

Implementation Programs

The following programs organize implementing actions to correspond with how they are likely to be administered. While many goals and strategies are organized by District, many implementing actions will cut across district boundaries and fall within functional areas. Implementation programs highlight and integrate related activities.

Commercial Revitalization

Retail-Entertainment Recruitment

IP-1 Recruitment Manager. Working in partnership with Marysville stakeholders, a recruitment manager should be assigned with identifying, screening, and pursuing “catalytic” and “synergistic” retailers (rather than rely solely on property owners and leasing professionals who advertise and then wait passively for prospective tenants). Ideally, the manager would manage other programs recommended by this Plan. See GG-35 and GG-36. The recruitment manager should have command of retail demand factors, including but not limited to:

- promoting Marysville as cultural and commercial destination, in terms of marketing and incentives (see GG-10, GG-20 and GG-21);
- drawing from analogous markets elsewhere and demographic submarkets (see GG-1: *New submarkets*);
- delivering value-oriented retail (see GG-2: *Value-oriented retail*);
- assembling a compelling collection of mutually-reinforcing commercial uses (see GG-3: *Retail anchors and clusters*);
- capitalizing on regional thru-traffic (see GG-15 and GG-16);
- working to pre-empt loss of existing shops. See IP-14: *Business Retention*;
- attracting college students and youth with cafes and activities that allow them to socialize and study (see GG-19: *Families and Youth*);
- complementing Marysville’s small town character (see GG-6); and
- bring a track-record with similar projects and dedication to collaboration and partnership.



Existing retail strengths. Downtown Marysville continues to have some strong retail attractions.



Need for retail revitalization. Vacancy rates have increased over recent years.

The recruitment manager should work closely with merchants, landlords and brokers, to cultivate support and align interrelated activities. The retail recruitment manager should begin by engaging merchants, landlords and brokers to understand issues and concerns, discuss strategies, and previewing recruitment ideas. To assist with outreach and coordination, forming business associations is encouraged. *See GG-28 – GG-32.*

- IP-2 E Street Priority.** Make attracting food, entertainment and retail uses to E Street a top near term, priority. Recruitment manager outreach should focus on those with holdings on or active along the E Street Focus Area and D Street. Emphasize family food and entertainment as being the most promising catalysts, particularly by targeting regional “chainlets” rather than national chains. Push for unique, attention-grabbing concepts to entice visitors and communicate Marysville’s revitalization. Start a pop-up program to incubate local or regional entrepreneurs.
- IP-3 Leasing Brochure and Website.** Publish a leasing brochure and website that highlights Marysville’s advantages as a retail location and programs that support new businesses. Develop persuasive narrative that presents compelling data, cites relevant analogs, shares local merchant success stories, and informs prospective tenants of local retail programs and resources.
- IP-4 Information Clearinghouse.** Compile, analyze and offer easy downloadable access to information of interest to prospective tenants, including information that is not readily available to or easily obtainable by prospective tenants, leasing professionals or property owners, such as a database of all available spaces, number of daytime workers, new projects and initiatives, specifics on permitting procedures process, and available programs and resources, such as façade improvements and merchandizing programs.
- IP-5 Retail-Entertainment Prospects.** The retail recruitment manager should devise and pursue a list of targets, focusing on ones that would be transformative for Marysville yet too risky and time-consuming for property owners and leasing professionals to spend time and resources trying to attract. These include:
- **Unique, attention-grabbing food, drink and entertainment concepts** (including live music/performance venues) for the E Street Focus Area, concentrating on regional and local chain-lets that have



Existing marketing. Commercial revitalization initiatives should build on existing efforts.

previously opened and thrived in other analogous districts at roughly similar points in their respective evolutions.

- **Modestly sized “mini-anchors”** for larger spaces along D Street like, for instance, an outdoors outfitter, discount variety retailer, family clothing store, Latino-oriented grocer, medical clinic, etc.
- **Other in-line tenancies along D Street** that cater to underserved sub-markets and/or synergize with existing niches, like, for example, a café that doubles as a “Third Place” for area students and young adults, “farm-to-fork” businesses that feature locally-grown foods (e.g. peaches, nuts, honey, rice, wine, etc.), consignment/vintage stores that appeal to a similar customer as the antique dealers, etc.
- **Additional locations of well-established and popular businesses** from Chico, Grass Valley and other destinations along SR 70/20, for the retail component of the new Washington Gateway Park.

In developing this list, the recruitment manager should use as a starting point the enclosed table indicating “Initial List of Promising New Retail Types” and should continuously update it as trade area demographics and retail industry trends evolve. Avoid prospects that cannot be accommodated in available space controlled by willing landlords.

IP-6 Mini-Anchors. Try to attract “mini-anchors” that use compact urban formats, such as discount variety retailers, sporting equipment, or family clothing stores. Identify larger development opportunity sites, such as vacant lots, parking lots, and underutilized buildings (low-rise and non-historic), and seek developer and retailer interest in these sites for mini-anchors. Examples include the 27,000 sf parcel at 520 D Street, the 12,000 sf parcel at 519 D Street, and “Mervyn’s” parking lot.

IP-7 Retail Incubation. Actively support existing cottage industry, nano and micro-entrepreneurs, vendors, local crafts and makers with a program that outlines what the path to business growth looks like in Marysville. The businesses that relate to the historic and cultural themes would do especially well; manufacturing of tech and sensors relating to agriculture, crafts and gifts to support visitors and the ride out hospital patients and families, and retail that offers a unique service or skilled workshop related to the themes outlined above, like saddle making or cooking classes. Encourage new

Initial List of Promising New Retail Types

Marketing strength of promising uses has not been validated through research. Some uses may need to be combined to become economically feasible.

