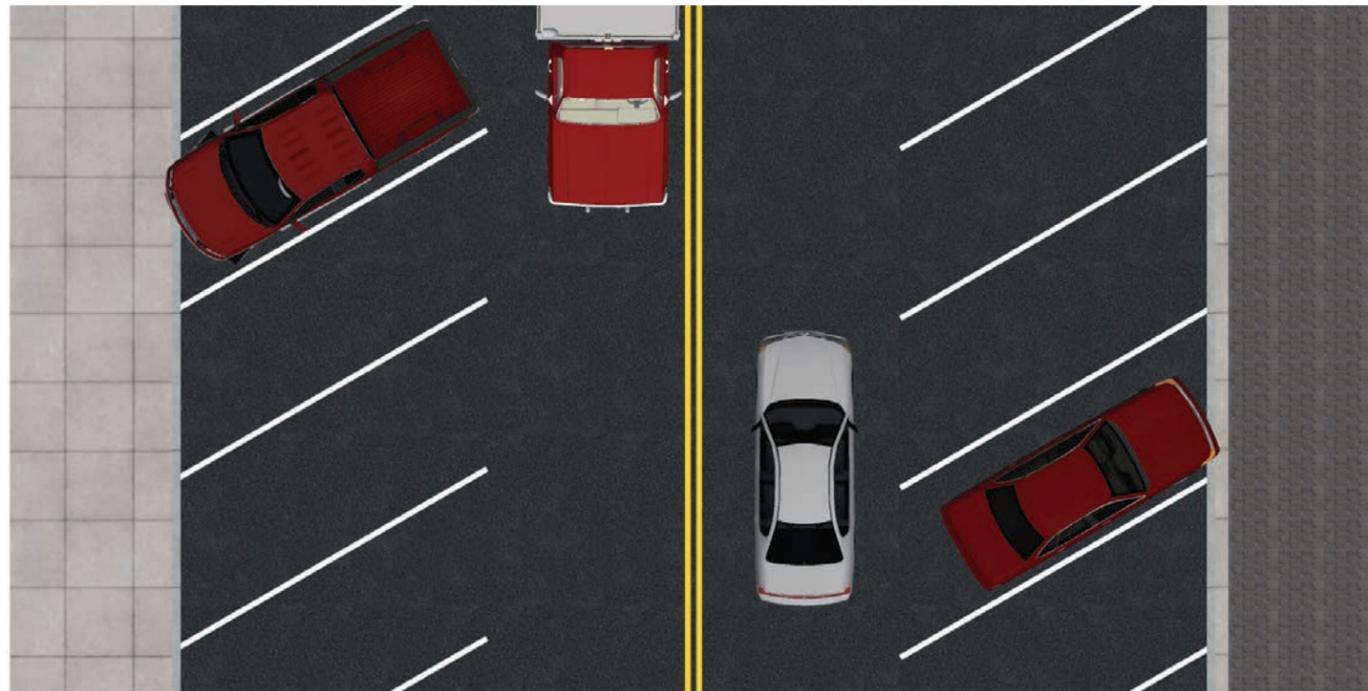
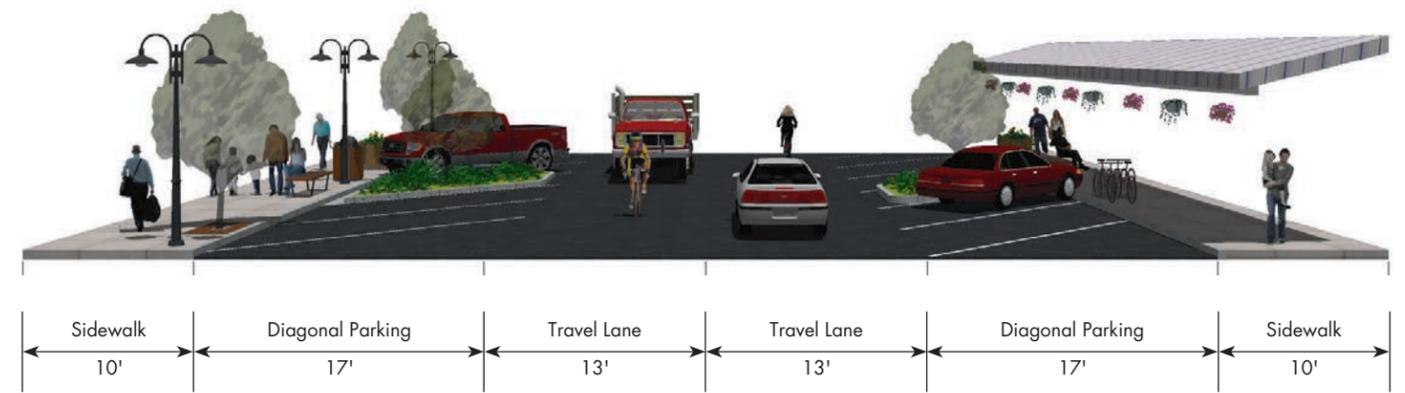
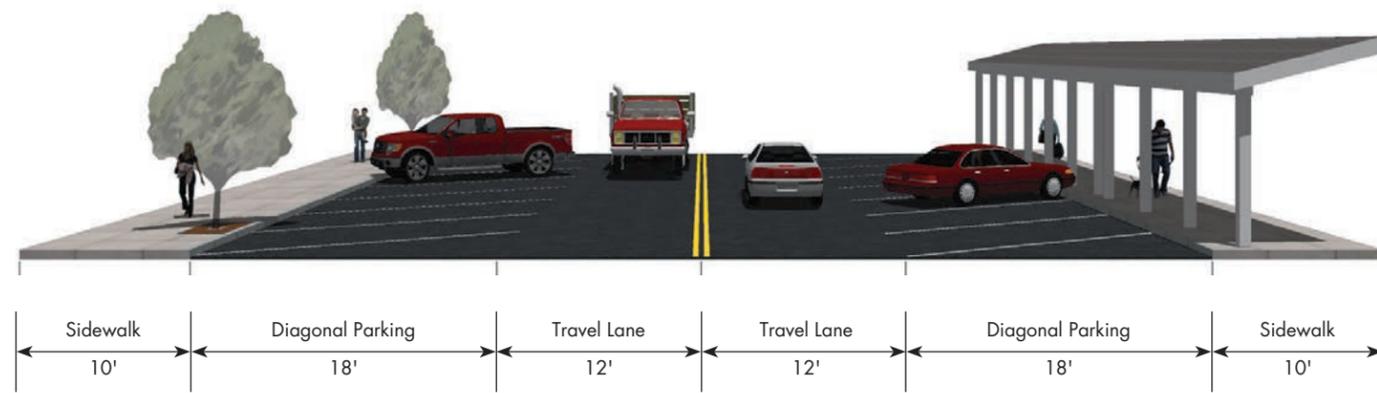


Long-term improvements, showing new infill shopfront buildings, and a new monument or gazebo feature in the Town Square.

Granzella's is a common first stop for new visitors to Williams, who may not be aware of a main street only two blocks away. By creating visual cues in every half-block toward 7th Street, instilling a sense of direction and interest along the route, visitors can be encouraged to explore in the direction of the downtown. Short-term improvements include new, colorful awnings and signage on existing buildings; and delineating the sidewalk edge along vacant parcels with attractive, short walls of brick or stucco, with corresponding landscaping efforts.

Cleaning up existing facades with new paint and signage can offer an immediate sense of activity rather than vacancy for those who are new to the city. Another highly effective draw that could be implemented quickly would be new colorful wall murals. In the long-term revitalization of Williams, ideally new infill buildings could fill the vacant and under-utilized lots. Various uses for these new shop fronts could also be encouraged to activate the sidewalk with outdoor seating or displays.

7th Street Improvements in the Commercial Core
(80-Foot ROW, 60-Foot Curb-to-Curb)



Existing Conditions

7th Street in the central commercial blocks of Williams is comprised, in each direction, of one 12-foot travel lane and diagonal parking. Many residents have expressed concern with the angle of the parking stalls, which makes visibility difficult when reversing into traffic. Sidewalks are 10 feet wide.

Proposed Improvements

While maintaining the same width of street from curb to curb, the roadway may be improved by changing the angle of parking to allow for greater visibility while reversing. This allows for more space to be allocated to the travel lanes for additional maneuverability. Removing the center striping would encourage slower and more attentive driving. Parking stalls may be occasionally replaced by a curbed planter to allow for street trees.

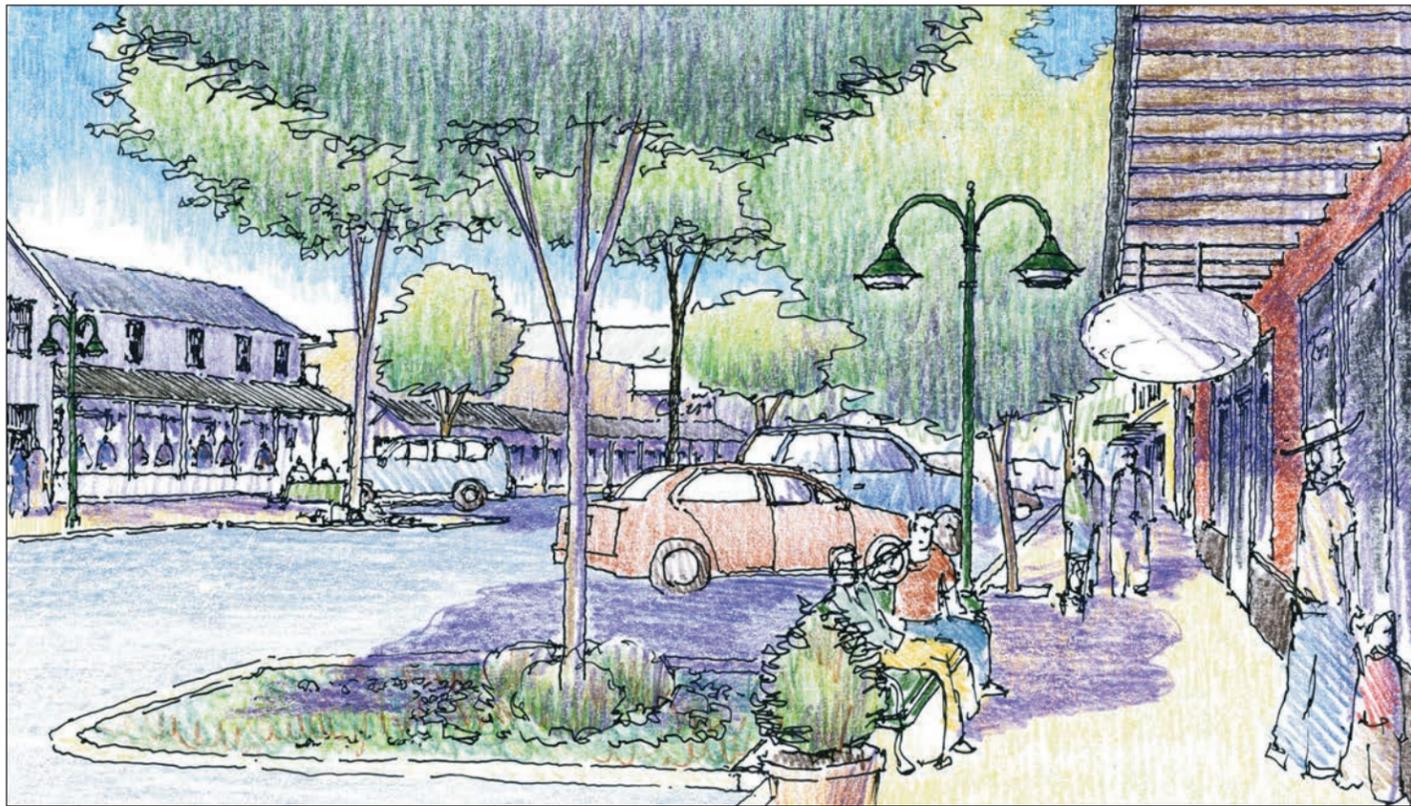
7th Street Streetscape Improvements



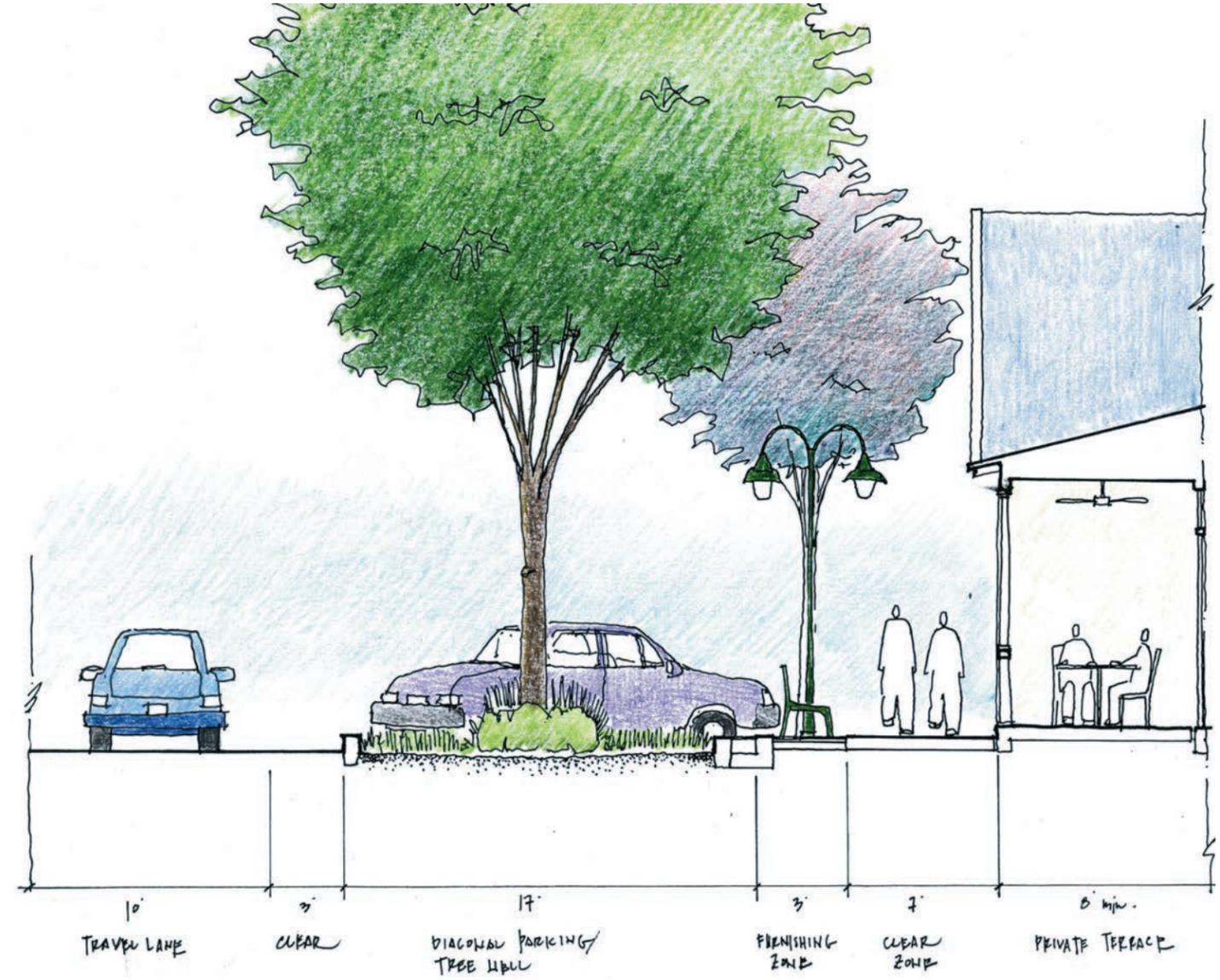
Existing conditions on 7th Street, at the corner of F Street.



Short-term improvements include short walls and landscaping along vacant lots, and mural boards on existing end buildings.



Potential longer-term improvements show parking stalls occasionally replaced with curbed planters with landscaping and street trees, improved lighting and street furniture along the sidewalk, and new infill commercial buildings completing the main street.



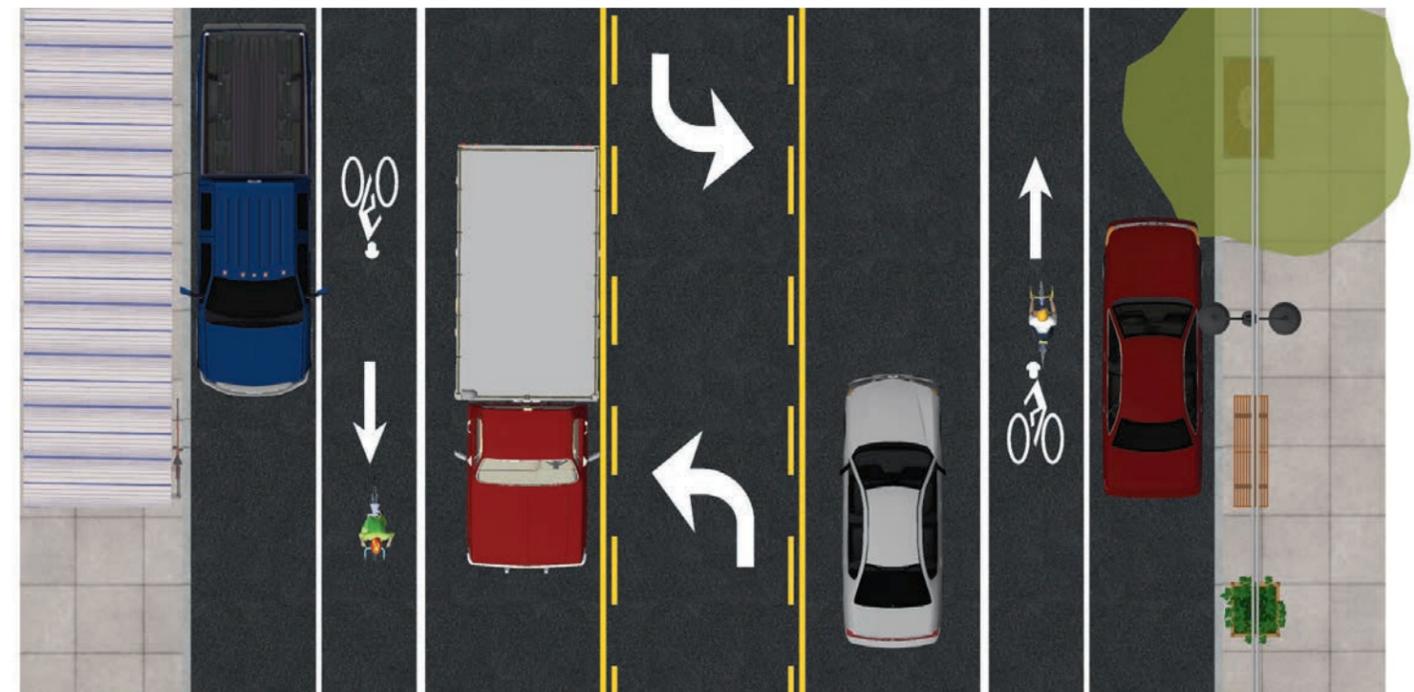
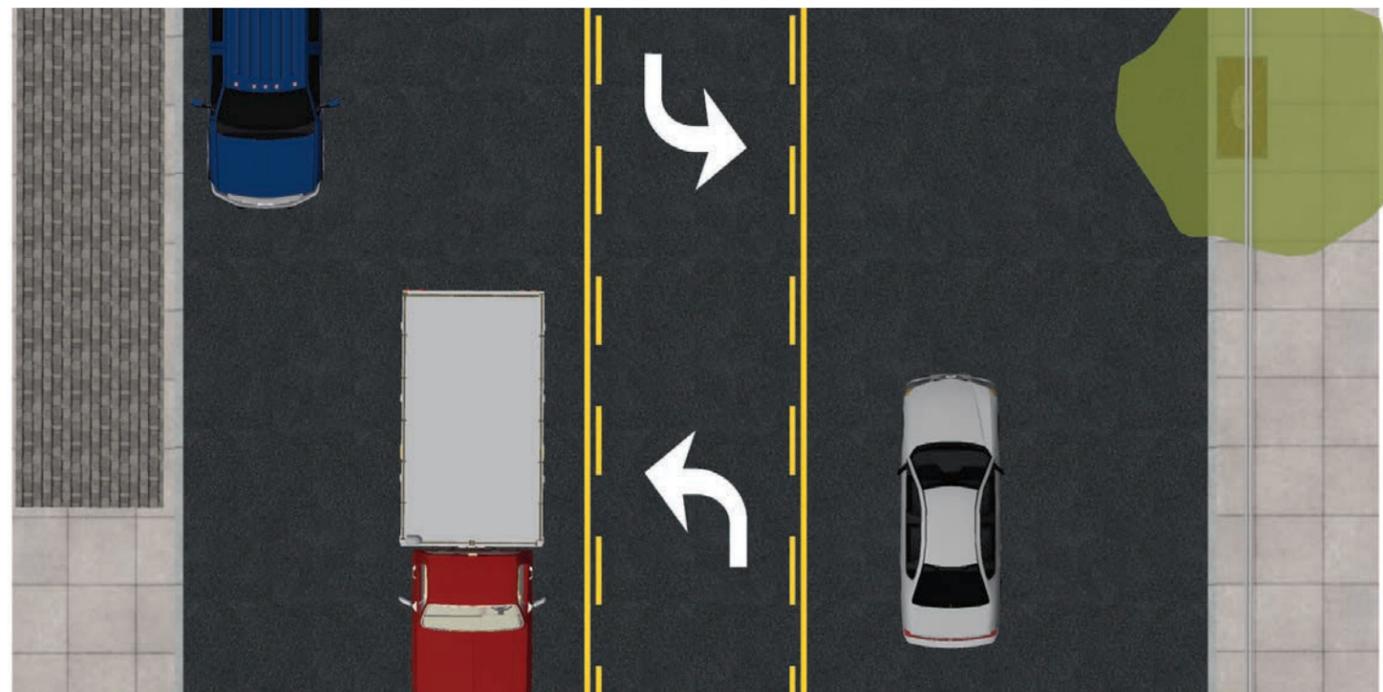
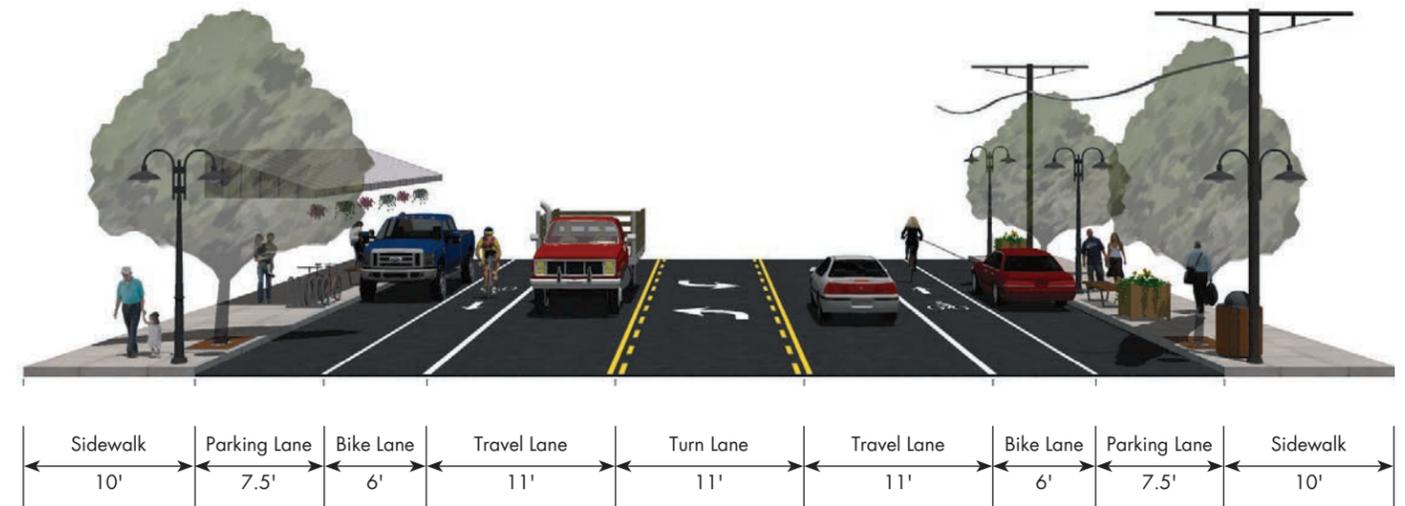
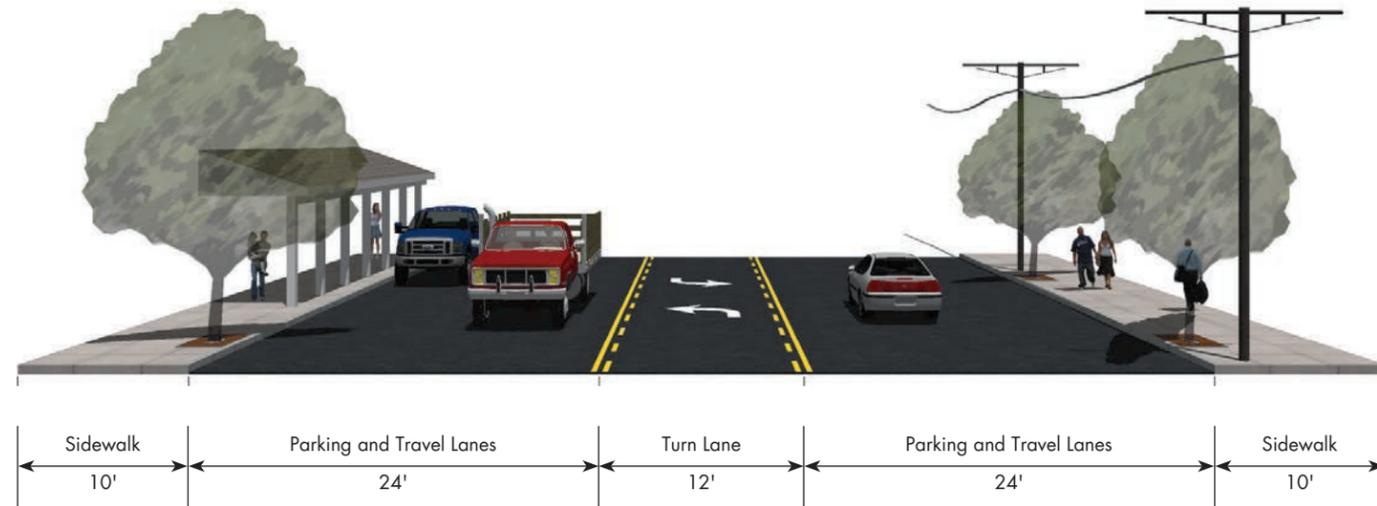
Investing in streetscape improvements to 7th Street between D and F Streets may have a significant transformative effect on the downtown. By replacing every fourth or fifth parking stall with curbed planters, larger canopy tree species can be planted to shade and beautify the street. The sidewalk space could be optimally used by maintaining the outward three-foot width for lighting and street furniture, such as benches, trash receptacles, bike racks; and leaving the inward seven feet clear for through pedestrian travel. Pedestrian-scaled signage, such as blade or window signs, also adds interest to the streetscape.

