
SAN MIGUEL EXISTING CONDITIONS AND FUTURE PROSPECTS



A COMMUNITY STUDY

DECEMBER 2003



PREPARED BY THE COMMUNITY PLANNING LABORATORY OF THE
CITY AND REGIONAL PLANNING DEPARTMENT
CALIFORNIA POLYTECHNIC STATE UNIVERSITY, SAN LUIS OBISPO

C
H
A
P
T
E
R
2

HISTORICAL RESOURCES



INTRODUCTION

Present-day San Miguel exists on land once inhabited by the Salinan and Chumash peoples. The Salinan village of Sagshpileel was located nearby on the Salinas River. For as many as ten thousand years, these indigenous people lived prosperously off the land as hunter-gatherers. A peaceful people, the Salinan and Chumash seldom engaged in any form of warfare.

When European settlement brought Spanish control over California, Franciscan missionaries under the leadership of Father Junipero Serra began establishing missions in California's coastal valleys in order to Christianize the indigenous populations. The two-day journey between the established missions at San Luis Obispo and San Antonio de Padua necessitated the construction of a mission at San Miguel. Its relatively flat topography, proximity to indigenous villages, and abundance of water made San Miguel a logical location for the mission.

Mission San Miguel Arcángel was founded by Father Fermin Lasuen on July 25, 1797. The mission drew many of the local indigenous people, and their numbers grew to over 1,000. In 1834, 13 years after Mexico had won its independence from Spain, the mission lands were secularized and sold to raise money for the struggling Mexican government. The indigenous people soon dispersed and no major settlement came until the 1880's.

In the 1880's San Miguel became a thriving community, with the arrival of the Southern Pacific Railroad and the help of the Farmers' Alliance Co. and the Southern Pacific Grain Warehouse. They provided many jobs and easy ways of transporting the grain throughout the county. This went on until the dry year of 1898, when a drought negatively impacted agriculture in the area. Many structures built during this time can still be found in the community.

The next big boom in San Miguel development came during World War II, when Camp Roberts flourished as a military training base. Camp Roberts is located about 5 to 10 miles north of San Miguel. Many of the soldiers would come to San Miguel and frequent the businesses there. After WWII was over there was little need for Camp Roberts to train soldiers in such large numbers. Its activities were greatly diminished almost overnight and San Miguel lost a large portion of its economic base. Camp Roberts returned to active status during the Korean War, and for a time San Miguel flourished once more. However, the end of the Korean conflict again brought the base's activities to a quick halt, and San Miguel recessed again.

There has been no major development in San Miguel since Camp Roberts reduced operations, but the community is now on the verge of growth once again. With Paso Robles becoming a thriving and desirable community to live in, the housing prices are becoming unaffordable. San Miguel is located only 9 miles north of Paso Robles and has potential to provide more affordable housing. Already developers are planning many housing developments that could make San Miguel a successful bedroom community. With new development, old structures must be preserved; San Miguel has a rich history that will provide the community a unique sense of place.

METHODOLOGY

There were many sources of information used in gathering the data for this chapter. Both primary and secondary data sources were utilized. Personal interviews were conducted with Thelma Sinclair, Manuel and Helen Cisneros, Barbra Gonzales, and Lynn Schmitts. The interviewees have been residents of San Miguel for many years and were able to share their experiences and knowledge of the town's history. *San Miguel at the Turn of the Century*, by Leo Stanley, also offered a great deal of information about the buildings that existed around the turn of the century. The last main source of information came from a local history walking tour map, created by Lynn Schmitts.

Using a standard form from the State of California, information was gathered on 20 of the important structures in San Miguel. This information was then used to fill out as much of a form for each individual structure. The forms used were adapted from the Historic Resources Inventory forms developed by the California Department of Parks and Recreation's Resources Agency. Further research should be done to complete these forms.

FINDINGS

ARCHEOLOGICAL SITES

San Miguel has the possibility, like most communities on the Central Coast, of having archaeologically significant artifacts. Known archaeological sites are kept confidential to protect archaeological resources from looters. Recently a site east of the Mission was illegally graded, unearthing native remains. There is also the possibility that there are artifacts between 8th and 9th streets, according to the State Regional Information Center. Because of the protection afforded to these sites it is hard to gather information about where archeological sites might be. Other potential archaeological sites exist around former Mission grounds, which extend to the Salinas River. Because native villages were generally located along waterways, and two known villages, Vahia and Sagshpieel, were located in the San Miguel area, any land adjacent to the Salinas River has the potential of being archaeologically significant.

HISTORICAL RESOURCES INVENTORY

A historical resources inventory has been partially completed for San Miguel. The data gathered includes information on the location of the property, ownership status, date constructed, and current status. Twenty sites have been researched, however more information needs to be gathered on these sites before it can be considered completed. The findings of this research have been compiled into the *San Miguel Historic Resources Inventory* report, and is available from the City and Regional Planning Department at California Polytechnic State University, San Luis Obispo. A portion of this research is presented below. A walking history map has been developed from this information and is presented as Appendix 2-1.

Historical Houses

San Miguel has many historical buildings. According to the 2000 Census there are 54 structures built before 1939. Many of these are residential structures, which can be found mainly on the west side of the railroad tracks. The following are some examples of historic houses in San Miguel.

Littlefield Residence - 248 12th St - Built in the 1880s, this home was occupied by the Littlefield Family, originally from Iowa. Mr. Littlefield owned the general mercantile store on Mission Street. His family later went on to run the telephone office. The house is of Victorian style and is primarily built of wood. (Figure 2-1)

FIGURE 2-1: LITTLEFIELD HOUSE



Wilmar Residence - 1565 L St - Built in the 1880s, this home was occupied by the Wilmar Family, one of San Miguel's original pioneer families. The Wilmars operated the Southern Pacific Milling Company and owned the only lumber yard in the city. This house is also Victorian, and is composed principally of wood. (Figure 2-2)

FIGURE 2-2: WILMAR HOUSE



Houghton Residence - 1206 N St - Built at the turn of the century, this home was occupied by the Houghton Family, who owned and operated the Park Hotel at 14th and Mission. (Figure 2-3)

FIGURE 2-3: HOUGHTON HOUSE



Gorham Residence - 1155 K St - Built in 1886, this home was originally inhabited by the Gorhams. The Gorhams built the city's waterworks and also ran a dry goods and grocery store on Mission Street. This is one of the three original Victorian homes built by this family. (Figure 2-4)

FIGURE 2-4: GORHAM HOUSE



HISTORIC MAP

The Historic Map, available in Appendix 2-1, shows the location of historic structures throughout San Miguel, along with pictures showing visual examples of some of the structures.

CONCLUSIONS

San Miguel is a community that still has exiting structures from the start of its development over 200 years ago. Over the years there have been different waves of growth each leaving new buildings in the community. These structures need to be preserved and protected from future development and dilapidation.

C
H
A
P
T
E
R
5

ECONOMICS



INTRODUCTION

Imminent residential growth in San Miguel will create a demand for increased neighborhood commercial services. This investigation of the economic environment of San Miguel is necessary to evaluate the commercial potential of the community. Of central importance in planning for balanced community growth is determining the adequacy of commercially designated land in total quantity, and distribution.

In evaluating these factors, topical areas of inquiry follow the corrolary main topics as outlined in this chapter, viz., past characteristics, determination of existing and potential square feet, reference to case studies, and market feasibility studies to project demand. Compiling and synthesizing this information leads to conclusions which provide meaningful direction in future studies and planning proposals.

METHODOLOGY

A land use survey was conducted to quantify the availability of currently designated commercial land. The community ability to support business is generated through a market feasibility study employing Bureau of Labor Statistics study of consumer patterns and Urban Land Institute study of retail sales. Delineating community needs compared to supportable commercial demand allows for a complete picture of commercial potential within San Miguel. Resources utilized in the study include the San Luis Obispo County General Plan Economic Element, the Economic Strategies Group Business Retention Plan, and UCSB Economic Forecast, as well as procedural guidelines from the California Office of Planning and Research General Plan Guidelines. The State General Plan Guidelines provided relevant issues and topics of concern in study generation. The following report explores San Miguel's community characteristics that define their projected ability to support and retain economic development.

DEFINITIONS

Capture Rate: The percentage of total resident expenditures spent within the community.

Commercial Land: Land designated for commercial use, as referred to in this study, by commercial service, commercial retail, industrial, and office professional County land use designations.

Economic Development: A process that begins when a community acts to make itself ready for the accommodation, location, or start up of enterprise, resulting in a revitalized local economy.

Leakage: Expressed as a percentage of total sales, based on potential income of the subject community being captured by another economy. When people living in one town conduct most of their shopping in a neighboring town; money "leaks" out of the community in the form of resident expenditures.

Market Feasibility: Study of relationship between demand created and the amount of commercial supply rendered viable as a result. Market Feasibility includes the identification and analysis of many components, including market areas, demographics, potential users, customers needed to support development, socio-economics and more.

Undeveloped: Land without structures and unavailable for immediate use.

Supportable Development: Business feasibility based on potential income of local residents (determining their purchasing power), and other revenue sources such as revenue obtained from historical tourism from outside the immediate trade area.

Pipeline Project: Projects in various stages, in which applications have been submitted and are in the process of seeking discretionary and/or ministerial approvals (e.g., subdivision approvals, tract maps, building permits). Includes both those approved, proceeding with construction, and long term projects awaiting environmental review or revisions which may extend up to and beyond 5 years before completion and occupancy.

FINDINGS

PAST CHARACTERISTICS

Historical Background

Like so many other California mission communities, San Miguel originated as a thriving town with its Mission as the community focal point. Originally situated south of the Mission, San Miguel first established itself as an upcoming location in San Luis Obispo County, with the only school and bank between San Luis Obispo and Salinas. The community reached its economic peak in 1887 boasting greater than 40 locally licensed businesses including:

- Hotels
- Attorneys
- Fence Factory
- Sewing Factory
- Wagon Shops
- Stables
- Bars
- Blacksmiths
- Paint Shops
- Mattress Factory
- Tailors

Population and commerce further increased with the opening of Camp Roberts by the US Military. Patronage in San Miguel by camp residents was strong. However some local businesses, including Bank of America, eventually relocated to the camp. Since this time commercial ventures and investments in San Miguel have declined with the decommissioning of Camp Roberts.

County Conditions

While the State of California in general is suffering from unfavorable economic conditions, San Luis Obispo County has felt the effects of this to a lesser degree. San Luis Obispo County's real gross product has decreased 5%, while the rest of the state has suffered a 10% reduction (UCSB Economic Outlook, 2003). With the lowest unemployment in the state, the County is expected to see increased growth in private industry, agriculture, mining, transportation, communications, and utilities. In addition, the majority of residential and commercial expansion is expected to occur in unincorporated areas of the county. Because of these forecasts, the per capita income in San Luis Obispo County is expected to exceed the state's in the near future.

Current Conditions in San Miguel

Population growth and economic activity in Paso Robles over the last decade has impacted the ability of San Miguel to serve community needs. The rural location of San Miguel on the outskirts of the County has generated an enclave of small town living that long-time residents treasure. The rural nature of the community with limited areas for residential growth has insulated San Miguel from the population growth influence affecting the County.

Nineteen businesses currently operate in San Miguel, providing extremely limited services and employment opportunities for residents. Although the population is small, the ability to support services based on purchasing power in some cases is still larger than what current businesses can offer. A lack of daily necessities (such as a sufficient laundromat, grocery, banking, restaurants, and retail shops) forces the community to drive to Paso Robles for nearly all their needs. Much of the population is also restrained by inadequate public transportation, evidence of another service gap within the community. Furthering the dependency on commuting for basic services is the declining local economy, out of balance with a growing population. In fact, opportunities for expansion are not limited by the current community; rather lack of appropriate services to capture their patronage undermines their economic strength.

With the recent rapid growth of Paso Robles, an influx of expansive commercial retailers, and large scale residential developments, population is now returning to the North County. Pressures exerted on the North County in the past decade have focused mostly on Paso Robles. This has served to protect the lifestyle San Miguel residents value. Yet it has also undermined the community's ability to provide basic services, consequently losing income to the Paso Robles market. However, recent heavy growth has given rise to escalating home prices in Paso Robles beyond general affordability, creating market interest in the northernmost parts of the county. This shift in housing and commercial dynamics will likely generate a population influx in San Miguel due to its lower home prices and availability of vacant land for development.

As a result of this recent attraction to San Miguel as a place of residence, the buying power of the San Miguel population will enable the local economy to capture and sustain services and commerce. The current population can already support expanded business services in some sectors, and the imminent population growth in the next five years ensuing from over 350 new homes being constructed will only further strengthen their buying power. Housing expansion clearly needs to be paralleled by economic growth in San Miguel to create a healthy balance of land uses and to keep revenues within the community.

Existing Resources for Tourism

Planning for a future to meet population demands expected in the county requires strategies to promote economic growth. The County identifies desired economic growth based on industry clusters, an economic concept which states that a market functions better with similar industries conglomerated together. One already strong industry cluster in the county is tourism, with a wide variety of excellent recreational opportunities including Lake Nacimiento, Lake San Antonio, numerous wineries, the Paso Robles Fair Grounds and Mid-State Fair, Hearst Castle, and beach communities like Cayucos and Cambria. San Miguel itself contains one of the most unique tourist attractions in San Luis Obispo County, the historical gem of the Mission San Miguel Arcangel. Linking to an existing tourist industry could allow San Miguel to overcome its economic weaknesses, helping restore it as a thriving community, as it once was a historic California mission town.

Existing Businesses

There are few commercial services available in San Miguel. Table 5-1 shows all currently operating local businesses, and Figure 5-1 depicts their locations respectively. The list and map clearly demonstrate a lack of community services in San Miguel. The community lacks even the most basic services that are provided by thriving communities, such as banks, beauty salons, a large grocery store, a pharmacy, auto services, medical offices, etc.

Commercial Land Value

According to information published by Century 21 Real Estate in Paso Robles (Appendix 5-1), over the past year, only 5 commercial properties have been sold in San Miguel, four undeveloped and one with an old business. Two other properties, the post office and the 10th Street Café, are currently for sale. The listed price for these properties averaged \$51 per square foot for developed lots and \$10 per square foot for vacant lots. These relatively low commercial land prices suggest a weak local economy with a low demand for commercial development, and limited interest by investors. However, the low land prices also provide for an easy investment for developers or business owners willing to take a higher risk.

TABLE 5-1: OPERATING BUSINESSES

Business	Address		
Restaurants			
Country diner	1296	Mission	St.
Danny's Café	1125	Mission	St.
Tenth Street Café	249	10th	St.
Dos Padres Mexican Restaurant	340	14th	St.
Specialty Foods and Drinks			
Elkhorn Saloon	1263	Mission	St.
Tortilla Factory grocery store	1295	Mission	St.
Shops			
Dollar Power	1125	Mission	St.
Amigo de Los Ninos thrift store	1298	Mission	St.
Overnight Accommodations			
Western States Inn, Motel	1099	K	St.
Antiques			
Antiques & Collectibles	1177	Mission	St.
Grocery			
Witkoski's grocery store	1285	Mission	St.
Services			
Wal & Son Aqua Engeneering	950	Mission	St.
Reuck's pumps and power equipment		Mission	St.
Dan's cabinet shop	1205	Mission	St.
Chevron Station	998	K	St.
La Topatia Video (video & music rentals)	1297	Mission	St.
San Miguel Flouring Mill Co. (Livestock Feed, Pet Food, Poultry, etc)		14th	St.
San Miguel mini storage	520	14th	St.
Hank Storage Jr. & Sons	0	N	St.

Existing Commercial Land Area Acreage

At present, San Miguel has many parcels that are vacant and zoned for commercial activities. There are also a number of unoccupied commercial structures (Figure 5-2). There are four County land use designations that allow for commercial development: Commercial Retail (CR), Commercial Service (CS), Office Professional (OP) and Industrial (IND). Based on the breakdown of commercial land supply in these land use categories, the following are key characteristics of commercial development in San Miguel:

 See Chapter 3, Land Use, for more info on Commercial acreage and square footage.