FOOD SHOPS

Wine shop & tasting room
Olive oil shop & tasting room
Local nuts and honey
Local fruit
Cheese shop
Specialty foods
Ethnic grocery stores

FOOD SERVICE

Family Restaurant
Family entertainment restaurant
Brewpub & restaurant
Coffee house / cafe
White tablecloth restaurant
Student-serving wi-fi cafe

GOODS AND SERVICES

Apparel
Sporting goods
Recreational outfitters
(fishing, camping, ect.)
Leather and western goods
Candles and other wax products
Florist, gifts & greeting cards
Toys and games (all ages)
Kitchen & culinary supplies
Household items
Fabrics & other soft goods
Taxidermy
Electronics
Computers & repair
Salon & Beauty products
Art galleries
Art supplies

NEAR HARDWARE STORE

Architectural lighting
Gardening supplies
Home decorating

ENTERTAINMENT

Multiplex cinema
Bar-restaurant with live music
Game arcade
Indoor shooting range
Riverfront Park amphitheater
Heritage crafts and education

PRODUCTION RETAIL (B Street)

Coffee roasting
Winery
Brewery
Apparel and leather goods
Motorcycles & off-road vehicles
Architectural salvage
Micro manufacturing
Agricultural equipment
and technologies

WATERFRONT / STADIUM AREA

Restaurant
Ice cream
Bicycle rentals
Boat rentals

VISITOR SERVICES

Visitor center
Visitors resources
“Merchant ambassadors” program
Itinerary assistance



Live music. Live music and performance should be encouraged to add vitality and attract more visitors.

restaurants, tasting rooms, market halls, and outlet stores, which feature locally grown foods, such as peaches, nuts, honey, rice, and wine.

- IP-8 Live Music and Performance.** Encourage live music and performance, particularly as might appeal to Marysville submarkets and regional submarkets, such as Beale Airforce Base residents. Encourage near-term “pop ups,” such as short term events in an otherwise vacant storefront. Also pursue long-term growth in music and performance, such as by restoring the State Theater and other performance space.
- IP-9 Incentives for Retailers.** Support retailers by helping to maintain a high-quality shopping experience, especially along pedestrian-oriented retail streets. *See IP-15 – IP-22.* Develop a package of inducements so to incentivize a desired retail mix with, for example, low-interest loans to help with build-out costs or façade improvement, expedited or “concierge” permitting to accelerate store openings, and ways to lower build-out and move-in costs.
- IP-10 Habitat for Humanity Site.** Approach Habitat for Humanity, the current owner of this site, about the potential for redeveloping all or part of the site. Work with Habitat for Humanity to find and reach agreements with development partners. Maintain a ground-floor retail frontage along D Street, and try to recruit “mini-anchors.” Upper story uses are encouraged, and upper story housing would fit well with Habitat for Humanity’s mission. Consider a publicly-accessible parking garage as part of redevelopment, to take advantage of easy access from E Street via 3rd Street. *See IP-64.*
- IP-11 Non-Retail Magnets.** The City should support and continue to lure non-retail destinations that attract large numbers of visitors, such as community theaters, art galleries, libraries, museums, a visitors center, pop-up events, large educational institutions, etc.
- IP-12 Pop-Ups and Temporary Retail.** Allow occasional use of vacant lots and surface parking lots by food trucks, sidewalk florists, and other concession carts. Consider commercial concessions in public parks. *See IP-102, IP-106 and IP-109.*

Allow and encourage low-cost, short term use of existing buildings, vacant lots and parking lots, such as use of vacant storefronts for art shows and music events. The recruitment manager should devise a program for “temporary retail” program to offer low-cost/low-risk opportunities for a range of businesses and uses.

- IP-13 Reluctant Landlords.** Engage property owners who control vacant retail space to understand and help address obstacles to leasing, such as with short term lease templates, graduated rents, facade improvement programs or other incentives. Help connect prospective tenants with these opportunities.
- IP-14 Business Retention.** Try to preempt loss of existing shops. Work with existing merchants to identify businesses at risk and connect them to education and other assistance. *See IP-15 and IP-17.*

Retail Presentation

- IP-15 Merchandising.** Provide training and information to retail businesses on how to improve the physical presentation of goods and services, in the store and from the street. Emphasize display windows as seen at night by offering low-cost low-energy display lighting (possibly with assistance from PG&E), along with technical design assistance. Allow retailers freedom to develop signage that can grab attention.
- IP-16 Technical assistance workshops.** Sponsor workshops open to all merchants and required of those receiving financial assistance from the public sector, these seminars, to be designed and conducted by local service providers and/or industry experts (if not already), would cover a wide range of subjects, including aesthetics and cosmetics, merchandising and pricing, marketing and social media, operational standards, etc.
- IP-17 Façade Improvements.** For existing buildings with retail, establish a low-cost revolving loan fund or matching grant program for improvements including architectural lighting, awnings and signage. With new construction or major renovations, encourage architectural lighting along shopping streets. To guide such improvements, solicit and offer free or low-cost technical assistance from design professionals. Consider incentives and/or fines to motivate property owners to clean and fix broken awnings, signs and windows. clean and fix broken awnings, signs and windows.



Retail presentation. Many merchants give careful consideration to how merchandise is displayed and lighted, which should be encouraged among all merchants.



Retail at night. Merchandise can be made more appealing by how it is lighted. Retail streets are more attractive when most retailers light merchandise at night.



Empty storefronts. Work with property owners to properly maintain buildings and make them more attractive, particularly at night.

IP-18 Nighttime and Weekend Presence. In an effort to encourage later opening hours and improve perceptions of safety, the City should work with PG&E and design professionals to offer low-cost, low-energy lighting of window displays that would remain on until 10 pm or later, even when the business itself is closed, starting with a demonstration project that focuses on certain blocks and times, so as to concentrate and test the impact. Encourage store owners to stay open in evenings and/or weekends.

IP-19 Empty Storefronts and Lots. Improve the presentation of empty storefronts by working with property owners to create immediate visual interest with a turn-key flexible space that is clean, painted, and well lighted during evenings. Consider how to allow and encourage improvements to empty storefronts and lots, such as direct grants, low-cost loans, tax abatements, and technical assistance. Allow occasional (weekly or monthly) use of vacant lots and surface parking lots by food trucks and merchandising carts. *See IP-19.* Encourage temporary pop-ups and temporary retail in empty storefronts and lots (see above).