Building renovations or new infill development can include terraces opening onto the sidewalk to activate the street. Terrace spaces should be a minimum eight feet deep to allow comfortable room for seating or other flexible uses.

Until the main street can attract new development, blank sides of end buildings could be enlivened with murals painted on movable boards. These boards could be relocated when new infill projects are built.

E Street Improvements

(80-Foot ROW, 60-Foot Curb-to-Curb)



Existing Conditions

Currently, the E Street roadway in the downtown provides 24 feet in either direction for a single travel lane and parallel parking, and a 12-foot center turn lane. The width of the roadway creates 60-foot crossing distances for pedestrians and motor vehicle cross traffic and is not conducive to a slow speed, walkable downtown environment.

Proposed Improvements

E Street has ample room to add bicycle lanes through restriping, greatly improving connectivity to the commercial core of Williams for all modes of travel. With one 11-foot travel lane in each direction, and 11-foot center turn lane, 6-foot bicycle lanes in each direction can be easily accommodated adjacent to 7.5-foot parallel parking lanes. The reduced travel lane widths will encourage motorists to drive slower and are wide enough to accommodate truck traffic traveling at low speed. Research has found that narrowing lanes from typical freeway widths of 12 feet to 10 or 11 feet in urban environments does not reduce capacity or diminish safety. The total curb-to-curb width of the street is still retained, ensuring ample space to accommodate the largest vehicles, including unusual agricultural vehicles during harvest times. In the vicinity of the downtown, the sidewalks may be improved with pedestrian-scaled lighting and street furniture.

Downtown Intersection Improvements



E Street and 9th Street and 8th Street

The intersection of E and 8th Street experiences considerable motor vehicle and pedestrian activity associated with City Hall, the post office, farmers market and corner market. Adding bicycle lanes on both sides of E Street would provide designated space for bicyclists while narrowing the perceived road width to drivers, encouraging them to maintain appropriate speed. Extending curbs to the width of parking at the intersection would further tighten the roadway, encouraging cautious vehicle speeds and slower turning movements. The curb extensions would also shorten pedestrian and bicycle crossing distances and make pedestrians and drivers more visible to one another. High visibility ladder (longitudinal) crosswalk markings would also make the crosswalk more visible to motorists and encourage them to yield to pedestrians in the crosswalk.

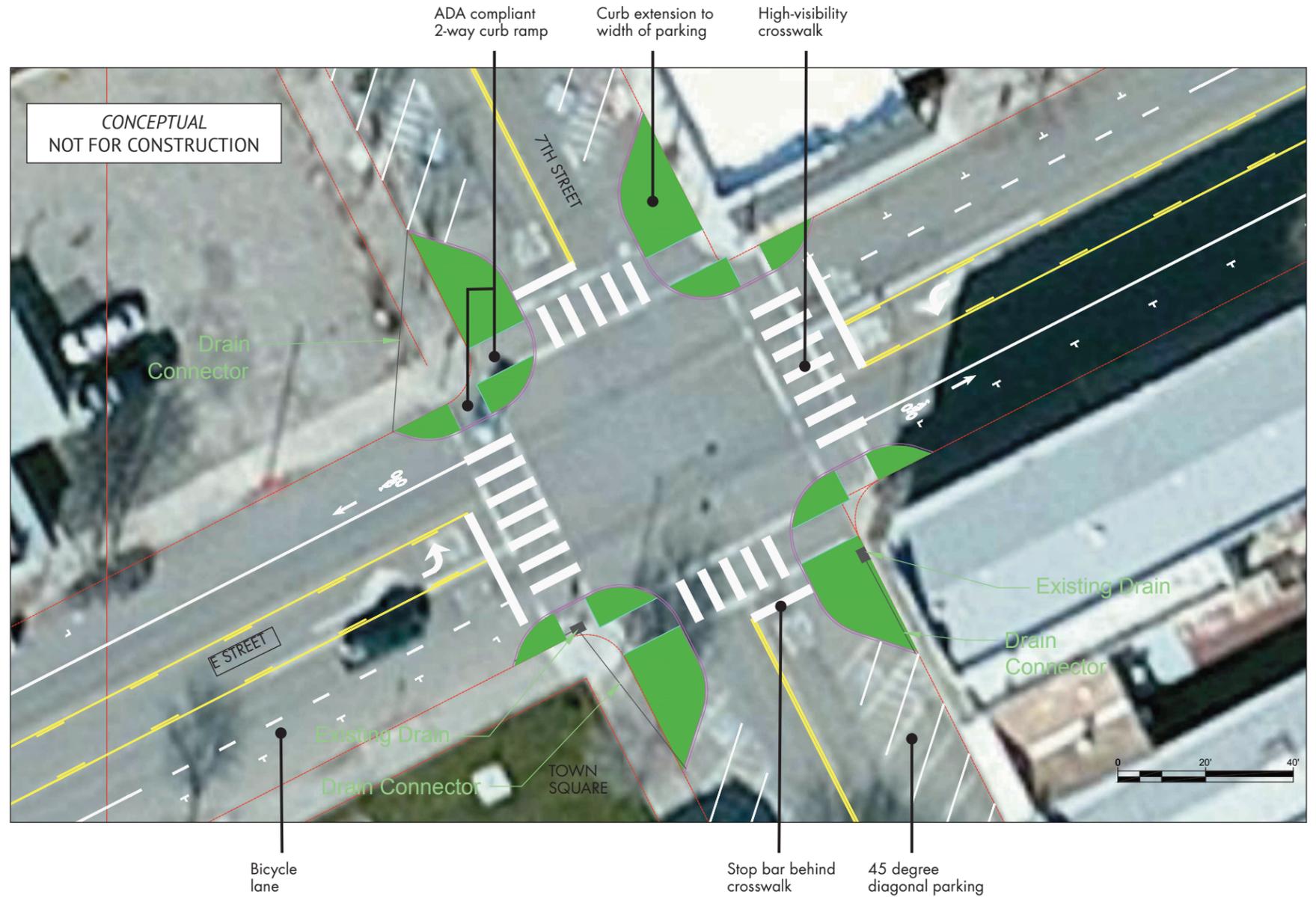
Curb extensions are also shown at the intersection of 9th Street so that 9th Street intersects E Street at a 90 degree angle, improving sight lines for motorists and pedestrians. Curb extensions and a pedestrian refuge island on E Street reduce crossing distances and improve safety for pedestrians.



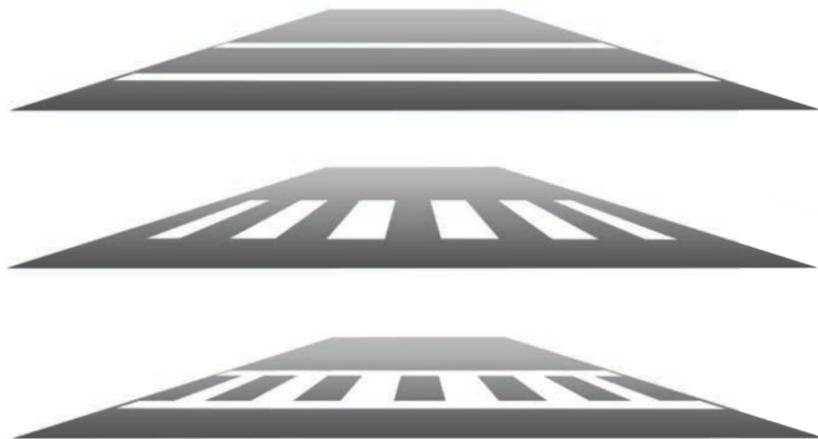
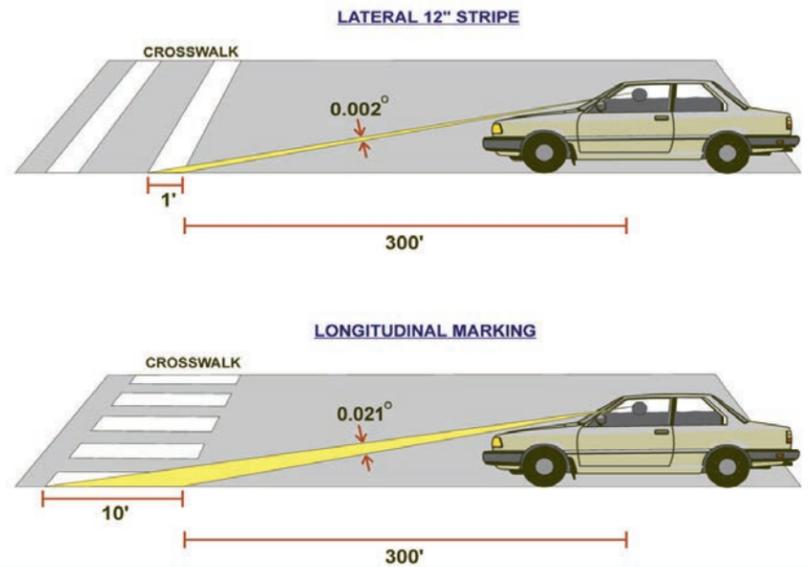


E Street and 7th Street

The intersection of E Street and 7th Street is at the center of downtown. Extending curbs to the width of parking at the intersection would promote slow speeds and improve the pedestrian environment. Wider areas at this location, especially adjacent to the Town square, would also create space for signage, art and other furnishings further underscoring the centrality of the intersection and front door to the historic main street.



High Visibility Crosswalks



Crosswalk striping patterns with lines longitudinal to the roadway are more visible to approaching motorists than the two transverse lines used on many crosswalks. High visibility patterns are especially beneficial at uncontrolled crossing locations (i.e., where there are no stop signs or traffic signals requiring vehicles to stop).

Curb Extensions

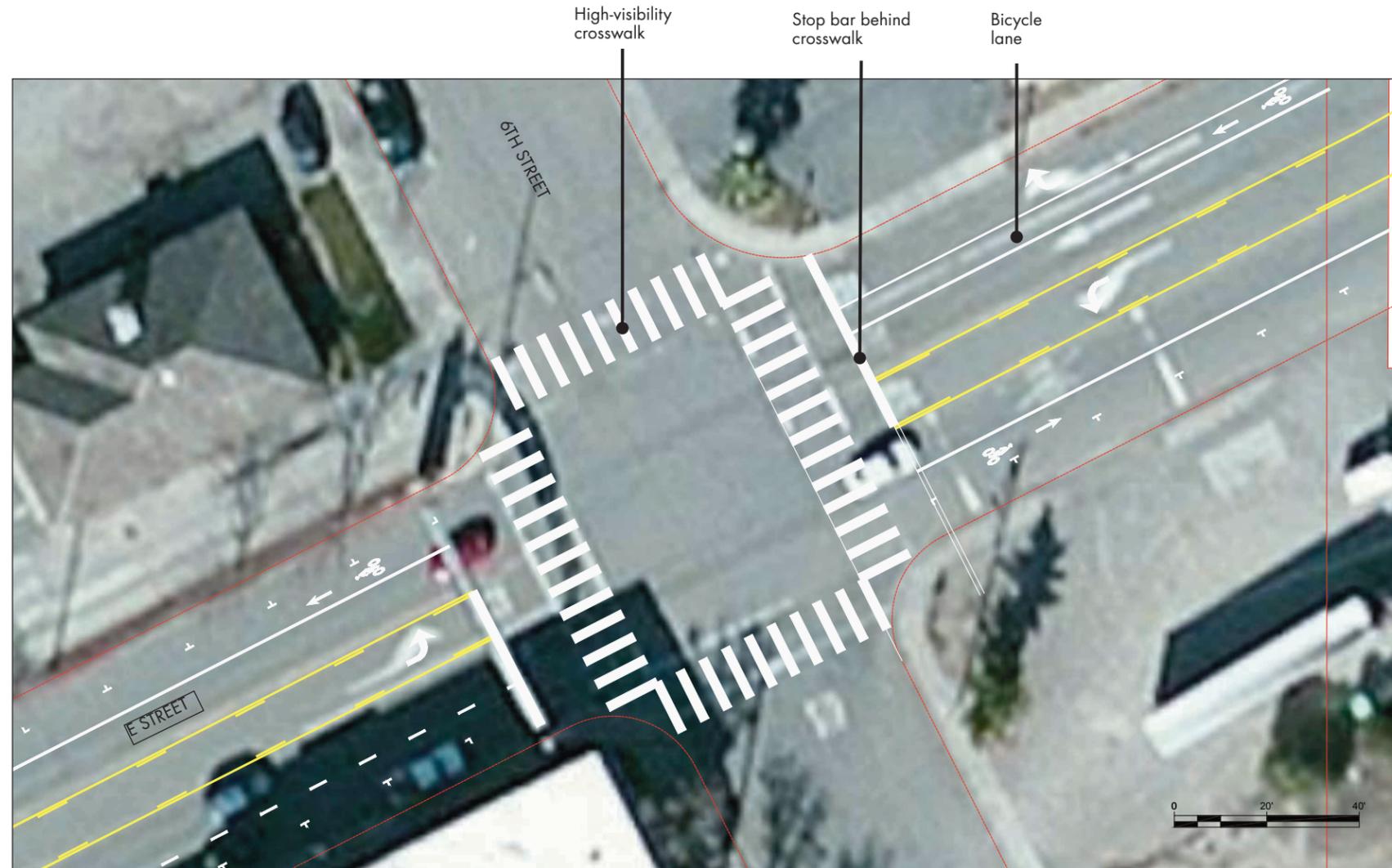


Curb extensions encourage slow vehicle turning movements, shorten pedestrian crossing distances, improve visibility between pedestrians and motorists, and can provide added space for landscaping, signage and furnishings.

Clockwise From Top Left: Curb extensions with high visibility crosswalks in Lodi, Ca.; Extended corner in Lodi creates space for a bench and wayfinding kiosk; Landscaped curb extension in Davis, Ca.; Extended curbs create short crossing distance for pedestrians in Lodi.



The Williams archway as viewed from the east is shown at the top. The archway viewed from the west is above. Currently, crosswalks are barely visible to motorists.



E Street and 6th Street

The intersection of E Street and 6th Street is the gateway to downtown Williams for westbound travelers from the I-5 freeway and is clearly defined by the town historic arch. Installation of high visibility crosswalks at this location would heighten the prominence of this entryway and contribute to enhanced pedestrian accessibility where the E Street corridor transitions from an automobile-oriented environment with freeway-oriented commercial uses to a pedestrian-oriented street environment.

Activating Parks and Public Space



Visual element (i.e. monument, gazebo, fountain) terminating the street vista.



Path and blank wall at Williams Town Square.



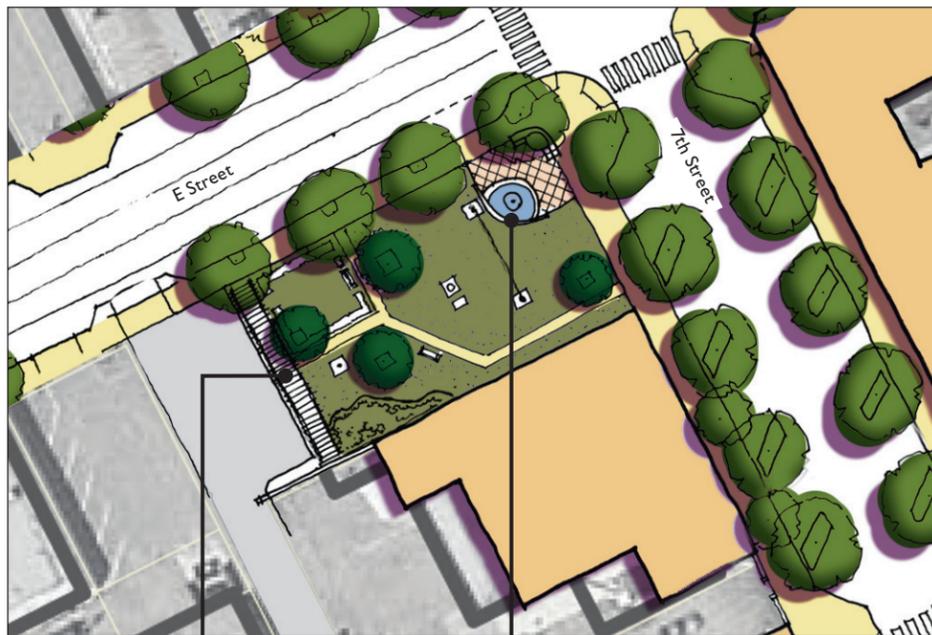
Fountain and wall mural in Exeter, California.



Plaza fountain next to enhanced sidewalk in Lindsay, Ca.



Small gazebo surrounded by a trellis.



Trellis (or small structure) to enclose park

Gateway fountain and signage



Splash pad creates a central activity area in a streetside square.



Example of a Kiosk and wayfinding signage in Lodi, California.

The Town Square at the southwest corner of E and 7th Street is a central, highly visible and accessible amenity that can be enhanced to increase use by residents and visitors alike. Features could be added to further activate the space, such as wayfinding signage, wall art, and a fountain or splash pad. Development of edge treatments, such as hedges or a trellis would help frame and enclose the space, without sacrificing visibility or access.

Activating Private Spaces with Visible Frontage



One opportunity could be a small addition to the market on 8th and E Streets for a cafe and terrace, a great location for daily post office visitors.



Example of under-utilized frontage zone in Kerman, Ca.



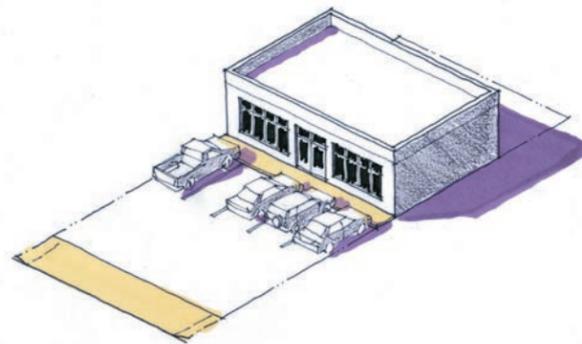
Example of how the underutilized private frontage can be transformed for use with outdoor seating, landscaping, lighting, and other decorative design features.

While new development may take some time, smaller improvements to existing private properties can make an immediate impact on downtown Williams. Under-utilized outdoor spaces could be transformed into more usable semi-public spaces. For example, an existing outdoor space could be converted to a courtyard for outdoor seating, or a portion of a surface parking lot could be converted for landscaping, seating and pedestrian space.

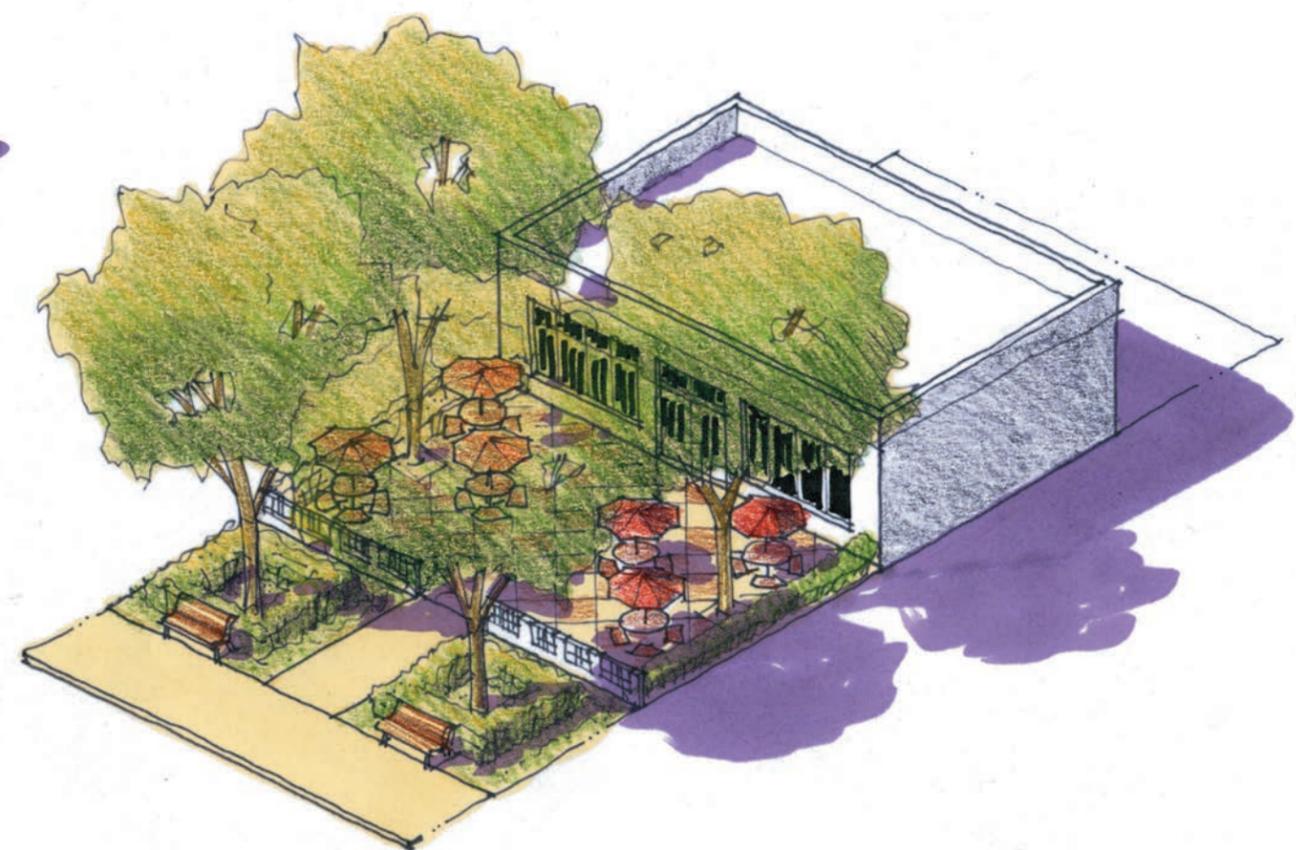
Smaller-scale investments such as these can have a multiplier effect by simultaneously adding value to personal property, while improving the interest and activity of the commercial core overall, benefiting all businesses in the downtown.



