

MARYSVILLE BOUNCE BACK INITIATIVE  
IMPLEMENTATION PHASE—FIRST-YEAR ACTION PLAN

In May of this year, the consulting team assembled by the City to develop recommendations for carrying out the City’s Bounce Back Initiative presented its final report. After two years of public meetings and many hundreds of hours of discussions, the Bounce Back concept first introduced to the community in December of 2012 was ready for implementation. Since May, City staff has worked at putting together a first-year action plan to begin moving Bounce Back from plan to reality. This report represents a summary of our proposed first-year implementation priorities.

As we moved into the implementation phase of Bounce Back, we were guided by three principal objectives in deciding on a first-year action plan:

1. We looked for opportunities that are manageable with a small staff and limited resources, and are relatively easy to accomplish quickly to produce highly-visible, early successes. In our enthusiasm and anxiousness to make good on the full promise of Bounce Back, we have to also be realistic so as not to overwhelm ourselves with goals that are too ambitious for the limited resources—human and financial—that a small organization can bring to this undertaking;
2. We looked for opportunities that build the foundation for additional successes in coming years. Some of the many suggestions found in the consultants’ report will take longer to accomplish and require some prerequisite steps and preparations in the shorter term. We want to be sure that those occur and position us to achieve those later successes without undue delays; and
3. We looked for opportunities to promote existing conditions to be more productive than they presently are.

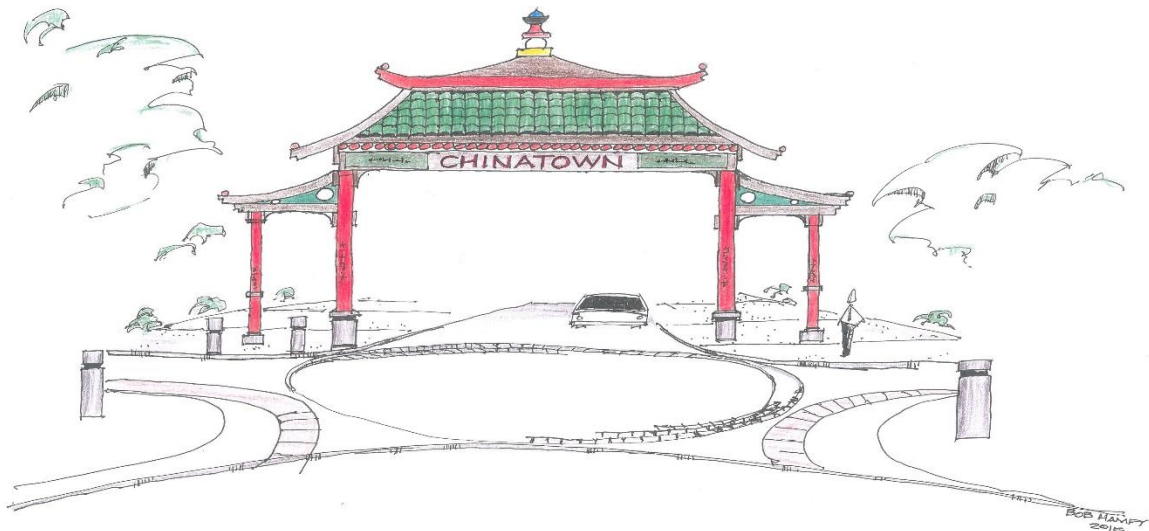
Relying on those guiding principles, the first-year action plan focuses on 6 priorities. The Bounce Back “Vision & Implementation Plan” prepared by our consulting team includes nearly 120 general and specific actions for consideration. It should go without saying that each of those will get our attention as those opportunities present themselves; however, our initial focus will be on the following 6 priorities:

1. **Signage**—This will include both wayfinding signs and distinctive street name signs for each of the five Bounce Back districts. Wayfinding is important to improve inter-district connectivity and to capture larger shares of the thousands of motorists driving through Marysville on our two state highways. These motorists constitute a sizable, built-in captive consumer base that can be diverted with more effective signage into the commercial districts in town beside just the E Street/Highway 70 Corridor that we refer to as the Gateway District. Signage and gateway markers along State Routes 20 and 70 announce and guide motorists to D Street and the other commercial districts and provide directional and walk-time information along major pedestrian routes.  
Distinctive street name



signs, too, will serve to announce that the motorist or pedestrian/bicyclist has arrived in a special place, whether it's Chinatown, with its street signs in both English and Chinese characters, and the Lake District with a nautical theme or the Medical Arts District with some special graphic treatment to represent the life sciences nature of that commercial neighborhood. The largest portion of the project will consist of designing and fabricating customized, distinctive street name signs and installing them at approximately 94 intersections throughout the Bounce Back districts. Seeking outside funding sources for this project of approximately \$35,000 is already underway.