IP-20 Cleanliness and Maintenance. Keep shopping streets in pristine condition. *See IP-87.* Provide assistance to merchants and property owners to quickly remove or paint over graffiti.

IP-21 Public Safety Specialist. Retain a specialist to work with City officials and law enforcement personnel to improve perceptions of public safety, particularly from the perspective of demographic groups who feel more vulnerable such as women and senior citizens. Emphasize environmental design, community watch programs, and public information, as crime levels are actually low.

IP-22 Street Improvements. Maintain pedestrian-friendly sidewalks and amenities along “Pedestrian-Oriented Retail Streets. *See “Priority Corridors Diagram” and IP-70 – IP-76.* Provide generous street lighting along pedestrian-oriented retail streets, especially along sidewalks. Avoid construction activities that could put stores out of business.

Other Commercial Uses

IP-23 Medical-Related Uses and Lodging. The recruitment manager should coordinate recruitment efforts for new

medical-related employment (*see MD-1*) and a quality hotel (*see GG-11*) in partnership with Rideout Medical Center.

- IP-24 **Entrepreneur Space.** Consider enterprise programs that can help small businesses get started within the local economy. Promote shared work space formats that offer small businesses flexible work stations and shared facilities like conference rooms, printers, and kitchenettes. Flex spaces could also be used for business training and connect to local art and other programs.
- IP-25 **Gold Sox Precinct.** Adjacent to the Gold Sox stadium, encourage a waterfront food concession and other complementary uses. *See LD-10 and LD-11.*
- IP-26 **B Street Corridor.** Explore the potential for new light industrial and warehouse uses with consumer outlets along B Street, such as wineries with tasting rooms, breweries with brew pubs, food processing and outlets, apparel distributors with retail, etc. Also explore the potential for redevelopment of underutilized parcels by meeting property owners and presenting information on potential development yield and possible financial incentives. *See IP-65 – IP-68.*
- IP-27 **Lofts and At-Home Businesses.** Encourage conversion of vacant structures and poorly-performing industrial buildings into live-work lofts, art studios, and other work space. Continue to allow at-home businesses and other live-work arrangements.

Funding for Commercial Revitalization

- IP-28 **Grants.** Government and private foundation grants are available for the improvement and maintenance of “main street” districts, local museums, art and performance venues, and historic preservation. Examples include the National Endowment for the Arts’ “Our Town” grants and The Knight Foundation’s “community initiatives.”
- IP-29 **Business Improvement District (BID).** While a BID was recently disbanded, a carefully cast BID could be effective at funding cultural marketing and commercial revitalization activities. In a BID, business owners and/or property owners within a specific geographic area agree to pay an annual assessment, which is then used to fund a wide range of services such as enhanced maintenance and security, marketing and promotional support, and special programs and events. Assess-

ments in a BID are usually collected by the City but are frequently administered by a business association or similar nonprofit group. BIDs can only be formed with a majority agreement among those assessed.

- IP-30 Transient Occupancy Tax (Hotel Tax).** Local governments often dedicate a portion of TOT tax revenues for activities that promote the community as a tourist destination (which in turn increases overnight stays and TOT revenues).
- IP-31 Donations and Volunteers.** The donations of labor and cash by service organizations, private groups, or individuals could significantly augment the cost cultural marketing and commercial revitalization activities, but are often insufficient to sustain programs over time.



Calendar of events. Continue to encourage Marysville's exceptional calendar of events, such as the Bok Kai Festival (shown).

Cultural Marketing

Marketing Information

- IP-32 Marketing Manager.** Working in partnership with Marysville stakeholders, a marketing manager should be assigned with developing and disseminating information on Marysville’s destinations and themes (*see GG-8: Cultural Themes and Destinations*) with specific activities noted below. Ideally, the manager would manage other programs recommended by this Plan. *See GG-35 and GG-36.* Cultural marketing should also highlight attractions and events associated with Marysville’s parks and trails. *See IP-98, IP-99, IP-102, IP-106 and IP-109.* The marketing manager should also help promote consistent branding, support event planning, and encourage tours. *See IP-42 – IP-47.*
- IP-33 Itinerary-Focused Marketing.** Develop an itinerary based marketing plan to encourage visitors to explore Marysville’s unique cultural themes and destinations. *See GG-8: Cultural Themes and Destinations.* The marketing plan should include, but is not limited to, the following elements.
- IP-34 Itineraries, Articles and News Releases.** Suggest and encourage itineraries of interest to cultural tourists, and generate articles focusing on Marysville’s themes and events, for publication in: travel magazines and travel websites, Bay Area and Sacramento newspapers, and other publications. (For example, identify farms open to the public and local farm-to-fork eateries, and communicate this information within an article of interest to food bloggers.) Assist authors by offering access to archives with articles, press releases, historic research, and digital photos. Before events, generate news releases that also explain cultural context surrounding the event. Cite Marysville’s marketing website in materials.
- IP-35 Marketing Website.** Just as Marysville needs to capture the attention of motorists passing through town, it needs to attract the attention of visitors before they “hit the road.” Develop an online presence for cultural destinations and local businesses. Maintain a website that connects potential visitors to information on Marysville’s many attractions and “must see” recommendations. Website tabs might include: shopping and entertainment, cultural attractions (historic sites, museums, art, and performance, etc.), lodging, outdoor recreation, events, itineraries, tours, links to articles, and a gallery of photos. Make a business directory,

calendar of events, and other literature. Address access to information on smart phones and downloadable as PDF files. Provide detail on travel logistics, such as directions to attractions and parking locations. Frequently update the website with articles on upcoming events and local accomplishments. Drive internet traffic toward the marketing website, such as from on-line publications and tourism organizations. Offer “pass-port” discount packages and coupons.