The space behind the commercial building on 6th and E Streets could be renovated to offer a courtyard to serve as an amenity for customers.



Example of under-utilized private property - in this case, excess off-street parking for a small business - transformed for more optimal use as a patio for the business

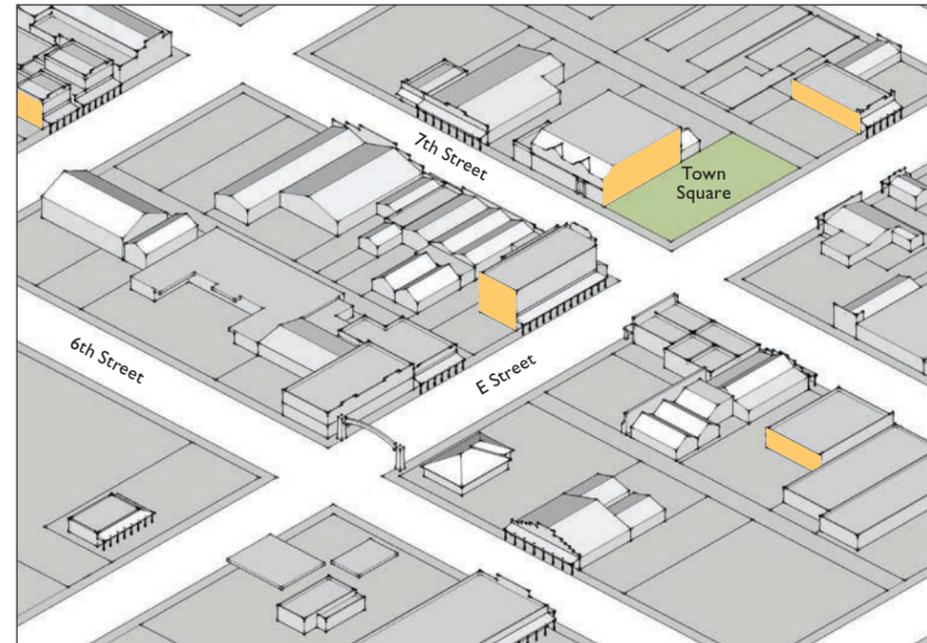


Murals

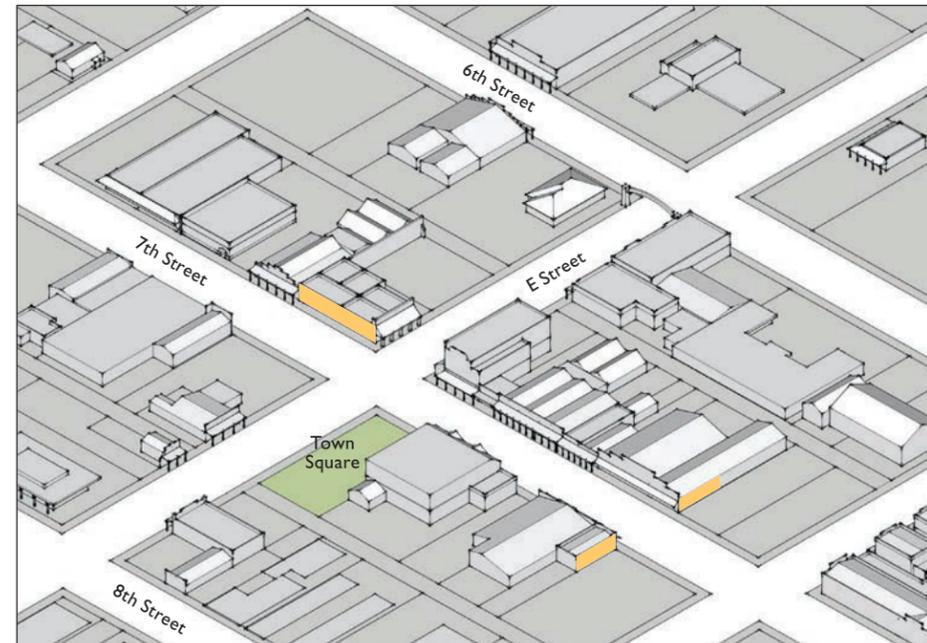


Downtown Williams has several excellent locations for potential murals. While new development could take a long time to implement, murals are shorter-term ways to reenergize a community with unique personality, and attract visitors to the downtown.

In addition to the downtown, another potential location for a mural is the water tower south of G Street between 7th and 6th Streets.



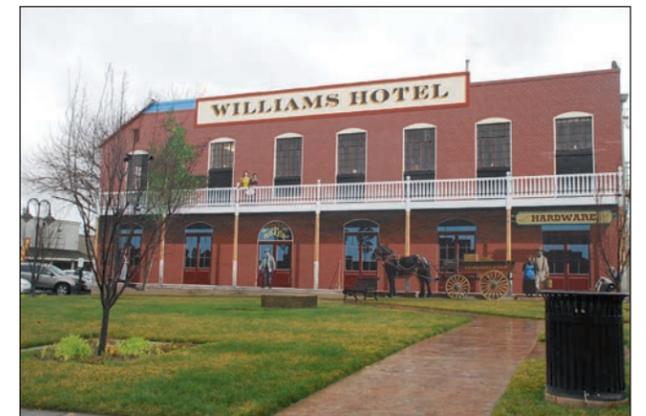
Downtown looking southwest, with highlighted potential mural locations



Downtown looking northeast, with highlighted potential mural locations.



Town Square with blank wall space.



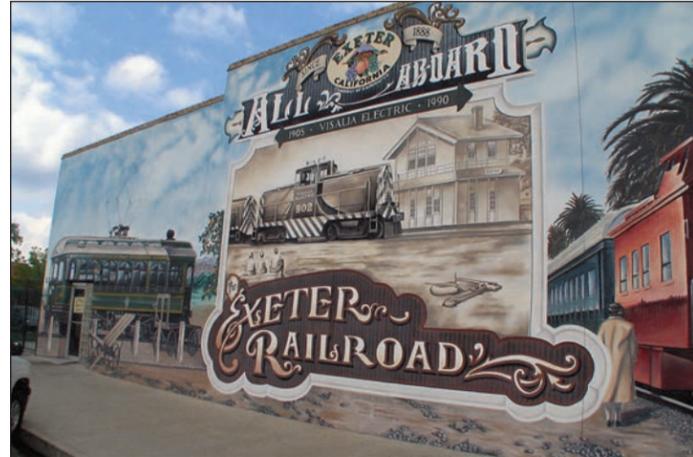
The same wall enlivened with a new mural.



Another opportunity: a long wall in the central commercial core.



Wall murals immediately add color and personality to a street.



Murals can be used in branding an identity for a community.



Murals can offer stories of local economy and history.



Example of a mural on a water tower - great idea for a city gateway.



Another example of a mural celebrating local industry.



On blank walls, murals can give fun illusion of active shop fronts.



Mural displaying pride in local economy.



Painted like old photo, mural celebrates the history of the city.



Murals are great opportunities for skilled local artists.



Mural dressing up a blank wall along an off-street parking lot.



Mural decorating an otherwise unsightly wall hiding city utilities.



A mural with community identity branding.

Commercial Infill Opportunities

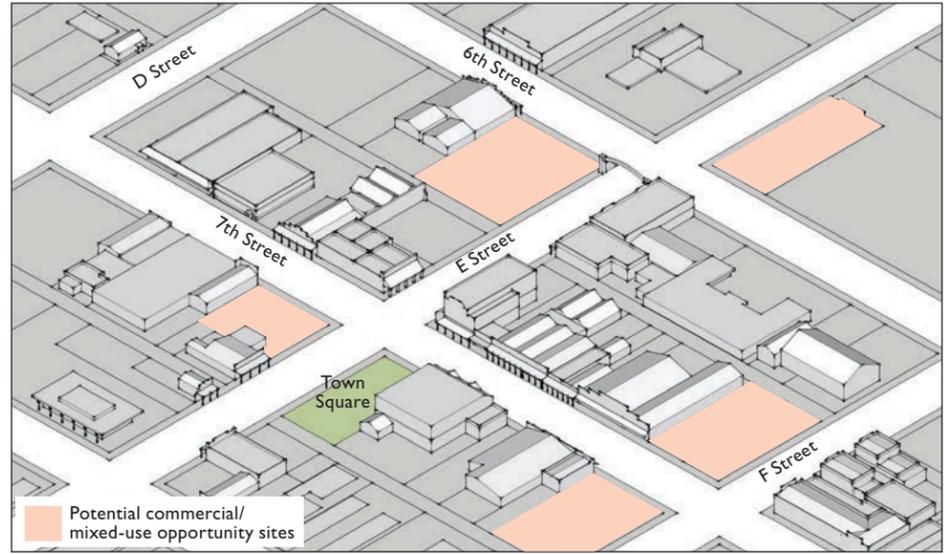


New commercial buildings frame the corners at the front door to downtown with visibility and easy access for visiting travelers from I-5.

Small commercial building fills the empty corner across the street from the town square at the historic crossroads intersection of 7th (Old 99W) and E Street (Business SR 20).

Mixed-use retail and office or residential

Live/work mixed-use buildings



Encourage Downtown Infill

Given Williams' small consumer base, creating more opportunities for people to live in the vicinity of downtown is an important revitalization and economic development strategy. Additional full time downtown residents will add new patrons that live within walking distance of the business establishments. More people living in the area will improve the attractiveness of downtown to Colusa County residents and highway visitors.

The City should encourage the development of commercial and residential mixed-use buildings along with small lot detached and attached units on under-utilized sites in the vicinity of downtown core. Commercial development should be targeted on strategically located sites within the downtown core. Successful revitalization of Downtown Williams should attract new private investment to rehabilitate empty buildings, and develop vacant and/or under-utilized sites for higher and better uses.

Medium-Density Housing



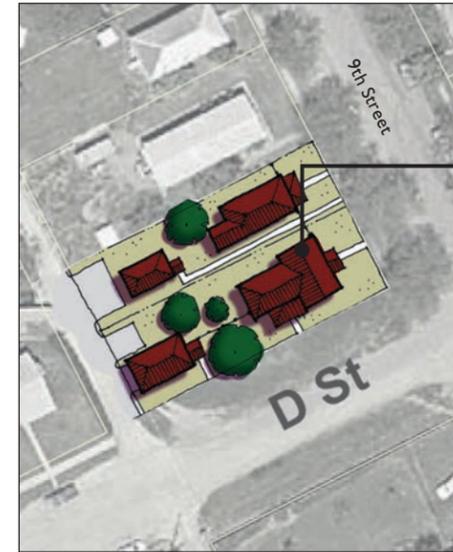
Carriage Unit

Accessory units behind single-family homes are a relatively simple option to increase downtown residences. They can be developed with new homes or built on lots behind existing homes to provide affordable rental opportunities and supplemental income for home owners. These second units can also, offer flexibility to families by providing housing for aging parents, young adult sons and daughters, or extended families desiring to live within close proximity to each other.



Narrow Single-Family House

Small lot homes can increase density in the downtown area with well-designed single and two story housing types. Garages are set back, detached, tucked under a portion of the dwelling space, or located behind the house where there are alleys, enabling more housing street frontage under the narrower condition. Reducing the prominence of garages allows for more windows, entrances and porches to address the street, adding personality, watchfulness, safety and security to the streetscape and neighborhood.



Duplex

Duplexes are simple to incorporate in single-family neighborhoods and are another, affordable housing option to increase residences in the downtown area. They consist of two units in single building, either stacked, or side by side. As seen in the example to the left, they are often a good option for corner lots, enabling residents to have separate entrances and yard areas.



Second dwelling unit over garage.



Second dwelling unit over garage.



Narrow lot house with detached garage.



Narrow house with broad porch and alley-accessed garage in back.



Single-story duplex with corner entrances.



Single-story duplex with shared entryway.



Dwelling unit over garage behind house.



Dwelling unit over garage behind house.



Narrow lot house with recessed garage and room above.



Two-story duplex with separate front and side entrances.



Two story duplex with shared porch.



Multi-Generational House

Multi-generational housing types are emerging as a popular option for new demographics and family configurations in California. They are designed to accommodate families living with retired parents and grown children, or extended relatives. The design shown on the left consists of a main house, in-law unit that opens to a shared courtyard and the main house, and a studio space above the garage.



Cottage Court

Detached or attached cottages around a common court are another option to add more residences to support downtown. This type of housing increases density while fitting comfortably into single-family neighborhoods. Cottage courts also provide smaller unit options that balance individual living spaces and sense of community. They can be especially attractive for young individuals and senior adults, or young families seeking quality common space.



Live/Work

Live/Work housing would provide mixed-use residences on streets adjacent to 7th street in the downtown core. People living and working in the center of town would further activate Williams' main street. Living space would be located above and/or behind a flexible ground floor space that fronts the street and sidewalk. The forward ground floor space can be used for living, but is also designed for office, studio production, or small business incubation. It would be readily adaptable for commercial use in future.



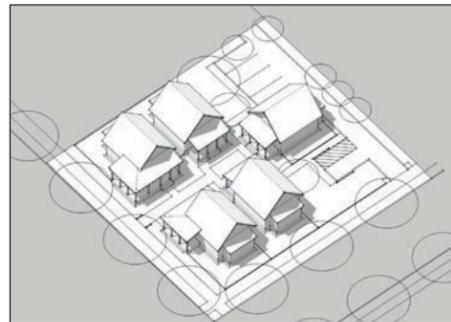
Multi-generational house floor plan.



3-D view of the main house.



3-D view of the garage, studio and in-law unit behind main house.



3-D detached courtyard housing plan.



Attached courtyard units.



Attached cottage courtyard.



Detached cottage courtyard.



Live/Work building next to single-family house.



Attached live/work spaces.

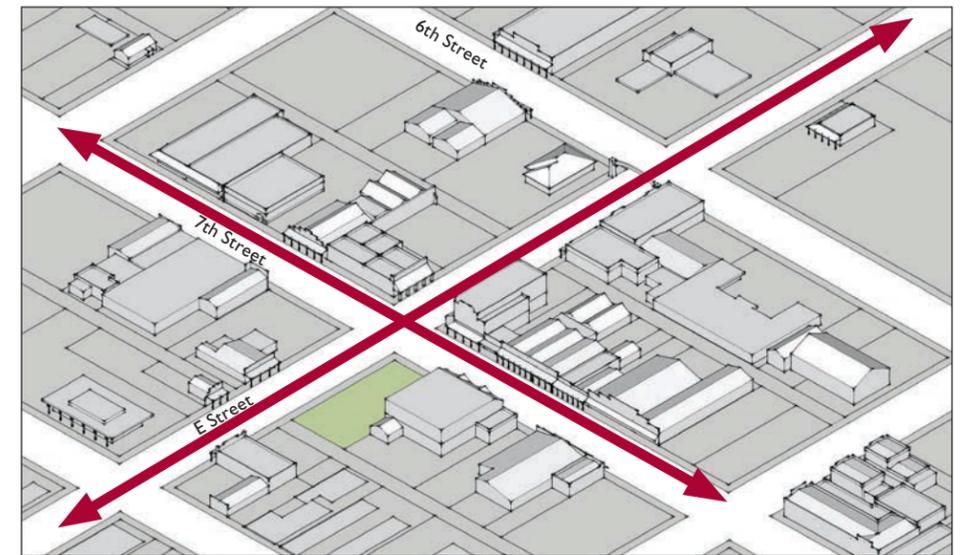


Close-up view of live/work building.



Attached live/work spaces.

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Connecting Downtown to Greater Williams

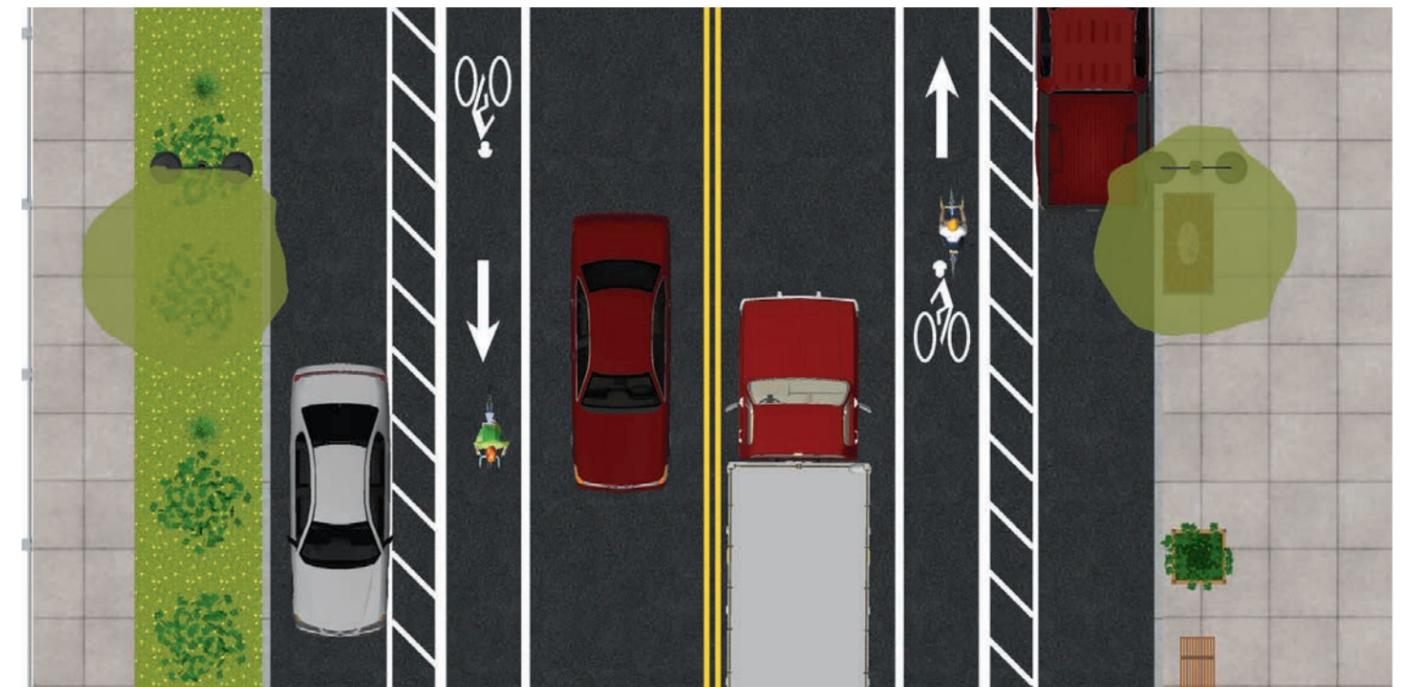
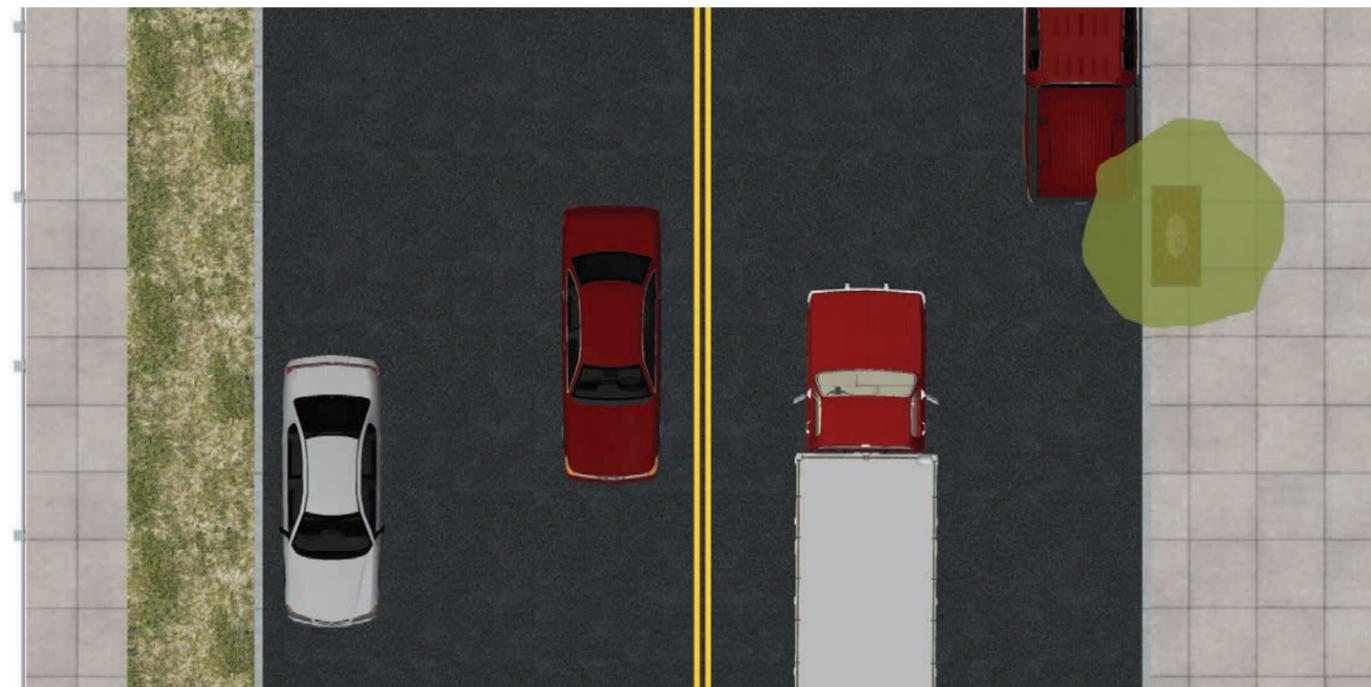
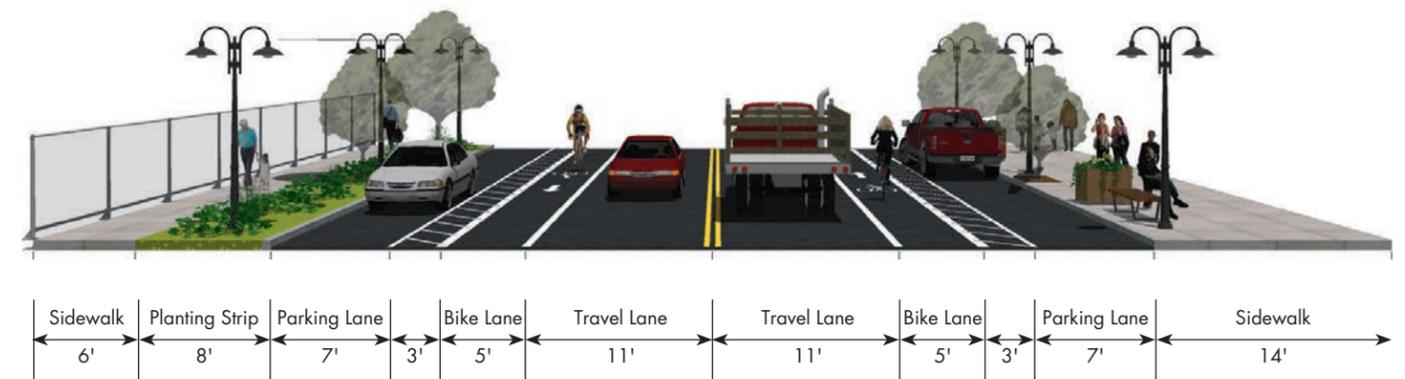
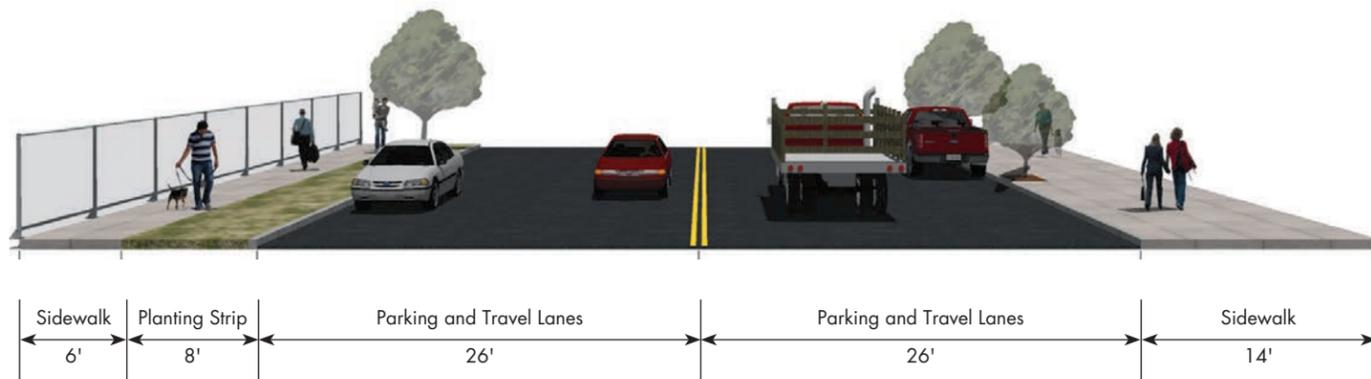
The Downtown Revitalization and Mobility Plan plan calls for strengthening the network of sidewalks and pathways, adding bicycle lanes, and making intersections more pedestrian-friendly on E Street and 7th Street. These improvements should ultimately be extended beyond the historic core to the neighborhoods that surround downtown.