FIGURE 5-1: OPERATIONAL BUSINESSES

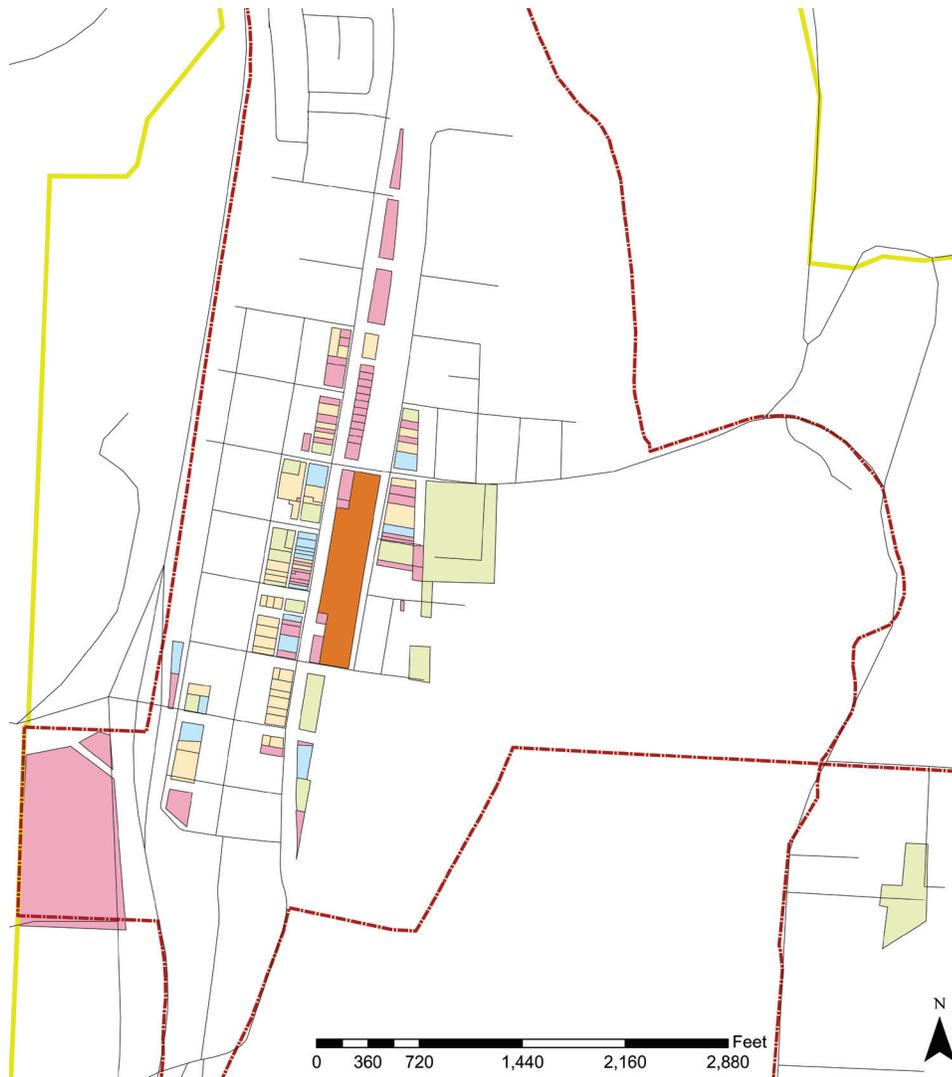


Legend

Commercial/Industrial Land In Use

- | | |
|---|--|
|  Retail Sales |  Automotive Service Station |
|  Restaurant Small Sitdown |  Commercial Service |
|  Grocery Local & Resturant |  Grocery Local |
|  Bar/Cocktail Lounge |  Manufacturing Light |
|  Motel |  Mini Storage |
| |  Construction Yard |
| |  Post Office |
| |  San Miguel URL/USL |
| |  San Miguel Community Services District |
| |  Roads |

FIGURE 5-2: COMMERCIAL DEVELOPMENT



Legend

- | | |
|---|--|
|  Residential on Land Designated for Commercial Use |  Operational Commercial Parcels |
|  Vacant Commercial Parcels |  San Miguel URL/USL |
|  Undeveloped Commercial Parcels |  San Miguel Community Services District |
|  Undeveloped Industrial Parcels | Roads |

- 72% (approximately 42 acres) of all commercial land is either undeveloped or contains vacant structures.
- 13% (approximately 9 acres) of all commercial land is being used for operating businesses.
- 15% (approximately 9 acres) of commercial land in San Miguel is occupied by residential units.
- 61% of the Office Professional land contains a residential use.

Existing Commercial Square Footage

Along with a large supply of undeveloped land is a limited supply of developed commercial square footage. Findings from the land use survey indicate:

- Only 53% (93,795 sq. ft.) of all commercial square footage is currently being used.
- 32% of all operating commercial buildings are deteriorated.
- 27% of all vacant commercial buildings are deteriorated.

Commercial Buildout and Expansion

A maximum of 623,335 commercial square feet could be developed at commercial buildout if all commercial properties were developed to their maximum Floor Area Ratio. Currently there are only 164,085 commercial square feet, demonstrating a net potential for 437,120 square feet of commercial development. If the 22,130 square feet of vacant deteriorating buildings in need of renovation were taken into account, then the need gap increases to 459,250 commercial square feet. The local economy in San Miguel thus could be expanded by nearly 600% if the existing commercial, industrial, and office professional properties were used to their maximum potential.

Prime Commercial Land (Commercial Business District)

Prime Commercial Land is the area of a community best suited for thriving commercial services and historic downtown development. In San Miguel, the prime commercial areas include the area just north of 14th Street, moving south along the east and west sides of Mission Street to the Mission. South of 11th Street the prime area shifts to the east side of Mission Street due to residential development to the west of Mission Street (Figure 5-3). The prime commercial areas contain a total 18 acres of commercial land (see Appendix 5-2). A total of 13 acres remains undeveloped or with vacant structures. Additionally, there are 93,795 square feet of available building space in the prime area. Including undeveloped and vacant parcels with structures, there is a clear opportunity for development of a historic downtown linking to the mission. The prime commercial land area in San Miguel has a historical ambiance established by its turn of the 19th century buildings, the railroad, and the Mission. The area also has direct access from U.S. Highway 101. For these reasons, the area can be considered a main commercial strip that can potentially encourage the clustering of small businesses to support residents and visitors.

FIGURE 5-3: PRIME COMMERCIAL LAND



Legend

 Prime Commercial Parcels

Prime Commercial Land Statistics:

Number of Lots: 58

Buildings: 24

Businesses: 20

Total Prime Commercial Lot Area: 18± acres

Developable Parcels (vacant or with vacant structures): 13± acres

Developed and Operating Parcels: 5± Acres

Total Building Space: 136,085± sq. ft.

Occupied building space: 93,795± sq. ft.

Vacant building space: 42,290± sq. ft.

Quantitative Business Comparison

Two other California communities with similar features to San Miguel were used to compare capacities for economic development and business expansion.

San Juan Bautista is a city of comparable size and resources to San Miguel. It has a population of 1,539 residents, a historic mission that attracts a steady influx of visitors each year, close access off of a major highway, and dependence on a nearby city 7 miles away (Hollister) to meet employment and service needs. Contrasting to San Miguel however, San Juan Bautista has a thriving downtown supported by its successful tourism industry. Consequently, San Juan Bautista demonstrates a good example of the type of commercial services a community of San Miguel's size could support if it developed its historic resources to attract tourism (Table 5-2).

Dos Palos provides a useful representation of San Miguel's size at potential buildout, containing a population of roughly 4,500. Similar to San Miguel, Dos Palos faces commercial competition from the neighboring city of Los Banos. Very much a working-class town, Dos Palos derives no significant revenue from tourism, and could indicate the level of services San Miguel could support if historical tourism is not capitalized upon (Table 5-2 for service business quantities). With its existing population, Dos Palos is also able to support two thriving mini-marts and one moderately sized grocery store.

Application to San Miguel

It is clear that San Juan Bautista is able to support a much greater number of specialty businesses and stores from success in capitalizing on its historic and cultural resources. Remarkably, San Juan Bautista has an almost identical population to San Miguel, but instead contains 91 businesses, including a wide variety of antique and specialty shops (Table 5-2). San Juan Bautista also has antique auctions.

Dos Palos supports a much greater number of services than San Miguel as well. Approximately 28 service businesses exist, such as grocery stores, laundromats, banks, etc. (Table 5-2).

TABLE 5-2: BUSINESS COMPARISON TO SAN JUAN BATISTA AND DOS PALOS

Business Type	San Miguel	San Juan Bautista	Dos Palos
Specialty Foods and Drinks	2	10	4
Restaurants	4	11	11
Antiques & Collectibles	1	4	0
Auctions	0	1	0
Fine Arts & Crafts	0	6	0
Shops	2	27	9
Overnight Accommodations	1	4	0
Wine Tasting	0	1	0
Agriculture	1	1	3
Services	15	25	28
Grocery	1	3	4
Total	27	91	57

Although it does lack specialty stores, such as those in San Juan Bautista, it still contains a healthy balance of services to meet community demands, suggesting at least 28 service businesses will be necessary for San Miguel when it reaches its projected buildout population.

Quantitative Land Use Designation Comparison

Comparing quantities of land use designations in other unincorporated areas of the county with those in San Miguel yields some useful insights. Results indicate that, with the exception of Templeton, San Miguel possesses comparatively larger quantity of commercially designated land than other unincorporated areas in the county (Table 5-3 and Figure 5-4). By dividing planning area populations by total acreage available of each land use designation, a per capita land use figure was obtained. This measurement allows proportional comparison between San Miguel and the other communities shown. The quantity of commercial land available cannot be expected to follow a linear relationship with population growth. However, the comparisons between communities with differing characters and capacities for tourism and commercial activities provide an instructively broad basis for comparison of the type and quantity of land use designations that exist in these diverse communities. Comparing land use designation totals of San Miguel with well established tourist communities such as Cambria and Cayucos points toward the potential of a surplus of land designated for commercial use in San Miguel.

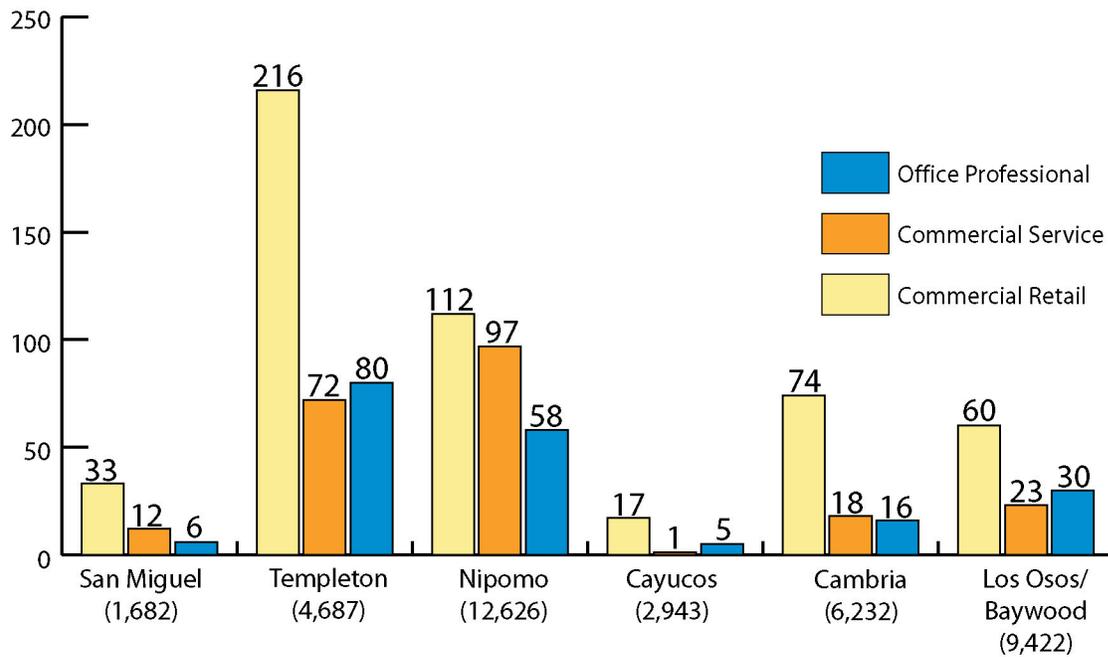
Market Feasibility Study

Developing a Market Feasibility Study is a five-fold process:

TABLE 5-3: UNINCORPORATED AREAS OF SLO COUNTY ACRES BY LAND USE DESIGNATION

Planning Area	Commercial Retail	Per Capita Acres	Commercial Service	Per Capita Acres	Office Prof.	Per Capita Acres
San Miguel (1,682)	30	0.02	13	0.007	5	0.036
Templeton (4,687)	216	0.041	72	0.015	80	0.017
Nipomo (12,626)	112	0.009	97	0.008	58	0.004
Cayucos (2,943)	17	0.006	1	NA	5	0.002
Cambria (6,232)	74	0.012	18	0.003	16	0.003
Los Osos-Baywood (9,422)	60	0.006	23	0.002	30	0.003

FIGURE 5-4: UNINCORPORATED AREAS IN SLO COUNTY PER CAPITA LAND USE DESIGNATION COMPARISON



- 1) Define the market area. The Market area encompasses the geographic area containing customers likely to be drawn to the study area for commercial goods and services.
- 2) Derive population and income characteristics from the market area. This allows calculation of a net income of the community as a whole.
- 3) Allocate income expenditures for various goods and services. In other words, how do people spend their money?
- 4) Assume Capture Rates. Only a percentage of potential sales from residents will be retained in San Miguel. The percentage of sales that will potentially be captured in the community will be assumed based on existing and potential trends of spending.
- 5) Estimate Supportable Commercial Square Feet. Translate the allocation of income for each sector of the market into supportable square footage.

Through the succession of these aforementioned stages, a market feasibility study defined the demand for commercial development or expansion in San Miguel (see Appendix E for full study).

MARKET AREA

The San Miguel Market Area can be considered as within the Paso Robles Primary market area, currently utilizing the available market area for Paso Robles. The local economy of San Miguel is very small, and does not have the capacity or diversity of local businesses to even meet the daily convenience needs of its residents. However, if the community is able to develop its tourist industry by capitalizing on the Mission as a historic resource, it may become a thriving community that could support its own primary market area to satisfy the service and retail needs of San Miguel residents (Figure 5-5).

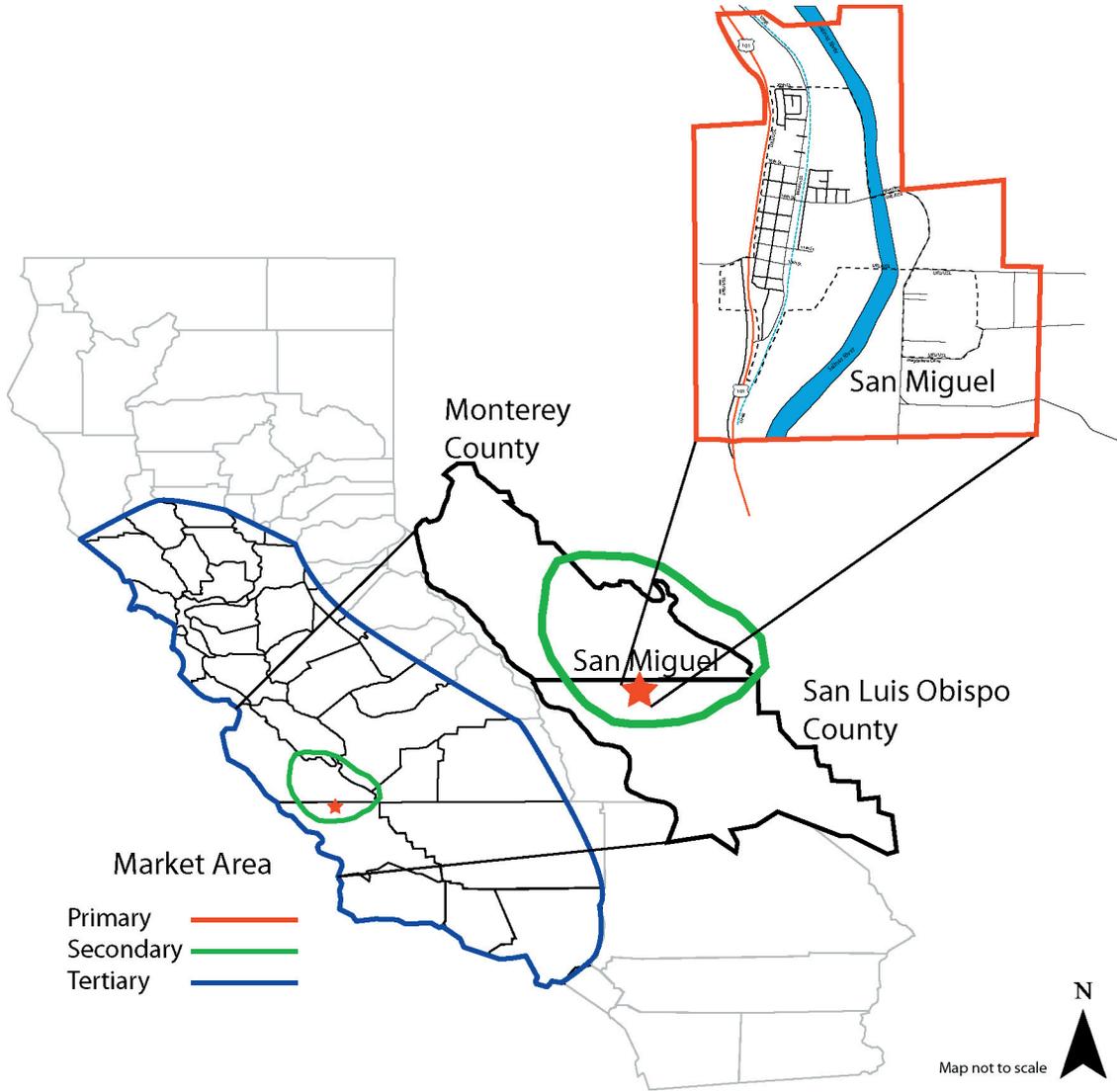
The proposed San Miguel Market Areas (Figure 5-5) are based on qualitative projections of potential market areas if San Miguel were to reach its projected population growth of 3,441 and where to attract tourism successfully, and develop its historic downtown.

Primary Zone - area of greatest share of sales, in the immediate vicinity. In San Miguel, the area serviced by the Community Service District.

Secondary Zone - these areas include rural areas to the north of San Miguel which lack retail facilities and services. San Miguel could develop a business “pull” in this belt.

Tertiary Zone - this outermost trade area represents the main range of business that could be attracted from interstate tourism.

FIGURE 5-5: SAN MIGUEL MARKET AREAS



Population and Income

The Market Feasibility Study primarily focuses on households contained within the primary market area, which is contiguous with the Community Services District boundary. An Income Survey, conducted by John Wallace & Associates in the spring of 2000, provided primary source information for determining median household income, which was determined as \$39,518 for 2003 (see Appendix E for further income survey information). Projection of current median income to the future assumed 2% inflation to estimate the following median community income:

- \$35,320 for 2010, based on the estimated completion of pipeline projects
- \$55,334 for 2020, based on the expected date of medium density buildout for the community
- \$63,562 for 2027, based on the potential full (maximum density) buildout for the community

Allocation of Consumer Income

Community expenditures were derived from the Bureau of Labor Statistics (BLS) study of consumer patterns, determining an approximate amount of money spent on various products and services (2001). Shelter and transportation associated sectors dominate household expenditures. However, the necessity of food requires 15% of the community income (see Figure 5-6 for description of average U.S. consumer expenditures based on BLS studies).

Income expenditure allocation demonstrates the spending capacity of the community. In 2003 San Miguel residents spent \$2.5 million on food products, demonstrating the margin of sales leakage occurring from the community.