- IP-36 Social Media.** Social media is free and can link to participants of large well attended cultural events in interesting ways. Social media can also connect to state and national organizations and web publications, such as “www.visitcalifornia.com.” Develop a social media presence by creating and regularly updating social media pages and posts. Use the internet to offer coupons/discounts at local shops and eateries. Develop videos highlighting Marysville’s themes and destinations, and post on YouTube and on the marketing website. Create a series of tags so townsfolk and visitors can participate with pride in marketing Marysville. For example #CA-Goldrush #BokKaifestival #Marysvillispachy etc.
- IP-37 Web Assistance.** Encourage businesses to maintain an effective online and social media presence. Work with shops and organizations to build free websites and use social media. Offer website classes and direct assistance free or at low cost, such as by using volunteers (especially youth volunteers). Offer merchants with no-cost access to digital photographs for use on websites.
- IP-38 Historic Plaques and Cultural Signage.** Install historical plaques that reinforce Marysville’s cultural themes and resources. Use street pole banners and other opportunities to communicate Marysville’s themes, destinations and events. *See IP-81.*
- IP-39 Visitors Center.** Establish a well-lighted well-signed visitors center in a storefront along E Street. Provide information on local destinations, lodging and businesses, in person, on line and with literature. Accommodate the needs of visitors, such as by offering fishing/hunting licenses, and maps locating local farms and recreation. Offer coupons/discounts for local shops, products, publications, and events.
- IP-40 Marketing to Workforce.** Inform Marysville’s large workforce of restaurant, retail and cultural offerings, by developing on-line resources and publications. Ask Rideout Medical Center, Caltrans, and other major employers, to make marketing material available.

- IP-41 Branding.** Review and refine marketing logos and tag lines. Consistently incorporate a shared logo and tag line in marketing materials.

Marketing Events

- IP-42 Event Coordination and Creation.** Maintain and continue to expand Marysville’s impressive calendar events. Work closely with merchants and organizations to encourage and coordinate events and organizers, and address challenges. Encourage cross-promotions, such as “farm-to-fork” tours connecting to local specialty shops, mural tours connecting to local galleries, and rodeo events that connect to local leather crafts.
- IP-43 Pop Up Events.** Promote temporary activities that add to Marysville’s vitality, such as art shows and openings, displays of local photography artifacts, tasting of local food and wine, fashion truck fairs, etc. Consider and reduce potential barriers to temporary events. Reach out to local stakeholders to encourage pop up shops and events. Implement a “windows on history” exhibit with a focus on vacant and underutilized display windows.
- IP-44 Theme-Focused Workshops.** Encourage workshops that offer instruction and participation in Marysville’s cultural traditions. *See GG-8: Cultural Themes and Destinations.* Workshops that connect to Marysville assets include culinary workshops focusing on regional produce, and saddle and leather craft.
- IP-45 Museums.** Support and help market local museums. Enlist professional expertise to protect, fund, and market cultural and historical assets at levels that volunteers cannot support. Explore ways to associate local museums to The Oakland Museum of California for assistance with exhibits, curation, publications, and professional practices, and to use The Oakland Museum of California’s large network to find and receive grants. *See IP-28 -- IP-31 for additional potential funding mechanisms.*
- IP-46 Walking Tours.** Update self-guided walking tour literature to reinforce Marysville’s cultural themes and destinations. Show landmarks and cultural points of interest, such as a “passport to the past” tour. Provide both short and long tour options.
- IP-47 Bus Tours.** Reach out to and encourage tour bus companies from Sacramento and the Bay Area to offer itinerary day trips to Marysville.



Popup events. Occasional food trucks and use of parking spaces for “parklets” encourage perceptions that a place is fun and hip.

Funding for Cultural Marketing

IP-48 See IP-28-- IP-31 for potential funding mechanisms.



Investment opportunities. Marysville offers unique opportunities for the re-use of character-rich older buildings, while simultaneously offering opportunities for new infill development.

Private Development

Development Recruitment

IP-49 **Development Manager.** Working in partnership with Marysville stakeholders, a development manager should be assigned with identifying, recruiting, and encouraging the completion of development that supports community goals. Ideally, the manager would manage other programs recommended by this Plan. See GG-35 and GG-36.

IP-50 **Target Uses.** Recruit developers for commercial uses, as described in IP-1 -- IP-14. Recruit developers for residential uses, as described in GG-18: Attractive Housing Options. Also encourage adaptive re-use of industrial buildings and construction of new urban buildings that appeal to young entrepreneurs.

IP-51 **Local and Real Estate Partners.** Coordinate efforts with Yuba County Alliance for Development (YuCAD), and other economic development partners to attract new investment that supports community goals. Consider participation in commercial real estate networks and organizations, such as the International Council for Shopping Centers (ICSC), Urban Land Institute (ULI), and National Association of Industrial and Office Properties (NAIOP), etc. Consider technical assistance made available to underserved communities by ICSC, Local Government Commission (LGC), and Smart Growth America (SGA).

IP-52 **Profitable Building Types.** Consider development of a “pattern book” of profitable building types by virtue of low construction costs and efficient layouts. The pattern book would present easy-to-adapt building diagrams along with representative financial proformas, and applicable lending programs.

IP-53 **Development Catalysts.** Reduce entitlement risk to incentivize new development. Consider development of master plans for major development opportunities, such as the E Street Focus Area, the Habitat for Humanity site, Gold Sox stadium area, B Street corridor, and the Medical Arts District. Consider efficient and synergistic arrangements for buildings, marketable land uses, and parking, while allowing a wide range

of land uses. Utilize master plans to build political and community support for development projects.

- IP-54 Technologies for Corporate Real Estate.** Utilize technology to reach out to prospective investors. Marysville's current community of investors, developers, and brokers play an outsized role in influencing the community's economic health. Broadcast opportunities as well as local priorities and incentives using Internet tools to enhance visibility and capture while reducing costs, and saving staff time.