This network can provide safe routes to schools for parents and children on E Street, and provide safe access for City residents to the post office, City Hall and Town Square, and to patronize businesses in the downtown. It can also provide an alternative means to auto-oriented travel across town that promotes health and exercise.

Finally, E Street provides the only central connection across Interstate 5 and the railroad tracks, linking the new neighborhoods, community college and other uses on the east side of the freeway with the downtown. Improvements to the overpass can help encourage pedestrian and bicycle movement in the east and west direction across the freeway, and can also enhance the first perception of the community from visiting I-5 travelers.

7th Street Improvements Beyond the Downtown

(80-Foot ROW, 52-Foot Curb-to-Curb)



Existing Conditions

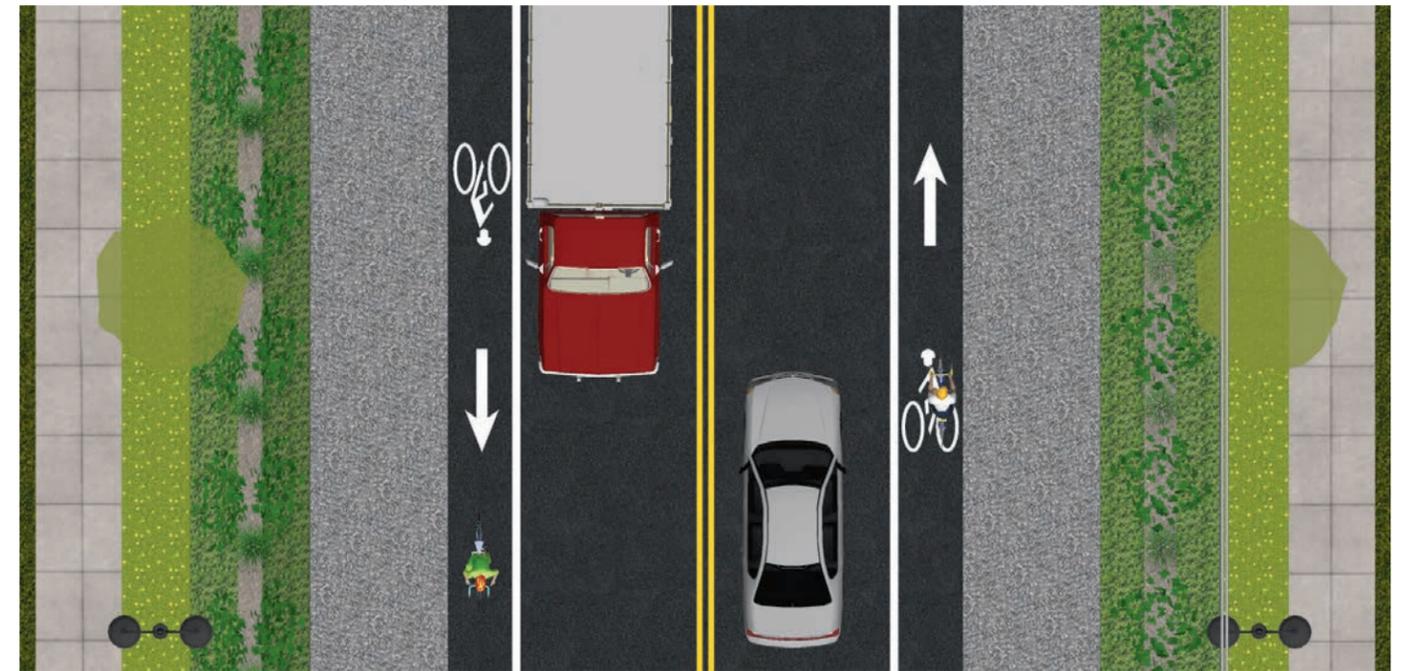
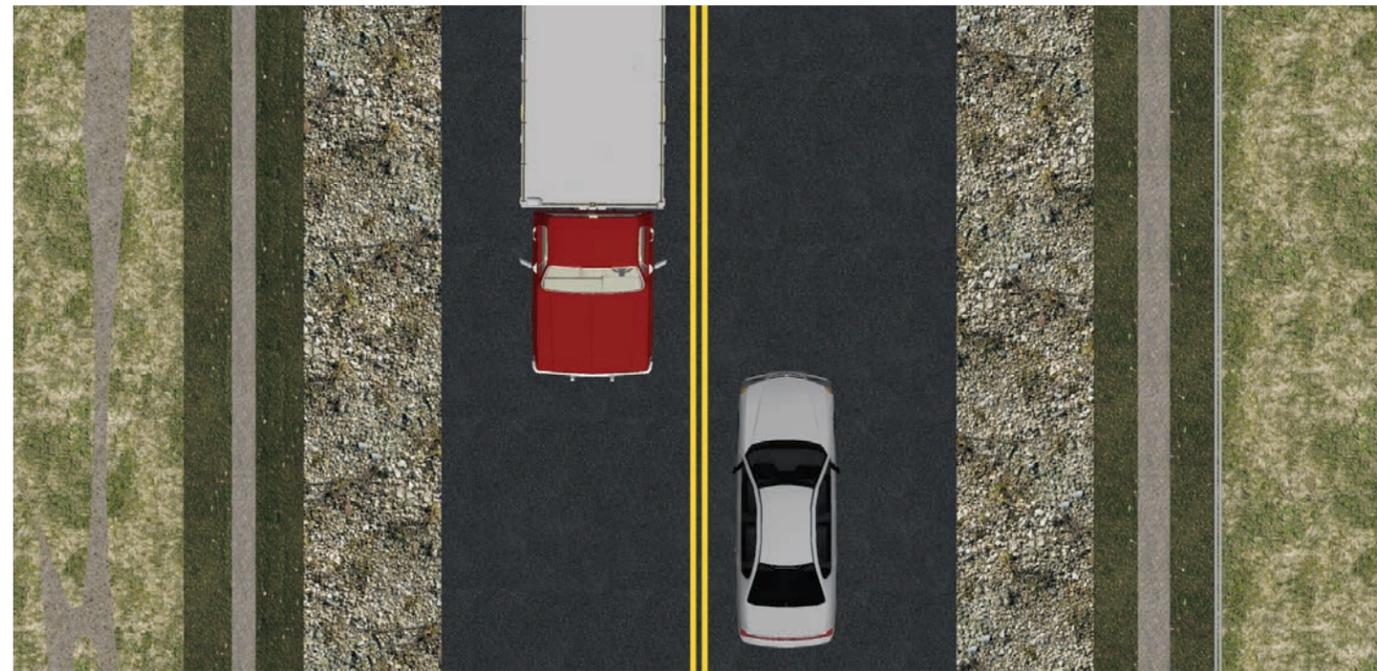
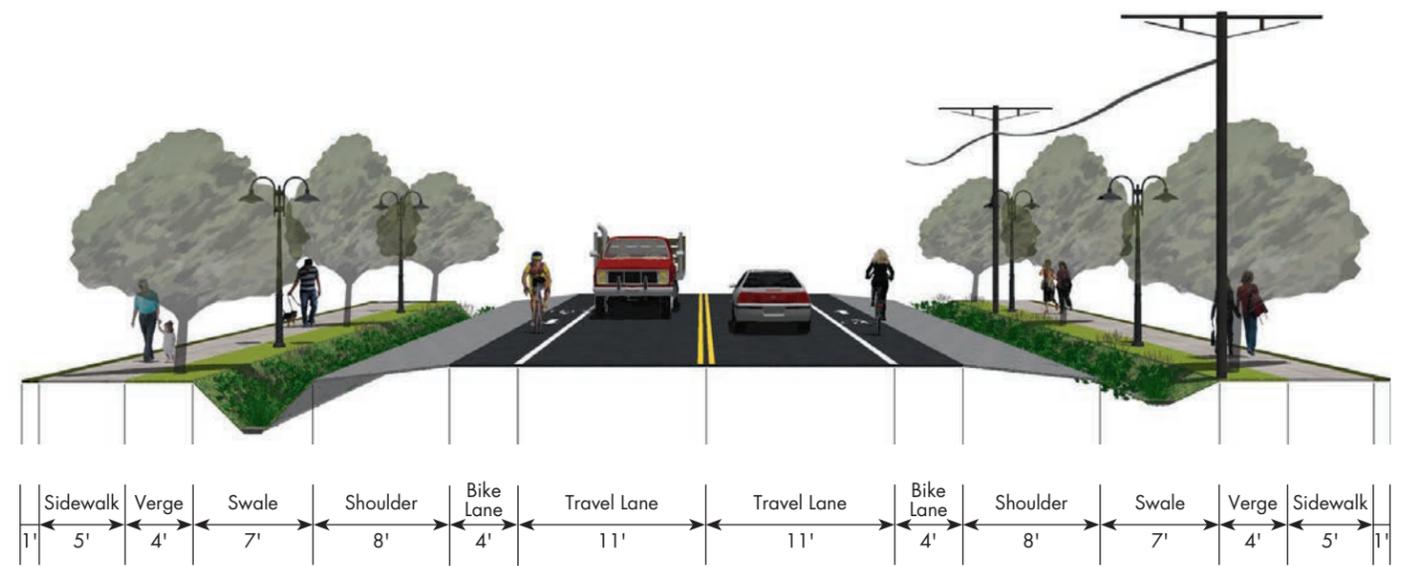
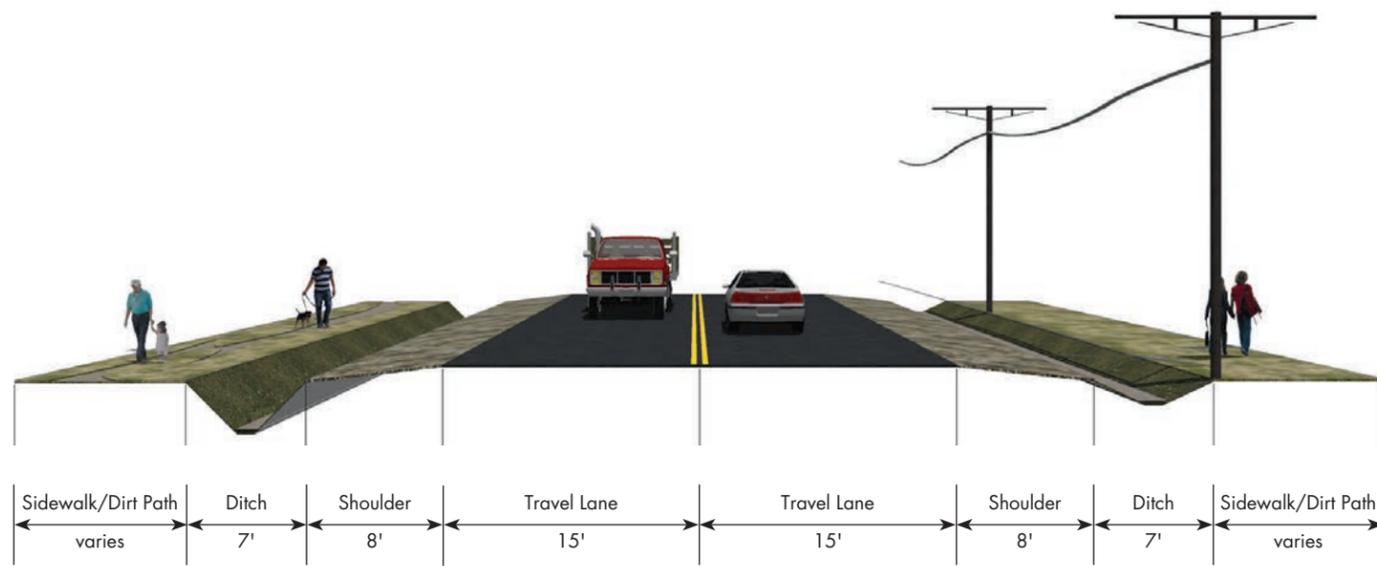
Outside of the commercial core of Williams, 7th Street's curb-to-curb width narrows to 52 feet, with 26 feet in each direction for a travel lane and unmarked parking lane. 14 feet on each curb edge is reserved for a sidewalk and planting strip. The existing sidewalk configuration varies from a 14-foot wide sidewalk as shown on the right side of the image above, a sidewalk plus planting strip as shown on the left side, and no sidewalk. Additionally, in some locations, the street is wider (up to 60 feet) with a curbtight sidewalk on one side

Proposed Improvements

Significant improvements to the functionality and safety of the roadway can be made through simple restriping. In this design, 11-foot travel lanes are maintained in each direction, while adding five-foot bicycle lanes. A seven-foot parking lane is striped, with a three-foot buffer zone between parking and bicycle lanes, to promote safety for cyclists from opening vehicle doors.

Constrained Conditions on E Street

(80-Foot ROW, 30-Foot Curb-to-Curb)



Existing Conditions

The paved width of E Street narrows substantially west of 10th Street. Edge conditions vary with stretches of curb and gutter on the north side of the street west of 11th Street and a roadside drainage ditch along the south side. There are sidewalks on both sides of the street approximately 200 feet west of 11th Street to Virginia Way. Sidewalks are absent or intermittent between 11th Street and 8th Street, with pedestrians relying on gravel and dirt pathways for travel.

Proposed Improvements

In this constricted section of E Street, edge lines can be painted for 11-foot travel lanes in each direction, to allow for four-foot bicycle lanes. The ditches can be improved as swales planted with vegetation to allow better stormwater infiltration. Beyond a four-foot verge for street trees and other landscaping, a five-foot sidewalk is added on both sides of the road to allow more pleasant and accessible travel for pedestrians.

E, 11th and F Street Intersection



Pedestrians rely on gravel path next to drainage ditch on the south side of E Street between 10th and 11th Streets.



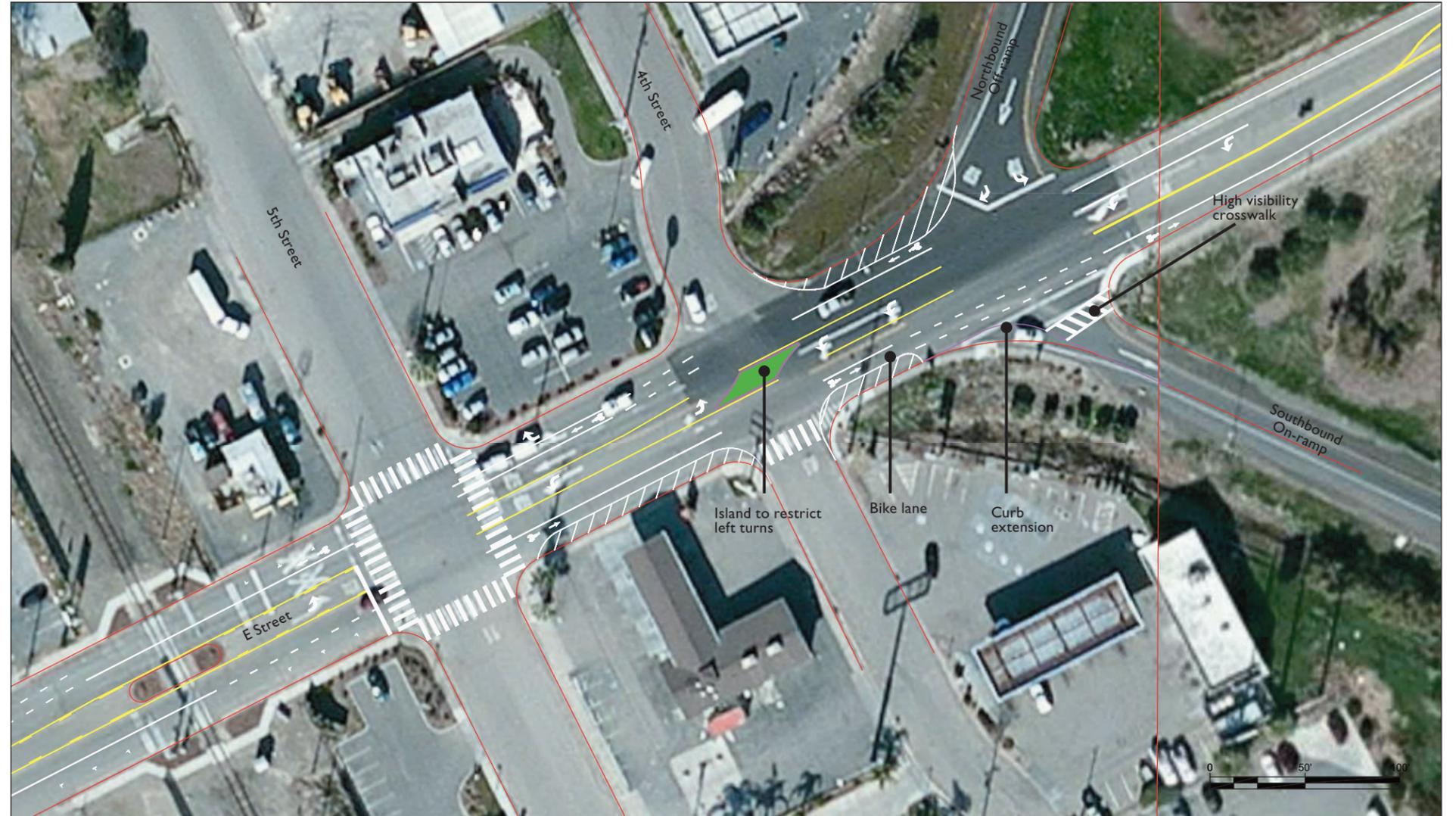
Existing long, two-stage crosswalk at the intersection of E and 11th Streets.

The drawing above shows a strategy to simplify the junction of E Street, 11th Street and F Street by widening and extending the island at the southwest corner to replace the eastbound through movement from E Street onto F Street. Closing the eastbound through lane to F Street would eliminate the need for pedestrians traveling to and from school and downtown to cross F Street. In addition, the dirt path between 11th Street and 10 Street on the south side of E Street could be replaced with a sidewalk, further improving pedestrian safety and mobility.

5th Street to Interstate 5

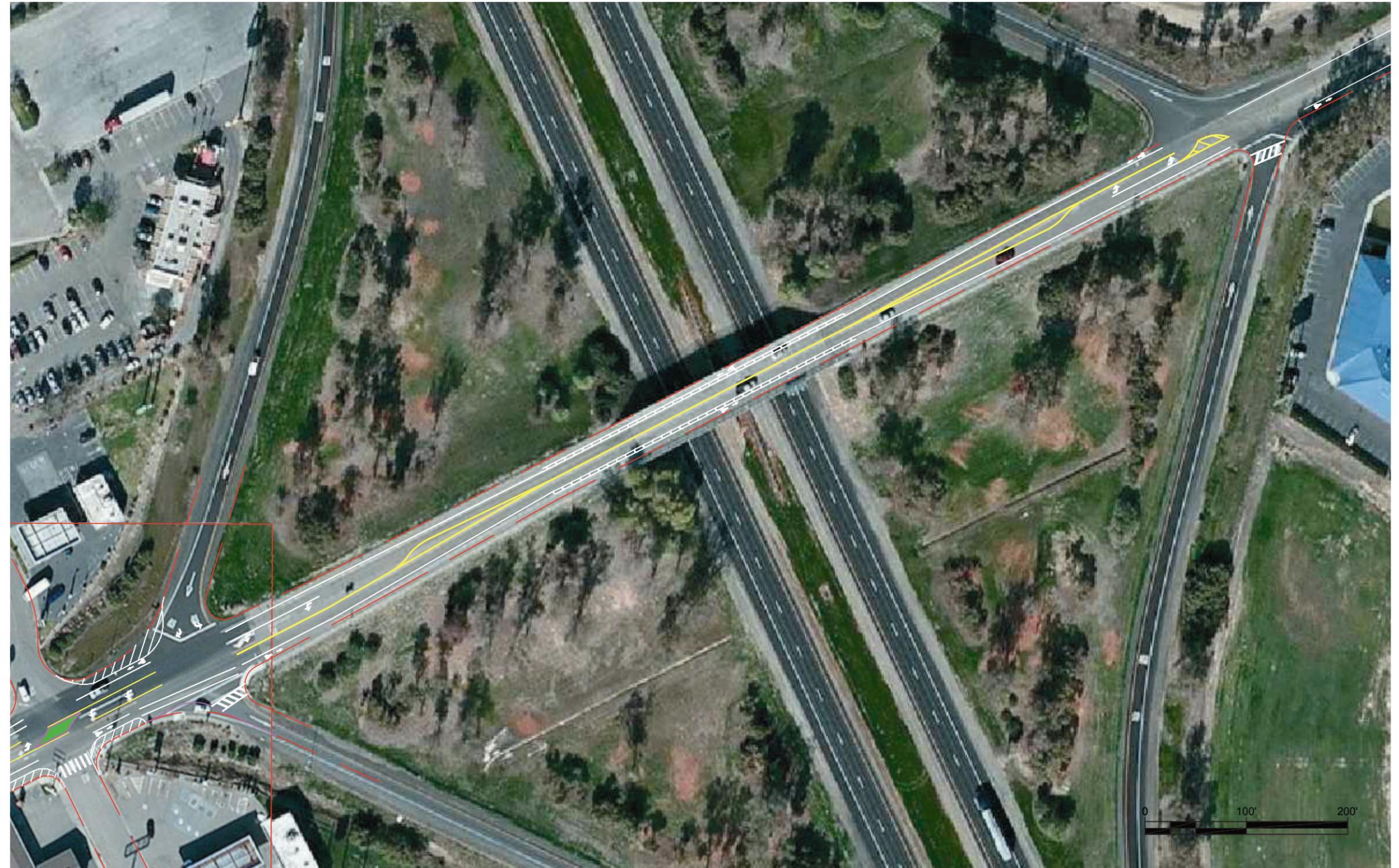


The I-5 southbound off and on ramps to and from E Street, combined with the close spacing of the 4th and 5th street intersections with E Street, poses a number of challenges for pedestrians, bicyclists and motorists. Reducing the skew of the intersections at the on and off-ramps with striping and minor curb adjustments would improve sight lines and visibility for motorists and non-motorists alike, encourage cautious vehicle turning speeds, and reduce the exposure of pedestrians and bicyclists to conflicts with turning vehicles. The elimination of left turns at 4th Street onto E Street with a small median island would eliminate conflicts between left turning vehicles and vehicles getting on and off the freeway. Left turns would instead be consolidated at 5th Street, providing better sight distance for motorists.