Capture Rates

Demand projections are based on an increasing capture rate. For existing commercial demand in 2003, the capture rate was determined as 45% since the local economy is currently unable to provide commercial services needed by residents, and most sales are leaked to Paso Robles. As population increases however, additional commercial activity can be supported with additional purchasing power. The size and quantity of commercial services would then expand to accommodate this additional demand and render shopping options as more viable and convenient within San Miguel. Therefore, as San Miguel approaches buildout, it is estimated capture rates would rise to 65%. If the community successfully created a tourist industry, furthering their economic development, the capture rate could increase to 75% by 2020, and be maintained through 2027. Figure 5-7 on the following page indicates the projected increase of sales captured in San Miguel.

ESTIMATE OF SUPPORTABLE COMMERCIAL SQUARE FEET

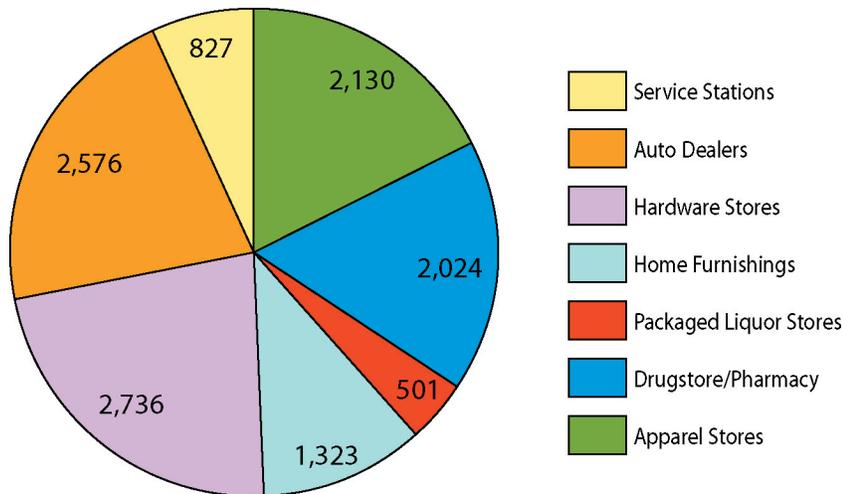
Existing Supportable Development, 2003

Extrapolation of the community demand based on population and consumer expenditure allows determination of the extent of demand San Miguel has for commercial development. Based on the assumed 45% capture rate, San Miguel currently has the purchasing power to support the following additional commercial square feet of business establishments:

- 1,429 sq. ft. of Apparel Retail
- 1,837 sq. ft. of Pharmacies or Drugstores
- 887 sq. ft. of Home Furnishings
- 2,198 sq. ft. of Hardware Stores
- 272 sq. ft. of Service Stations

Demand for other business types, such as grocery stores and general merchandise stores, is negative at current population and income conditions. However, the community does have a supportable demand for commercial services needed to fulfill basic daily needs. Their ability to support more services is suggested by a total demand for an additional 9,095 sq. ft. of commercial space currently being satisfied by other markets like Paso Robles. The majority of sales from that supportable demand are presently being lost; 16% from apparel stores, 24% from hardware stores, and 26% from automotive purchases and services (Figure 5-6).

FIGURE 5-6: SALES LEAKAGE IN 2003



Future Supportable Development

Pipeline Project Completion (2010): Due to additional housing units from pipeline projects, the community net income will increase by nearly 45% of the present value, from \$20 million to \$33 million, assuming a 2% discount rate for inflation. This increase in total community income will help to support the local base economy and increase the demand for goods and services by a total of 23,373 commercial square feet (Table 5-4).

Medium Intensity Buildout (2020): At medium intensity buildout, San Miguel's population will more than double, from 1,569 in 2003 to 3,410 in the year 2020. This population change will result in a 115% present value increase of the net community income from \$20 million to \$60 million (2% discount rate for inflation assumed), and a total demand of 55,963 additional commercial square feet (Table 5-4).

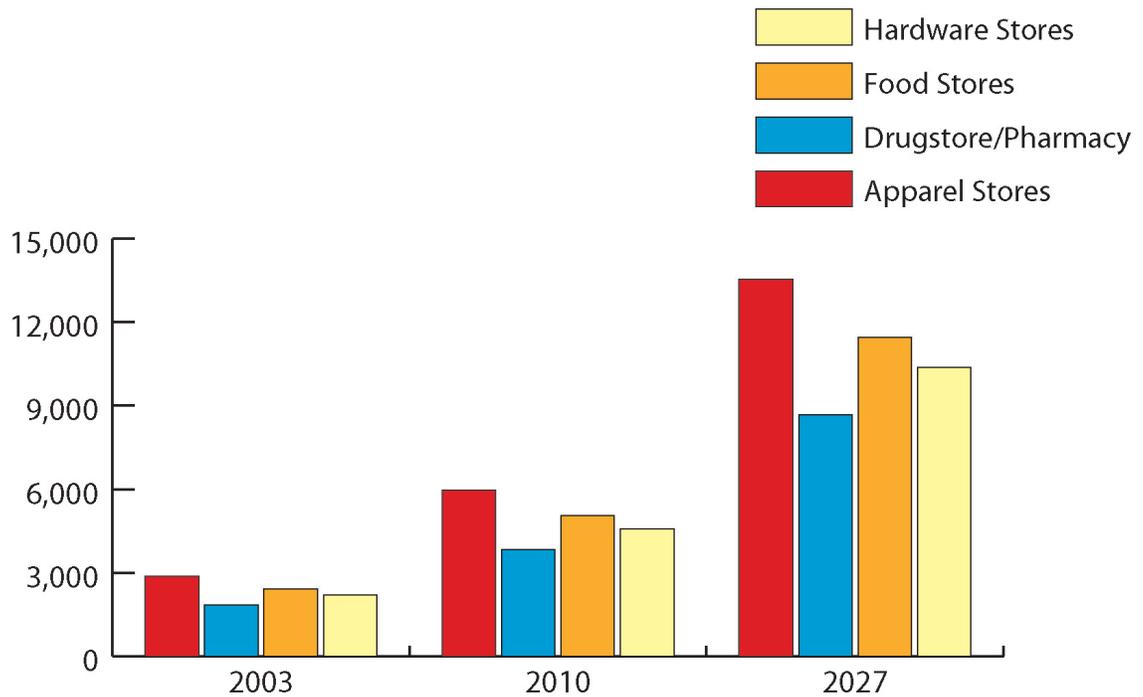
High Intensity Buildout (2027): High intensity buildout will allow San Miguel's population to increase to 4502 in the year 2027. This population change will result in a 190% present value increase of the net community income from \$20 million to \$91 million (2% discount rate for inflation assumed), resulting in a potential demand for 80,439 additional commercial square feet (Table 5-4).

In the 2002 San Miguel Healthy Neighborhood Project Survey, San Miguel residents stated drugstores, food stores, and hardware stores as their primary basic services needs. Figure 5-7 demonstrates a healthy demand that could support these services presently and at buildout.

TABLE 5-4: CURRENT AND PROJECTED DEMAND OF COMMERCIAL SQUARE FEET (NEIGHBORHOOD SERVICES)

	Projected Demand (sq.ft.)			
	2003	2010	2020	2027
Apparel Stores	2,869	5,969	10,291	13,537
General Merchandise Stores	2,039	4,241	7,313	9,620
Drugstore/Pharmacy	1,837	3,822	6,589	8,668
Food Stores	2,425	5,045	8,698	11,442
Packaged Liquor Stores	402	837	1,443	1,899
Eating & Drinking Places	2,257	4,696	8,096	10,650
Home Furnishings	1,787	3,717	6,409	8,431
Hardware Stores	2,198	4,573	7,885	10,372
Auto Dealers	2,070	4,307	7,425	9,767
Service Stations	2,272	4,726	8,149	10,719
Other Retail Stores	1,470	3,058	5,272	6,935
Total	23,628	47,001	79,591	104,066

FIGURE 5-7: PROJECTED DEMAND OF COMMERCIAL SQUARE-FEET



COMMERCIAL LAND SUPPLY VERSUS DEMAND

The maximum commercial buildout in San Miguel could allow for up to 161,085 total commercial square feet, allowing for more than a 80% expansion of existing commercial development by year 2027. However, total potential demand for commercial square feet demonstrated through the projected 2027 population only necessitates an expansion of just over 60% for commercial development. These conclusions render an existing surplus of gross acreage of commercially designated land, which could potentially be utilized for other uses such as residential or industrial development (Figures 5-8 and 5-9).

The existence of a commercial land surplus is coupled with an existing distribution of commercially designated land that may not be optimal for the development of new commercial service and retail businesses. A single industrial parcel is located in narrow strips along the railroad tracks, the town’s commercial core, and some large commercial service parcels are located away from the prime district along Mission Street where most of the commercial businesses currently exist. The most suitable area for future commercial development would be the prime commercial land area as mentioned before, based on an existing concentration of commercial activity and resources for commercial development.

A number of residential units also occupy commercially designated land, presenting a future mixed use opportunity. A number of residences however, may resist conversion if there is limited economic incentive by continuing as non-conforming uses.

FIGURE 5-8: PROJECTED DEMAND FOR COMMERCIAL USES AT BUILDOUT

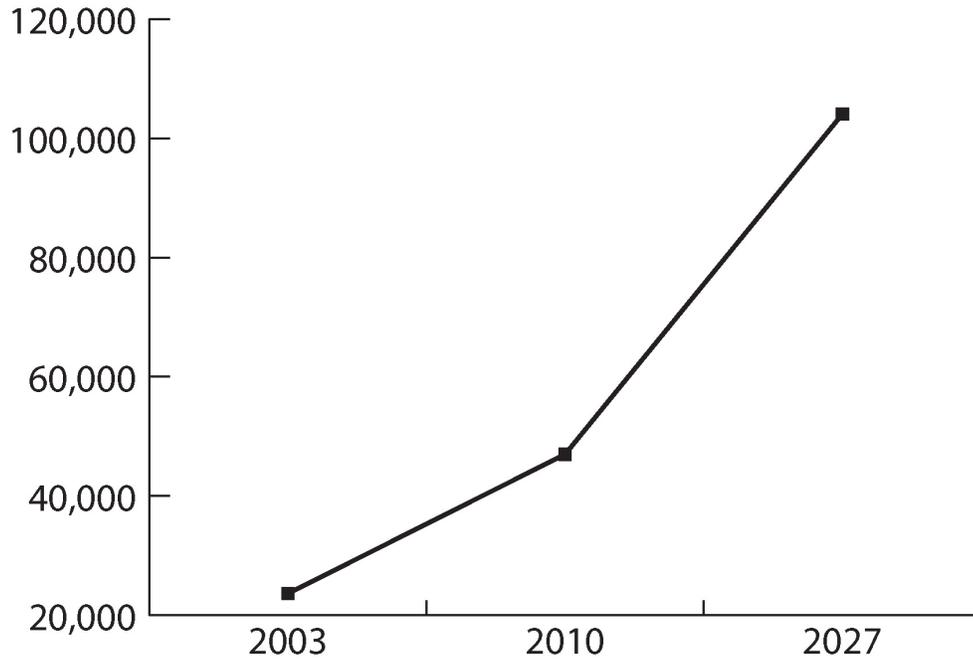
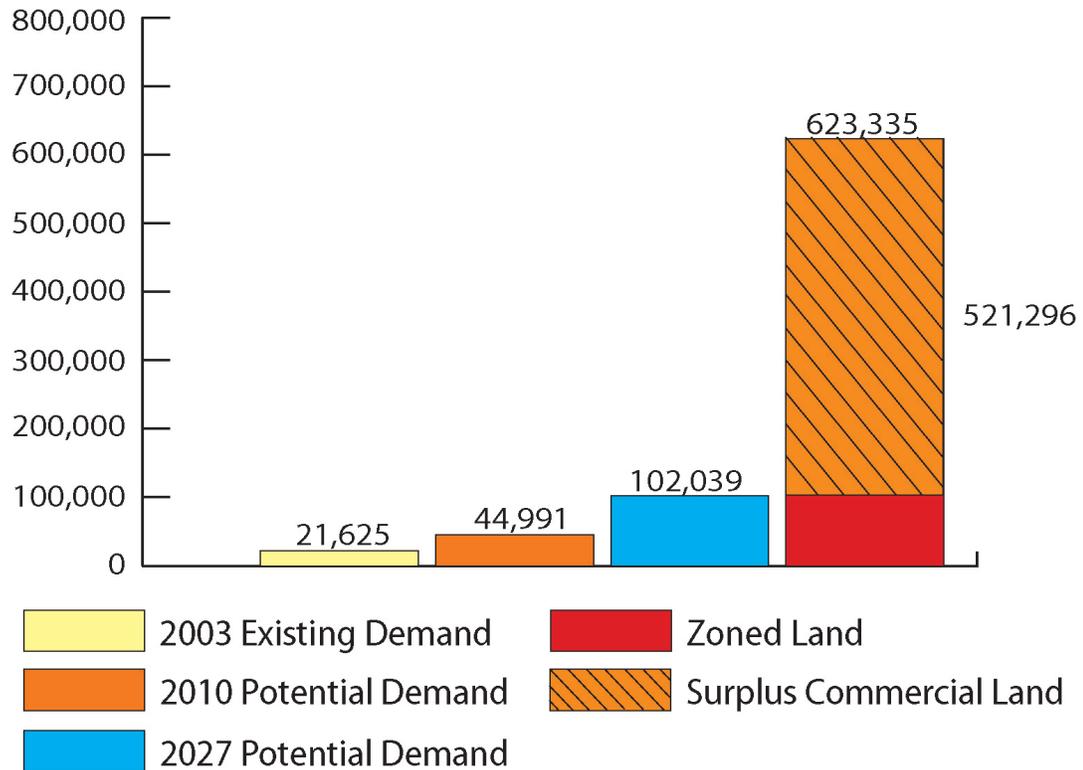


FIGURE 5-9: COMMERCIAL LAND SUPPLY VERSUS DEMAND



Finally, approximately 35% of the structures that exist on commercial land are described in the land use survey as “dilapidated” or “deteriorating”, creating the condition where many of these structures would likely require significant remodeling, or demolition/rebuild to conform with county building codes. The definition of condition “deteriorating” included defects estimated as correctable through maintenance (e.g., rotting windows) and/or in need of major repair. (e.g., cracked foundation, sagging roof, falling chimney, etc.). It should be noted that beyond exterior visual assessments, building inspections may reveal significantly more structures in need of costly remediation or replacement of electrical systems, fire walls, structural improvements and similarly related building and safety related items.

CONCLUSIONS

OPPORTUNITIES

Strong county-wide tourist base. San Miguel can capitalize on the existing tourist industry in San Luis Obispo County by attracting tourists already visiting other communities and recreational attractions in the area.

Prime transportation location. Conveniently situated on U.S. Highway 101 on the outskirts of San Luis Obispo County, San Miguel has great potential to capitalize on this primary transportation corridor which includes the Union Pacific rail line.

Opportunity for recreational activities for tourism development. San Miguel’s rural character and unique location on the Salinas River have the potential to attract tourists for outdoor recreation. Ideas for a horse trail at the local Advisory Board meeting implies community interest in cultivating recreation that will suit the needs of tourists and meet the recreational needs for residents.

Affordable home prices compared to County home prices. Rapidly rising housing and land prices in Paso Robles and other areas of the county may bring increasing attention to San Miguel’s comparatively affordable land and housing opportunities.

Regional agricultural base. There is a wide variety of agricultural activities surrounding the San Miguel area, including a strong wine industry. A potentially successful market for San Miguel could include businesses and services compatible to agriculture, supporting the County’s policies for industry clusters.

Close proximity to Camp Roberts. A large number of active military personnel visit Camp Roberts every year, peaking between April and September. Stationed personnel drive into Paso Robles for entertainment and basic services, but could easily attend San Miguel instead.

Increased purchasing power. San Miguel’s growing population will provide further support for a burgeoning economy.

Sufficient land acreage available for new commercial development. The existing vacant and undeveloped commercial parcels within the urban reserve line provide $60\pm$ acres for a wide range of commercial and industrial expansion opportunities. Currently there is an extreme underutilization of land available for commercial development.

Mixed Uses. There are currently $8.9\pm$ acres of commercial land used for residential uses, 61% of which are on land designated as office professional. The existing supply of residences on commercial land could allow for an interesting opportunity of creating a work-live environment, where offices or low impact commercial uses can operate out of existing residences.

The Mission. Mission San Miguel Arcángel provides an excellent base for developing tourism. Supporting services to visitors could attract visitors into the city core. Special activities at the Mission, such as community and artistic events occurring at other missions, could also help strengthen tourism.

Existing Supportable Demand. Data from Market Feasibility Study (see Appendix E) suggest that San Miguel will have the purchasing power to support additional services.

CONSTRAINTS

Small Population. The relatively low build-out population reduces the attractiveness of the community to existing business owners and prospective entrepreneurs.

Proximity to Paso Robles. A ten minute drive north from Paso Robles, San Miguel is situated with easy access to large retail centers. Strong commercial activity in Paso Robles has great potential to diminish the growth potential of commerce in the community.

Limited attraction time duration. Although the Mission has abundant historical value, drawing nearly 600,000 tourists each year, the interest factor is limited to a few hour tour. The lack of services to compliment the Mission makes San Miguel an easy partial day trip for tourists continuing on to other parts of the County with greater activities to offer.

Lack of economic diversity. A strong economy requires diversity to maintain stability through market fluctuations. Limited economic opportunity exists in San Miguel, focusing around the currently weak winery and grape industry and leaving the community more vulnerable to market trends. Diversification of the economy is needed to support community stability.

Limited inventory of developed commercial land. Due to the limited inventory of viable commercial structures, new businesses entering the San Miguel market will require large initial investments to improve the land with buildings and services. The currently small size of the local population generates investor doubt in the ability of local purchasing power to offset initial start up costs. Congruently, many of the existing structures, for both operating and vacant properties, require renovation or new development for future business expansion.