A special form of signage that is very exciting is a joint project of the City and the Chinese Community, Inc. to erect a street archway spanning C Street at 2nd Street to mark the entry into historic Marysville Chinatown. A key objective of Bounce Back is to capitalize on our historical heritage, and this project is a tangible way of celebrating a significant part of the community's



rich and colorful past. The City Council has already agreed to accept the structure upon its donation and dedication to the City. The Chinese Community, Inc. is pursuing private fundraising for the \$75,000 project, with additional grant support possible from the City.

A tourist guide in the center of the downtown, such as on the corner of Third and "D" Streets, or in one of our parks, would provide resource information and a visual map with plotted locations to visit. Not only would it serve as a centerpiece, but it would give tourists and our community the opportunity to view a map of where attractions are located and how to navigate to these locations. An illustration of such a tourist guide sign is shown at right.



2. **5th Street**—5th Street connects Yuba City with downtown Marysville, and already constitutes a

major arterial for traffic transiting the City. Together with proposed improvements by the City to 2nd and 3rd Streets, and planned improvements by Caltrans on northbound E Street turning west onto 5th Street, 5th Street will carry more traffic than it presently does, but it will be configured as a boulevard, not a highway, designed and engineered to conform to the contemporary “Complete Streets” standards for motor vehicles, pedestrians and bicyclists. The goal here is to make this the main commercial boulevard of the Medical Arts District, not merely a transit arterial. A variety of design elements will be employed to slow traffic sufficient for safe pedestrian crossings and travel speeds appropriate for turning into and out of commercial businesses along the boulevard. Already, we have a pending grant application for state funding to prepare feasibility and engineering plans. If approved by the California Transportation Commission later this autumn, the feasibility work would get underway early next year.

The 5th Street Commerce Center, a 125,000 square foot development site between 5th and 6th Streets across from the Rideout Cancer Center—formerly the John L. Sullivan new car dealership—remains a viable anchor project which we hope to move from concept to active development project in the upcoming year. The major landowners remain interested in packaging the 8 parcels between Willow Street and G Street from 5th to 6th Street as a single

## Concept Alternative B

Highest Best Use, Greater Investment, More Complex Venturew



### Overview

Concept B illustrates significant new investment throughout the Project Area and assumes redevelopment of all existing properties and buildings with the sole exception of the existing 'showroom' buildings along 5th Street east of F Street.

Ground floor pedestrian-activity generating uses extend along 5th Street from Willow west to G Street. 47 dwelling units are located in the mixed-use building at the corner of 5th and G Streets. Ten single-family attached townhouses locate new residences adjacent to the park and across from Covillaud School.

90 lodging units (Hotel and/or Extended Stay) are located along F Street and above Retail along 5th Street.

12,000 sq. ft. of retail, restaurant, commercial or quasi public use (such as a fitness club) is located within former showroom buildings with 5th Street frontage between F Street and Willow.

Parking is accommodated on-street, in surface lots, and within a public parking structure accessed via F and 6th Streets where it lends itself to provide parking in support of evening and weekend uses within Medical Arts and E-Street Districts.

Description	Units	Retail/Commercial	Required Parking	Provided Parking (Lot)	Provided Parking (Street)	Provided Parking (Structure)
Dwellings I	47	14,000 sf	47		42	47
Hotel	90	10,000 sf	100	54	30	46
Retail / Commercial		12,800 sf	38		11	27
<b>Total</b>		<b>36,800 sf</b>	<b>257</b>	<b>54</b>	<b>83</b>	<b>120</b>