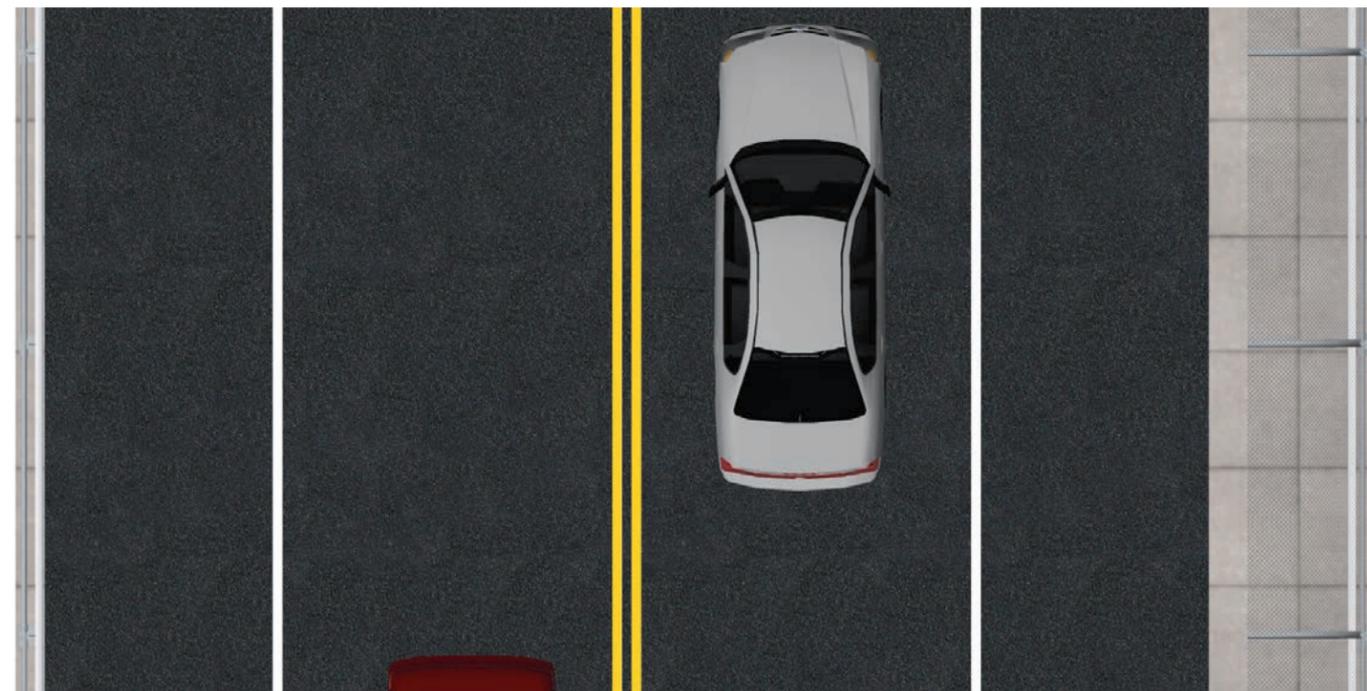
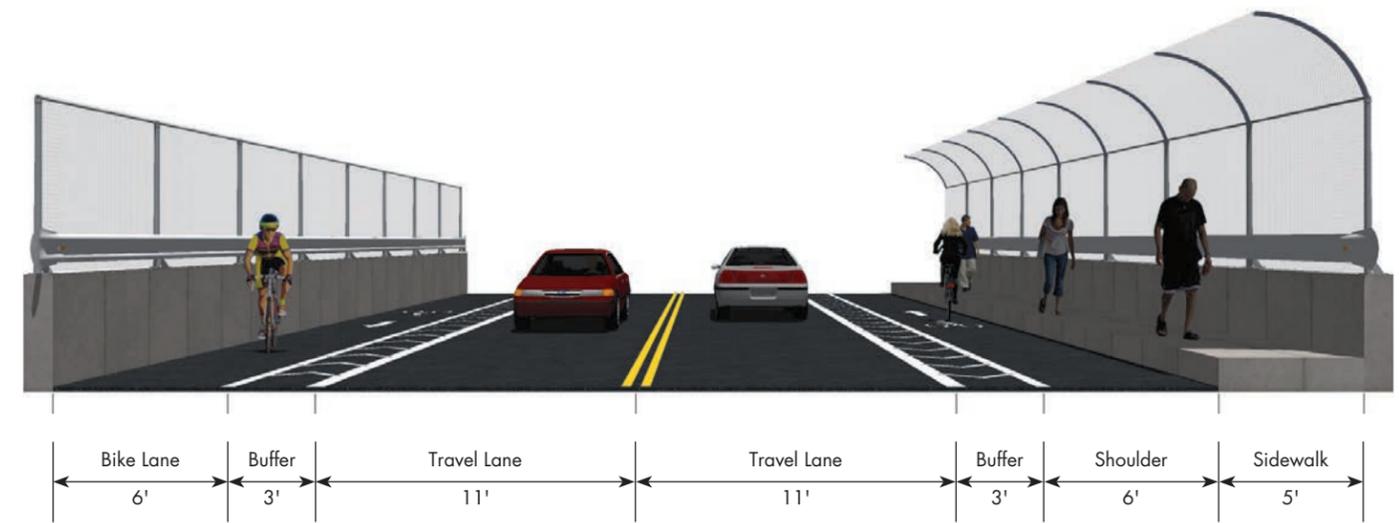
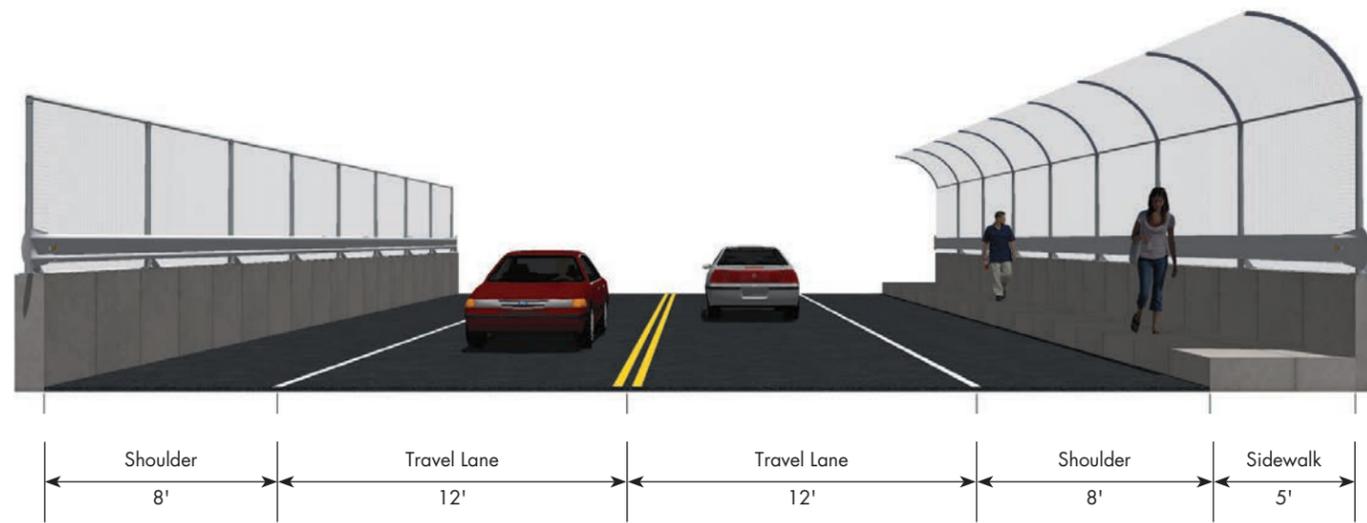
E Street Overpass

The E Street overpass across I-5 is 45 feet wide and includes a sidewalk on the south side. With 20 feet of space from the center of the roadway to the paved edge on both sides of the street there is sufficient room to provide bicycle lanes to connect Williams on both sides of the freeway. New center striping could be installed to create more tightly defined left turn bays and better channelize left turning movements onto northbound and southbound on-ramps, helping to reduce the zone of conflict between vehicles and between motorists and bicyclists at the on-ramps.



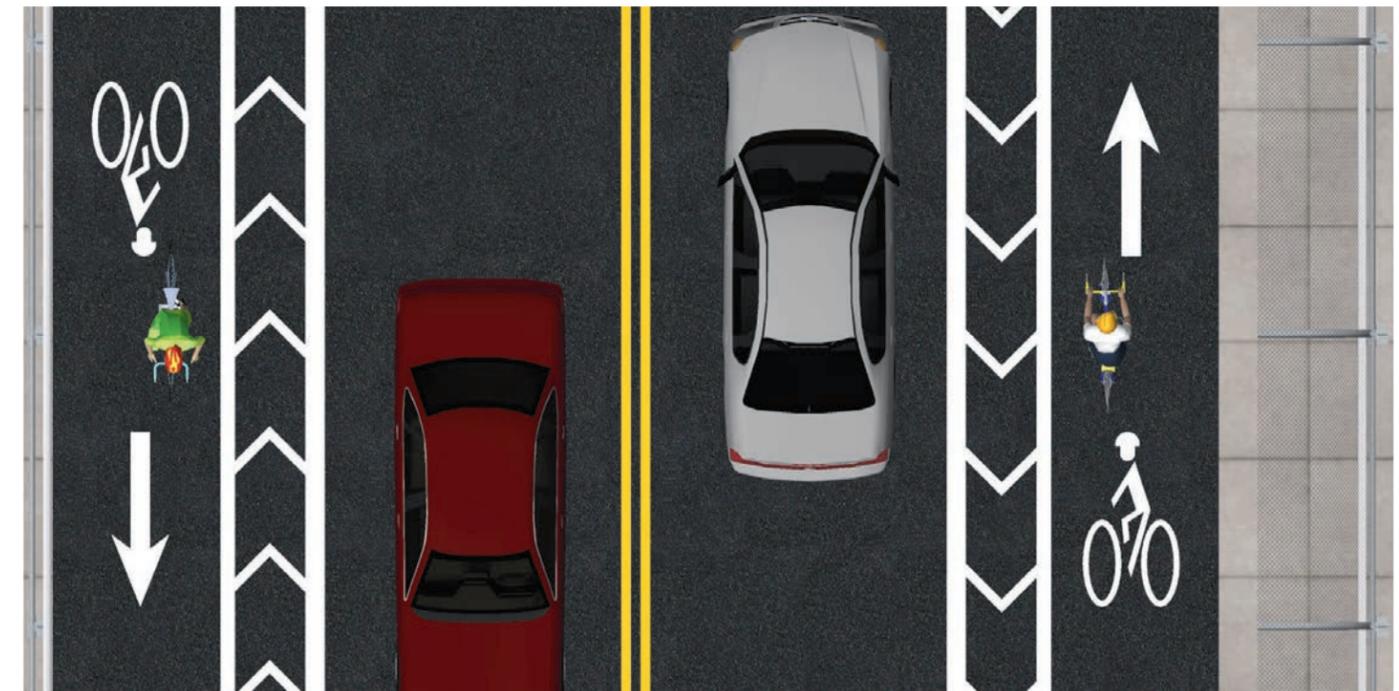
E Street Bridge, Interstate-5 Overpass

(45-Foot ROW, 40-Foot Curb-to-Curb)



Existing Conditions

The E Street overpass provides the only direct link between new residential development and the college campus on the east side of the freeway with the downtown, schools, City Hall and services and employers on the west side of the freeway. Currently there is one sidewalk on the south side and eight-foot shoulders on both sides.



Proposed Improvements

Reallocation of space to accommodate bicyclists and encourage slower motor vehicle speeds can be accomplished through simple changes in striping as shown above. A three-foot painted buffer between the bicycle lanes and motor vehicle travel lanes will provide separation between bicyclists and motorists, and between motorists and pedestrians using the sidewalk on the south side of the overpass. The reduced travel lane widths will encourage motorists to drive slower and are wide enough to accommodate truck traffic traveling at low speed. Research has found that narrowing lanes from typical freeway widths of 12 feet to 10 or 11 feet in urban environments does not reduce capacity or diminish safety. The total curb-to-curb width of the street is still retained, ensuring ample space to accommodate the largest vehicles, including unusual agricultural vehicles during harvest times. The combined buffer and bike lane of 9 feet will also provide passing space for vehicles to pull over to allow emergency responders to pass.

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Implementation

The many improvements discussed in this plan will not be implemented all at once. A combination of time and persistence, grant writing, collaborating, local entrepreneurship, and bundling of funding sources will be necessary to bring the community’s vision for Downtown Williams from concept to construction.

Implementation Concepts

Plan Implementation Committee

In order to achieve many of the concepts discussed by the community, the City should consider convening a Plan Implementation Committee that can assist with identifying and supporting stakeholders with an active and ongoing interest in making improvements. This would also provide an opportunity for different organizations interested in Williams’ revitalization to pool their resources and build upon shared goals.

Non-Profit Organizations

Non-profit organizations (NPO) can be utilized to facilitate communication between public and private entities and to leverage additional funding opportunities. NPO’s can initiate community-based projects and form task forces to address issues within the community. The Colusa County Chamber of Commerce could serve this function, or an additional NPO could be created to further the collaboration between the public and private sector in lieu of the creation of an improvement district.

Community Development Corporations (CDC) are non-profit, community-based organizations that are incorporated to provide programs, services and activities that support economic and real estate development. If certain conditions are met, CDC’s may also have access to Small Business Administration loans.

Business Improvement Districts

A business improvement district (BID) is a defined area within which businesses pay an additional tax or fee in order to fund improvements within the district’s boundaries. These fees provide money beyond what the city can provide in that area. Grant funds acquired by the city for special programs and/or incentives such as tax abatements can be made available to assist businesses or to recruit new business in the district.

A BID may be operated by a nonprofit organization or by a quasi-governmental entity. The governance of a BID is the responsibility of a board composed of some combination of property owners, businesses, and government officials.

The creation of an improvement district is more involved than an informal association or non-profit. However, it provides both an organizational structure and a means for financing improvements in collaboration with the city.

Signage Improvements Connecting 6th and 7th Street Business Establishments

Signage forms a large part of the visual landscape that visitors and residents experience. It includes both public realm signage, such as street signs and wayfinding, and private realm signage visible from the public right-of-way. Williams is fortunate to have excellent signage attracting I-5 travelers to Granzella’s. However, Granzella’s customers face confusing signage about other commercial services within the downtown core, and no signage is in place to attract Granzella’s customers to the 7th Street business establishments. Improved signage is more likely to be funded with a public/private partnership that utilizes established economic development financing tools such as assessment districts, Business Improvement Districts (BIDs), Property Business Improvement Districts (PBIDs), and/or Tourism Improvement Districts.

Street and Streetscape Improvements.

E Street and 7th Street generally have wide motor vehicle travel lanes, lack bicycle lanes, and in many places have minimal or missing sidewalks. The City should consider updating its Design Standards and Specifications to incorporate changes in suggested lane widths as presented in this plan. Improvements to the street, crosswalks, sidewalks, benches, lighting and landscaping and other streetscape improvements can attract new investment in Downtown properties and more visitation from I-5 travelers. State and Federal sources could help fund street improvements. Public/private partnership initiatives that could fund streetscape improvements include the formation of assessment districts, Business Improvement Districts (BIDs), or Property-Based Business Improvement Districts (PBIDs). The Community Development Block Grant program could also fund streetscape improvements.

Frontage and Façade Improvement Programs

In the short term, improvements along 7th Street and E Street could focus on improved frontage. Private property owners could be encouraged to establish a “landscape and frontage zone” within the front 5’-10’ of their properties where a concerted effort could be made to organize new landscape and signage, and consider additional permeable surfaces or the closing of extraneous driveways. This could be accomplished through a “frontage improvement program” wherein the City provides some financial incentive (such as discounted/complimentary design, grants, and/or a match) for private property owners to complete the work.

In the longer term, such a program could be extended to include more substantial improvements, such as façade and exterior building renovations and signage.

Future Zoning Amendments/Permit Streamlining

The City should review and consider amendments to the zoning ordinance to reduce barriers (if any) to development of vacant and/or underutilized sites with higher density housing and barriers (if any) to development of strategic intersections and sites with commercial uses. This could include minimizing (or exempting) parking requirements for small commercial projects to allow more efficient use of open space, encouraging build-to lines rather than building setbacks, and adding graphically-oriented standards for frontage, with particular attention to the current applicable zoning district. Projects adhering to more prescriptive standards might benefit from streamlined permitting and review.

A report prepared by the consultant team economist notes that the demand for new housing will eventually resume given that Williams should add between 1,200 and 1,300 new residents by 2030. Focusing a good portion of the housing demand in the downtown could help transform the area into a walkable neighborhood.

Potential Funding Sources

A number of funding sources could help implement report recommendations. They offer alternatives for street design, community facilities, and other infrastructure. Each of these funding sources is subject to changes in state and federal law, budget levels, and target project priorities. A summary of the situation for each as it existed at the time of this writing is below.

Federal, State and Regional Transportation Sources

Major federal, state and local transportation funding resources are outlined below. For more information on many of these programs, visit the Caltrans Division of Local Assistance website: www.dot.ca.gov/hq/LocalPrograms

Highway Safety Improvement Program (HSIP) and High Risk Rural Roads (HR3)

The new Moving Ahead for the 21st Century (MAP-21) federal surface transportation program authorizes funds for the HSIP program to be administered through State Departments of Transportation. This competitive grant program is based on a safety index, collision and accident data, and a benefit/cost ratio. Eligible projects include: bicycle and pedestrian facilities, correction or improvements to safety in the roadway; traffic calming, traffic signs, sight distance improvements, pavement markings, and roadway realignment. The High Risk Rural Roads (HR3) Program is part of the HSIP Program in MAP-21, not a set-aside as in the previous federal surface transportation act.

For more information visit: <http://www.dot.ca.gov/hq/LocalPrograms/hsip.htm>

Active Transportation Program (ATP)

State legislation signed into law in September 2013 established a single source of funding for bicycle and pedestrian (“active transportation”) infrastructure and non-infrastructure projects. It consolidates several federal and state sources that were previously administered and distributed under separate programs. These include:

Federal level: Transportation Alternatives Program (TAP), which includes the Recreational Trails Program and Safe Routes to Schools program.

State level: Bicycle Transportation Account, Environmental Enhancement and Mitigation Program (partially) and California's state-funded Safe Routes to Schools program.

At the time of writing, the latest version of the draft Active Transportation Program Guidelines for funding is available at: http://www.catc.ca.gov/programs/ATP/DRAFT_ATP_Guidelines_011714.pdf

The California Transportation Commission is planning to adopt the final program guidelines on March 20, 2014, with a call for projects beginning March 21, 2014. The ATP is administered by the Division of Local Assistance, Office of Active Transportation and Special Programs.

Regional Surface Transportation Program (RSTP)

The Regional Surface Transportation Program was established by the State of California to utilize federal Surface Transportation Program funds for a wide variety of transportation projects. A Transportation Alternatives Program for streetscape improvements is part of the program. The program is now being administered under the Moving Ahead for Progress in the 21st Century Act (MAP-21), signed into law in 2012. Apportioned through the Colusa County Transportation Commission, the program provides funding for bicycle and pedestrian facilities, safety improvements and hazard elimination, traffic management systems, intersections with high accident rates or congestion.

For more information visit: http://www.dot.ca.gov/hq/transprog/federal/rstp/Official_RSTP_Web_Page.htm

Transportation Development Act (TDA)

TDA provides for two sources of funding: Local Transportation Funds (LTF) and State Transit Assistance (STA). The TDA funds a wide variety of transportation programs, including planning and program activities, pedestrian and bicycle facilities, community transit services, public transportation, and bus and rail projects.

For more information, visit: www.dot.ca.gov/hq/MassTrans/State-TDA.html

Colusa County Regional Transportation Plan funding

The City participates as a partner with the Colusa County Transportation Commission. The Commission maintains the Regional Transportation Plan and plans for transportation improvements for the County using a mix of Federal, State and local funding. The Commission receives funding from these sources and distributes to the County and the two incorporated agencies (Colusa and Williams) generally based on population estimates. However, other funding and grants are available to the City through the Commission. Funds from this source are allocated into the City’s Transportation Fund and reserved for street improvements (no alleys), sidewalks, multi-modal transportation programs and some for planning. This funding could be used toward improvements to 7th and E Streets, such as repaving, striping, curb and gutter, sidewalk construction, ADA curb ramps and possibly curb extensions.

Federal and State Economic Development Resources

There are numerous state and federal programs that finance economic development. Some of these could provide potential funding resources for improvements in Williams.

State Small Cities Community Development Block Grant (CDBG) Program

Each year, generally in January, the State CDBG program releases a Notice of Funding Availability (NOFA) for "Community Development and Economic Development Allocations" that small cities can apply for to fund a variety of activities, such as:

- acquisition of property for public purposes;
- construction or reconstruction of streets, water and sewer facilities, neighborhood centers, recreation facilities, and other public works;
- demolition;
- rehabilitation of public and private buildings;
- public services;
- plans and technical studies for housing, public works and community facilities
- assistance to nonprofit entities for community development activities; and
- assistance to private, for profit entities to carry out economic development activities (including assistance to micro-enterprises).

For more information visit: <http://www.hcd.ca.gov/fa/cdbg/index.html>

The City currently is eligible to receive funding from this source on a competitive basis with other rural (non-metropolitan) California jurisdictions containing less than 50,000 residents. This funding is limited to public health and safety programs that can demonstrate a significant reduction in public health and safety risks to primarily low income people (consisting of households with a median income of less than 80% of the County’s median household income).

Although, street improvements (repaving, striping, curb and gutter, striping, sidewalk construction improvements, ADA curb ramps and curb extensions) are eligible for funding, due to the competitive nature of the grants, this may be an unlikely source for these types of improvements (with the exception of possibly ADA curb ramps). There needs to be a serious health a safety threat demonstrated to show these improvements warrant CDBG funding, such as documented vehicle accidents, pedestrian deaths/injuries, for example in order to be competitive.

Relative to using this funding source for façade improvements, feasibility is questionable. Economic Development CDBG funding is available through a City administered Business Assistance Loan Program, but due to the multiplicity of requirements, such as environmental review, SHPO review, prevailing wage, business owner low income verification and complex loan processing, this funding source may not be viable.

One positive note is that most of the downtown in Williams is located within Census Tract 300, Block Group 3. 1,574 residents in this Block Group are approximately 66 percent of the County median income. So this area may qualify for a number of grants that are focused toward residential development improvement.

USDA-Rural Business Enterprise Grants (RBEG)

These grants are available to rural public entities (towns, communities, State agencies, and authorities), Indian tribes and rural private non-profit corporations. The primary criterion is the creation of jobs and economic development, with an emphasis on small business. They can be used for training, technical assistance, capital expenditures, parking, access streets and roads, façade improvements, and other uses. They typically range from \$10,000 to \$200,000. See website at www.rurdev.usda.gov/rbs/busp/rbeg.htm.

Infrastructure State Revolving Fund (ISRF) Program

Subdivisions of a local government, which includes cities and counties and joint power authorities, can apply for low-cost financing ranging from \$250,000 to \$10,000,000 with terms of up to 30 years through the ISRF program for a wide variety of infrastructure projects. Interest rates for the month of November 2012 were at lows of 2.02% for 20-year loans and 2.29% for 30-year loans. Eligible project categories include city streets, county highways, state highways, drainage, water supply and flood control, educational facilities, environmental mitigation measures, parks and recreational facilities, port facilities, public transit, sewage collection and treatment, solid waste collection and disposal, water treatment and distribution, defense conversion, public safety facilities, and power and communications facilities.

For more information, visit: www.ibank.ca.gov/infrastructure_loans.htm

Local Resources

City General Fund

The City's General Fund is a potential source of funding for public facilities and infrastructure improvements, in particular short-term loans. General Fund revenue is mainly derived from tax revenues including property tax, franchise tax, and sales/use tax and is used to pay for basic municipal services such as police, fire, and public works. Because the City's General Fund revenue is limited, it should be viewed as a secondary source of financing for public facilities and infrastructure improvements.

Business Improvement District (BID)

A Business Improvement District (BID) is a mechanism of funding improvements through assessments to businesses and real property within the established BID boundaries. Under the Property and Business Improvement District Law of 1994, revenues from BID assessments may be used to fund capital improvements and maintenance costs for projects such as parking facilities, street furniture, public restrooms, art, parks, street and streetscape enhancements, and plazas. A BID formation petition, which is initiated by property owners, requires the signature of more than 50 percent of the property owners, weighted by assessment liability. BIDs are formed with an initial term of five years and may be renewed for another five years. However, if debt is issued to finance capital improvements, assessments can be levied until the bonds mature. The term of debt service for BID bonds is not to exceed 30 years. Without bond issuance, the maximum term for a BID district is 10 years.

Infrastructure Financing District

Infrastructure financing districts (IFDs) allow cities and counties to pay for public works projects by diverting property tax increment revenues from the general fund for up to thirty years. IFDs are a form of tax increment financing based on the idea that public enhancements would cause property values to rise, generating higher property tax revenues. IFDs can issue bonds secured by expected future property taxes to fund upfront infrastructure development costs. IFD funds can be used to finance construction of and improvements to highways, transit, water and sewer systems, flood control systems, childcare facilities, libraries, parks, and solid waste facilities. IFDs cannot pay for maintenance, repairs, operating costs, and services.