Sales Leakage. San Miguel needs to retain sales from its residents that are usually lost to nearby communities such as Paso Robles. Nearby regional shopping centers create difficult competition for smaller businesses, identifying the need for future commerce in San Miguel to fit a sales niche that will provide a unique service unmet by other communities.

Imbalance between jobs and housing stock. Almost all San Miguel residents are forced to commute out of San Miguel to work, and there is a very limited supply of jobs within the community.

Water and sewer infrastructure capacity constraints. The San Miguel Community Services District water system only has the capacity to serve the current population plus three hundred new water hookups. Similarly, the sewer system is nearly at capacity requiring expansion in the near future to maintain services for the growing population. With the construction of nearly five hundred new homes in San Miguel in the next five years, new commercial development will be limited by current infrastructure.

FUTURE ECONOMIC DEVELOPMENT NEEDS AND PROSPECTS

San Miguel is a bedroom community with a great need for neighborhood commercial services to meet the daily needs of residents. The rapid maturation of the population within the urban reserve line is inevitable as pipeline projects totaling 361 new housing units are either already breaking ground or are expected to be completed within seven years. The current population and community purchasing power has the ability to support basic needs such as hardware, drugstore, and apparel retailers. However, economic growth within the community must be induced to commence business expansion.

The Community Advisory Zoning Subcommittee is concerned with providing enough available commercial land to increase business investment in San Miguel. However, current commercially designated land supply within San Miguel could allow for a 80% commercial expansion. In contrast, the community's ability to support commercial services, as delineated in the market feasibility study, suggests an increase of just over 60%. These numbers indicate a surplus of commercial land that could be redesignated for residential or industrial uses.

Designating more land for commercial and industrial uses is not a significant issue. Instead, capitalizing on available land in an organized manner rather than piecemeal planning is the challenge. The additional land located outside the prime commercial area and even beyond the urban reserve line, would be more suitable for larger commercial development requiring sufficient parking with features uncharacteristic of historic downtowns. The 18 acres of potentially prime commercial area within San Miguel provide a great opportunity for future tourism-building economic development, with a variety of assets such as the Mission, historic heritage, and key location.

Potential for commercial expansion of neighborhood services in San Miguel is ripe. Residential demand, coupled with available land designated for commerce, engenders opportunity. Capitalizing on tourism and imminent population growth, and capturing some of the sales leaked to Paso Robles, has the potential to attract investors in the near future. San Miguel can support the services residents desire, but faces the issue of attracting new businesses through economic development strategies, and developing them in a manner that will preserve the character of this small community.

C
H
A
P
T
E
R

10

CASE STUDIES



INTRODUCTION

Several case studies were completed as part of the preliminary investigation into San Miguel. The results of these studies have been applied in portions of this background report and will continue to be applied during the creation of the Community Plan.

CASE STUDIES

JAMESTOWN, TUOLUMNE COUNTY, CALIFORNIA

Nearest Major City

Sonora, 3 miles north

Major Access

State highways 108/49 and 120 provide easy access to the freeway network of the San Joaquin and Central Valleys. The highways are open year round and link easily to western and Pacific-rim markets. (Figure 10-1)

Land Area

Jamestown is situated in the Sierra Nevada foothills at an elevation of 1,477 feet. Jamestown is an unincorporated part of the greater Tuolumne County, one of California's smaller counties with only 2,235 square miles and a population of 55,521. The majority of Yosemite National Park is located inside the county. It is home to the second highest pass in the Sierra Nevada, Sonora Pass at an elevation of over 9,000 feet.

FIGURE 10-1: LOCATION OF JAMESTOWN, CALIFORNIA



Governance Status

Jamestown is an unincorporated part of Tuolumne County; however, Jamestown has its own Planning Commission to help relieve the workload on the county and increase local resident's involvement in the planning process.

Origin

Gold was the kernel that seeded development in Tuolumne County, and was first discovered in the area in 1848 near present day Jamestown. By 1849, thousands of miners were camped along the county's streams and gulches. Frontier camps grew along these waterways and permanent buildings replaced tents as hardrock mines became commonplace. Sonora quickly grew into the county seat, and remains so to this day. Smaller towns in the periphery, like Jamestown, were also conceived during this boom.

By the beginning of the First World War, newcomers put down roots and turned to lumber and cattle as new mainstays of a smaller but more stable economy. Logging and ranching hit their peaks around the turn of the century, and towns of Tuolumne grew into centers of the state's robust timber industry. The railroads came to Tuolumne County in 1897 creating another boom that also supported the mining and timber industries.

Population

Current population: 2,178

Estimated Population at the peak of the gold rush: 6,000

Buildout Capacity

Jamestown is expected to reach 4,369 by the year 2020. This anticipated doubling of the population in the next 20 years would create a demand for housing, commercial services, jobs in industry and related public services. The Jamestown Area Plan accepts this reality and has adopted strict design guidelines to help maintain small town character of Jamestown.

Population Growth

Jamestown has been inundated with retirees from both the bay area and the central valley in the past ten years. These growth pressures are expected to intensify, increasing the likelihood of Jamestown's potential to become a bedroom community for Modesto (40 miles south) and Sonora (3 miles north).

Jamestown's geographic location is the only thing keeping sprawl under control in this community. Much like San Miguel, Jamestown's development difficult. The rolling foothills of the Sierras, a river, and the highway form the boundaries of Jamestown.

Income

Table 10-1 describes the income for Tuolumne County compared to the State.

Employment

The majority of jobs can be found in government, tourism, agriculture, and forestry. Jamestown also has a small business park in the pipeline. They hope this will help them achieve their goal to become a more independent and self-sustaining community.

Planning and Design

Jamestown is a well maintained community. The residents recognize the importance of aesthetic value and its relationship to tourism. In 1986, the Jamestown Area Planning Commission was appointed to prepare guidelines that would help guide development. As a result, they adopted the Jamestown Area Plan in 1989.

Multiple committees must review any development in Jamestown before issuing a building permit. Design Review and Historic Review Overlay zoning districts allow secondary committees to review projects for their aesthetic and historic value thoroughly prior to any hearings.

Mission Statement

The following is the city's mission statement, as outlined in the General Plan, followed by all commissions and committees involved with the town's future growth and progress:

“The Jamestown Community Plan will promote the retention of our rural quality of life, allow for economic growth, promote the stewardship of our natural resources and respect our historical heritage.”

TABLE 10-1: TUOLUMNE COUNTY INCOME

	Tuolumne County	California
Median household money income, 1999	\$38,725	\$47,493
Per capita money income, 1999	\$21,015	\$22,711
Persons below poverty, percent, 1999	11.40%	14.20%

Land Uses

A network of small stores and businesses create the majority of the downtown district. Zero setbacks and hidden parking lots preserve Jamestown's historic ambiance. Radiating outward from the main commercial center, residential land uses are generally low density. Two fairly large areas designated for Mixed Use demonstrate the county's willingness to maximize their usable land and promote a more sustainable community.

Infrastructure

- The Tuolumne County Service District provides water while Jamestown has its own sewer district, the Jamestown Sanitary District.
- The Sierra Railroad that runs through Jamestown offers daily industrial freight service that connects to Union Pacific and Burlington Northern Santa Fe in Oakdale. Rail docks are now located in Chinese Camp, Jamestown, Sonora, and Standard.
- Public transportation is offered by the county.

Amenities

There is one major recreational amenity within the Jamestown limits, Railtown, which was constructed in 1897 with the arrival of the Sierra Railroad. After 1897, Jamestown became the lifeline between Tuolumne County and the outside world. However, the automobile quickly lessened the significance of the railroad. Nevertheless, Railtown provides a true insight to its historical period of construction, and is preserved in a 26-acre California State Historic Park. (Figure 10-2, 10-3)

Other nearby amenities that attract tourists to the Jamestown area include:

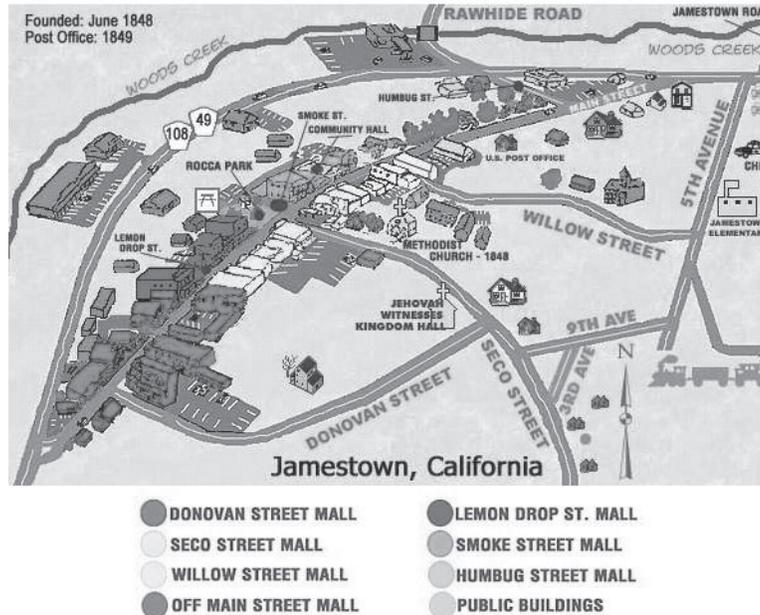
- Yosemite National Park – Tuolumne County's primary tourist attraction.
- Gold Mines – attract tourists interested in the history of the gold rush.

Community Characteristics

The Jamestown Historic and Design committees have rigidly enforced the Area Plan's design guidelines to maintain Jamestown's original state as a booming gold town. Design elements such as wooden siding and saloon doors are examples of architectural requirements expected in Jamestown.

Economic Development

After the gold mines in Jamestown closed in the early 1900s, the town experienced an economic depression with the rest of the country. In the 1970s and 1980s a tourism industry was brought to the town through the efforts of local business owners to restore the historic Main Street, the opening of Railtown 1897 as a Historic Park, and the reopening of the nearby gold mines. It is now one of Tuolumne County's main attractions, with thousands of tourists visiting annually.

FIGURE 10-2: MAP OF AMENITIES IN JAMESTOWN, CALIFORNIA**FIGURE 10-3: JAMESTOWN RAILTOWN**

Lessons Learned

Jamestown's vital relationship with their very popular Railtown historic park parallels San Miguel's relationship with Mission San Miguel Arcangel. Railtown is located directly off the main highway that services Jamestown. Mary Beauvieres, a planner for Tuolumne County noted that Jamestown's main problem is "the severed relationship between Railtown and the downtown district." Jamestown has recently received a \$330,000 grant for the revitalization of their downtown. Mary is hoping these improvement help to draw tourists downtown.

- Comparable in size, population and historic value, Jamestown is a constructive case study for the future development of San Miguel. Strict design guidelines and land use patterns have produced economic vitality in a town with a very small local economy.

- Jamestown’s vital relationship with their very popular Railtown historic park parallels San Miguel’s relationship with the Mission. Railtown is located directly off the main highway that services Jamestown. Mary Beauvieres, a planner for Tuolumne County noted that Jamestown’s main problem is “the severed relationship between Railtown and the downtown district.”
- Jamestown has recently received a \$330,000 grant for the revitalization of its downtown. They are hoping these improvement help to draw tourists downtown. San Miguel has recently received a similar grant. Improvements made in Jamestown can be evaluated for their effectiveness before any commitments are made in San Miguel.
- A network of community advisory bodies and a planning commission specifically for the unincorporated area of Jamestown has helped curb unwanted development. This increase in community involvement empowers locals with a sense of worth. San Miguel may consider adopting additional advisory committees and querying the county about the development of their own planning commission. Nearest Major City: San Diego, 120 miles. El Centro, 38,300 miles.

HOLTVILLE, IMPERIAL COUNTY, CALIFORNIA

Major Access

Highway 8, connects to San Diego to the West and Highway 17 just south of Phoenix

Land Area

1.1 sq. miles

Physical Structure

Grid Pattern

Governance Status

Founded in 1903, and Incorporated in 1908. 5 member City Council.

Origin

The city of Holtville, or Holton as it was first called, was founded by W.F. Holt. Holt was a banker from Missouri who moved to the west for health reasons. Holt had a vision of what the Imperial Valley would become, and in the process he was the first to envision a town east of the Alamo River. In 1903, the city of Holtville was born. Construction of the new town was slow in the beginning because of a town policy which only allowed brick construction. That policy was later changed and the remainder of the town was constructed. On June 20, 1908 the city of Holtville was incorporated.

Population

City population: 5,550.

County population of 145,300.

Population Growth

County population expected to increase by 90,000 in the next 7 years.

Income

Per Capita Income \$12,505, Median Household Income \$36,318. \$14,000 average annual pay for agricultural workers.

Employment

Imperial County is one of California's top ten agricultural counties. The agricultural industry is strong in this region, and is one of the main sources of employment. The industry produced over \$919,000,000 in new wealth in 2000. A 4,000-inmate maximum security prison is a major source of growth. Additionally, economic incentive programs that will allow 20,000 people to cross the border from Mexico and legally work in the United States are expected to increase manufacturing uses by 200% by 2010.

Planning and Design

The city of Holtville has a master plan for its downtown district. The city was designed so that businesses faced Holt Park, which created a town square. Holt Park is the focus for the city of Holtville and boasts large lush shade trees, a City Hall building, and a two story structure that was built in the center of the Park. There have been several changes in Holt Park over the century, but it still remains the gem of the city. At one time, the Park even had a monkey cage and a fish pond. However, all that remains today is a time capsule which is to be opened in the year 2015. Fire has been a major tragedy to the city of Holtville and has affected all citizens of Holtville. In the 1960s, the Holtville Unified School District, which consisted of a two story structure, caught fire and was completely destroyed. In the 1970s, a theater that once graced Main Street in Holtville was also destroyed by fire. And sadly, a large section of the Holtville Business District was also destroyed by fire in the 1980s.

Infrastructure

Water and electricity are very inexpensive. Water is unlimited from the Colorado River at \$13.50 an acre foot. Electricity is only .0659 cents per kilowatt hr. All services are provided by the City public works department. The Imperial Irrigation District provides electricity to a 6,741 sq. mile area and employs nearly 1,000 workers. The IID provides irrigation water to over 500,000 acres of farmland.

Amenities

Three parks containing horse arena and baseball fields

Community Characteristics

This is a predominantly Hispanic community (73%). The median home price hovers around \$100,000. Holton has a downtown corridor with historic buildings ripe for redevelopment and enhancement.

Special Community Features

Holtville is home to the Barbara Worth Golf and Hotel Resort. Imperial County is a vast open area that has many places for people to enjoy the outdoors. These include the Glamis dunes, the Salton Sea (the states largest inland lake), and the Laguna mountains.

Economic Development

The area may become a foreign trade zone (FTZ). This would allow companies in the area to reduce Customs duties and import raw materials duty free. Imperial Valley is also hosting an “Enterprise Zone” with tax credits and lender income deductions for loans made to businesses in the zone. They also offer preference points on state contracts.

Lessons Learned

- Approach is to grow businesses tangential to existing strong agricultural base in related areas of manufacturing, commercial, and industrial sectors.
- Holtville has established a redevelopment area that encompasses the entire city
- Low cost redevelopment block grants are available to commercial and industrial businesses.
- There is a utility tax ceiling of \$338,000 and any increase is tied to the consumer price index.
- The city offers 50% matching funds and up to \$5,000 for facade improvements.
- Recreation opportunities like 3 parks, a town little league, community swimming pool, and race track all add to provide town quality of life enhancing public amenities.
- Similarly to San Miguel, Holtville has experienced a strong decline in population and economic activity that is beginning to rise again. Continued provision of affordable housing is aiding in this recovery.
- Holtville has realized that capitalizing on its historic resources can form the foundation of town aesthetic enhancement which will aid in attracting tourism and facilitating the relocation of business in the district.

SAN JUAN BAUTISTA, SAN BENITO COUNTY, CALIFORNIA

Nearest Major City

Salinas, 21 miles

Major Access

Highway 156, east from Highway 101

Land Area

0.7 square miles

Governance Status

General Law city incorporated 1869 in the San Juan Valley of San Benito County

Origin

Development formed around the historic mission, the Old Mission San Juan Bautista founded in 1797. As indigenous people settled around the main hub of the mission, the city rapidly expanded during the Gold Rush.

Population

1,549 persons

Income

Median household, \$43,355, median home value \$265,100

Growth Pressures

The City of San Juan Bautista's small town ambiance and strong downtown development attract residents from nearby cities. A gentrification process is beginning in the city, where older residents are moving out and being replaced by wealthier residents who can afford the very expensive cost of housing. An example of the high cost of housing: in 2000, a 700 square foot home in poor condition sold for \$201,000 (Historic San Juan Bautista Plan, 2000).

Land Use

Figure 10-4 describes the land uses in San Juan Bautista.