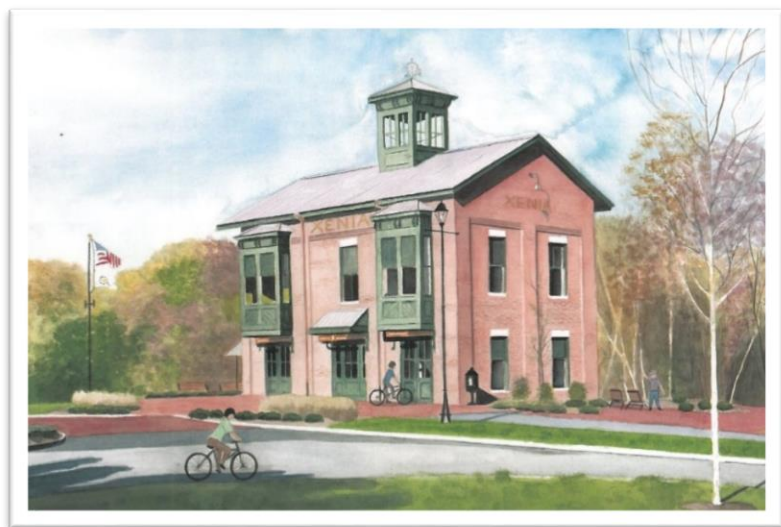
development site emphasizing a mixed use residential neighborhood housing higher-income local healthcare workers. Our goal is to bring the Fremont Rideout Health Group and five other private property owners to a memorandum of understanding spelling out an agreed-upon site plan and cost-sharing arrangement for proceeding to development.

Already begun, too, is a radical new initiative to relax zoning and development regulations within the Medical Arts District to let the market tell us what the highest and best use of those lands is, rather than the City government. The City’s role will involve principally preparing a set of form-based codes to serve as development guidelines. The intent is to provide additional incentives to capitalize on the sizable investment made by Rideout to bring allied healthcare and other life sciences businesses to the Medical Arts District. And, by providing investors and developers with form-based guidelines rather than required design review at the Planning Commission, developers learn up-front what the City’s preferences are for aesthetic continuity, rather than leaving that to subjective impulses of the Architectural Review Board at the back-end of the development approval process. The needed ordinance amendments to suspend some of the development regulations have already been adopted by the City Council and funding in the amount of \$50,000 for planning and form-based design guidelines has been applied for from the California Department of Housing and Community Development (HCD). Notification of successful funding awards by HCD is pending.

3. **Strengthen non-vehicular connections between the five districts, particularly between the Medical Arts, Gateway and Historic Downtown Districts**—Walking and bicycling connections between and among the five Bounce Back districts requires a number of priority improvements to streets identified in the Bounce Back report as “Priority Corridors.” We are already engaged in a citywide master planning effort to define a bike and pedestrian network within the city limits, and to connect that network to the broader regional bike & pedestrian trail system in Yuba and Sutter Counties, possibly even extending all the way from Sacramento to Chico. One focus of that planning work is to maximize the connections between the five Bounce Back commercial centers in order to encourage out-of-area consumers to take full and easy advantage of as many shopping opportunities as possible while they are in the city. That planning will be completed this year, and project funding can be sought for follow-up construction of needed infrastructure improvements. Walking connections become all the more important for mixed-use residential developments of the sort being planned for the 5th Street Commerce Center across from the hospital campus.



A key feature of the bike & pedestrian network is a plan for a future “Bike Hub”. The purpose for the Bike Hub is to serve as a convenient portal and gateway to the regional trail system, offering a central facility for competitive bike rallies and individuals to access the regional system, and provide bicycle- and pedestrian-related retail services



available under one roof, including bike rental and repair shops, outdoor gear and apparel, juice bar, community meeting center and visitor center. In this way, a great community asset—the regional bike trail network—can be turned into a great commercial asset too.

4. **Initiate a pop-up program to incubate local and regional entrepreneurs**—Pop-up retail is the business model that involves opening short-term sales space. The purpose here is provide start-up entrepreneurs with low barriers to entry for quick, low-cost avenues to expand business activity in the community. These shops, while small and temporary, can build up interest by consumer exposure and, in some instances, can lead to graduating to larger, permanent retail occupancies. As envisioned, these businesses would be allowed occasional use of vacant lots and surface parking lots by food trucks, sidewalk vendors and other concession carts and vendors utilizing at most temporary shelters, such as event tents. Both private and public lands could be eligible sites, particularly in the Lake and River Districts, and potentially in the E Street Corridor (Gateway District). Because the City already owns a 5-acre site on B Street between 12th and 14th Streets, that vacant lot would make an ideal location, as would the open space at Lions Grove in Riverfront Park or the Washington Square parcel on the corner of 10th and E Streets where the City annex building is located. At each of those sites, a minimal amount of site preparation would allow small business operators to rent space for short-term tenancies, including weekends associated with special events, or during the soccer season at Riverfront Park or the baseball season on B Street. Other potential sites to be explored would be the north parking lot of the Habitat for Humanity Re-Store business on D Street. City-owned properties lend themselves particularly well to such activity inasmuch as there are likely to be no planning and zoning impediments, only facility use permits and occupancy agreements. So, assuming space is available for a proposed pop-up use, it could be permitted and occupied within days of application.