To form an IFD, the City must develop an infrastructure plan, send copies to every landowner, consult with other local governments, and hold a public hearing. Every local agency that will contribute its property tax increment revenue to the IFD must approve the plan. Schools cannot shift their property tax increment revenues to the IFD. Once the other local officials approve, the County must still get the approval of the voters in the IFD area to:

- Form the IFD (requires 2/3 voter approval);

- Issue bonds (requires 2/3 voter approval); and
- Set the IFD's appropriations limit (majority voter approval).

Microenterprise Assistance

Most small business establishments in downtown Williams can be classified as microenterprises with 10 employees or fewer. The City should be pro-active to assist business owners to gain access to loans and the technical assistance necessary to expand earnings and employment. Specific initiatives that should be considered are listed below.

- Apply for CDBG Over the Counter Grants and Small Business Loan Fund Programs. For more information: www.hcd.ca.gov/fa/cdbg/index.html
- Survey downtown businesses to determine their financing and technical assistance needs.
- Connect small business owners with local banks, credit unions and savings and loans, which can provide business owners with access to private capital¹
- Collaborate with the Colusa County Chamber of Commerce to establish a SCORE mentorship program that can offer technical assistance for downtown entrepreneurs. For more information: <http://www.score.org>

Other useful information resources for funding strategies and technical assistance are listed below.

- California Community Economic Development Association: <http://www.ccedacom/Home.html>
- Rural Community Assistance Corporation. www.rcac.org
California Coalition for Rural Housing www.calruralhousing.org/
- U.S. Small Business Administration
www.sba.gov
- U.S. Economic Development Administration:
www.eda.gov/grants.htm

1. Under the federal Community Reinvestment Act (1977), depository institutions are required to help meet the credits needs of the community in which they operate. Many banks have community-lending programs. For example, Wells Fargo has a Community Lending division that provides interim construction financing for community development commercial real estate projects. Wells Fargo offers construction loans, permanent loans, bond financing, and letters of credit to developers and public agencies.

Summary of Projects

Potential Projects	Timing			Potential Federal, State and Regional Resources					Local Resources								
	Short-Term (1-2 yrs)	Mid-Term (2-5 yrs)	Long-Term (> 5 yrs)	Highway Safety Improvement Program	Caltrans	Regional Surface Transportation Program	Transportation Development Act	Active Transportation Program	Colusa County Transportation Commission	Community Development Block Grant	USDA Rural Business Enterprise Grant	Infrastructure State Revolving Fund Program	City General Fund	Volunteer association/donations	Business improvement District	Infrastructure Financing District	Private investment and/or Public-Private Partnership Financing
Gateways and Signage																	
Improvements at North, A and 7th Street (north gateway)			x	x					x								
Improvements at 7th and 6th (south gateway)			x	x					x								
Improvements at 11th and E Street (west gateway)		x		x				x	x								
Downtown entries on 7th Street (north and south)		x											x	x			
Downtown Streets and Intersections																	
Install bicycle lanes on E Street	x			x		x	x	x	x								
Re-stripe 7th Street diagonal parking		x		x		x	x		x								
E and 6th Street crosswalk improvements	x			x			x		x								
E and 7th Street curb extension and crosswalks		x		x													
E and 8th Street curb extension and crosswalks		x		x		x	x		x								
E and 9th Street curb extension and crosswalks		x		x		x	x		x								
7th Street planter and landscaping installation and sidewalk repairs		x												x			x
Frontage, landscaping and wall improvements on the north side of E Street, between 5th and 7th Streets		x												x			x
Downtown Development																	
Commercial building improvement and/or expansion		x								x							x
New mixed-use infill			x														x
New medium density residential infill			x							x							x
I-5 Interchange and E Street Overpass																	
Bicycle lanes on E Street from downtown to Husted Road	x						x	x	x								
Median island at E and 4th Street	x			x		x	x	x	x								
Crosswalk and intersection improvements on E at 5th and 4th Streets and freeway ramps		x		x	x	x	x	x	x								
Other Improvements																	
Mid-block paseo connecting 6th and 7th Street		x															x
Downtown murals	x												x	x			x
Town Square fountain or other focal amenity	x												x	x			x
Alley pedestrian improvements between 6th and 7th Street		x											x	x			x
Completion of sidewalk and crosswalks on E Street north of 8th Street		x						x									
Policies and Programs																	
Parking needs assessment and code amendment to reduce requirements	x											x					
Code amendment to support downtown residential and mixed-use infill		x										x					
Establish and grow volunteer downtown association or nonprofit	x												x				
Form a Business Improvement District		x										x	x				
Small business training assistance	x									x	x						

Appendix A: Community Outreach Materials

This appendix includes the following:

- Flyer publicizing the charrette.
- Samples of impromptu vision statements charrette participants were asked to jot down and read out loud at the opening workshop.
- The top values identified through an exercise by participants at the opening workshop.
- Synthesis of input played back to the community at the closing meeting.

Downtown Williams Envision the Future



The Williams Downtown Revitalization and Mobility Plan will address walking, bicycling, parking, street beautification, community gateways and development strategies to reimagine Downtown Williams as a vibrant hub for residents and an appealing new destination for visitors.



Monday, October 22

- Downtown Walk with the Design Team 5:00-6:00 p.m.
- Community Visioning Workshop 6:00-8:30 p.m.

Granzellas Banquet Hall | 457 7th St.
Food and refreshments provided

Tuesday, October 23

- Open Studio 5:30-6:30 p.m. 460 8th St.

Drop by and share ideas about the designs in progress

Thursday, October 25

- Presentation of Designs 6:30-8:00 p.m. Granzellas Banquet Hall | 457 7th St.

For more information: Monica Stegall, City of Williams
mstegall@cityofwilliams.org • (530) 473-2955 x103

Organized by the City of Williams and the Local Government Commission, with support from a California Department of Transportation Environmental Justice Transportation Planning Grant.

Centro de Williams Imagine el Futuro



El Plan para la revitalización del centro de Williams se enfocará en como mejorar las condiciones para caminar y andar en bicicleta, estacionar carros, embellecer el centro, establecer entradas a la comunidad y estrategias para el desarrollo que ayuden a crear un centro activo y vibrante para residentes y un destino atractivo para visitantes.



Lunes, 22 de octubre

- Caminata en el Centro con el Equipo de Diseño 5 a 6 de la tarde
- Taller para Imaginar el Futuro 6 a 8:30 de la noche

Salón de Banquete Granzellas, 457 Calle 7th
Habrá comida y refrigerio

Martes, 23 de octubre

- Visitas al Taller de Diseño 5:30 a 6:30 de la tarde | 460 Calle 8th

Comparta sus ideas

Jueves, 25 de octubre

- Presentación de las recomendaciones 6:30 a 8 de la noche

Salón de Banquete Granzellas, 457 Calle 7th

Para más información comuníquese con: Monica Stegall, Ciudad de Williams, mstegall@cityofwilliams.org • (530) 473-2955 x103

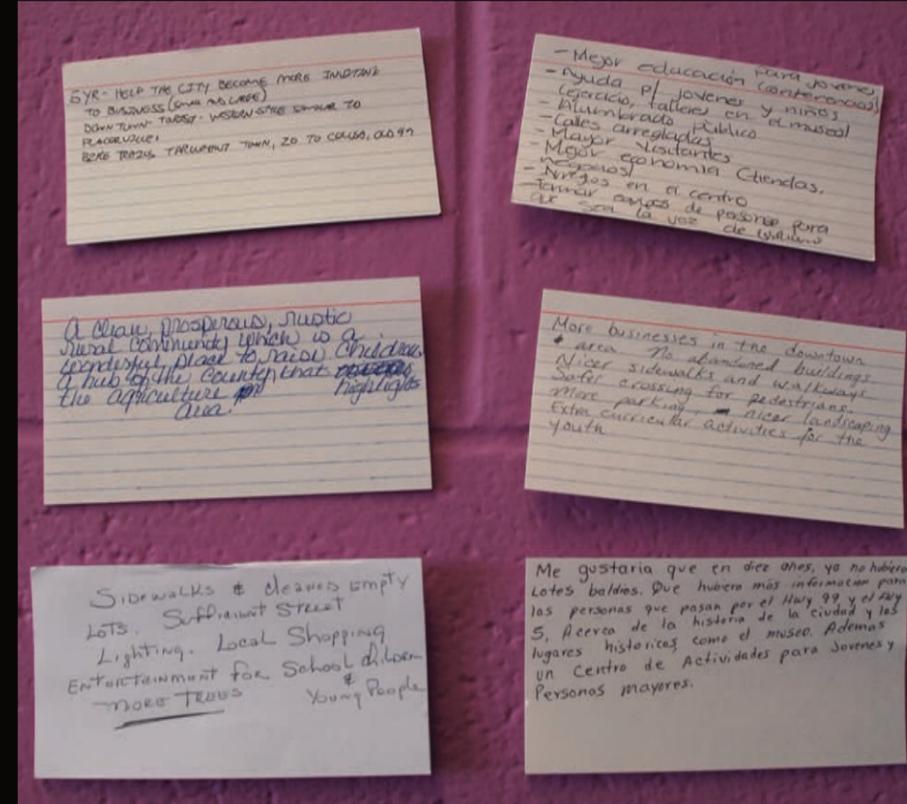
Organizada por la Ciudad de Williams y la Local Government Commission con una subvención del Departamento de Transporte de California (Caltrans) para Planificación y Justicia Ambiental.

Vision

In 5 years the city is more inviting to business (small and large).

Prosperous, rustic community . . . wonderful to raise children . . . Highlights agriculture . . .

Sidewalks . . . streetlights . . . local shopping, entertainment for youth . . . more trees



- Mejor educación para jóvenes
- Alumbrado público
- Calles arregladas
- Más visitantes
- Mejor economía

More businesses in the downtown area. No abandoned buildings. Nicer sidewalks and walkways...

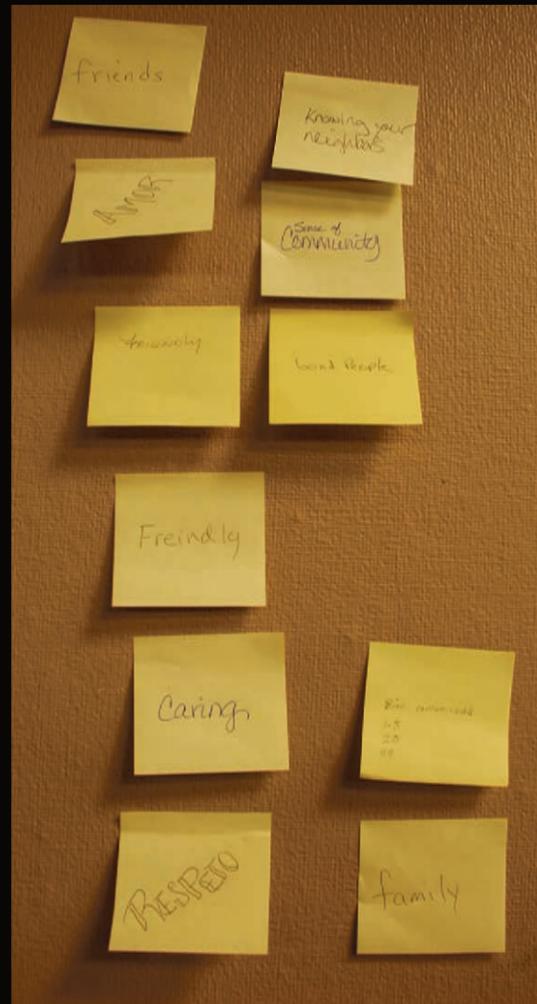
Me gustaría que en dos años no hubieran lotes baldíos. Que hubiera más información por las persona que pasan por la 99 y 5...

Values

- Family/Friends/Community
- Agriculture
- Culture/Diversity
- Small Town
- Location
- Housing Affordability

Valores

- Familia/Amistades/Comunidad
- Agricultura
- Cultura/Diversidad
- Pueblo Pequeño
- Ubicación
- Vivienda de bajo costo



What You Told Us

- Features to attract visitors downtown
- Encourage more businesses
- Better sidewalks and crosswalks
- Bike lanes
- Better Lighting

Que nos dijeron

- Características atractivas para visitantes en el centro
- Apoyar y estimular mas negocios
- Mejores banquetas y cruces de calle
- Carriles para bicicletas
- Mejor iluminacion

What You Told Us

- More trees
- Gateways, signage and kiosks
- Increase awareness of local heritage
- Fix drainage and flooding
- Center for youth and old

Que nos dijeron

- Mas arboles
- Entradas, senales y kioskos
- Aumentar y darse cuenta del valor historico
- Reparar drenajes e inundaciones
- Un centro para adulto mayor y para jovenes

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Appendix B: Downtown Williams Economic Development Potential

- The following document is a market background and conditions assessment with proposed economic development strategies to revitalize Downtown Williams. The supplemental report was prepared by Wahlstrom and Associates, the firm that provided economics analysis to help inform the design strategies and recommendations included in the Downtown Revitalization and Mobility Plan.



**Downtown Williams
Economic Development Potential
REPORT**

**Prepared for
LOCAL GOVERNMENT COMMISSION**

**Prepared by
WAHLSTROM & ASSOCIATES**

April 15, 2013

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* * *

1. SUMMARY OF FINDINGS AND RECOMMENDATIONS

This report describes the market forces that impact efforts to expand business activity, improve under-utilized commercial space, and develop new infill sites in downtown Williams. The findings and recommendations were generated from interviews with City staff and other community stakeholders, a review of the economic and demographic data, and an analysis of local residents' capacity to support additional retail and personal services.

William's ability to revitalize the downtown area is constrained by a few key factors. The community contains a limited population with relatively low incomes, which limits the potential to revitalize vacant buildings and to develop vacant and under-utilized sites for the reasons listed below.

- Only 5,200 people live in Williams and the population growth rate has slowed to approximately 1.2 percent since 2007. If current growth rates continue at the diminished pace, William's population will expand to only about 6,450 people by 2030.
- The community is very young, with 60 percent of residents younger than 18 years old. Fewer than 25 percent of William's residents are over 35 years old.
- The community's large number of youth, limited population, and relatively low incomes means that local residents spend only \$21 million per year for goods and services—below the level of spending necessary to support a robust business community. In comparison, an average Wal-Mart earns \$40 million in annual sales.
- Downtown Williams has numerous infill sites available for commercial or residential development, but the City's development momentum has shifted to the east side of I-5 where a planned business and industrial park, senior housing project, and the new Community College campus is located.

Consultant recommendations are listed below with more detailed information, rationale, and supporting data described in Section 5.

- Encourage the development of commercial and residential mixed-use buildings along with multifamily residential units on underutilized sites in the downtown core.
- Focus commercial development on strategically located sites.
- Improve signage connecting Granzella's with the 7th Street business establishments.

- Invest staff time and other available resources to implement streetscape and urban design improvements that mitigate the visual barriers connecting Granzella's with the 7th Street business establishments.
- Support microenterprise financing and technical assistance

* * *

2. WILLIAMS' ECONOMY

Past trends and the current conditions shape the potential to expand private sector business activity, improve under-utilized commercial space, and develop new infill sites within Downtown Williams. Agriculture is the leading industry in the City and County with rice, fruit, nuts, and vegetables as the major crops grown and manufactured. The area's relatively flat topography and fertile soil promotes rice production. Several large tree orchards are located immediately to the south of the City limits, including almond, walnut, prune, grape, and nut production.



Tomatoes, seed crops, and alternative fresh market vegetables are a major component of the regional economy. In 1995, the Morning Star Packing Company located the State's largest tomato processing facility in Williams. Moreover, agriculture generates nearly 2,500 jobs, which accounts for more than 30 percent of the County's employment. The economic impacts of agriculture are even larger after accounting for the industry's indirect and induced impacts.

The Valley West Care Center is the second largest employer in the community, providing a 99-bed nursing facility with a range of health care service amenities. Williams Unified School District is the third largest employer, followed by the City of Williams and the California Highway Patrol. The arrival of the satellite campus of Woodland Community College will increase the influence of this sector and bring a new demographic of potential residents and commuters to town. The demographic and economic trends are summarized below with detailed tables in Appendix A.¹

Demographic Trends

Data in Tables 1 to 4 describe the demographic trends that affect the efforts to revitalize Downtown Williams. The key points are summarized below.

- Approximately 5,200 people, or 25 percent of Colusa County's population live in Williams (Table 1);
- Colusa County's demographic momentum is in Williams, which expanded at a 4.9 percent annual growth rate during the early 2000s, but growth significantly slowed since the recession. Despite the reduction in growth rates, the number of residents in Williams has expanded at twice of California's growth rate since 2006 (Table 1);

¹ Data sources used to compile the Appendix A tables include: US Census (via Claritas), California Department of Finance, the US Bureau of Economic Analysis, the California Employment Development Department, California Board of Equalization, and the annual California Travel Impacts by County report.

- Approximately one-third of Colusa County's Latinos live in Williams, and Latinos comprise more than 75 percent of William's total population. (Table 2);
- The need to create jobs for young residents entering the workforce during the next five years will be a crucial element to achieving the economic development goals, given that 60 percent of William's residents are younger than 18 years of age, and fewer than one-fourth of William's residents are over 35 years old (Table 3);
- Household growth trends mirrored the population growth trends (Table 4).

Income Trends

Tables 5 and 6 describe the income trends affecting the potential to expand business in downtown Williams. The key points are summarized below.

- The average household income in Williams is \$48,900, which is 80 percent of the average household income in Colusa County and 62 percent of the average household incomes throughout California (Table 5);
- Williams showed strong income gains of approximately \$5,400 per household between 2000 and 2007. However, the household income gains subsided when the financial crisis began in late 2007 and have declined by an estimated \$14,300 since the recession;
- Williams has a relatively large percentage of households that earn middle class incomes, with 41 percent of households earning between \$50,000 and \$100,00 per year (Table 6);
- Thirty-five percent of William's households earn less than \$35,000 per year, compared to 50 percent of Colusa County households that earn similarly low incomes;
- Conversely, only 7 percent of William's households earn more than \$100,000 per year, compared to 29 percent of California households earning higher incomes.

Employment and Labor Force Trends

Tables 7 and 8 describe employment characteristics in Williams and Colusa County. The key points are summarized below.

- Colusa County's economy added nearly 1,500 new jobs from 1990 to 2006, which kept pace with California's 1.5 percent annual job growth rate;
- Colusa County's high growth sectors between 1990 and 2006 included local governments (840 jobs), wholesale trade (280 jobs), manufacturing (170), and healthcare (80 jobs);

- Colusa County's economy avoided job losses following the recession, with 70 new jobs added between 2007 and 2011—this was during a time-period when California lost nearly one million jobs;
- Colusa County's primary growth sectors remained wholesale trade, manufacturing, and healthcare during the post-recession period;
- Expansion of Colusa County's public sector employment has remained stagnant since 2007;
- Private employers in Williams generate approximately 1,000 jobs, which accounts for 25 percent of Colusa County's private employment (Table 8);
- Manufacturing, which includes food-processing, accounts for 42 percent of the private sector jobs in Williams. Hospitality and health services also generate more than 100 jobs per sector.

Tourism Trends

The most recent data indicates that Colusa County attracts \$41 million of visitor spending per year, which generates 490 jobs in accommodations, food services, recreation and retail.² However, the recession also impacted visitor spending within Colusa County, which declined from \$45.2 million in 2006 to \$41 million by 2010.

Granzella's reportedly attracts approximately one million I-5 travelers per year to eat, drink, purchase food products, and/or order take-out food.³ Williams also has a cluster of hotels and fast food restaurants surrounding the freeway interchange that attracts visitor spending and creates local jobs (Table 9). However, it is unknown if the decline in visitor spending in Colusa County is attributable to a reduction of I-5 travelers that stop at Granzella's or stay overnight in the motels.

Taxable Sales Trends

The taxable sales trends that impact efforts to revitalize downtown Williams are described in Tables 10 and 11. Key points are summarized below.

- Reported taxable sales in Williams declined from \$48.2 million in 2006 to \$44.2 million by 2010 (Table 10);
- Taxable sales earned by business establishments located in Williams expanded by a 3.7 percent annual growth rate between 2000 and 2006—in fact, sales growth in Williams exceeded California's 2.5 percent annual growth rate during this period;

² Data collected from California Travel Impacts by County, 2010. The report estimates that visitor spending in Colusa County generates 290 jobs in accommodations and food services, 140 recreation jobs and 60 retail jobs.

³ Source: Granzella's

- The recession hit the State of California more severely, with taxable sales declining at a 4.9 percent annual rate between 2006 and 2010 compared to Williams 1.7 percent annual rate of decline;
- Quarterly sales tax revenues indicate that seasonality is a relatively minor factor affecting the business climate in Williams. The winter quarter is the slow season for retail spending (\$10.1 million), which is approximately 81 percent of the retail sales earned during the summer quarter (\$12.4 million) (Table 11).

Retail Spending and Leakages

Tables 12 and 13 provide significant detailed information regarding the inventory of occupied commercial space, spending by Williams-area residents, and the available spending that remains to be captured by Williams's commercial establishments. The key points are summarized below.

- Retail and personal service establishments occupy approximately 75,600 square feet of downtown Williams's commercial space—this cumulative space occupied by downtown business establishments would fill only 75 percent of a standard Wal-Mart store (Table 12).
- Restaurants and fast food establishments account for 44 percent of the occupied commercial space in Williams.
- Retail establishments, including food stores, occupy 42,000 square feet of commercial space—this includes two home improvement stores, convenience stores (mostly attached to gas stations), three small grocery stores, and a few miscellaneous retail stores.
- As shown in Table 13, local residents are estimated to spend only \$21 million per year for all goods and services, which is an insufficient amount of spending to support a robust business community—in comparison to Williams' total spending capacity of \$21 million, an average Wal-Mart typically achieves annual sales of approximately \$40 million.
- Spending leakages are very small among individual store types with only \$5.3 million of cumulative leakages, and the leakages are not sufficient to attract new stores; however, a small expansion of specific stores may be possible depending on the location, products, or services offered.
- The business establishments in Williams earn \$47.4 million of sales revenues, which are significantly higher than the \$21 million of available consumer spending capacity; businesses that attract highway traveler and other regional spending include: restaurants and fast food establishments (\$10.8 million), gas stations (\$9.6 million), auto parts (\$8.2 million), and grocery and convenience stores (\$6.5 million).

- Attracting additional regional and highway visitor sales is the only way to expand sales and occupied commercial space.

* * *

3. DOWNTOWN WILLIAMS' STRENGTHS AND ECONOMIC DEVELOPMENT CHALLENGES

3.1 DOWNTOWN WILLIAMS' STRENGTHS

The Figure below summarizes the economic development strengths and challenges to revitalize Downtown Williams, with accompanying detail included.

Strategic Location at the Interstate 5 and CA 20 Interchange

Williams is strategically located at the junction of the I-5 and California State Route 20 interchange. Caltrans estimates that 56,500 vehicles per day travel by the Williams exit north and south along the freeway on their way between Redding, Sacramento, and the San Francisco Bay Area, some of which stop in town to purchase food or gas.⁴ Travelers can also access State Route 20 (SR 20) at Williams, which serves as an inter-regional auto and truck travel route connecting the Central Valley with the Cities of Williams, Marysville, Grass Valley, and Nevada City.

Granzella's as a Visitor Destination

Granzella's restaurant, deli, and gift shop attracts one million visitors per year, many of which purchase food or gifts.⁵ Granzella's offers travelers a higher quality of food and services than is typically found along Interstate 5. The

restaurant offers fresh sandwiches and salads, prepared foods, and a variety of drinks for take-out or sit-down. The company maintains a significant billboard presence along I-5, which has effectively contributed to establishing Granzella's as a destination for highway travelers.

Granzella's ability to capture a significant share of future traveler sales and serve as lynchpin for an expanded travel-service cluster is crucial for Williams' efforts to grow the overall regional sales and occupy additional space.



Other Visitor Serving Establishments

Williams also offers highway travelers the opportunity to re-fuel at other national-brand fast food restaurants/service stations, as well as overnight lodging options at local motels

⁴ Source: Caltrans Traffic Counts

⁵ Source: Granzella's

Economic Development Strengths and Challenges for Revitalizing Downtown Williams

STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> ▪ Strategic Location at the Interstate 5 and CA 20 Interchange ▪ Granzella's as a Visitor Destination ▪ Other Visitor Serving Establishments 	<ul style="list-style-type: none"> ▪ Small Population and Weak Consumer Spending ▪ Undeveloped and Underutilized Sites ▪ Poor Signage Connecting Granzella's to other 7th Street Business Establishments ▪ Lack of Public Transportation to Other Nearby Communities

3.2 REVITALIZATION CHALLENGES

The challenges toward revitalizing downtown Williams are summarized below.