Development Practices

- IP-55 Business-Friendly Practices.** Continue planning and project approval practices that encourage private investment, such as no or low on-site parking requirements. Remain watchful for ways to further streamline project approvals and permitting, such as ways to capture targeted retail types, and to encourage temporary "pop-up" use of empty storefronts and lots. Ask developers of larger projects to develop proposals with community input, to avoid community member opposition and reduce entitlement risk.
- IP-56 Form-Based Development Standards.** Consider adoption of form-based development standards. Form-based standards focus on essential building-to-street relationships, while allowing flexibility regarding land use and development intensity. Allow a range of land uses that respond to contemporary investor preferences, while maintaining the traditional pedestrian-friendly character of central Marysville. The following form-based characteristics are critical for enhancing Marysville's character and attracting investment:
- **Street frontage.** Line sidewalks with building fronts and landscaping, and generally avoid parking lots or blank walls along streets. New buildings should be built at or near the street property line. Allow courtyards and forecourts in lieu of building fronts.
 - **Retail streets.** "Build-to lines" at the sidewalk are recommended along Walkable Retail Streets (see "Priority Corridors Diagram"). Storefronts or other active uses should be generally maintained facing sidewalks along Walkable Retail Streets.
 - **Pedestrian entrances.** Principal building entrances should be easily accessible from public streets and sidewalks.



Pedestrian-friendly features.

Form-based development standards focus principally on how buildings should help make attractive pedestrian-friendly streets. Like traditional buildings, form-based standards encourage street-facing windows and entrances, as well as little or no front setback.

- **Fenestration.** Building facades that face streets should have generous windows.
- **Storefronts.** Maintain storefronts with generous windows along “Pedestrian-Oriented Retail Streets” and allow storefronts in other locations.
- **Building Projections.** Allow bay windows and balconies to project into public rights-of-way, where no building setback is required. Allow colonnades (where balconies supported with posts cover sidewalks) on shopping streets, if signage visibility, utility access and other needs can be adequately addressed.
- **Parking Lots.** Avoid large parking lots along Priority Corridors, and especially along Walkable Retail Streets (see “Priority Corridors Diagram”). Where parking lots cannot be avoided along sidewalks and streets, screen the parking with low walls and landscaping.

IP-57 Architectural Guidelines. Provide development guidance with flexibility to reinforce Marysville’s walkability, charm and human scale. Address the character of building facades, entry features, projecting elements, landscaping, lighting, color, materials, etc. Address the potential form of on-site open space, such as courtyards, forecourts, balconies/loggias, and terraces. Adopt context-sensitive guidelines where historic resources or other important characteristics are concentrated, while maintaining creative freedom.

IP-58 Signage Guidelines. Develop signage guidelines to illustrate desirable signage types, such as for blade signs (hanging over sidewalks), wall-mounted signs, window signs, etc. Allow roof-mounted signs along the E Street corridor to strengthen its sense of arrival. Encourage freedom of expression in forms, colors, fonts and lighting.

IP-59 Pre-Vitalization. Work with property owners to encourage low-cost, short term use of existing buildings, vacant lots and parking lots. See IP-12.



Urban signage. The recent renovation depicted illustrates how signs can emphasize but not detract. It features window signs, awning signs and a “blade” sign perpendicular to the building’s face.

Resources for Attracting Merchants

IP-60 The principal way that government can encourage private development is to help reduce developer risks and upfront development costs. Upfront development costs can be reduced by abating or deferring upfront fees and/or the first years of property tax. Some municipalities offer low-cost loans or “bridge financing” to

make otherwise marginal development projects financially feasible. Developer risk is reduced with straightforward zoning rules and entitlement procedures, and with broad community support for development.

Parking

Parking Management

IP-61 Parking Manager. Working in partnership with Marysville stakeholders, a parking manager should be assigned with monitoring utilization of public parking (on-street and off-street) and, as demand exceeds supply, recommending programs for:

- managing demand of on- and off-street public parking (see *IP-62: Public parking*);
- reducing parking demand by encouraging day-of-event shuttles, walking and bicycle use, transit use, car sharing, and rides-on-demand (see *GG-27, IP-69, IP-71 and IP-72*); and
- facilitating the financing and construction of public parking facilities (see *IP-64: Shared Parking and Parking Garage*).

IP-62 Public Parking (On-Street and Off-Street). Manage public parking so it is convenient and generally available. Recognize that, with economic revitalization, demand for parking will grow, and advanced parking management measures may be needed, including:

- directing motorists to underutilized parking lots by using signage and smart-phone apps;
- encouraging merchants and other employees to park in less utilized locations and commute by transit;
- recruiting carsharing operators for occasional car use so households can get by with fewer cars; and
- orchestrating shared parking among different uses to take advantage of different time-of-day demand profiles for different uses (such as noting peak demand for office mid-day, peak demand for restaurants and entertainment late afternoon & early evening, and peak demand for residential late evening to early morning).

Even after demand management measures are applied, parking demand may consistently exceed supply in some locations. Identify these locations by measuring and noting where utilization exceeds 85%, and during what hours of the day. In these high-use locations,



On-street parking. On-street parking could become less available with infill development and commercial revitalization. To keep parking convenient, consider proactive ways to manage parking.

price parking so there will usually be an available on-street parking space near every merchant, i.e. by setting parking rates such that an 85% utilization (i.e. 15% vacancy rate) is generally maintained. (Pay-and-display vending machines are recommended to minimize visual impacts and to provide utilization data.) Use a portion of new parking revenues to directly benefit merchants where parking fees are charged, such as to finance street improvements or publicly-accessible parking garages.