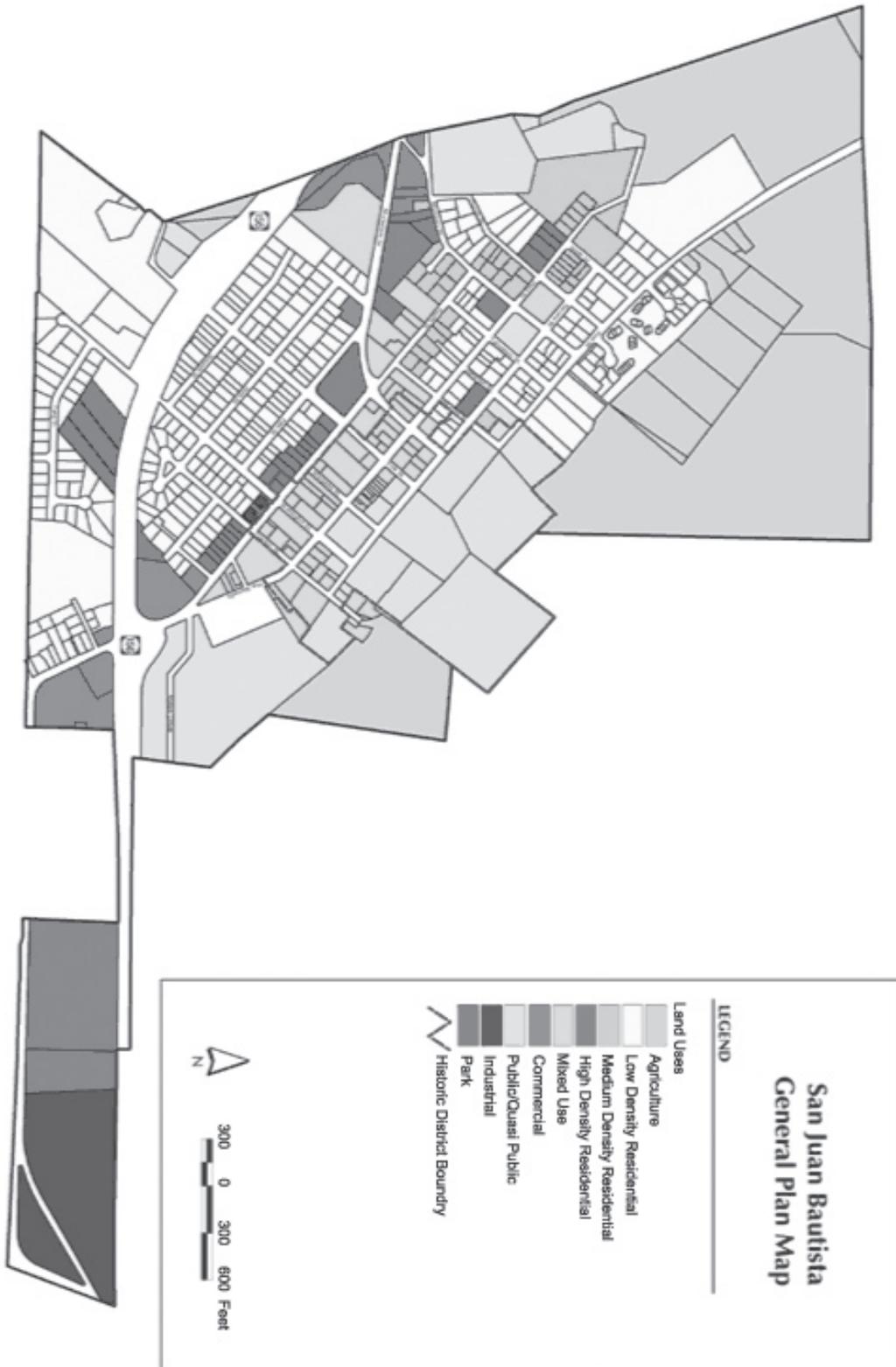


FIGURE 10-4: SAN JUAN BAUTISTA LAND USE MAP

Planning and Design

Centered around the quasi public services of the Old Mission San Juan Bautista, the development of the city consists of mixed use and visitor serving commerce. Limited commercial services are located on the edge with single family detached housing development radiating out from the city center. A strong town and country definition exists at the city's limits, with development halting to agricultural and open space lands at the boundaries. A recent study in the Historic San Juan Bautista plan identified that a parking demand of 648 spaces exists with an existing supply of 457 spaces.

Special Community Features

The city has the following General Plan elements: aesthetics, air quality, archaeological, biological, community, fire, flood control, growth management, historic preservation, parks and recreation, scenic highway, public services, trailways, and transportation. The entire General Plan was last updated 1998, but is not available online.

Downtown Characteristics and Economic Development

Tourist services dominate the downtown area with boutiques and shops lining the mixed use district bordering the Mission and other historic spots. Mixed use development is prevalent in the downtown area near the Old Mission San Juan Bautista (Figure 10-5). A state park is directly adjacent to the mission containing the following historic structures: a hotel that is still operating, stables, granary, jail, and blacksmith shop. A variety of exhibits are displayed in the park showing the mission's history. Other historic points promoted in the town include homes, churches, and even an old brewery (Figure 10-6). The downtown area also includes the El Teatro Campesino Theater, an award winning theater for its performances portraying the Chicano Experience.

The architectural character of San Juan Bautista emits a western frontier sense with mission style architecture and an emphasis on street and pedestrian engagement. Friendly walkable streets with varying facades and pedestrian servicing focus make San Juan Bautista's downtown as charming as the Mission. (Figure 10-7)

One drawback to the community is that basic neighborhood services for residents are missing. Grocery, pharmaceutical, and basic needs are all located in Hollister or Salinas. This forces nearly

FIGURE 10-5: MISSION SAN JUAN BAUTISTA



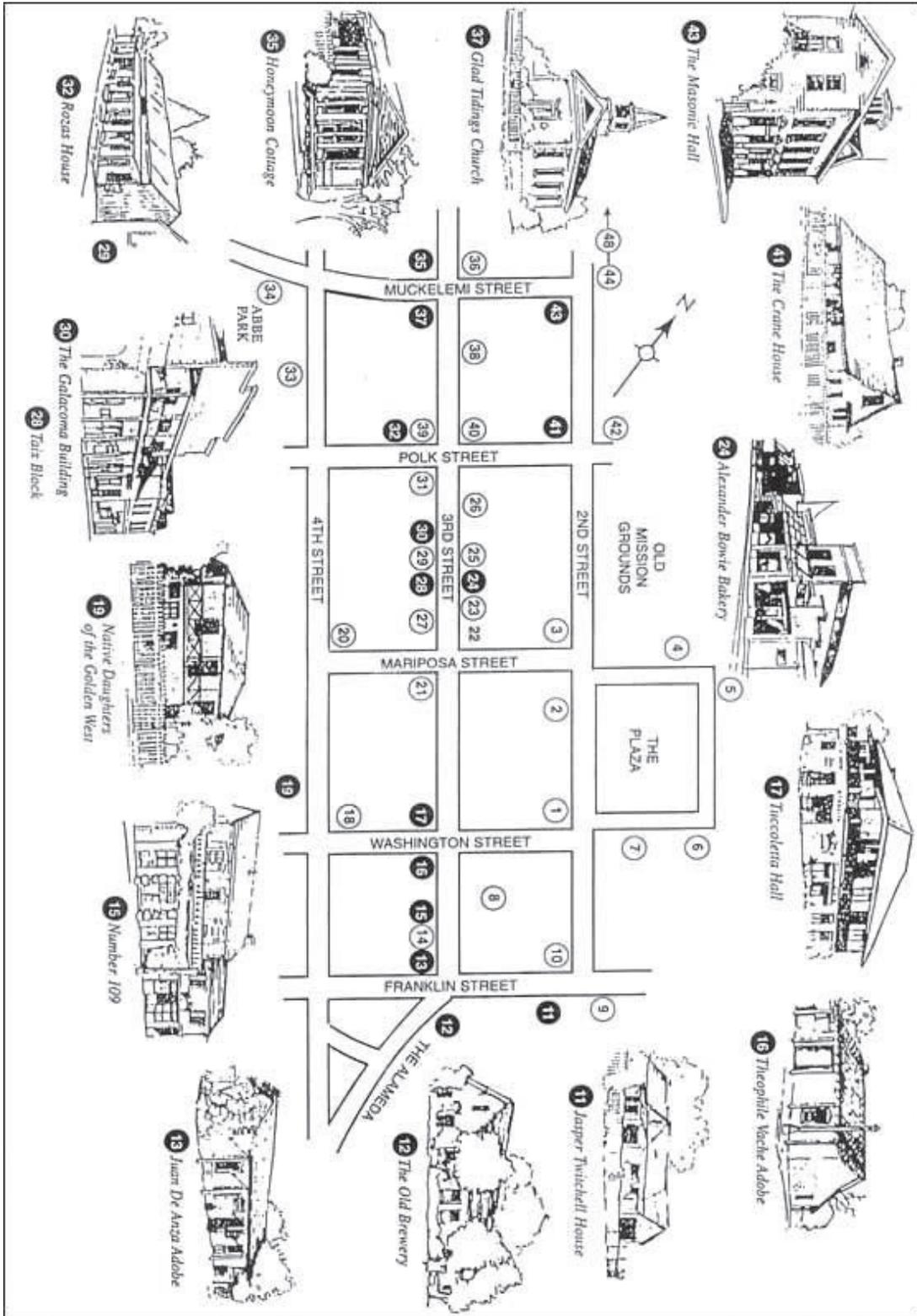


FIGURE 10-6: WALKING MAP OF SAN JUAN BAUTISTA

FIGURE 10-7: CHARACTER OF SAN JUAN BAUTISTA

all residents to commute outside the community, and creates an economic reliance on tourism due to the lack of other industries in the area. However lack of neighborhood services allows for strict control of the beautiful setting of San Juan Bautista without pollution of parking spaces, strip malls, and big box stores creating large frontages.

Historic Spots

The tourism draw of the Mission is capitalized upon through the advertisement of other historical points of interest, such as historic homes, churches, and even an old brewery.

Lessons Learned

San Juan Bautista is a destination point, supporting the mission with an array of galleries, boutiques, antiques, and other gift shops. It is evident from the excellent shape of the mission and its downtown that the inclusion of historical preservation is foremost in the city's planning and character. The City has addressed their weaknesses such as a lack of jobs, local supporting services, and is working towards their improvement. In February of 2002, the city came up with the historic San Juan Bautista Plan that provides a framework for historic preservation and economic enhancement. The following are specific implementation measures adopted by the city from this plan that could serve as useful in the development of San Miguel:

- Establish a Certified Local Government Program, an available program administered by the State Historic Preservation Office to promote identification and preservation of historic resources that sets up a local preservation ordinance and review board, and allows the city to be eligible for federal and state grants
- Create an events management program to organize city events
- Consider location for light industrial development area

- Encourage culture and arts based business development, since it could benefit both residents and visitors.
- Develop recreational based tourism such as bicycle or horseback riding.
- Encourage infill projects
- Create a green belt around the city
- Improve pedestrian circulation from mission and state park to downtown through:
 - slightly elevated pedestrian walkway that mimic other historical walkways
 - new off-street pedestrian only walkways
 - connection of historic streets and sidewalks with those of the mission – explore use of wooden sidewalks
- Construct joint parking lot for mission, state park, and downtown area
- Capitalize on other historic features of town including Native American heritage, San Andreas Fault location (Earthquake education), San Juan Bautista Cemetery, and existing public gardens
- Development of festival grounds for events such as rodeos, music festivals, fairs, etc..
 - connection of historic streets and sidewalks with those of the mission – explore use of wooden sidewalks
 - a way finding system with improved signage and kiosks
- Construct joint parking lot for mission, state park, and downtown area
- Capitalize on other historic features of town including Native American heritage, San Andreas Fault location (Earthquake education), San Juan Bautista Cemetery, and existing public gardens
- Development of festival grounds for events such as rodeos, music festivals, fairs, etc..

CIVANO, ARIZONA

Geographic Location

Located within the Tucson metropolitan area in Pima County, Arizona.

Closest Major City

Located 15 miles southeast of Tucson.

Expressway Access

Approximately 11 miles from Interstate 89.

Population Growth

Pima county has an average growth rate of 2% per year. Tucson has an average growth rate of 1% per year.

Growth Pressure from Larger City

The Civano Master Plan has strong regulations for growth and an extensive plan for how they will develop. Civano will proceed to grow according to the master plan and not from outside pressure.

Governance Status

Civano is located within the city boundary of Tucson, and it is therefore under the city of Tucson's jurisdiction for land development.

Size of Land Area

1145 acres at build-out; currently 818 acres.

Purpose of Development

The purpose of the development is to achieve a sustainable community that balances growth and the need to conserve our resources over time. The goal of the development is to create a sense of place that connects the residents to the environment around them, and to foster a connected community. The construction of the homes and buildings involves solar designs and photovoltaics which are more energy efficient. The development is mixed-use, and it has affordable housing and commercial villages.

Population Size and Income

Current Population- 800

Build-out capacity- 5,000

Median Income- \$56,000

Employment

Most of the residents of Civano work within the Tucson metropolitan area, but the goal of the development is to have 1,200 jobs on-site, which would provide one job per every two residents. The Civano Industrial Eco-Park will contain state-of-the-art solar manufacturing. Ideally Civano will attract industries related to renewable resources. The residents of Civano will be located no further than a five-minute walk from the commercial village, which will reduce automobile usage and air pollution.

Planning and Design Characteristics

Spatial Structure- Civano has compact development, including four residential neighborhoods with a neighborhood center, and a commercial village. It will also have a community center for the entire development. (Figure 10-8)

Street System

Civano has a grid street system.

Integration of Uses

The community has mixed-use development and integrates housing, recreational, light industrial, retail, and commercial development.

Sustainable Development Approach

Using New Urbanism principles, Civano was developed to be built as a large-scale sustainable community. The development aims to promote ecological harmony with the residents and the environment, and to reduce energy consumption and water usage.

Land Uses

- Residential: There will be 2,600 residential units at build-out, which will include affordable housing. (Figure 10-9)
- Commercial: The Civano Master Plan has allocated 1 million square feet of land for commercial and industrial use.
- Open Space: The cluster development has made it possible to preserve one-third of the land as natural or enhanced open space. This will include community orchards, parks, pedestrian pathways, bike lanes, and other environmentally-friendly recreational facilities.
- Public Facilities: There is a sewage treatment facility, a community center for the entire development, and smaller neighborhood community centers.

FIGURE 10-9: ONE OF THE FOUR MODEL HOMES IN THE CIVANO DEVELOPMENT



Infrastructure

The City of Tucson provided \$3 million for the sewer and water network in Civano. Road maintenance is managed by the City of Tucson. Utilities are Southwest Gas and TEP.

Amenities

There is a Vail School District school with grades Kindergarten through fifth grade, tennis courts, a swimming pool, hiking and bicycle trails, and a nursery.

Community Description

Civano, Arizona is located within the Tucson Metropolitan Area. It is a planned development that focuses on conserving our resources and protecting the environment. The development was planned with the intention of being a model community for other future developments to follow. The construction of the homes involves solar structures and energy efficient building design. The area has mixed-use development, and was designed with new-urbanism principles. The community has a strong sense of place and celebrates their success as an eco-friendly, community-connected development.

The population of Civano is currently 800 people, but the build-out capacity is 5,000 people. The median income is \$56,000. Most of the residents of Civano work within the Tucson metropolitan area, but the goal of the development is to have 1,200 jobs on-site, which would provide one job per every two residents. The Civano Industrial Eco-Park will contain state-of-the-art solar manufacturing. Ideally Civano will attract industries related to renewable resources. The residents of Civano will be located no further than a five-minute walk from the commercial village, which will reduce automobile usage and air pollution.

Civano is made up of cluster development neighborhoods, neighborhood centers, a community center for the entire development, and a commercial village in which major businesses are located. The streets are on a grid system. The development has integrated residential, light-industrial, commercial, and recreational land uses. The community emphasizes being able to walk the entire area of the site.

The community of Civano is extremely successful. By using new-urbanism and sustainable principles in the design of the planned development, the environment has been respected, and a strong sense of community has evolved. The ability to walk the entire community is a strong advantage for Civano because it makes the area more friendly and helps the community interact. The development also benefits from the environmentally-friendly building materials that are used for housing and commercial buildings. The mixed-use development has proven to be successful and should be a model for other developments of its kind. Overall, Civano is an very admirable development, and it will continue to be a example of successful new urbanism.

Civano is a good example for how we should guide the development of San Miguel. San Miguel has a significant amount of undeveloped land and/or land that is dilapidated, and new-urbanism and sustainable principles should be incorporated into their community plan. The community plan should promote environmental preservation, a sense of community, and a walkable area. The development of downtown should incorporate mixed-use development of commercial and residential units, and all residential neighborhoods should be connected to the rest of the community.

GUADALUPE, SANTA BARBARA COUNTY, CALIFORNIA

Geographic Location

Santa Barbara County, California. Located within the metropolitan area of Santa Maria, in the heart of the fertile Santa Maria Valley.

Closest Major City

Santa Maria: 13 miles to the east of Guadalupe

Expressway

Highway 1 bisects Guadalupe and Guadalupe is 13 miles from Highway 101

Population Growth: 5479 in 1990 5,659 in 2000 and up 18% since 1990: Guadalupe and Santa Maria are expanding faster than any other incorporated cities in the county. Santa Barbara County's total population in 2000 is 399,347 up 7% from 369,608 in 1990

Growth Pressure from a larger city: Guadalupe and Santa Maria are expanding faster than any other incorporated cities in the county. Still the center of agricultural production, but has lost much of its prominence to Santa Maria.

Governance Status

The community was incorporated in 1946. The City of Guadalupe has governance over land development and regulatory approvals. The County of Santa Barbara is responsible for the property which surrounds the City of Guadalupe

Size of Land Area

4 square miles

Purpose

Guadalupe started and has historically been based as an agricultural community. The railroad helped to create a Agricultural Explosion and began the first major settlement of Guadalupe. The name Guadalupe honors Our Lady of Guadalupe, title given to the Virgin Mary.

Population Size and Income

Population: 5659 in 2000

Median Income: \$31,955

Build out Capacity: 15,970 persons, 4069 Dwelling Units

Employment

31% of the population is in the agricultural field

28% of the population is in the retail field

Most people work in the agricultural fields which surround Guadalupe and Santa Maria (13 miles east). The average commute to work is 24 minutes. Many citizens commute to work in Santa Maria for more retail oriented jobs along with agriculture; however, there is a decent percentage of retail within Guadalupe. Table 10-2 describes the top three private employers for Guadalupe.

Planning and Design Characteristics

Spatial Structure

A mix of housing and densities are evident throughout the community. The community is surrounded by agricultural lands and facilities.

Town Center

The town center of Guadalupe appears to be along Highway 1, or Guadalupe Street. This is the main commercial core of the city and has the most potential for revitalization of a historic and inviting downtown. Guadalupe Street serves as a transportation hub and adds to the sense of place of Guadalupe.

Streets System

Streets are based on a modified grid system. The streets are restricted due to natural and man made features such as the Santa Maria River and the Southern Pacific Railroad.