Small Population Base and Weak Consumer Spending

The most significant obstacle is the limited population. Only 5,200 people live in Williams, and average household incomes are less than \$50,000. Local household spending capacity is insufficient to support business expansion, which places Williams in the position of relying on I-5 traveler spending to increase overall sales and occupied space.

Undeveloped and Underutilized Sites Within the Downtown Area

Downtown Williams has a number of undeveloped and/or underutilized sites available for additional commercial space or housing. Infill development would bring more full-time residents within walking distance of downtown businesses, create a more vibrant atmosphere, and foster additional visitation by residents throughout the region. However, the private and public sectors have yet to invest the necessary resources to increase the inventory of residential units in the downtown area.

Poor Signage Connecting Granzella's to Other 7th Street Business Establishments



The destination restaurant (Louis Cairo's) and a number of clothing and general merchandise stores located along 7th Street that might attract visitor spending actually receive little to no benefit from the Granzella's visitor spending. This is primarily attributable to the lack of signage, limited accessibility, and unappealing pedestrian environment. There is no signage or information that directs Granzella's visitors, and these customers must also

cross E Street and a number of closed businesses by foot before reaching 7th Street.

Lack of Public Transportation

Williams lacks a comprehensive multi-modal transit system, with the residents limited to the arterial road network for vehicular traffic. The lack of local public transit hinders accessibility to Downtown Williams businesses, and the region is lacking intra-city transit options that connect Williams to nearby larger communities such as Redding and Chico.

* * *

4. WILLIAMS' ECONOMIC DEVELOPMENT AND DOWNTOWN REVITALIZATION INITIATIVES

The recently updated General Plan incorporated the vision and goals of residents about economic development in Williams. Residents want growth to be slow and consistent with the community's small town character. Future economic development initiatives should transition the local industry base from a dependence on agriculture and service sector employment to a more diverse job base of higher wage jobs more capable of competing in the 21st century global economy. Downtown revitalization initiatives should promote infill development that creates a stronger connection to the surrounding residential areas. More specific General Plan economic development and downtown revitalization goals are listed below:

- Establish a new business park
- Improve the streetscape and land use patterns along Old Highway 20
- Study alternatives to alleviate flooding problems
- Protect and preserve the integrity of Williams' original neighborhoods

DOWNTOWN REVITALIZATION GOALS

The General Plan update indicates that the "downtown is intended for commercial office and retail uses, as well as high density residential uses." Additional General Plan goals are listed below:

- Expand and strengthen the downtown commercial center as a local and regional destination;
- Prepare a downtown master plan that describes public investments and guides new private investment to preserve downtown's urban character;
- Redevelop and improve the 6th and 7th Street commercial corridors as well as the gateway and entryway corridors;
- Rehabilitate and reuse empty downtown buildings;
- Develop vacant parcels in a manner that embraces downtown's urban fabric;
- Encourage residential mixed uses in the downtown area;
- Relocate the farmer's market to the immediately downtown area;
- Initiate a downtown façade improvement program when it becomes financially feasible for the City to fund such a program; and

- Identify downtown sites to develop a new municipal complex that would house and consolidate the City's administrative offices.

In addition to the General Plan update, Williams commissioned the Local Government Commission to prepare a Downtown Revitalization and Mobility Plan. Completion of this plan will guide future development and public investments. The primary implementation constraints include the lack of demand for new private investment and the lack of public improvement funding. Three economic development initiatives capable of improving the local economy and enhancing the viability of the downtown area are described below.

New Woodland Community College Campus

A new Community College Campus with the capacity to serve up to 120 students was constructed east of Interstate 5 and could provide a significant infusion to the local economy in terms of attracting students from Glen, Sutter, and Yolo Counties to commute to Williams. The presence of the community college also provides local residents with new opportunities for post secondary education and access to the California State University system.⁶ The four classroom, \$3.4 million facility offers accounting, agriculture, science, computer science, business, economics, mathematics, and other course work for a two-year degree. The campus also houses the upward bound program that supports low-income students preparing for college entrance.

New Business and Industrial Park

The recently approved General Plan update designated 300 acres for a new business and industrial park at a location east of I-5 and in close proximity to the new Community College campus. The area is ideally located for a truck stop or highway service facilities, and a few business prospects are interested in developing new facilities. However, the area lacks water, sewer, power and other infrastructure systems necessary for new land development. A new road intersection on SR 20 that would extend Marguerite Drive from the south would also be necessary to improve traffic circulation and facilitate build out of the new business and industrial park.

TK Development Senior Apartments

An affordable housing developer has proposed to build a 48-unit affordable senior housing project. The project will be partially funded by State HOME funds, and restricted to people that are 55 years and older. The construction of this project will serve Williams residents that need access to affordable housing, as well expand local consumer spending by attracting new residents to Williams

* * *

⁶ Sources: AppealDemocrat.com. "YCCD's Williams Campus on Track to open doors in January." September 24, 2010. SunHerald.com. "Woodland Community College Breaks Ground." January 29, 2010

5. DOWNTOWN REVITALIZATION RECOMMENDATIONS

Successful revitalization of Downtown Williams should attract new private investment to rehabilitate empty buildings, and develop vacant and/or underutilized sites for higher and better uses. New private investment should also capitalize on William's location as a travel service destination. Recommendations to guide the implementation of the downtown revitalization and mobility plan are listed below.

5.1 ENCOURAGE INFILL HOUSING ON UNDEVELOPED AND UNDERUTILIZED SITES



The City should encourage the development of commercial and residential mixed-use buildings along with exclusively multifamily residential units on underutilized sites in the downtown core. Residential developers and individuals should be recruited to develop downtown infill sites.

Rationale

Additional full time downtown residents will add new consumers that live within walking distance of the business establishments. More people living in the area will improve the attractiveness of downtown to Colusa County residents and highway visitors.

Supporting Data

The demand for new housing will eventually resume given that Williams should add between 1,200 and 1,300 new residents by 2030. More housing could transform the downtown core into a walkable neighborhood.

5.2 FOCUS COMMERCIAL DEVELOPMENT ON STRATEGICALLY LOCATED SITES

The demand for new commercial development in Williams is stagnant and unlikely to improve during the next decade. The emphasis should be to develop infill vacant and/or underutilized sites with housing while reserving only the most strategic intersections and sites for future commercial uses.

Rationale

Undeveloped and underutilized sites that are zoned for commercial uses can actually prevent revitalization by restricting the downtown's potential to become a dynamic walkable neighborhood mixed with commercial services. New commercial real estate is unlikely to be developed during the foreseeable future because of weak demand for new commercial services.

Supporting Data

Retail spending leakages are insufficient to expand commercial services for local residents. However, additional highway service businesses could be supported, which is reliant on developing sites that have easy automobile access and visibility.

5.3 IMPROVE SIGNAGE CONNECTING GRANZELLA'S WITH 7TH STREET BUSINESS ESTABLISHMENTS

Williams is fortunate to have excellent signage attracting I-5 travelers to Granzella's. However, Granzella's customers face confusing signage about other commercial services within the downtown core, and no signage is in place to attract Granzella's customers to the 7th Street business establishments. Improved signage is more likely to be funded with a public/private partnership that utilizes established economic development financing tools such as assessment districts, Business Improvement Districts (BIDs), Property Business Improvement

Districts (PBIDs), and/or Tourism Improvement Districts.

Rationale

The downtown sign advertising Louis Cairo's leaves Granzella's visitors with the impression that William's other destination restaurant no longer exists because of the sign's location on a vacant building that may need to be demolished. In actuality, Louis Cairo's is a

thriving business located less than two blocks from Granzella's.



5.4 OTHER STREETScape AND URBAN DESIGN IMPROVEMENTS

Improved crosswalks, sidewalks, benches, picnic tables and other streetscape improvements can attract Granzella's customers to visit other nearby commercial businesses. Public/private partnership initiatives that could fund streetscape improvements include the formation of assessment districts, Business Improvement Districts (BIDs), or Property Business Improvement Districts (PBIDs). The Community Development Block Grant program could also fund streetscape improvements.

Rationale

Pedestrian access between Granzella's and 7th Street requires visitors to cross the four-lane E street and walk alongside dilapidated and abandoned buildings. The visual barriers that constrain visitors from walking between the two commercial areas could be mitigated by urban design improvements.

5.5 SUPPORT MICROENTERPRISE FINANCING AND TECHNICAL ASSISTANCE

Most small business establishments in downtown Williams can be classified as microenterprises with 10 employees or fewer. The City should be pro-active to assist business owners to gain access to loans and the technical assistance necessary to expand earnings and employment. Specific initiatives that should be considered are listed below.

- Apply for CDBG Over the Counter Grants and Small Business Loan Fund Programs;
- Survey downtown businesses to determine their financing and technical assistance needs;
- Connect small business owners with local banks, credit unions and savings and loans, which can provide business owners with access to private capital; and
- Collaborate with the Chamber of Commerce to establish a SCORE program in Williams that can offer technical assistance for downtown entrepreneurs

Rationale

Some downtown establishments are hobby businesses opened only a few hours per day and/or a few days per week. Other establishments have owners that lack access to capital, a marketing budget, signage and/or store layout knowledge.

* * *

APPENDIX: REPORT TABLES

**Table 1
Population Growth Trends in Williams, Colusa County and California: 1990 - 2012**

Geographic Area	1990	2000	2006	2012	Annual Growth Rate	Annual Growth Rate	Annual Growth Rate
					1990-2000	2000-2006	2006-2012
California	29,760,021	33,873,086	36,399,700	37,678,600	1.3%	1.2%	0.6%
Colusa County	16,275	18,804	20,700	21,690	1.5%	1.6%	0.8%
Williams	2,297	3,670	4,880	5,250	4.8%	4.9%	1.2%

Data Sources: California Department of Finance and the US Census

Analysis: Wahlstrom & Associates

**Table 2
Population by Ethnicity in Williams, Colusa County and California: 2010**

Geographic Area	Total Population	Caucasian	Hispanic or Latino of any Race	Other	Percent Total	Percent Total	Percent Total
					Caucasian	Hispanic	Other
California	37,678,600	15,126,700	14,173,500	8,378,400	40%	38%	22%
Colusa County	21,680	8,630	11,950	1,100	40%	55%	5%
Williams	5,260	1,040	3,990	230	20%	76%	4%

Data Sources: U.S. Census 2010

Analysis: Wahlstrom & Associates

Note: Other Includes Asian, African American, American Indian, Other Races and Biracial persons

**Table 3
Population By Age
Williams, Colusa County, and California: 2012**

	Population Estimates					Total
	Age < 18	Age 18-34	Age 35-54	Age 55-64	Age 65 +	
California	9,983,400	8,763,700	10,554,000	4,379,000	3,998,500	37,678,600
Colusa County	6,840	4,400	5,510	2,560	2,370	21,680
Williams	5,250	1,378	1,268	426	438	8,760

	Percent Distribution by Age Group				
California	26%	23%	28%	12%	11%
Colusa County	32%	20%	25%	12%	11%
Williams	60%	16%	14%	5%	5%

Data Sources: US Census 2010 and Claritas

Analysis: Wahlstrom & Associates

**Table 4
Household Growth Trends in Williams, Colusa County and California: 2000 - 2012**

Geographic Area	2000	2006	Annual Growth Rate	2012	Annual Growth Rate	Annual Growth Rate
			2000-2006		2006-2012	2000-2012
California	11,502,870	12,324,900	1.0%	12,720,900	0.6%	0.8%
Colusa County	6,097	6,770	1.5%	7,150	1.1%	1.3%
Williams	1,067	1,430	4.3%	1,550	1.6%	3.2%

Data Sources: California Department of Finance; Claritas and the US Census American Community Survey Estimates

Analysis: Wahlstrom & Associates

Table 5
Average Household Income Trends
Williams, Colusa County and California 2000 - 2012

	2000	2007	2012	Real Income Change 2000 - 2007	Real Income Change 2007 - 2012	Avg. Rate of Income Change 2000 - 2007	Avg. Rate of Income Change 2007 - 2012
California	\$87,500	\$94,600	\$79,500	\$7,100	-\$15,100	1.3%	-4.3%
Colusa County	\$60,700	\$68,200	\$61,500	\$7,500	-\$6,700	2.0%	-2.6%
Williams	\$57,800	\$63,200	\$48,900	\$5,400	-\$14,300	1.5%	-6.2%

Data Sources: Claritas, the US Bureau of Economic Analysis and USA.com

Analysis: Wahlstrom & Associates

Note: Data is adjusted for inflation and rounded to the nearest \$100

Table 6
Household Income Distribution in Williams, Colusa County and California: 2012

Number of Households in each Income Bracket						Total Households
	< \$35k	\$35 to \$50K	\$50 to \$100K	\$100 to \$150K	> \$150k	
California	3,520,270	1,658,780	3,832,340	1,109,420	2,600,040	12,720,850
Colusa County	3,570	1,280	1,850	290	160	7,150
Williams	540	260	640	110	0	1,550
Percent Total						
California	28%	13%	30%	9%	20%	
Colusa County	50%	18%	26%	4%	2%	
Williams	35%	17%	41%	7%	0%	

Data Sources: Claritas, US Census, the American Community Survey Estimates and USA.com

Analysis: Wahlstrom & Associates

Table 7
California and Colusa County Employment Trends: 1990 - 2011

	1990	2000	2006	2011	Percent Total 2011	Job Growth 1990 - 2006	Job Growth 2006 - 2011	Annual Growth Rate 1990 - 2006	Annual Growth Rate 2006 - 2011
California									
Total Employment	12,505,100	14,768,000	15,435,500	14,445,700		2,930,400	-989,800	1.5%	-1.3%
Total Farm Employment	363,600	408,500	375,200	385,300	3%	11,600	10,100	0.2%	0.5%
Total Non-Farm Private Employment	10,057,900	11,966,800	12,608,000	11,661,800	81%	2,550,100	-946,200	1.6%	-1.5%
Colusa County									
Total Employment	6,410	7,400	7,890	7,960		1,480	70	1.5%	0.2%
Total Farm Employment	2,280	2,560	2,530	2,460	31%	250	-70	0.7%	-0.6%
Total Non-Farm Private Employment	2,870	3,070	3,300	3,430	43%	430	130	1.0%	0.8%
Utilities	40	50	60	10	0%	20	-50	2.5%	-29.4%
Construction	220	100	240	90	1%	20	-150	0.6%	-17.8%
Manufacturing	610	870	780	860	11%	170	80	1.8%	2.0%
Wholesale trade	150	320	430	610	8%	280	180	7.8%	7.2%
Retail	590	520	480	490	6%	-110	10	-1.5%	0.4%
Transportation & Warehousing	201	168	174	190	2%	-26	16	-1.0%	1.8%
Financial Activities	180	180	140	170	2%	-40	30	-1.8%	4.0%
Health Care	270	270	350	430	5%	80	80	1.9%	4.2%
Leisure & Hospitality	610	590	650	580	7%	40	-70	0.5%	-2.3%
Federal & State Government	180	170	140	150	2%	-40	10	-1.8%	1.4%
Local Government	1,080	1,600	1,920	1,920	24%	840	0	4.2%	0.0%

Source: California Employment Development Department and IMPLAN ES 202 Files

Analysis: Wahlstrom & Associates

**Table 8
Non-Agriculture Private Sector Employment by Industry Estimates in Colusa County and Williams: 2010**

	Colusa County Employment	Percent Total	Williams Employment	Percent Total	Williams Percent of Colusa County Employment
Construction	560	14%	80		14%
Manufacturing	730	18%	420	42%	58%
Wholesale Trade	540	13%	80	8%	15%
Retail Trade	490	12%	90	9%	18%
Transportation, Warehousing & Utilities	190	5%	60	6%	32%
Financial, Information, Real Estate	180	4%	20	2%	11%
Professional & Business Services	70	2%	10	1%	14%
Admin Support, Waste Management	220	5%	10	1%	5%
Health Services	420	10%	110	11%	26%
Leisure, Hospitality & Arts	610	15%	120	12%	20%
Totals	4,010		1,000		25%

Data Sources: California Employment Development Department, US County Business Patterns

Analysis: Wahlstrom & Associates

Note: Data does not include jobs generated by Federal, State and local government agencies or farm and mining-related employment

**Table 9
Visitor Spending Trends
Colusa County and California: 2000 - 2010**

	Employment Generated by Visitor Spending				
	2000	2006	Annual Growth Rates 2000 - 2006	2010	Annual Growth Rates 2006 - 2010
California	940,000	918,000	-0.4%	879,230	-1.1%
Colusa County	540	550	0.3%	490	-2.8%

	Visitor Spending				
	2000	2006	Annual Growth Rates 2000 - 2006	2010	Annual Growth Rates 2006 - 2010
California	\$90,030,000,000	\$92,800,000,000	0.5%	\$88,600,000,000	-1.2%
Colusa County	\$46,200,000	\$45,200,000	-0.4%	\$41,000,000	-2.4%

Data Sources: California Travel Impacts by County: 2000 - 2010

Analysis: Wahlstrom & Associates

Note: Visitor Spending and Industry Earning Values are Adjusted for Inflation and measured in \$2010

**Table 10
Taxable Retail Sales Trends
Williams, Colusa County and California: 2000 - 2010**

	Number of Retail Outlets			Annual Change in Percent of Outlets		Taxable Retail Sales			Annual Gain of Taxable Sales	
	2000	2006	2010	2000 - 2006	2006 - 2010	2000	2006	2010	2000 - 2006	2006 - 2010
California	380,414	488,998	649,119	4.3%	5.8%	\$363,512,391,000	\$420,824,903,000	\$326,777,717,000	2.5%	-4.9%
Colusa County	283	243	201	-2.5%	-3.7%	\$118,732,000	\$190,038,000	\$201,968,000	8.2%	1.2%
Williams	50	63	79	3.9%	4.6%	\$38,831,000	\$48,179,000	\$44,205,000	3.7%	-1.7%

Data Sources: California Board of Equalization

Analysis: Wahlstrom & Associates

Note: Taxable Sales Values are Adjusted for Inflation and measured in \$\$2011

**Table 11
Quarterly Taxable Retail Sales Trends
Williams, Colusa County, and California: 2010 - 2011**

	Taxable Retail Sales 2010 - 2011				
	Quarter #3 2010	Quarter #4 2010	Quarter #1 2011	Quarter #2 2011	Total Annual Sales
California	\$82,051,243,000	\$88,982,227,000	\$81,523,294,000	\$88,374,311,000	\$340,931,075,000
Colusa County	\$34,826,000	\$44,329,000	\$34,242,000	\$44,200,000	\$157,597,000
Williams	\$12,404,000	\$11,160,000	\$10,092,000	\$12,158,000	\$45,814,000

	Percent of Annual Sales Tax Revenues			
	2010	2010	2011	2011
California	24%	26%	24%	26%
Colusa County	22%	28%	22%	28%
Williams	27%	24%	22%	27%

Data Sources: California Board of Equalization

Analysis: Wahlstrom & Associates

Occupied Retail Space	Total Space
Apparel	
Clothing Stores	2,000
Shoe Stores	
Jewelry Stores	
General Merchandise Group	
General Merchandise	2,900
Warehouse Clubs & Superstores	
Drug Stores	1,200
Specialty Retail Establishments	
Cosmetic & Beauty Stores	
Health Supplement Stores	
Sewing & Needlework Stores	
Sporting Goods	
Hobby, Toy & Game Stores	
Musical Instruments	
Book & Music Stores	
Florists	400
Pet Supplies	
Smoke Shop	
Gift, Novelty & Souvenir Stores	
Used merchandise	
Food Stores & Restaurants	
Supermarkets & Grocery Stores	7,900
Convenience Stores	8,700
Specialty Foods	
Liquor Stores	1,800
Home Furnishings Group	
Furniture	1,100
Home Furnishings	
Office Supplies	
Household appliances	
Radio, TV & other electronics	400
Computer & software stores	
Camera & Photo supply stores	
Building Materials	
Building Materials	12,000
Nurseries & Garden Centers	
Paint shops	
Automotive Group	
Auto Parts	3,600
Tire Stores	
Food Services	
Full Service Sit Down Restaurants	19,200
Pizza Delivery & Restaurants	
Fast Food Restaurants and Take Out Sandwiches	14,400
Coffee Shops	
Ice cream & frozen yogurt shops	
Doughnut, bagels & bakery products	
Total Occupied Commercial Space	75,600

Source: Wahlstrom & Associates Field Survey, January 2013

Store Category	Williams Area Spending (1)	Sales Captured From Households (2)	Williams Area Spending Leakages (3)	Regional Capture (4)
Apparel				
Clothing Stores	\$1,289,000	\$555,000	\$734,000	\$0
Shoe Stores	\$158,000	\$0	\$158,000	\$0
Jewelry	\$175,000	\$0	\$175,000	\$0
Luggage & leather goods	\$11,000	\$0	\$11,000	\$0
General Merchandise Group				
Department Stores	\$1,252,000	\$0	\$1,252,000	\$0
Discount Stores & warehouse clubs	\$2,735,000	\$0	\$2,735,000	\$0
Misc. General Merchandise	\$255,000	\$490,000	\$0	\$235,000
Health & Personal Care Stores				
Drug Stores & Pharmacies	\$1,208,000	\$392,000	\$816,000	\$0
Cosmetic & Beauty Stores	\$62,000	\$0	\$62,000	\$0
Optical Goods Stores	\$48,000	\$0	\$48,000	\$0
Food Supplement Stores	\$29,000	\$0	\$29,000	\$0
all other health	\$53,000	\$0	\$53,000	\$0
Sporting Goods, hobby, book & music stores				
Sporting Goods	\$206,000	\$0	\$206,000	\$0
Hobby, Toy & Game Stores	\$93,000	\$0	\$93,000	\$0
Sewing, Needlework & Piece Goods	\$24,000	\$0	\$24,000	\$0
Musical Instruments & Supplies	\$34,000	\$0	\$34,000	\$0
Book Stores	\$100,000	\$0	\$100,000	\$0
Music Stores	\$21,000	\$0	\$21,000	\$0
Miscellaneous stores				
Gift, Novelty & Souvenir Stores	\$97,000	\$0	\$97,000	\$0
Used Merchandise	\$56,000	\$0	\$56,000	\$0
Pet Supplies	\$68,000	\$0	\$68,000	\$0
Art Dealers	\$51,000	\$0	\$51,000	\$0
Tobacco Stores	\$42,000	\$0	\$42,000	\$0
Other	\$123,000	\$0	\$123,000	\$0
Food Stores				
Supermarkets & Grocery Stores	\$2,787,000	\$8,128,000	\$0	\$5,341,000
Convenience Stores	\$125,000	\$1,371,000	\$0	\$1,246,000
Meat Markets	\$34,000	\$0	\$34,000	\$0
Seafood Markets	\$11,000	\$0	\$11,000	\$0
Fruit & Vegetable Markets	\$20,000	\$0	\$20,000	\$0
Candy, Ice Cream & Nuts	\$9,000	\$0	\$9,000	\$0
Other Specialty Foods	\$12,000	\$0	\$12,000	\$0
Liquor Stores	\$217,000	\$1,224,000	\$0	\$1,007,000

Continued next page

Store Category	Williams Area Spending (1)	Sales Captured From Households (2)	Williams Area Spending Leakages (3)	Regional Capture (4)
Home Furnishings Group				
Furniture	\$348,000	\$261,000	\$87,000	\$0
Home furnishings	\$299,000	\$0	\$299,000	\$0
Office Supplies	\$233,000	\$0	\$233,000	\$0
Household Appliances	\$105,000	\$0	\$105,000	\$0
Consumer Electronics				
Radio, TV & other electronics	\$404,000	\$98,000	\$306,000	\$0
Computer & software stores	\$119,000	\$0	\$119,000	\$0
Camera & Photo Supplies	\$23,000	\$0	\$23,000	\$0
Building Materials				
Home Centers	\$806,000	\$0	\$806,000	\$0
Paint & Wallpaper stores	\$60,000	\$0	\$60,000	\$0
Hardware Stores	\$120,000	\$918,000	\$0	\$798,000
Other Building Materials	\$699,000	\$918,000	\$0	\$219,000
Outdoor power equipment stores	\$34,000	\$0	\$34,000	\$0
Nurseries, Garden Centers & Florists	\$184,000	\$408,000	\$0	\$224,000
Automotive Group				
Auto Parts	\$257,000	\$8,455,000	\$0	\$8,198,000
Tire Dealers	\$176,000	\$0	\$176,000	\$0
Gas Stations	\$1,447,200	\$11,053,500	\$0	\$9,606,300
Non-store retailers	\$1,731,000	\$0	\$1,731,000	\$0
Food Services & Drinking Places				
Full Service Restaurants and Drinking Places	\$1,259,000	\$9,940,000	\$0	\$8,681,000
Limited Food Service Establishments	\$1,138,000	\$3,232,000	\$0	\$2,094,000
Ice Cream and Frozen Yogurt	\$19,000	\$0	\$19,000	\$0
Doughnut, Bagels and Bakery Shops	\$33,000	\$0	\$33,000	\$0
Coffee Shops	\$61,000	\$0	\$61,000	\$0
Other Snack Shops	\$29,000	\$0	\$29,000	\$0
Totals	\$21,000,000	\$47,400,000	\$5,300,000	\$37,400,000

Data Sources: Bureau of Labor Statistics Household Spending Surveys, U.S. Census of Retail Trade, Wahlstrom & Associates, Manta.com and corporate 10K reports

Analysis: Wahlstrom & Associates

Notes:

Column (1) Measures Total Consumer Spending by Store Type Among Residents Within Colusa County census tract 1.03 that includes Williams

Column (2) Estimates Actual (Not Taxable) Sales Captured by Business Establishments within Williams.