- IP-63 Private On-Site Parking.** Continue to make on-site parking optional for new development, in the near-term. Consider minimum on-site parking requirements only after a market for infill development has been established. Even then, on-site parking requirements should be kept to a minimum to reflect lower car ownership rates in walkable mixed-use areas, and in combination with features that reduce demand, such as: on-site “carshare pods;” and “unbundling” the rent for parking from the rent paid for a dwelling or office space, and shared parking (see below).
- IP-64 Shared Parking and Parking Garage.** Share parking facilities where possible by recognizing that different uses have different – and often complementary -- time-of-day demand profiles. For example, most daytime workers have vacated parking spaces before most evening entertainment patrons arrive. Examine the potential for a shared publicly-accessible parking garage, including potential financing strategies. *See IP-65 – IP-68.*

Funding for Public Parking Facilities and Management

- IP-65 Parking Benefits District.** A parking benefits district would raise revenues by charging for parking when parking demand exceeds supply, and use these new revenues for:
- parking information and demand management activities;
 - improvements to existing and construction of new parking facilities; and/or
 - street enhancements or other benefits for merchants where pay-for-parking is introduced.
- IP-66 Revenue Bonds.** A revenue bond might be sold to cover the cost of garage construction, and would be paid back with future revenue from the parking garage.

- IP-67 Parking Requirements and In Lieu Fee.** While on-site parking minimums are not advisable until the real estate market strengthens, such requirements might be introduced in the future. If on-site parking requirements are introduced, allow developers to pay an “in lieu fee” to opt out of on site requirements. Use in lieu fee revenues to improve and/or construct parking facilities.
- IP-68 Developer Impact Fees.** While most communities require on-site parking, an alternative approach would be to assess a parking impact fee instead. Analysis must provide a reasonable estimate of demand associated with development and provide a “rational nexus” with the cost to the City for addressing that demand through the construction of new parking facilities. On-site parking and/or in kind construction of public parking facilities should be accepted in lieu of paying impact fees.

Street Improvements

Pedestrian & Bicycle Master Plan

- IP-69** Note that bicycle-related recommendations appear in “Parks and Trails” below. Use the forthcoming Pedestrian & Bicycle Master Plan to further develop recommendations.

Along All Priority Corridors

- IP-70 Priority Improvements.** Make improvements to streets noted in “Priority Corridors Diagram,” which notes locations with near-term or long-term emphasis, and where improvements should or need not be pedestrian-oriented.
- IP-71 Continuous Pedestrian Routes.** Priority corridors indicated as pedestrian-oriented should have continuous sidewalks and street trees between path of pedestrian travel and curb.
- IP-72 Pedestrian Crossings.** Pedestrian crossings should be safe and easy to cross, such as by using curb extensions, pedestrian crossing signage, and pedestrian-activated blinking lights. While all pedestrian crossings should be safe, give emphasis to pedestrian crossings along Priority Corridors.
- IP-73 Street Trees.** Establish a program for planting street trees, using fast-growing open-canopied deciduous trees. Consider developing a street tree master plan to



Street trees. Continue to encourage trees along all streets but especially along the State Routes that pass through Marysville.

give streets a consistent and identifiable look. Street trees should be selected and maintained to provide adequate visibility of storefronts and signage.

IP-74 On-Street Parking. Allow on-street parking where possible. On streets with high traffic volumes, lengthen parallel parking spaces to allow motorists to pull in without backing up in traffic.

IP-75 Lighting. Evaluate illumination levels and, where deficient, add new lights or modify lamps. Replace cobra-head light standards with traditional pedestrian-scaled lighting along E Street, B Street (north of 9th), and 9th Street (between E Street and B Street). If there are locations prone to crime, consider additional lighting and/or police call stations.

IP-76 Wayfinding. Implement a wayfinding signage program that:

- considers principal entry points, district boundaries and, decision points (see “Figure #: Potential Wayfinding Signage”);
- maintains an attractive yet assertive look, which complements Marysville’s themes;
- directs motorists to local destinations and off-street parking options; and
- provides directional signage along major pedestrian routes, such as at trailheads and with map kiosks on D and E Streets.
- Make wayfinding signage on E Street a near-term priority, to direct visitors to public parking, Downtown, Chinatown, Rideout Medical Center, etc.

Caltrans Priority Corridors

IP-77 Engagement and Potential Funding. Engage Caltrans in discussions on Priority Corridors under its jurisdiction, and how to make them more attractive and pedestrian-friendly. Seek Caltrans and other transportation-related grants to fund improvements.

IP-78 Pedestrian Crossings. Work with Caltrans to enhance pedestrian crossings where pedestrian-oriented priority corridors cross State Routes: especially: as part of the E Street Focus Area (see below), where C Street and D Street cross 9th Street, and where 10th, 12th, and 14th Street cross B Street. Possible improvements include enhanced crosswalk striping, pedestrian activated flashing lights, signage, and curb extensions.

- IP-79 Maintenance.** Presently, the City must fund maintenance associated with pedestrian-oriented improvements along Caltrans corridors. At the same time, pedestrian-oriented improvements are an essential mitigation for steadily increasing traffic volumes that cleave Marysville's historic pedestrian-oriented street network. Approach Caltrans about sharing the cost of maintenance. Research where other California communities have succeeded in receiving Caltrans' accommodations benefiting pedestrians.

E Street "Focus Area"

- IP-80 Landscaping.** Install planters over sidewalks and install street trees where readily attainable.
- IP-81 Banners.** Expand the banner program and coordinate with marketing Marysville's "themes."
- IP-82 Traditional Lighting.** Replace cobrahead lighting with traditional lighting, in the long-term.
- IP-83 Placemaking.** Explore creation of a canopy of catenary lights (suspended between light poles by cables) might be created. Explore other improvements that could help create an immediate "sense of place." These can be temporary installments, and might be sponsored by local businesses or organizations.
- IP-84 Wayfinding.** Plan for and use signage and gateway markers along Routes 20 and 70 to announce and guide motorists to D Street and other destinations, and provide directional signage (with walk times to destinations) along major pedestrian routes. Expedite wayfinding signage along E Street, with directional signage for D Street, Chinatown, Rideout Medical Center, and public parking.
- IP-85 On-Street Parking.** Stripe on-street parking where it is allowed between 3rd and 7th Streets. *See IP-62: Public Parking (On-Street and Off-Street).*
- IP-86 Pedestrian Crossings.** Enhance pedestrian convenience and safety where 3rd, 4th and 5th Streets cross E Street. *See IP-77 – IP-79 for possible improvements.*

Cleaning and Maintenance

- IP-87 Welcoming Shopping Streets.** On streets with pedestrian-oriented retail, clean sidewalks and gutters regularly, and remove graffiti quickly. In areas of especially high use, consider supplementing "baseline" cleaning with more frequent cleaning.