A second target of opportunity for the pop-up program will be vacant storefronts in the Historic Downtown District, particularly along D Street. Our initial focus will be on making needed land use and regulatory adjustments to provide the legal framework for such uses. Then, commercial building owners will be invited to enroll their buildings in the pop-up program by agreeing to a set of groundrules, including making space in their buildings available as short-term rentals rather than subject to conventional lease agreements, in exchange for on-the-spot planning/-zoning/building approvals from the City. As envisioned, by operating the program on an enrollment basis, buildings can be certified in advance and receive blanket use permits for appropriate categories of uses (consistent with life-safety building standards), and waivers for temporary signage can be written into the contracts between these willing building owners and the City. Then, there's nothing more required of the building owner in the way of City approvals when pop-up entrepreneurs show up wanting to rent space in an enrolled building.

Beyond those changes, we will seek to utilize Economic Development Block Grant funding for supporting these types of micro-enterprises with loans and direct capital expenditures. Here, again, the objective is to facilitate quick expansion of business activity to capitalize on changing trends in consumer preferences requiring only limited financial and property investments to bring these businesses on line. The aim is to provide a range of new economic avenues, all of which have low barriers to entry and can bring additional consumers to Marysville.

5. **Promote value-added processing of regional products and resources**—As the farm-to-fork movement gains strength, Marysville is particularly well situated in the heart of the Sacramento Valley to provide value-added services, including processing, packaging, labeling, wholesale distribution, retail grocery and restaurant outlets for locally-grown regional agricultural produce.

What economists call “vertical integration” of the supply chain adds economic value at each step with profit margins that are often even larger than those at the producers’ level. Marysville can position itself to promote that sort of value-added processing instead of letting that segment of the economy leave to be captured outside our area. Importantly, this effort can work equally well with micro-enterprises and pop-ups (tasting rooms or weekly farmer’s markets, for instance) as with large processing operations conducted on an industrial scale.

Another facet of this strategy would be to take advantage of our local groundwater resource for micro-breweries, distilleries, specialty beverage producers or the bottled water industry.

6. **Retail presentation**—This is an example of addressing ourselves to existing conditions within the City to be more productive than they presently are. Marysville has a merchant economy consisting largely of small, family-owned shops. Merchants with strong retail management backgrounds are better equipped to be successful than those without similar experiences. Innovative merchandising and strong business training are keys to maximizing sales per square foot. The U.S. Small Business Administration’s statistics on new business failures are stark evidence of the challenges facing both inexperienced entrepreneurs and communities dependent on merchant economies, such as Marysville. For that reason, we will collaborate with community-based movements aimed at providing business training, technical assistance and merchandising trends and strategies that create higher value for the businesses in the existing merchant economy. Already, we have held preliminary discussions with “Business Basics 101,” a community-based group of retired business owners and professional business consultants seeking to develop the tools to help local merchants and business start-ups to be more successful and add value to their businesses. At the same time, we will engage with landlords who control vacant retail space to help address obstacles to leasing, such as pop-up enrollment (as described above), graduated rents and façade improvement programs.

A functioning downtown merchants association would be the ideal mechanism for offering training, technical assistance and individual merchandising opportunities to its members, as well as developing collective publicity and merchandising programs, including special sales events, late-night shopping events, coupons for markdowns honored at all member businesses, seasonal celebrations that bring shoppers into the downtown, and so on. As it is, we will seek to collaborate with other groups that are interested and capable of providing this assistance, at the invitation of local business owners and merchants. Already, we are in the process of developing informational brochures targeting low-information, first-time permit applicants on how to navigate the planning, zoning and building requirements of the City. Those how-to brochures will be available over the counter and on the City’s internet website.