Column (3) Measures Net Spending Leakages by Store Type Comparing the spending by residents of Williams with sales captured by business establishments (Column 2 - Column 3)

Column (4) Summarizes the regional spending captured by businesses establishments in Williams

Appendix C: Code Review for Residential Infill Recommendations

The following document is a review of inconsistencies and proposed changes to the City code and development guidelines to enable medium density and infill residential designs shown in the Downtown Revitalization and Mobility Plan.



**City of Williams
Downtown Revitalization and Mobility Plan
City Code and Development Guidelines Analysis
For Residential Infill Design Recommendations**

June 2013

This report evaluates inconsistencies and identifies proposed changes to the City code and development guidelines to enable medium density and infill residential designs as depicted on Pages 25 and 26 of the Draft Downtown Revitalization and Mobility Plan (DRMP).

One of the primary strategies of economic revitalization of the Downtown is to increase the residential population in Williams to help improve local spending. As noted in the Economic Potential Report prepared for the DRMP, a key economic development strategy for the downtown area is to encourage infill housing and mixed use commercial and residential uses in the downtown core area: “more housing could transform the downtown into a walkable neighborhood.”

Residential infill concepts identified in the DRMP provide for higher densities than currently contemplated in the General Plan and Zoning Code. Secondary dwelling types such as Carriage Units would be located in the rear yards of existing housing sites that back up to alleys. The Narrow Single-Family dwellings typically have 40 foot lot frontages where most lots in and around the downtown have 70 to 80 foot widths. The duplex dwelling units results in multiple family attached units where current allowances are for single dwelling units only. The Plan provides examples of multiple family dwellings on larger lots and mixed use (live work) units. Multi-Generational Houses designs consist of multiple family housing units built in two or more buildings on single parcels. Cottage Court dwellings are detached or attached units clustered in multiple buildings on a parcel. Live/Work units are typically commercial uses on the bottom floor of buildings with residential units above. With exception of the Live/Work units, the Zoning Code would need to be amended to accommodate these alternative housing designs.

Excerpts from the City of Williams Downtown Revitalization and Mobility Plan:



The General Plan and Zoning Code currently don't have restrictions to density so the proposed concepts would fit into the City's policy and regulatory framework with some amendments to the Zoning Code. This Report looks at measures needed to amend the Zoning Code and the Design Review Manual to allow and encourage these types of residential designs in the Downtown area.

I. Historic Perspectives: The California gold rush established rapid expansion of agricultural development in the area. By 1863, the Central Pacific Rail Road was under construction as part of the plan to link the West and East coasts. Construction of the Northern Railway, a short line subsidiary of the Central Pacific, linked agricultural communities on the west side of the Sacramento Valley. Recognizing the railroad's plans, William H. Williams advertised town blocks of 125 by 150 feet each with 16 lots per block in Williams. These lots provided opportunities for mixed development of commercial and residential in the Downtown.

II. Lot Orientation: Reviewing the Assessor Parcel Maps for the Downtown, a typical block consists of a 400' x 150', divided into 16 legal lots consisting of about 150' X 25' each. Blocks are generally separated by alleys. Legal lots are then consolidated into larger lots to accommodate more conventional development and related improvements, with parcels consisting

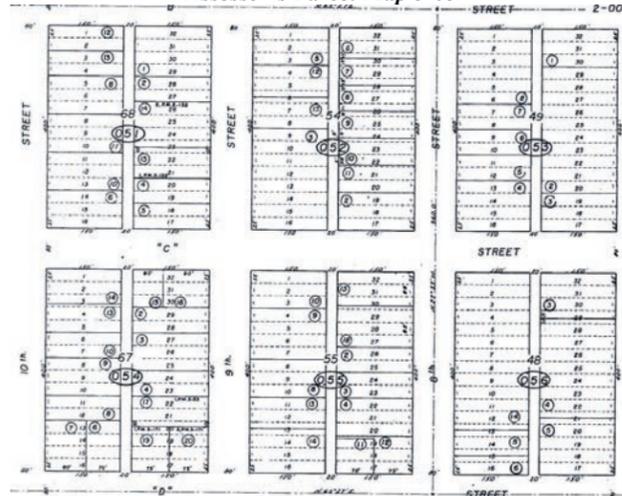
of between 50 and 80 foot widths. Refer to Assessor's Map 5-05 which shows typical lot orientations in the Downtown.

Relative to "Carriage Units", "Narrow Single Family House", and "Duplex" design recommendations, which in many cases consist of fitting in detached dwellings facing alleys and building constructed on narrow lots, as depicted in the DRMP, these designs are well suited to placement on the narrowly configured lot orientation of the Downtown. Main streets in the Downtown residential areas are paved and have a mix of road widths of between 40 and 60 feet, some with and some without sidewalks. Alleys are often unpaved and when they are paved they are generally in poor condition with potholes and eroded drainage channels making it a challenge to negotiate. Development of dwellings on alleys, where parking access is emphasized along the alleys, such as "Carriage Units", would be impacted by having to improve alley access to them.

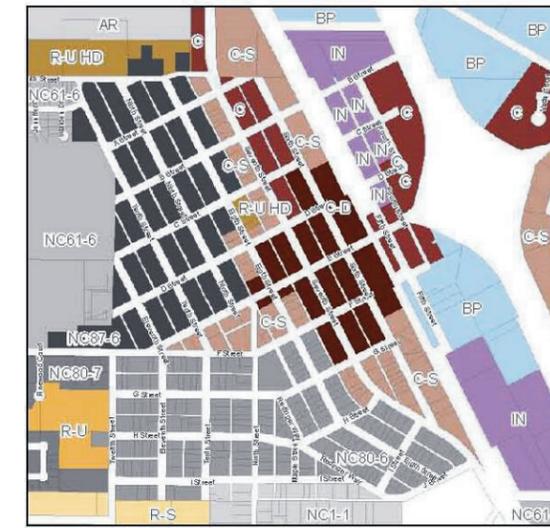
III. Zoning Code Amendments: The City adopted a comprehensive Zoning Code last year to implement the City's new 2010-30 General Plan. The Code is less ridged than the previous Code in allowing more mixed use development and more creative building design, suitable for the proposed higher density narrow housing designs recommended in the DRMP. Although specific building setbacks are not referenced for these recommended designs, they appear to maintain a standard 20 foot front yard setback from the main street, five foot side yard setbacks with little or no setbacks along the rear where they face alleys.

Most of the residential areas in the Downtown are zoned Neighborhood Conservation (NC) in the Code and these districts are further broken down into six sub-districts (refer to Zoning Map Inset). Most of the residential land north of E Street in the Downtown is zoned NC-87-6. Most of the residential land south of E Street in the Downtown is zoned NC-80-6.

Assessor's Parcel Map 5-05



Downtown Inset



Each sub-district in the NC Zone has lot design standards as shown in Table 17.01.020.2 of the Zoning Code. Existing lots in the NC district that may not comply with these standards are considered conforming to the Code, however. Minimum lot area, lot width and coverage standards under either of these zone sub-districts would not permit the development of the residential building designs recommended in the DRMP. Recommended changes to the Code, Table 17.01.020.2 are shown in blue.

Table 17.01.020.2

Neighborhood Conservation Subdistricts

Subdistrict	Minimum Lot Area	Minimum Lot Width	Building
-------------	------------------	-------------------	----------

	(for New Lots)	(for New Lots)	coverage
NC61-6	6100 sq. ft.	60 ft.	50%
NC80-6	8000 sq. ft. (*Except for)	40 ft.	25%
NC80-7	8000 sq. ft.	40 ft.	25%
NC87-6	8700 sq. ft. (*Except for)	60 ft.	40%
NC1-1	1 acre	100 ft.	25%

* Carriage and Narrow Single Family Units in which case the lots may be reduced to 5,000 square feet in area.

Table 17.01.030.4 of the Code restricts the types of residential units allowed in various Zoning Districts. Single Family, Manufactured Single Family and Secondary Dwellings are the only residential uses permitted in the NC District. Duplex units are not allowed in the NC Zone. Therefore, to accommodate duplex residential development in the Downtown NC sub-districts, areas as recommended in the DRMP, changes referenced in blue are suggested:

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Table 17.01.030.4 Residential and Institutional Uses										
Land Use	Zoning Districts									
	Residential				Business & Commercial		Mixed Use	Industrial		Agriculture & Open Space
	R-E	R-S	R-U; R-U HD	NC	C-S	C	C-D	BP	IN	AR
Residential Uses										
Single-Family Detached (see E., below for R-U HD District)	P	P	P; -	P	-	-	-	-	-	P
Manufactured Home (see E., below for R-U HD District)	L	L	L; -	L	-	-	-	-	-	L
Patio House (see E., below for R-U HD District)	-	L	L; -	-	-	-	-	-	-	-

Table 17.01.030.4 Residential and Institutional Uses										
Land Use	Zoning Districts									
	Residential				Business & Commercial		Mixed Use	Industrial		Agriculture & Open Space
	R-E	R-S	R-U; R-U HD	NC	C-S	C	C-D	BP	IN	AR
Duplex (see E., below for R-U HD District)	-	L	L; -	L	-	-	-	-	-	-
Townhome (see E., below for R-U HD District)	-	-	L; -	L	-	-	L	-	-	-
Carriage Units (NC87-6 and 80-6 only)										
Narrow Single-Family Units (NC87-6 and 80-6 only)				L						
Cottage Court Units (NC87-6 and 80-6 only)				L						
Live-Work (see E., below for R-U HD District)	-	-	L; -	L	-	-	L	-	-	-
Multi-Generational Housing (NC87-6 and 80-6 only)				L						
Secondary Dwelling Units	L	L	-	L						
Multiplex / Multifamily (see E., below for R-U HD District)	-	-	L; L	-	-	-	L	-	-	-

"P" means that the use is Permitted, subject to the standards that apply to all permitted uses. The use is approved by the Director.

"L" means that the use is a Limited Use which is permitted as of right and ministerially approved by the Director, subject to:

1. The standards for permitted uses that are set out in this Zoning Ordinance and
2. The applicable limited use standards for the specified use.

"-" means that the use is Prohibited in the specified zoning district.

To accommodate residential design recommendations from the DRMP, amendments will need to be made to Section 17.02.090.8 of the Code regarding off street parking requirements. Also, as

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recommended for residential uses within the Downtown, the DRMP recommends reductions in off-street parking requirements. The following recommended revisions are shown in red:

17.02.090.8 Required Parking and Loading for Residential Uses

A. Required Number of Spaces. The parking requirements for residential uses are set out in Table 17.02.090.8, Required Parking and Loading for Residential Uses.

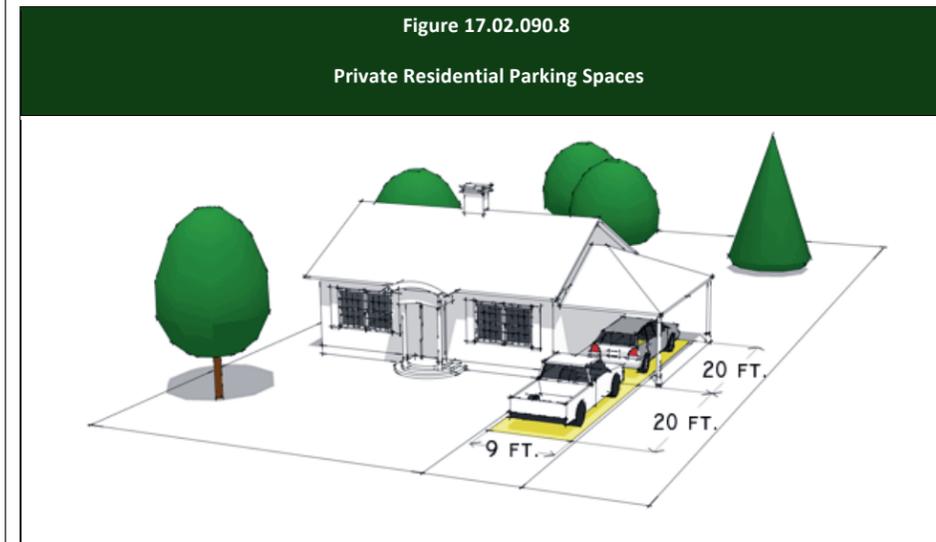
Table 17.02.090.8 Required Parking and Loading for Residential Uses		
Use	Parking and Loading	
	Required Parking Spaces	Required Loading Spaces
Single Family Detached	2 spaces / dwelling unit	N/A
Single Family Attached	2 spaces / dwelling unit	N/A
Multiplex and Multifamily	1 space per studio or 1 bedroom dwelling unit 1.2 spaces per bedroom for 2+ bedroom dwelling unit All + 1 guest space per 4 dwelling units	1 space per 20 dwelling units in a vertically mixed-use building; not required in other configurations
Carriage, Cottage Court, Multi-Generational, Narrow Single Family and Duplex Units located in the NC80-6 and NC-87-7 Zoning Districts	1 space per unit	N/A
Manufactured Home (outside manufactured home park or subdivision)	2 spaces per dwelling unit	N/A
Manufactured Home (inside manufactured home park or subdivision)	2 spaces per dwelling unit + 1 guest space per 4 dwelling units	N/A
Community Homes	As required for housing type	N/A
Live-Work Units	2 spaces per dwelling unit	N/A
Senior Independent Living Center	1.2 spaces per dwelling unit	N/A
Emergency Shelter	1.5 spaces per projected household capacity	1 space per every shared kitchen facility; not required if kitchen facilities are not shared.

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Table 17.02.090.8 Required Parking and Loading for Residential Uses		
Use	Parking and Loading	
	Required Parking Spaces	Required Loading Spaces
Secondary Residential Unit	1 additional space per secondary unit	N/A

B. **Parking Space Design for Non-Multi-Unit Residential Uses.** Parking spaces for single family attached and detached residential uses, for live-work units, and for manufactured homes outside of a manufactured home park or subdivision that are located in private garages, carports, or individual driveways are not required to be marked. An area on a private residential lot is considered a parking space if:

1. The area is at least 9 feet by 18 feet in dimension;
2. The area does not encroach upon a public sidewalk;
3. The area is hard-surfaced; and
4. The area is accessible from the street or alley. See Figure 17.02.090.8 , Private Residential Parking Spaces.



C. Single Family and Duplex Parking.

1. No more than one required off-street parking space may be located in the front or street side yard.
2. No more than one driveway per street frontage may be extended from the edge of the public street to the property except where the total width of the street frontage is eighty feet or greater, or where a circular driveway is utilized.
3. The width of paved surfacing for parking in the required front yard area shall be limited to a maximum of forty percent of the width of the front yard and no more than 20 feet, whichever is greater.

D. Parking Area Design of Multi-Unit Residential Parking. Parking spaces for multifamily, multiplex, senior independent living centers, and emergency shelters shall meet the requirements specified in the City's Design Review Manual.

E. Covered Parking.

1. A minimum of one of the required parking spaces for a single family home shall be covered. Single family homes in the NC-80-6 and NC-87-6 Zone District are exempt from this requirement.
2. The cover shall be architecturally integrated into the main structure.

To accommodate Carriage Units recommended in the DRMP, the Table 17.01.060.1 would need to be amended to allow encroachment within the rear yards of NC-87-6 and NC-80-6 Zones as follows:

Table 17.01.060.1 Permitted Projections into Required Yards			
Location / Projection	Permitted Encroachments		
	(A) Into Yard	(B) From Lot Line	(C) Into Right-of-Way
All Yards			
Awnings without supports that extend to ground, not less than 8 feet above sidewalk, and no interference with traffic flow	To the lot line	Generally 2 ft.; 0 ft. in C-D	Generally not permitted; 10 ft. in C-D over a sidewalk or pedestrian area or on sites with frontage along the downtown fringe streets, but not closer than 5 ft. from back of curb
Steps, 4 feet or less above grade,	Permitted as necessary for	Permitted as	Permitted as necessary for pedestrian access; shall

Table 17.01.060.1 Permitted Projections into Required Yards			
Location / Projection	Permitted Encroachments		
	(A) Into Yard	(B) From Lot Line	(C) Into Right-of-Way
which are necessary for access to a building, or for access to a lot from a street or alley	pedestrian access	necessary for pedestrian access	not interfere with vehicular traffic
Chimneys	2 ft.	-	Not permitted
Arbors and trellises	-	5 ft.	Not permitted
Flagpoles	-	5 ft.	Not permitted
Front Yard			
Overhanging eaves and gutters	2.5 ft.	-	Generally not permitted; permitted in C-D or on sites with frontage along the downtown fringe streets but shall not interfere with vehicular traffic in the roadway or with pedestrian traffic along the sidewalk
Outdoor dining area in conjunction with an existing restaurant	To the lot line in C-D and along the downtown fringe streets	0 ft. in C-D and along the downtown fringe streets	Generally not permitted; 10 ft. in C-D over a sidewalk or pedestrian area and along the downtown fringe streets, but not closer than 5 ft. from back of curb
Patios or decks, provided that decks are not more than 6 feet above grade	15 ft.	5 ft. or width of bufferyard, whichever is greater	Not permitted
Side Yard			
Overhanging eaves and gutters	2 ft.	1 ft.	Generally not permitted; 5 ft. in C-D or on sites with frontage along the downtown fringe streets over a sidewalk or pedestrian area and along the downtown fringe streets, but not closer than 5 ft. from back of curb
Air conditioning units	6 ft. if screened from view by a fence, wall, or hedge that is one foot taller than	2.5 ft.	Not permitted

Table 17.01.060.1
Permitted Projections into Required Yards

Location / Projection	Permitted Encroachments		
	(A) Into Yard	(B) From Lot Line	(C) Into Right-of-Way
	the equipment		
Decks, less than six feet above grade	-	3 ft.; 0 ft. if located adjacent to permanent open space	Not permitted
Decks, six feet or more above grade	Generally 6 ft.; 0 ft. in C-D and on sites with frontage along the downtown fringe streets	Generally 2 ft.; 0 ft. in C-D	Not permitted
Rear Yard			
Overhanging eaves and gutters	2.5 ft.	1 ft.	Generally not permitted; 5 ft. in C-D or on sites with frontage along the downtown fringe streets over a sidewalk or pedestrian area and along the downtown fringe streets, but not closer than 5 ft. from back of curb
Air Conditioning Units	6 ft. if screened from view by a fence, wall, or hedge that is one foot taller than the equipment	5 ft.	Not permitted
Carriage, Cottage Court, and Multi-Generational Units in NC87-6 and NC-80-6 Zone Districts Only		<u>2.5 ft</u>	<u>Not Permitted</u>
Decks, less than six feet above grade	-	10 ft.	Not permitted
Decks, six feet or more above grade	15'	5 ft.; 0 ft. if located adjacent to permanent open space	Not permitted

To accommodate Carriage, Cottage Court, Multi-Generational Units and Narrow Single Family Units in the Downtown residential areas new definitions should be added to Section 17.06.320 of the Code as follows:

Carriage Unit means small single-family detached residences, with first floor areas of less than 1,000 square feet, which face directly on an alley, located behind an existing house on the same lot as a secondary dwelling which may be located in the NC-80-6 and NC-87-6 Zoning District Refer to Figure 17.06.320Aa.

Figure 17.06.320 Aa

Carriage Unit



Carriage Unit

Accessory units behind single-family homes are a relatively simple option to increase downtown residences. They can be developed with new homes or built on lots behind existing homes to provide affordable rental opportunities and supplemental income for home owners. These second units can also, offer flexibility to families by providing housing for aging parents, young adult sons and daughters, or extended families desiring to live within close proximity to each other.

Cottage Court Unit means small single-family detached or attached residences, with the first floor of less than 1,000 square feet, which are closely spaced with common open space located in the NC-80-6 and NC-87-6 Zoning District Refer to Figure 17.06.320Ab .

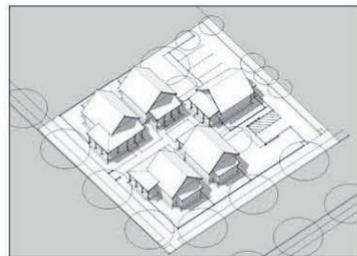
Figure 17.06.320 Ab

Cottage Court Unit



Cottage Court

Detached or attached cottages around a common court are another option to add more residences to support downtown. This type of housing increases density while fitting comfortably into single-family neighborhoods. Cottage courts also provide smaller unit options that balances individual living spaces and sense of community. They can be especially attractive for young individuals and senior adults, or young families seeking quality common space.



3-D detached courtyard housing plan.



Attached cottage courtyard.



Attached courtyard units.



Detached cottage courtyard.

Multi-Generational Unit means multiple family housing units built in two or more buildings on a lot located in the NC-80-6 or NC87-6 Zoning District. Refer to Figure 17.06.320 Ba.

Figure 17.06.320 Ba

Multi-Generational House



Multi-generational house floor plan.

Narrow Single Family Unit means a detached residence housing a maximum of one family located on an individual lot that has a street frontage generally 40 feet in width with off street parking located either in the front or the back from the alley located in the NC-0-6 or NC87-6 Zoning District. Refer to Figure 17.06.320 Ca.

Figure 17.06.320 Ca

Narrow Single-Family House



Narrow Single-Family House
Small lot homes can increase density in the downtown area with well-designed single and two story housing types. Garages are set back, detached, tucked under a portion of the dwelling space, or located behind the house where there are alleys, enabling more housing street frontage under the narrower condition. Reducing the prominence of garages allows for more windows, entrances and porches to address the street, adding personality, watchfulness, safety and security to the streetscape and neighborhood.



Narrow lot house with detached garage.



Narrow lot house with recessed garage and room above.



Narrow house with broad porch and alley-accessed garage in back.

IV. Design Review Manual: Next to the Zoning Code, the Design Review Manual is the primary tool to guide future development of the City. Like the Zoning Code, it provides development design standards, such as parking and landscaping to articulate the City's future urban fabric. They provide a context for future design themes for various neighborhoods in the City. These geographical sections are then divided into preferential design characteristics for residential, commercial, and industrial development. Section IV of the Guidelines Chapter, address preferential design in the Historic area, but this is focused on the commercial areas of the

Downtown. Section I of the Guidelines Chapter, addresses preferential design for various levels of residential, single family and multiple family developments. To emphasize medium density and infill housing development in the Downtown and surrounding area, as recommended in the DRMP, these sections of the Guidelines should be amended.

Specifically, Residential Goals and Design Intent need to include goals associated with residential infill in and around the Downtown. Single Family and Multi-Family design guideline sections should be enhanced to include details of Carriage Units, Narrow Single-Family House Design, Duplex unit Cottage Court, Multi-Generational Housing and Live/Work designs. Section IV of the Guidelines also need to address residential design recommendations of the DRMP. Graphics, photos and text from the DRMP residential designs could easily be incorporated into these sections of the Manual for consistency with the Zoning Code and for enhancement of residential infill opportunities in the Downtown.