Housing Clusters

Mixtures of values of primarily single family homes exist in Guadalupe. 1,498 total units exist within the city limits.

Infrastructure

The City of Guadalupe provides and maintains services and roads. Highway 1 is maintained by Cal Trans. The Union Pacific Railroad and Santa Maria Valley Railroad parallel Highway 1.

TABLE 10-2: TOP THREE PRIVATE EMPLOYERS FOR GUADALUPE, CALIFORNIA

1.	Apio, Inc	65 Emoloyees
2.	Waller Flower Seed	65 Employees
3.	Truss Pros	40 Employees

Land Uses

- Residential: There are 1,498 total housing units in Guadalupe. These units are a mixture of single and multi family homes as well as apartments. There is a total of 600 acres of residential land. 436 Acres of Neighborhood Residential, 481 acres of Medium Density Residential, and 83 Acres of High Density Residential
- Commercial: There is a total of 90 Acres of commercial property in Guadalupe. There are 34 acres of commercial land in the Central Business District (Figure 11-10), 31 acres General Commercial, 11 acres Neighborhood Commercial, 8 acres of Service Commercial, 4 acres of Recreation Commercial, and 2 Acres of Mixed Use. There is also an additional 48 Acres zoned for Light Industrial.
- Open space: There is a total of 101 acres zoned for open space within the city limits. There is also 428 acres of very fertile agricultural land within the city of Guadalupe. (Figure 10-11)

FIGURE 10-10: GUADALUPE CENTRAL BUSINESS DISTRICT



FIGURE 10-11: GUADALUPE AGRICULTURE FIELDS



Public Facilities

There is a total of 66 acres zoned for parks, schools, or other public facilities. Public Facilities include McKenzie Middle School, Jack O'Connell Park, Wastewater Treatment Plant, Central Park, City Hall, Police Station, Fire Station, Mary Buren Elementary School, a Cemetery, and Leroy Park.

Amenities

Guadalupe is a town with a number of amenities. The town has a historic appeal as well as an agricultural background. The Commercial Corridor has potential to be improved and become an economic center. The town is also in close proximity to the beautiful Guadalupe Coastal Dunes to the west.

Community Description

The city of Guadalupe is a quaint town in Santa Barbara County, California. The town is located midway between San Francisco and Los Angeles, approximately 13 miles from Santa Maria. The town is comprised of 5,659 people and the part of the fastest growing incorporated areas in Santa Barbra County. The historic economic base in Guadalupe has been and continues to be agriculture. The town is physically almost 40% agriculture and 60% residential with a small commercial core. Highway and the Union Pacific Railroad bisect the community and provide a major circulation and business corridor.

The city of Guadalupe is home to 5,659 people who reside in 1,498 dwelling units within the city limits. The majority of the people in Guadalupe (31%) work in the agricultural related field. Many Guadalupe residents commute to Santa Maria for employment, with an average commute of 24 minutes. The median income in Guadalupe is \$31,955. The largest employers in Guadalupe continue to be agriculturally based.

Guadalupe is about 4 square miles. The town is within the fertile Santa Maria Valley and surrounded by rich agricultural land. To the north of the town is the Santa Maria River. The town is split by both Highway 1 and the Railroad (North to South) and Highway 166 (East to West). The commercial core is within the center of town and along Highway 1 (Guadalupe Street). Just west of town lies the Guadalupe dunes as well as the Pacific Ocean. The majority of traffic through Guadalupe is on Highway 1 and Highway 166. The land distribution is largely agriculture (428 acres), Residential (600 Acres), Commercial (90 Acres), with smaller allocations for Public Facilities and Open Space.

Guadalupe is a successful community due to its natural surroundings and agricultural atmosphere. The rural appeal attracts people to Guadalupe, along with the close proximity and short commute to a major city (Santa Maria). Guadalupe also has a beautiful climate as well as interesting history.

Guadalupe is easily accessible and has potential for a vital commercial core along Guadalupe Street. With some additional funding, Guadalupe can continue to grow and has the potential to become a thriving town that visitors will flock to see.

Guadalupe can teach the average visitor how important a rich history and background are to development. This history is a building block, which has potential to bring tourists and visitors to the commercial core of the town, or to the nearby Pacific Ocean, and get people interested to living in the city. The town has a large potential for continued growth and an increase in the job market, while still remaining in close proximity to Santa Maria and its assets.

WILLOWS, GLEN COUNTY, CALIFORNIA

Geographic Location

Glenn County California, North of Chico. (Figure 10-12)

Closest major city

Chico, Ca 32 miles south of Willows

Expressway access

Interstate 5 and highway 162

Glenn County Population

In the year 2000, Glenn County had a population of 26453, an increase of 6% from 1990. In 2000, Chico had a population of 59,954, an increase of 33% from 1990.

FIGURE 10-12: WILLOWS LOCATION MAP



Growth Pressure from a larger city

No major growth pressure from a larger city has been identified.

Incorporation Date

1886 - Not a charter city

Governance Status

Part of Glenn County- city has a City Manager who acts as city planner.

Land Area

2.9 square miles

Purpose

The rice capital of the United States. Willows was formed on its historical, agricultural background.

Population

6,220

Income

Median household income: \$27,466

Employment

Major Rice & agricultural purposes; 338,524 tons of rice produced annually in Glenn County. Industries providing employment: Educational, health and social services (16.8%), Agriculture, forestry, fishing and hunting, and mining (13.6%), Retail trade (11.6%), Public administration (10.2%). There is a 7.1% unemployment rate. The average Commute to work is 17.4 minutes.

Planning and Design Characteristics

Spatial Structure: There is a mixture of residential and commercial within the city, however, the city is surrounded by agricultural uses.

Street system

Grid street system.

Sustainable developments

No sustainable development approach is evident in Willows.

Land Uses

- Residential: 2,134 households total within the city limits. There is an average of 2.75 persons per household. There is a mixture of Single and Multi family homes, as well as mobile home parks. There is a total of 21 acres zoned for residential.
- Commercial: There is a total of 140 acres of commercial or industrial zoned land within the city limits. The majority of the commercial is either Retail or agriculturally oriented.
- Open Space: 160 acres minimum designated through Glenn County. The allocated open space within the city of Willows is unknown. The agricultural land is designated to have an intensive requirement of 40 acres and a general minimum of 20 acres.

Public Facilities

Most of the public facilities are owned and operated by public agencies within the city. Minimum parcel size is 600 square feet. Public facilities include sewer, water, and educational facilities.

Infrastructure

City and County share responsibility of the roads amongst the city, Cal trans is responsible for Interstate 5, and Highway 162.

Amenities

Glenn medical center
Willows public library
Willows airport
U.S. Post Office in the city of Willows
Thunder Hill Park Raceway (Figure 10-13)

Community Description

The city of Willows, California is located in the northern part of the state in the county of Glenn. It is not located in or near a major metropolitan area, it is in a rural setting with the most notable city in its vicinity 32 miles away, being Chico California which houses a California State university. Since Willows is a rural type community there is no growth pressure from a major city. Expressway access to and through the city of Willows includes Interstate 5 north to south and highway 162 west to east.

FIGURE 10-13: THUNDER HILL PARK RACEWAY



Willows is an incorporated city, its date of incorporation was in the year 1886. Since it is an incorporated city the city has primary jurisdiction although the small size of the community the county of Glenn. Willows has a land area of 2.9 square miles the amount of surface water is 0.066 sq kilometers. Willows is a primarily Agricultural city, and it is known as the rice capital of the United States.

The current population of the city of Willows is 6,220, the majority of the people who live in the city are economically involved in the rice industry or work in the education, health and social services fields. The median income of each household for the city of Willows is \$27,466. Even though the city is fairly small and traffic is not an issue it still takes an average of 17.1 minutes of travel time for an employee to get to work, this is due to the vast acres of agricultural fields located in the and surrounding the city.

Land uses for the city of Willows include residential, commercial, agricultural, public facilities, and Industrial uses. The residential uses for the city of Willows, the total number of households includes 2,134 households. Types of residential housing including SFR, MFR, Home Occupation which can be considered mixed use, Mobile Home Parks, totaling acreage of around 21 acres. Total commercial acreage is about 140 acres, design characteristics includes height allotments and maximum usage of lot. These design characteristics apply to all commercial uses including Retail= 30 ft. height restriction use max use 40% of lot; Offices= 35 ft. height restriction use max use 50% of lot; Manufacturing= 35 ft. height restriction use max use 75% of lot (Density 6000 Square ft.) The infrastructure in the city consists of a total of 85 acres and it can't exceed 50-75% of the site 45 ft. height restriction it also can't be 5 or more acres in planned developments. Agriculture land uses do not give the entire acreage for the city but instead give a minimum amount of use which is a total AG acreage of 60, which is a minimum since Willows has a vast area of agricultural uses. Open Space has 160 acres minimum designated through the whole county, city of Willows is unknown. For the public facilities, they are owned and operated by public agencies and the minimum parcel size is 600 square feet.

The infrastructure for the city is provided by public agencies and is monitored by both the city and the county. When look at the circulation for the city of Willows its flows through a basic linear grid system.

What makes Willows attractive is the fact that it offers a rural historic agricultural way of life away from the fast pace hustle of major metropolitan areas. The cash crop of rice that the city is centered around is a big plus for drawing people to live in the community and continue to contribute after becoming a permanent residents. Also the historic aspect of the city as an old rural agricultural based city with the modern amenity of the thunder park raceway issues a base for tourism.

San Miguel can use the city of Willows method of combining old historic feel with modern amenities to increase their tourism aspect which they have expressed the wish to do so. Since their primary form of income is tourism, a cash crop might not be the best solution to draw revenue. Also what makes the city of Willows a little more desirable than San Miguel is the fact that Willows is incorporated and can provide itself with services that San Miguel can not, e.g. medical center and grocery stores. This does not mean San Miguel needs to incorporate to have these services, trying to include these services for the residents is a good idea.

DOS PALOS, MERCED COUNTY, CALIFORNIA

Geographic Location

Western Merced County, near the geographic centre of California.

Closest Major City

Los Banos (pop: 26,000), 17 miles; Fresno (pop: 428,000), 60 mile.

Expressway Access

State Route 33 (Ventura to Tracy) bisects the city; State Route 152 (Gilroy to Chowchilla) lies 5.4 miles to the north of the city; Interstate 5 (Mexican Border to Canadian Border) is 23.8 miles to the west; State Route 99 (Bakersfield to Red Bluff) is 40 miles to the east.

Population Growth

Merced County population increase - 187% from 1990 to 2000; Los Banos population increase - 79% from 1990 to 2000.

Growth Pressure from the Larger City

Past trends show that Dos Palos does experience substantial growth pressure from the nearby city of Los Banos. Growth in Dos Palos occurs naturally with the rise in regional agricultural development. In the last decade, Dos Palos has grown only 9% in population, while Los Banos has grown by 78%.

Governance Status

Dos Palos became an incorporated city in 1935. The city has regulation over its land development.

Size of Land Area

874 acres.

Purpose of Original Development

Supporting agricultural uses.

Population Size and Income

Current population: 4,581 (1,491 housing units)

Build-out population: 5,727 (1,861 units)

Median household income: \$29,147.

Employment

Due to the city's agricultural heritage, most residents are employed in the agricultural or food processing fields. The largest employer in Dos Palos is the school district.

Unemployment rate: 11.8%

Major Employers: Dos Palos-Oro Loma Unified School District, Koda Farms (Rice Milling), Dos Palos Memorial Hospital, Anderson-Clayton Cotton Gin, Berkeley Farms (Dairy Products), Nylander & Sorenson (Farm Equipment Sales/Service), Quality Fiber Drum, City of Dos Palos.

Distance from Job Centres: Most major employers are located within the city; Agricultural jobs are generally within a fifteen minute drive from the city.

Planning and Design

Dos Palos is based on a grid system. Streets are named with avenues running north-south and streets east-west. Most structures are one to two stories in height. The architecture of the majority of the structures is from the 1950s to 1960s. The commercial uses are located along two main corridors (Blossom and Center), with the residential uses surrounding them. Industrial uses are on the outskirts of the city.

Land Use

Table 10-3 describes the land use characteristics of Dos Palos.

Infrastructure

The City of Dos Palos provides sewer and water services to all areas within city limits, and to a 12 square mile area outside the city limits. Pacific Gas and Electric Company supplies both electricity and gas within the city. The city contracts out for park and road maintenance. BFI Waste Services is the area's designated garbage collector.

Amenities

Dos Palos features a rich canopy of trees within its residential areas. There are also a few parks and ball fields at the schools.

Community Description

The City of Dos Palos is an agrarian town of approximately 4500 residents, located near the geographic center of California. Seated in the center of one of the nation's most agriculturally productive regions, Dos Palos is characterized heavily by its agricultural heritage. The city prides itself in its dairy operations, and cotton and alfalfa crops. Despite its rural character, Dos Palos is located approximately halfway between Fresno and San Jose, two of California's major population and economic centers.

TABLE 10-3: DOS PALOS ACREAGE

Zone	Acreage
Low Density Residential	10.421±
Medium Density Residential	518.284±
Medium to High Density Residential	82.769±
High Density Residential	27.255±
Public Utilities and Services	53.799±
Light Industrial	57.648±
Heavy Industrial	53.648±
Central Business District	40.099±
Commercial Neighborhood	12.699±
Commercial Services	17.549±
Commercial Transit	3.12±
TOTAL	874±

On entering Dos Palos from State Highway 33, the juxtaposition of cropland to the 50's-style architecture immediately instills a sense of small-town values. Though agriculture is the heart of the town's operations, it recognises a change in the economic interests of the San Joaquin Valley. The increasing commercial development in Merced County reflects itself in Dos Palos' city motto: "Where Friendship and Business Thrive." The city describes itself as "business-friendly" and is actively recruiting new businesses.

Dos Palos considers itself a diverse, family-centred community. Crime rates are low and there is an abundance of youth outreach programs. The city is home to a hospital, 350-seat art-deco movie theatre (Figure 10-14), and an abundance of low-income single-family housing.

Of Dos Palos' 4581 residents, about 75% are caucasian, while the other 25% is split evenly by blacks and latinos. The average income, at a low \$30,000, and the unemployment rate of 11.8% suggest that the town is dominated by low-income households. Employment is focused primarily on agriculture and agriculture support industries. The largest single employer in the city is the Dos Palos-Oro Loma Unified School District, followed by Koda Farms Rice Milling and the Dos Palos Memorial Hospital. Other major employers include cotton processing, a dairy, farm equipment sales and manufacturing, the city government, and the local supermarket. In order to facilitate a lower unemployment rate, the city is actively recruiting a second large factory.

The city of Dos Palos is constructed on a grid system. Avenues run north-south, while streets run east-west. State Highway 33 runs in a north-south direction through the centre of the town.

Though the city's boundaries are small, encompassing under 850 acres of land, the city's planning area and contiguous sphere of influence extend out to nearly 12 square miles. The sphere of influence also incorporates the small railroad town of South Dos Palos. Within city limits, there is an abundance of single family residential zoning, along with spurs of commercial zoning along the city's major roadways, Blossom Street, Elgin Avenue, and Center Avenue. Industrial zoning is provided in the outskirts of the city. The pro-business city council has made a conscious effort to provide sufficient zoning of commercial and industrial so as to entice new development. The city is also attempting to attract more "high-end" housing to balance their housing stock.

Successes

Despite its proximate location to the larger Los Banos, Dos Palos is a largely self-sufficient city (Figure 10-15). The area population is large enough to support not only a bank, market, and hardware store, but also a hospital and movie theatre. All of the basic day-to-day services exist already in Dos Palos, so there is not much of a need for the citizens of this small, bucolic community to make a daily trek into Los Banos. Moreover, the population is largely employed within a twelve mile radius of the city, and massive commuting is not characteristic of its workforce. Dos Palos sees itself as its own community and not the bedroom-suburb of a nearby economic hub. Residents respect its self-sustaining small-town qualities and don't see a need in driving to other towns to get what they can find within their own city.

FIGURE 10-14: DOS PALOS MOVIE THEATRE**FIGURE 10-15: DOS PALOS COMMERCIAL CORRIDOR**

The success of self-sustainability is representative of the resources that Dos Palos has. A lucrative agriculture industry, boasting some of the world's finest alfalfa and cotton has granted Dos Palos the ability to define itself as an industry-based town. It's consistent population since the town existed has allowed for businesses to form in a natural homeostasis, and has facilitated the provision of all necessary services to the town's residents. Finally, the proactive character of the city has allowed for new economic development to take place. In recent years, for example, the city has commissioned the resurrection of the local theatre, the construction of a factory, and the opening of a full service bank. The continued dedication of city officials will engender a better quality of life for the people of Dos Palos.

Application to San Miguel

Unfortunately, San Miguel and Dos Palos are like apples and oranges. While San Miguel originally formed in a similar fashion to Dos Palos, recent developments has left it as a low-income bedroom community for Paso Robles. While Dos Palos has an industrial and agricultural job base, many San Miguel residents commute long distances to work in other cities.

Recent economic development in Dos Palos can be applied toward San Miguel. The common ingredient is a proactive group of citizens, which San Miguel certainly has. The enthusiasm of San Miguel's residents can be applied toward recruiting businesses to expand into the San Miguel area in order to bring more employment and commercial services to a more local level. With nurturing, the potential grassroots movement for commercial development could blossom into a self-sustaining San Miguel.

LIVE OAK, BUTTE COUNTY, CALIFORNIA

Geographic Location

Sutter County, California. It is not located within a metropolitan area. Live Oak City is located approximately forty minutes south of the expanding Chico Metropolitan area.

Closest Major City

Nearest city with population 50,000+: Chico, CA (34.3 miles, population 59,954).

Nearest city with population 200,000+: Sacramento, CA (51.5 miles, population 407, 018).

Nearest city with population 1,000,000+: Los Angeles, CA (423.9 miles, population 3,694,820).

Overall nearest city: Gridley, CA (6.6 miles).