Lighting and banners. Marysville distinctive light poles and banners help announce it as a special place. Traditional light poles are preferred over modern "cobraheads."



Existing wayfinding signs. Marysville has some wayfinding signage but it is limited and not prominent.

Funding for Street Improvements

- IP-88 Grants.** Transportation-related grants are available through Caltrans and most Councils of Government (COGs). Grants for making multi-modal improvements, such as for pedestrian movement and safety, are increasingly available. Caltrans grants (such as Caltrans' Community Development Grants) should be pursued for improvements to E Street, 9th Street and B Street, as indicated in "Figure ##, Priority Corridors" and noted above, particularly since Caltrans' district headquarters is located in Marysville.
- IP-89 Landscaping and Lighting District Assessments.** Street improvements and on-going maintenance could be paid for with an annual assessment on properties that benefit from such improvements and activities. Bonds might be sold to raise funds for capital improvements, and paid off with revenues from landscaping and lighting district assessments. Assessments can also be used as they are received, to cover maintenance and other on-going expenses. Assessment district formation requires a simple majority vote of property owners, with each owner's votes weighted proportionate with the assessed value of the owner's property.
- IP-90 Infrastructure Financing Districts.** The City could establish an Infrastructure Financing District (IFD), which would allow the City to capture a portion of increased levels of property tax revenues as new development occurs. A bond for street improvements could be sold and paid for with "tax increment financing."
- IP-91 Developer Impact Fees.** New development could pay an impact fee for street improvements, which could fund improvements over time or serve as matching funds for receiving grants. For impact fees, a "rational nexus" analysis would estimate the cost of essential street improvements, and calculate a reasonable pro rata fair-share estimate of what new development should contribute toward these improvements.
- IP-92 Community Facilities District.** The Mello-Roos Community Facilities Act enables the formation of Community Facilities Districts (CFDs) by local agencies for the purpose of imposing special taxes on property owners. The City could seek to establish a Community Facilities District (CFD) to help pay for streetscape and landscape improvements within a particular district or citywide. Under either scenario, District property owners must perceive improvements as highly beneficial, since the

formation of a new CFD requires approval by a two-thirds supermajority.

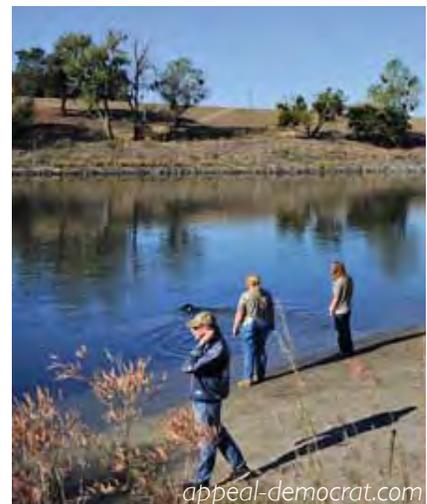
Parks and Trails

Access to Recreation

- IP-93 Connections.** Provide convenient and safe connections to parks and trails with multimodal “complete” street and trailhead improvements (see Street Improvements and Trails”). Address deficient access from the perspective of the “Americans with Disabilities Act” (ADA). Use the forthcoming Pedestrian & Bicycle Master Plan to further develop recommendations.
- IP-94 Improvements.** Improve parks and trails so they will be more fully utilized (see below).
- IP-95 Maintenance.** Increase park and trail maintenance to present safe and welcoming environments. As funding is limited, establish maintenance priorities, such as the Ellis Lake pedestrian promenade and lighting.

Trails and Levees

- IP-96 User Needs.** Address trail users’ needs, such as with lighting, directional signage, trashcans, doggie bag dispensers, security call boxes, etc.
- IP-97 Trailheads.** Improve trailheads to levee trails and Riverside Park (as noted in “Figure ##, Priority Corridors and Trailheads”) so they are clearly signed, well lighted, follow “crime prevention through environmental design” (CPTED) principles.
- IP-98 Trail Network.** Establish a connected trail network for walking, running and bicycling. Use the forthcoming Pedestrian & Bicycle Master Plan to encourage a continuous trail “loop” trail around Marysville. Market the trail network and other recreation amenities. *See IP-32.*
- IP-99 Running and Bicycling Events.** Allow running and bicycling events, and encourage such events by providing easy-to-find information (see also “Marketing – Events”). Establish a local organization to spearhead a pilot program and connect to regional networks.
- IP-100 Levee Beautification.** Work with the Levee District to enhance the appearance of levees where they are not vegetated and can be easily seen. Consider planting trees at the base of levees and establishing vegetation across visible slopes.



Water sports. The Feather and Yuba Rivers offer a variety of water sports, such as fishing, canoeing, and swimming.

Bicycle Hub

IP-101 Bicycle Facilities. Make improvements and promote Marysville as a “bicycle hub” for touring clubs, bicycle races, bike rallies, and other bike-related activities. Improve and expand bicycle trails. Improve in-town bicycle facilities that connect to the larger bicycle network, such as along levees and Riverside Park. See “*Bicycle Hub and Facilities Diagram*” (adjacent) and “*Trails and Levees*” discussion (above).

Bike-Supporting Uses. Encourage bicycle repair, sales, and event promotions in central Marysville by assigning recruitment of these uses to the recruitment manager. See IP-49.

Ellis Lake Park

IP-102 Attractions. Improve Ellis Lake Park to be more inviting and attract a wider range of users. The following features are recommended.