Expressway Access

Gridley is located on State Route 99 and is a major traffic corridor from the City of Sacramento to the City of Chico. Amtrak service is available in nearby Chico and Marysville. Gridley is located between the Sacramento International Airport (one hour south) and the Chico Municipal Airport (forty minutes north). Several major trucking firms serve the area, providing overnight delivery to most of the cities in the west. United Parcel Services are also available. Butte County Transit system provides transportation to every city in Butte County.

Population Growth

Unknown. Sutter County population is 64,415.

Growth Pressure from the Larger City

Unknown.

Governance Status

The community is incorporated. The date of the incorporation was in the middle 1940's. The City of Live Oak has jurisdiction over the land development. There are no problems with regulatory approvals.

Size of the Land Area

1.9 square miles

Purpose of the Original Development

Live Oak is centrally located in the heart of the fertile, Sacramento Valley. The city is ideally located for easy access to Sacramento, the Bay Area, Reno, Lake Tahoe and a variety of recreational opportunities. Live Oak is also within convenient access of two excellent junior colleges: Yuba College and Butte College. The city is also within an hour of California State University of Chico.

Population Size and Income

Current population: 6,229.

Build-out capacity: 12 – 15,000.

Income: Median household income: \$25,754.

Employment

Major employer/economic activities: Agriculture, forestry, fishing, hunting, and mining (23.2%), manufacturing (15.2%), educational, health, and social services (11.9%), retail trade (10.5%).

Current employment: Less than 50%.

Where do people work: Farms, dairies, fields.

Distance from the major employers: Mean travel time to work: 23.7 minutes.

Planning and Design Characteristics

Neo-traditional planning; Grid structure subdivisions; average of 6,000 to 7,000 square-foot lots; majority are single family detached homes; few apartments; new developments with curvilinear; constraints are Highway 99 and Railroad; sewer doesn't have appropriate carrying capacity; sewer serves as main constraint for new development;

Land Uses

No land use table available. Residential, commercial, open space, public facilities. Acres, total units, densities, types are not available.

Infrastructure

PG&E provides electricity and gas. Cable company provides cable. The City of Live Oak provides water and sewage. The City also maintains/operates utilities and roads.

Amenities

Live Oak is centrally located in the heart of the fertile, Sacramento Valley. The city is ideally located for easy access to Sacramento, the Bay Area, Reno, Lake Tahoe and a variety of recreational opportunities. Live Oak is also within convenient access of two excellent junior colleges: Yuba College and Butte College. The city is also within an hour of California State University of Chico. The city offers excellent educational opportunities which are available for students of all ages in Live Oak. Ten minutes west of Live Oak is the Gray Lodge Wildlife Area. On the east end of Pennington Road is the Live Oak Riverfront Park with camping, picnicking, and boat ramp access to the Feather River. The city offers the small town atmosphere. Everyone knows everyone. Everyone knows their neighbors. The community is close knit. There is a large diversity of nationalities. Low crime.

Community Description

Live Oak City is located in the heart of the beautiful Sacramento Valley. It is located on State Route 99 and serves as a major traffic corridor for the City of Sacramento and the City of Chico. The city is ideally located for effortless access to Sacramento, the Bay, Reno, Lake Tahoe, and an array of other recreational destinations. Live Oak is also within convenient access of two prestigious junior colleges, Yuba College and Butte College. However, the city mainly boasts about its close proximity to the well known school, California State University of Chico. The city also neighbors two enjoyable recreational areas, the Gray Lodge Wildlife Area and the Live Oak Riverfront Park.

According to the United States Census Bureau statistics for the year 2000, Live Oak City's population was 6,229. Current to past growth rates have been minimal, yet steady. Live Oak's only city planner, John, informed me over the phone that the Live Oak City has a build-out capacity of approximately 12,000 to 15,000 residents. The Hispanic community represents 48.6% of the population while White Non-Hispanic represents 36.9% of Live Oak's races. The median household income in the year 2000 was around \$25,754. For the population of 16 years and over, 48.6% are employed in the labor force. The remaining 51.4% are not a part of the labor force. An estimated 35.6% of Live Oak's females of 16 years and over are employed in the labor force. A rough 55% of all children less than 6 years have both parents working in the labor force, leaving no parent or guardian at home. Agriculture, forestry, fishing, hunting, and mining industries employ 23.2% of the city's inhabitants. Manufacturing provides employment for 15.2% of the residents. Education, health, and social services represent 11.9% while retail trade provides jobs for 10.5% of the city. (U.S. Census Bureau)

According to Live Oak City's planning department, the city's structure resembles forms, styles, and strategies of the neo-traditional planning. Several sections of the city also display the traditional grid structure. The city has minimal apartments and condominiums. Live Oak is dominated with single-family detached homes on 6,000 to 7,000 square-foot lots. Residential, commercial, industrial, open space and public facility land uses are all evident within the city limits. A majority of the commercial uses are small "mom and pop" stores and privately owned

local businesses. Main development constraints are State Route 99 and the railroad that shoots directly through the center of town. The largest problem for Live Oak City relates with the community's sewer system. Currently, the sewage system does not carry the appropriate capacity for even the current population. The sewer system serves as the city's first priority for building future development.

There are numerous factors that make Live Oak City successful and attractive. The city is located between one of the fastest growing and most prosperous areas of California, as well as the state capital, Sacramento. Live Oak is located at the northern edge of Sutter County and just minutes north of the rapidly growing Twin Cities area of Yuba City and Marysville. Live Oak is also approximately 40 minutes south of the expanding Chico Metropolitan area. This area serves as a gold mine for the agricultural and mining industry. This agricultural community offers countless jobs for residents. Live Oak has great accessibility and circulation internally and externally. The city offers excellent educational opportunities for students of all ages. There is a large diversity of nationalities. This allows all types of races to feel welcome and compatible with each other. Live Oak offers the small town sense of place and atmosphere. Everyone knows everyone. Homeowners have special and close relationships with their neighbors. The community is very close knit. Live Oak also has a low crime rate.

Throughout this case study, resources were scarce and limited. I was able to locate a Live Oak City General Plan in the library. However, this plan was the updated version in 1977. Therefore, this document was unhelpful for our modern research. The Live Oak planner didn't know the figures for land uses in regards to break down by acreages, total units, densities, or types of units. John also didn't have the figures regarding developable land versus non-developable land. Therefore, with the help of a few internet resources and the only planner in Live Oak City, I was able to construct the most accurate and detailed report possible.

The case study of Live Oak City shows that a smaller, agricultural, rural area can succeed. Like Live Oak, San Miguel has excellent accessibility and circulation externally. External circulation is a great start. Next, we can focus on the internal mobility. With the infrastructure improvements, Live Oak is expecting a 60% to 80% increase of new development. Hopefully, such improvement can be applied to San Miguel, helping to increase the community's growth and economy. I strongly feel the improvement of infrastructure and utilities will get San Miguel off on the right start.

FERNDALE, HUMBOLDT COUNTY, CALIFORNIA

Geographic Location

Humboldt County, CA (not within a metropolitan area)

Closest Major City

Eureka is 16 miles away

Expressway Access

5 miles to California Highway 101

Population Growth

Eureka population: 26,128 was 27,025 in 1990.

Humboldt county population: 126,518 grew 6.2 % from 1990-2000

Growth Pressure from the Larger City

Population was 1420 in 1990 (census) and is 1382 now. Growth pressure seems to be low.

Governance Status

Settled 1852, incorporated 1893 as a general law city. Government- 1 elected mayor, four at-large councilpersons, all volunteers. Volunteer Planning Commissioners are appointed to 4-year terms. Structures along many of the main streets are subject to design review by the Planning Commission to remain in keeping with the City's designation as a State Historic Landmark. Also has a drainage committee (chamber)

Size of the Land Area

Ferndale is one square mile

Purpose of the Original Development

The dairy industry formed basis of the economy. "In the late 1800s Ferndale was an agricultural and transportation center, a melting pot for Scandinavian, Swiss-Italian, and Portuguese immigrants. The entire village is California Historical Landmark No. 883. (chamber of commerce)"

Population Size and Income

Population: 1,382 within 1 square mile of city limits,

Build-out capacity: Buildout has not been calculated in the area ,

Income: \$21,727 per capita,\$49,706 per family

Employment

Major employer/economic activities: Dairy farming, cattle ranching, service industries, tourism, lumber and wood products, sheep ranching, potato farming.

Current employment: 61.3% of population over 16 are in workforce, only 1.9% unemployed.

Where do people work: 3.3% of population works outside the county.

Distance from the major employers: Mean travel time to employment is 20 minutes.

Planning and Design Characteristics

Ferndale is not particularly dense, but it is small. Most commercial activity occurs on Main street with residential and agricultural uses feathering away from the center. Streets are generally laid out in a grid pattern. Sustainability isn't mentioned in any of the documents I researched.

Land Uses

Residential: 663 units, 611 occupied, 85.1% are single family, 60.4% owners, 32.8% renters. 2 parks in Ferndale, 105 acres with trails. Ferndale's commercial core is approximately 10 blocks and creates a distinct village atmosphere. Public facilities are dispersed throughout the surrounding neighborhoods and along Main Street. Agricultural zoning exists on the edges of the city.

Infrastructure

Utilities: Water: Del Oro Water Co.; Electricity: PG&E; Propane: Sequoia Gas; Garbage: Eel River Disposal & Resource Recovery, Inc.; Telephone: Frontier

Amenities

5 miles from Ferndale to the "lost coast" beaches, "splendidly ornate buildings known as 'butterfat palaces'... Historic Main Street District, where art galleries, antique shops and boutiques complement a dazzling array of 19th-century Gothic Revival, Italianate, Eastlake and Queen Anne homes, The Ferndale Museum preserves and exhibits the history of this thriving community, With historic markers dating back to the last century, Ferndale's pioneer cemetery is an off-beat but popular attraction (National Trust)"

Community Description

Ferndale City is located in Humboldt County, CA. The city is not within a metropolitan area, but is located approximately 16 miles from the city of Eureka. Ferndale is relatively accessible since it is only 5 miles from California Highway 101. Eureka's population was 26,128 according to the 2000 census. This population is slightly smaller than it was in 1990 although Humboldt county's population (126,518) grew 6.2 % over the same period. Ferndale's population, within 1 square mile of city limits, was 1420 in 1990 and decreased to 1382 by the 2000 census. Overall growth pressure in the area seems to be low.

Settled in 1852 and incorporated in 1893 as a general law city, Ferndale has 1 elected mayor and four at-large councilpersons, who are all volunteers. Volunteer planning commissioners are appointed to 4-year terms. Structures along many of the main streets are subject to design review by the Planning Commission to remain in keeping with the City's designation as a State Historic Landmark. Another interesting fact is that Ferndale also hosts a drainage committee.

Ferndale City is 1 square mile. The dairy industry formed the basis of Ferndale's economy. "In the late 1800s Ferndale was an agricultural and transportation center, a melting pot for Scandinavian, Swiss-Italian, and Portuguese immigrants. The entire village is California Historical Landmark No. 883." Buildout has not been calculated in the area. Average yearly income in the city is \$21,727 per capita and \$49,706 per family.

Main economic activities in the area are: dairy farming, cattle ranching, service industries, tourism, lumber and wood products, sheep ranching, potato farming. More specifically, educational, health, and social services make up 20.8% of employment, while retail trade constitutes 13.2% and manufacturing makes up 8.8% of total employment. 61.3% of Ferndale's population over 16 years of age are in the workforce, with only 1.9% unemployed. Mean travel time to employment is 20 minutes for Ferndale's citizens and 3.3% of population works outside the county.

The built environment in Ferndale is not particularly dense, but it is small. Most commercial activity occurs on Main Street with residential and agricultural uses feathering away from the center. Streets are generally laid out in a grid pattern and sustainability wasn't mentioned in any of the documents I researched.

In the year 2000, there were 663 residential units in Ferndale, with 611 occupied. 85.1% of these units are single family and 60.4% are occupied by owners, while 32.8% are rented. The largest park in Ferndale is 105 acres with bicycle and hiking trails. Firemen's Park is smaller with picnic and recreation areas. Ferndale's commercial core spans approximately 10 blocks and creates a distinct village atmosphere. Public facilities are dispersed throughout the surrounding neighborhoods and along Main Street. Agricultural zoning exists on the edges of the city.

Utilities in Ferndale are handled by private corporations as noted: Water: Del Oro Water Co.; Electricity (no natural gas in Ferndale): PG&E; Propane: Sequoia Gas; Garbage: Eel River Disposal & Resource Recovery, Inc.; Telephone: Frontier.

A major tourist destination is the "lost coast," which is located 5 miles from Ferndale. "Splendidly ornate buildings known as 'butterfat palaces' are common in Ferndale, especially in the Historic Main Street District, where art galleries, antique shops and boutiques complement a dazzling array of 19th-century Gothic Revival, Italianate, Eastlake and Queen Anne homes. In this area there are also occasional light parades that add character to the area. The Ferndale Museum preserves and exhibits the history of this thriving community. With historic markers dating back to the last century, Ferndale's pioneer cemetery is an off-beat but popular attraction (National Trust)"

Some ideas from the Ferndale City Case Study are its strong tourism draw that is due to many unique events and names used within the city. Names such as "Butterfat Palaces" for building are words that stick in a person's memory. Using similar labels for future buildings and areas in San Miguel, we could increase tourism and recognition. There are currently some community events that take place in San Miguel, however if the unincorporated city was to increase the size and publicity of these events, more people would be inclined to visit from other cities within the

county. We could take some ideas from the parades they have in Ferndale to incorporate more attractive spectacle in the existing community events, such as a light parade.

Overall, we feel that both of these case studies have some good ideas that we should take into consideration when planning for San Miguel. Influenced by Live Oak City, San Miguel can improve their social and economic aspect by improving circulation, infrastrucure, and utilities. Taking from Ferndale's success, incorporating unique names and interesting community events, can draw in more tourism to help their economy. With these suggestion in mind, San Miguel should plan logically today, for an unstoppable California growth rate of tomorrow. "If you build it, they will come."

APPENDIX



APPENDIX 2-1: HISTORIC SAN MIGUEL

Historic San Miguel



Mission San Miguel Archangel is the 16th mission of the 21 mission chain that can be found throughout California. In 1834 the church was secularized, and the land given back to the Native Americans. The land quickly fell into disrepair after the padres were gone. The land was then sold into private ownership, one of these owners William Reed along with 10 members of his household, in 1846 where all murdered at the mission by men looking for gold. In 1878 the Mission given back the Franciscans and restoration began.



San Miguel Flouring Mill was originally the S.P. Milling Warehouse. This warehouse located next to the Southern Pacific Railroad, can easily load grain onto the trains. It was managed by William Wilmar an important name in San Miguel in the 1890's. It is today San Miguel's oldest building in continuous operation.



The Ovit Center was originally built to house the telephone office that was run by the Negley family, with a newspaper office next door. The Negley's ran the office until WW1 and the Mrs. Negley worked again for 4 years following the war. The telephone office was later taken over by Pacific Bell Telephone Company.

The Rio-Caledonia Adobe was originally built on mission land for the civilian administrator of the mission. The site was later used as a stagecoach stop, inn, local bar, and today is used as a museum.



Reuck's Pumps and Power Equipment is located in a building that was saved from a fire that destroyed the building next to it in the 1920's. It is now being considered for the historic registry.

San Miguel Flouring Mill Company was formed by a group of farmers who got together to help the development of the "new country." It was originally known as the Farmers Alliance Company Flour Mill and many picnics were held by the company at



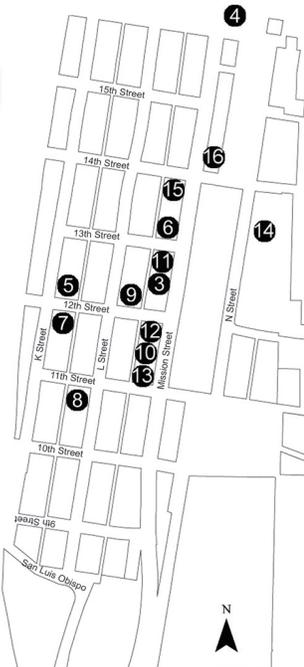
Hoffman House and Garage started as a rooming house and was later a private residence for the Hoffman's. CF Hoffman between 1910 built the first electric light company out of his garage, with his own money. He later rebuilt the water system as well.



The Park Garage was the second garage in town when it was, most recently this building contained a restaurant.



San Miguel Jail was built during WWII when there where many soldiers coming into town from Camp Roberts.



San Miguel Motel was originally the La Favorite. The La Favorite was run by the Simmons, Mrs. Simmons was the only and perhaps the first Japanese women to live in San Miguel. The La Favorite was also used as a saloon and restaurant.



Dan's Cabinet Shop was originally a Bank of Italy, which was built in 1917.



Danny's Cafe was originally the Graybill movie theater, which was built in 1952 by Mr. Graybill. It was the second theater in town at the time, but Mr. Graybill always believed that the city was going to grow rapidly. After his death his wife ran the theater for a few years but eventually closed it down. It was named into a diner by Barbara Gonzales parents. The original structures on this block where burned down by a fire in the 1920's.



The old gas station, this building has been owned by the Works family for many years. It has housed many different gas companies before it was abandoned. In more recent years it has become a local hair dressers shop.



Wirocosky's was originally known as Seaman and Harvey General Merchandise. This building has traditionally housed a market in San Miguel. Wirocosky's the current market was established in the early 1900's.



The Cretrol Wall was built by Jesse Cretrol who came to help restore the Mission. It is a piece of art work that is unique to San Miguel.



Church at San Miguel is one of the town's original churches, and at one point in time was located on the hill overlooking the town.