- **Waterfront Dining.** Encourage waterfront dining near the Gold Sox stadium and near the commercial center at B and 9th Streets. Allow food concessions and construction dining terraces. Work in partnership with businesses who might finance these in exchange for an advantageous lease. Limit waterfront dining to these locations and to avoid undue competition with E Street and Downtown.
- **Lakeside Promenade and Lights.** Maintain and enhance a continuous sidewalk around the Lake. Address trail users’ needs. See IP-102 – IP-105. Create a continuous “necklace of lights” lights along the promenade to encourage use and create a strong visual identity as seen from B Street, 9th Street, and other prominent locations. Provide seating and amenities along the promenade.
- **Pavilions.** Highlight the Park’s existing temple-like pavilions with lighting and new paint. Consider replacing pavilions in poor repair with architecturally-interesting, and enhanced maintenance.
- **Signature Play Areas.** Construct a large signature play structure in a location that will encourage high levels of activity, such as near the Gold Sox stadium. (see “Public Improvements”)



Bicycle Hub and Facilities Diagram. Marysville can promote itself as a bike-friendly community and destination by connecting and enhancing bicycle trails and routes. This diagram suggests a network that may be refined with an anticipated “Pedestrian and Bicycle Master Plan.”

- **Boating.** Allow and encourage boating and boating concessions, such as paddle boats (“pedalos”) and water taxis (such as to connect Downtown to the Gold Sox stadium). Provide facilities to launch watercraft.

IP-103 Ecological Health. Identify ways to improve the ecological value of the lake. Solicit UC Davis faculty and students to assess the lake and make recommendations as pro bono or low-cost research. Possible enhancements include diverting urban runoff (containing fertilizer and/or street born pollutants) into vegetated swales or other “green infrastructure,” and/or replacing concrete “rip rap” with wetland plants. Seek grants and other funding sources for planning and to make improvements.

IP-104 Night Use. Identify places where lighting levels may allow unwanted behavior and increase lighting in these locations. Consider “crime prevention through environmental design” (CPTED) principles.

IP-105 Park Maintenance. Evaluate the condition of park monuments and facilities, and develop a program for funding repairs and modernization.

Washington Square Gateway

IP-106 Attractions. Transform Washington Square Park from being underused to being an attraction for visitors and residents. Consider program elements to increase interest, such as a rose garden, sculpture garden, picnic area, or large signature play structure.

IP-107 Gateway Location. Announce the Washington Square Park and nearby Ellis Lake Park with signage, landscaping, lighting and architectural features. Give special attention to motorists’ sight lines when approaching the Washington Square from eastbound 10th Street and northbound E Street. Enhance the pedestrian environment on 10th Street between E Street and Ellis Lake Park.”

IP-108 Commercial Use. Consider the sale or long-term lease of a portion of Washington Square Park for retail use to increase park usage as well as help to fund improvements. While it would need frontage on SR 20, such retail should also spatially frame and activate the park space that remains, such as with outdoor dining patios.

Riverfront Park

IP-109 Riverfront Access. See “Access to Recreation” above.

Attractions and Events. Enhance and promote Riverfront Park attractions and events including, but not limited to:

- watercraft, water sports and other river happenings;
- softball and soccer fields and tournaments;
- the pavilion and live performance,
- informal and competitive bicycling;
- motocross events,
- archery and other target sports;
- informal running and competitive events;
- river ecology hiking and tours;
- food truck fairs and concessions; and
- picnicking and other passive recreation.

Promote Riverfront Park attractions and events as part Marysville’s extensive constellation of cultural destinations. *See Cultural Marketing above.*

Funding for Parks and Trails

IP-110 Grants. A variety of park- and trail-related grants may be available from State and regional agencies, and private foundations. Funding might be granted to improve recreation facilities, make water quality improvements, restore habitat, or increase bicycle commuting along trails. Grant programs of interest include:

- Land and Water Conservation Funds for **acquisition and development of outdoor facilities.**
- Urban and Community Forestry Grants for **street tree and other urban forest establishment and stewardship.**
- US Fish and Wildlife Service and California Department of Fish and Wildlife **technical assistance programs to enhance water quality such as with habitat restoration and often in tandem with flood mitigation.**
- State Bicycle Transportation Account **from California gas tax revenues and for the development of bicycle trails and other facilities.** California Parks and Recreation Department’s “Recreational Trails Program” for **construction of new and restoration of existing trails and trailheads.**

- **Community Development Block Grant for improvements that are particularly beneficial to lower income neighborhoods.**

- IP-111 Sale or Lease of Property.** Underutilized park land, such as a portion of Washington Square Park, could be sold or leased long-term to fund park and trail improvements and maintenance. Revenue might also be raised from commercial concessions in parks, such as a waterfront restaurant adjacent to Ellis Lake.
- IP-112 Public-Private Partnerships.** A private business might be relied on to fund, build, and/or operate a public facility. The public agency provides land for the facility and would guarantee payments to the private business for use of the facility over time. Control of the facility might revert to the public agency after a certain period of payments.
- IP-113 Landscaping and Lighting District Assessments.** Park improvements and on-going maintenance could be paid for with an annual assessment on properties that benefit from such improvements and activities. This funding mechanism is further discussed under “Funding for Street Improvements,” and could be implemented as a combined “street and open space” assessment.
- IP-114 Developer Impact Fees.** New development could pay an impact fee for park and trail improvements. This funding mechanism is further discussed under “Funding for Street Improvements,” and could be implemented as a combined “street and open space” impact fee.
- IP-115 General Obligation Bond.** These are city-wide voter-approved bonds with the assessment placed on real property. The money can only be used for capital improvements. Passage requires a two-thirds majority approval by voters-- a high threshold that generally requires that improvements be made throughout the city.
- IP-116 Donations and Volunteers.** The donations of labor and cash by service organizations, private groups, and individuals could raise sufficient money for specific projects, such as new playgrounds or signature features.

Acknowledgements

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