APPENDIX 5-1: COMMERCIAL PROPERTY VALUES*

Property Type	Address	APN #	List Price	Sold Price	Rent	Sold Date	Notes
Multifamily	1116 L		290000	290000	2375	12/1/2001	
	L	021-302-008	295000	not sold			4 MF vacant lots
	1343 Mission		481500	427500	5350	9/4/2001	8 unit apt. complex
	L	021-221-001	200000	175000		8/29/2003	
	968 L	021-221-034	175000	165000		10/7/2003	
SF Homes	1140-1 N		169000	169000	1075	12/31/2002	3 rental properties
	1498 K	021-162-001	247,500	230000		4/6/2003	
	1145 L	021-272-024	218,500	198,000		10/24/2002	
	1199 L	021-212019	220000	not sold			
	1156 L	021-281-005	199000	not sold			
	936 L	021-331-010	175000	173000		5/2/2003	
	1524 K	021-122-009	178000	150000		2/4/2003	
	127H	021-241-009	150000	150000		10/23/2003	farmhouse
	997 Mission	021-331-018	169000	165000		4/5/2002	Home & Office
	1580 N	021-152-035	213000	213000		last 6 months	
	1401 Prado LN	021-191-003	280000	226178		last 6 months	
	3170 San Pablo	027-221-033	248000	248000		last 6 months	
	1420 Rio Vista	021-195-006	265000	265000		last 6 months	
	785 River	021-193-018	265000	265000		last 6 months	
	8691 Martinez	027-251-010	378000	371500		last 6 months	
SF Lots	1530 L	021-131-008/007	95000	90000		6/30/2003	SF vacant lot
	Prado Place	021-191-015	95000	90000		10/19/2003	SF vacant lot
	Commercial w/ Structure	1185 Mission	3451.33	225000	not sold		
249 10th		7343.10	279000	not sold			10th Street Cafe
1257 Mission		2848.26	200000	195000		10/10/2003	Osbeck's, purchase includes vacant lot next to bldg.
Commercial Vacant	N	7500	185000	180000		10/11/2002	6 Commercial lots w/ vacant SFR
	Mission	40000	160000	140000		1/3/2003	vacant lot before flour mill next to railroad
	1215 Mission	1250	75000	75000		since 5/08/03	vacant commercial 25X50 lot
	1417 Mission	1250	78000	78000		since 5/08/03	vacant commercial 25X50 lot

Commercial w/ Structure Average List Price per sq. ft lot size	\$51.60
Commercial Vacant Average Price per sq. ft	\$9.96

* All data based on property sales information from Century 21 Real Estate (Paso Robles, 2003)

APPENDIX 5-2: PRIME COMMERCIAL LAND DATA*

Prime Commercial Sector					
Commercial Lot	Land Use	Address	Lot Area	# of Buildings	Building Sq.ft.
Danny's Café, Dollar Power, Vacant	Food Service, Retail, Vacant	1125 Mission	14,842	3	11,100
Movie Theater/Laundromat, Vacant	Vacant		9,649	2	8,500
Antiques & Collectibles	Retail	1177 Mission	5,357	1	400
Post office	Retail	1185 Mission	3,451	1	800
Historic Gas Station	Commercial Service	1199 Mission	11,310	2	100
Daniel's Cabinet Shop	Retail	1205 Mission	3,549	1	900
Ministorag	Vacant	1249 Mission	3,339	1	0
O'shea Bar	Vacant	1257 Mission	2,848	1	1,357
Elkhorn Bar	Food Service	1263 Mission	4,365	1	2,700
Los Ninos Thrift Store	Retail		5,695	1	3,393
La Topatia Int.	Retail	1277 Mission	3,385	1	360
Country Diner, Witkoskis Grocery	Food Service	1285 Mission	8,470	1	8,069
Tortilla Factory	Specialty Food	1295 Mission	5,967	1	1,680
Wal & Son Aqua Engineering	Commercial Industrial	950 Mission	21,317	1	3,700
Mission Restaurant	Vacant	1337 Mission	16,761	1	3,825
Union Pacific Rail Easement, Being aquired	Vacant		53,900	0	0
Warehousing	Vacant	1245 Mission	3,790	0	1,830
Warehousing	Vacant		7,062	0	2,555
	Vacant		6,152	0	0
	Vacant		4,222	0	0
	Vacant	1215 Mission	2,299	0	0
	Vacant	1225 Mission	3,363	0	0
	Vacant	1235 Mission	6,409	0	0
	Vacant	2131 Mission	553	0	0
	Vacant	1239 Mission	2,778	0	0
	Vacant	300 13th ST.	16,703	0	0
	Vacant	1390 Mission	18,141	0	0
	Vacant		5,166	0	0
	Vacant		2,364	0	0
	Vacant		13,331	0	0
	Vacant		9,044	0	0
	Vacant		9,687	0	0
Totals			285,269	19	33,202

Total Sq. Ft. of Area	285,269
Vacant Sq.Ft.	252,067
Developable Sq.ft.	138,637
Prime Commercial Acres	7

* All data based on the San Miguel Land Use Survey and Project Buildout for Residential, Commercial, and Population, 2003

APPENDIX 5-3: MARKET FEASABILITY STUDY

Population & Income

Existing Income: (2003)	
Existing population	545
Household income	\$39,518.00
Estimated income	\$21,537,310.00
Income after taxes	\$20,072,772.92
Future Income: (2010)	
Future population	785
Projected HH income	\$45,393.76
Estimated income	\$35,634,101.77
Income after taxes	\$33,210,982.85
Future Income: (2020)	
Future population	1,173
Projected HH income	\$55,334.74
Estimated income	\$64,907,650.49
Income after taxes	\$60,493,930.26
Future Income: (2027)	
Future population	1,543
Projected HH income	\$63,562.22
Estimated income	\$98,076,510.44
Income after taxes	\$91,407,307.73

APPENDIX 5-4: ALLOCATION OF CONSUMER INCOME

	Percent of Income	Existing Market (2003)	Future Market (2010)	Future Market (2027)
Food at home	7.8%	\$1,565,676.29	\$2,590,456.66	\$7,129,770.00
Food away from home	5.7%	\$1,144,148.06	\$1,893,026.02	\$5,210,216.54
Alcoholic Beverages	1.1%	\$220,800.50	\$365,320.81	\$1,005,480.38
Shelter	19.0%	\$3,813,826.85	\$6,310,086.74	\$17,367,388.47
Utilities	7.0%	\$1,405,094.10	\$2,324,768.80	\$6,398,511.54
Housefurnishings and equipment	3.7%	\$742,692.60	\$1,228,806.37	\$3,382,070.39
Household supplies	2.9%	\$582,110.41	\$963,118.50	\$2,650,811.92
Apparel and services	4.4%	\$883,202.01	\$1,461,283.25	\$4,021,921.54
Transportation - New Autos	9.1%	\$1,826,622.34	\$3,022,199.44	\$8,318,065.00
Transportation - Gas & Oil	3.2%	\$642,328.73	\$1,062,751.45	\$2,925,033.85
Transportation - Other	7.0%	\$1,405,094.10	\$2,324,768.80	\$6,398,511.54
Health Care	5.5%	\$1,104,002.51	\$1,826,604.06	\$5,027,401.92
Insurance	9.5%	\$1,906,913.43	\$3,155,043.37	\$8,683,694.23
Entertainment	4.9%	\$983,565.87	\$1,627,338.16	\$4,478,958.08
Personal Care Products	4.0%	\$802,910.92	\$1,328,439.31	\$3,656,292.31
Miscellaneous	5.1%	\$1,023,711.42	\$1,693,760.13	\$4,661,772.69
Total	100%	\$20,052,700.15	\$33,177,771.87	\$91,315,900.42

Based on a net median household income of \$39,518.00

(*Source: BLS Consumer Expenditure Survey, 2001)

APPENDIX 5-5: ESTIMATE OF SUPPORTABLE DEVELOPMENT (2003)

Retail Use	Annual sales/ sq.ft.	Existing Demand (sq.ft.)	Existing (sq. ft.)	Total Additional Demand (sq.ft.)
Apparel Stores	\$138.54	2,869	1440	1,429
General Merchandise Stores	\$177.23	2,039	3700	-1,661
Drugstore/Pharmacy	\$270.46	1,837	0	1,837
Food Stores	\$290.55	2,425	7600	-5,175
Packaged Liquor Stores	\$246.92	402	0	402
Eating & Drinking Places	\$228.12	2,257	7992	-5,735
Home Furnishings	\$187.06	1,787	900	887
Hardware Stores	\$119.17	2,198	0	2,198
Auto Dealers	\$397.10	2,070	0	2,070
Service Stations	\$405.57	2,272	2000	272
Other Retail Stores	\$156.73	1,470	3635	-2,165
Total		21,625	27267	-5,642

APPENDIX 5-6: ESTIMATE OF SUPPORTABLE DEVELOPMENT (2010)

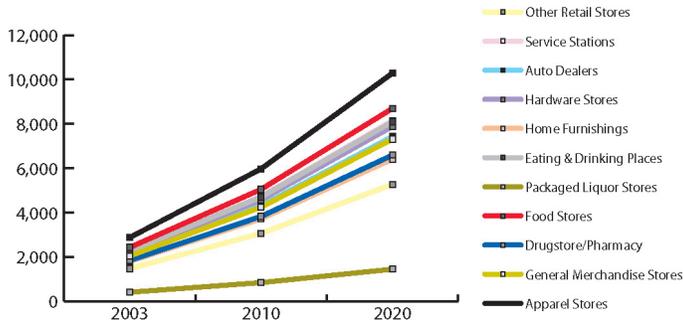
Retail Use	Annual sales/sq.ft.	Projected Demand (sq.ft.)
Apparel Stores	\$159.14	5,969
General Merchandise Stores	\$203.58	4,241
Drugstore/Pharmacy	\$310.67	3,822
Food Stores	\$333.75	5,045
Packaged Liquor Stores	\$283.63	837
Eating & Drinking Places	\$262.04	4,696
Home Furnishings	\$214.87	3,717
Hardware Stores	\$136.89	4,573
Auto Dealers	\$456.14	4,307
Service Stations	\$465.87	4,726
Other Retail Stores	\$180.03	3,058
Total		44,991

*Based on Urban Land Institute Dollars and Cents of Shopping Centers. (2000)

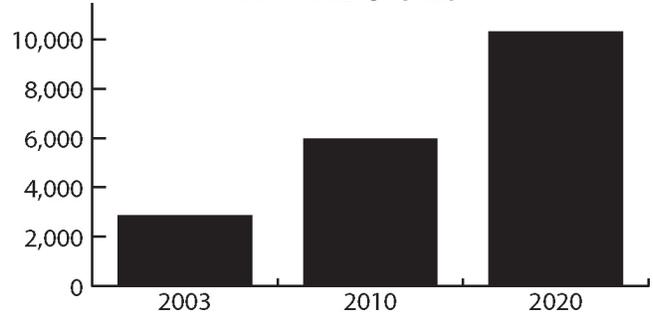
APPENDIX 5-7: ESTIMATE OF SUPPORTABLE DEVELOPMENT (2020)		
Retail Use	Annual sales/ sq.ft.	Projected Demand (sq.ft.)
Apparel Stores	\$193.99	10,291
General Merchandise Stores	\$248.16	7,313
Drugstore/Pharmacy	\$378.71	6,589
Food Stores	\$406.84	8,698
Packaged Liquor Stores	\$345.75	1,443
Eating & Drinking Places	\$319.42	8,096
Home Furnishings	\$261.93	6,409
Hardware Stores	\$166.87	7,885
Auto Dealers	\$556.04	7,425
Service Stations	\$567.90	8,149
Other Retail Stores	\$219.46	5,272
Total		77,571

APPENDIX 5-8: ESTIMATE OF SUPPORTABLE DEVELOPMENT (2027)		
Retail Use	Annual sales/ sq.ft.	Projected Demand (sq. ft.)
Apparel Stores	\$222.83	13,537
General Merchandise Stores	\$285.06	9,620
Drugstore/Pharmacy	\$435.02	8,668
Food Stores	\$467.33	11,442
Packaged Liquor Stores	\$397.16	1,899
Eating & Drinking Places	\$366.92	10,650
Home Furnishings	\$300.87	8,431
Hardware Stores	\$191.68	10,372
Auto Dealers	\$638.71	9,767
Service Stations	\$652.33	10,719
Other Retail Stores	\$252.09	6,935
Total		102,039

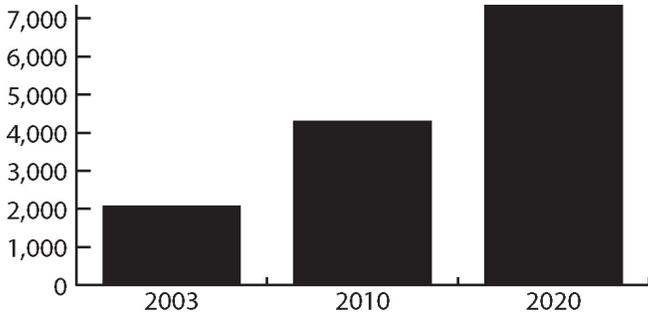
APPENDIX 5-9: PROJECTED MARKET DEMAND



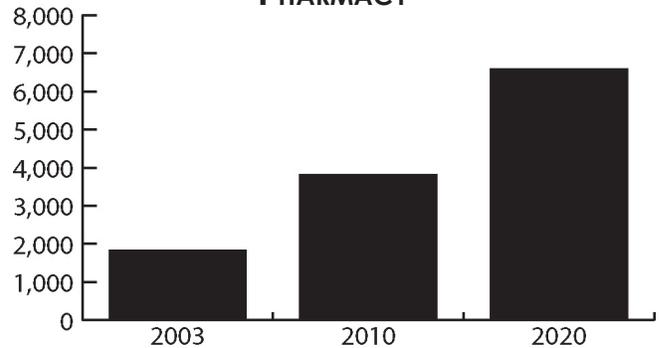
APPENDIX 5-10: PROJECTED DEMAND - APPAREL STORES



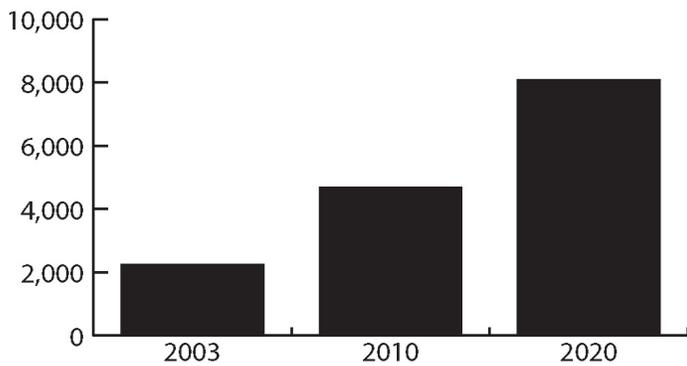
APPENDIX 5-11: PROJECTED DEMAND - AUTO DEALERS



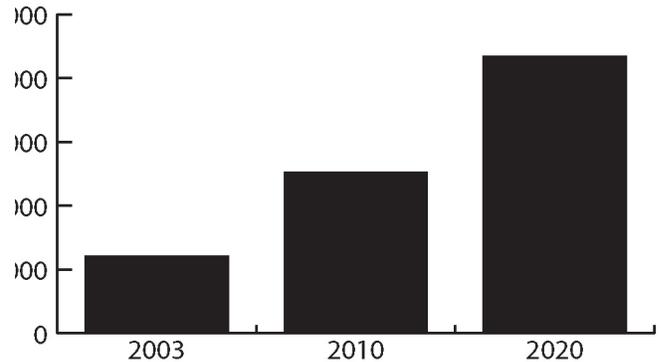
APPENDIX 5-12: PROJECTED DEMAND - PHARMACY



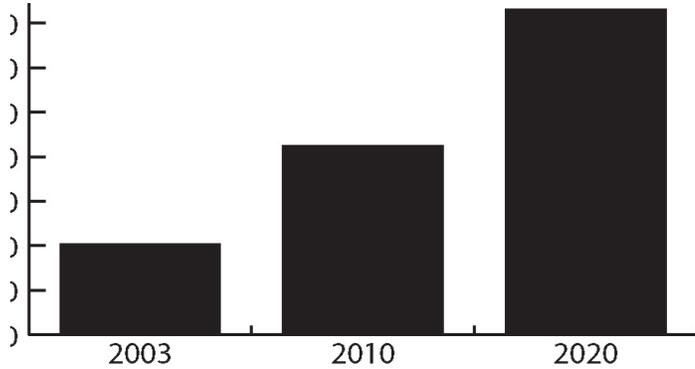
APPENDIX 5-13: PROJECTED DEMAND - EATING AND DRINKING PLACES



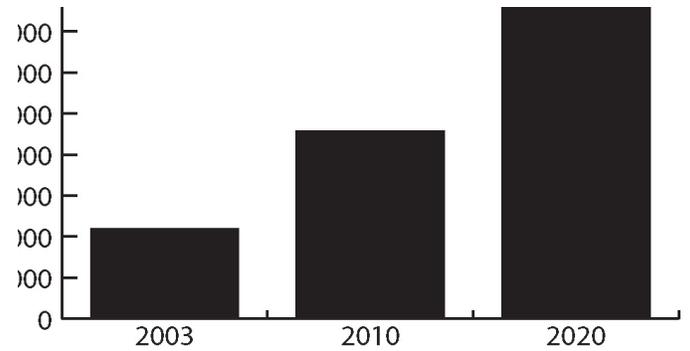
APPENDIX 5-14: PROJECTED DEMAND - FOOD STORES



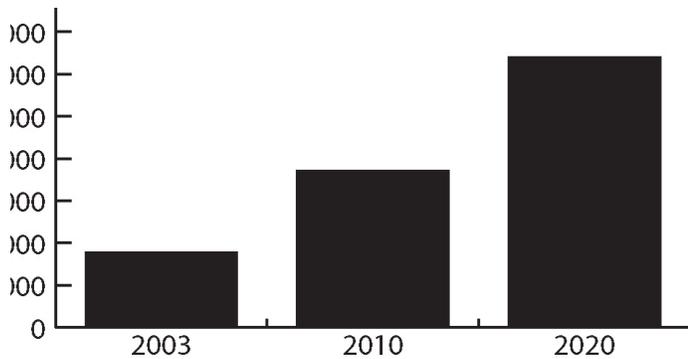
APPENDIX 5-15: PROJECTED DEMAND - GENERAL MERCHANDISE STORES



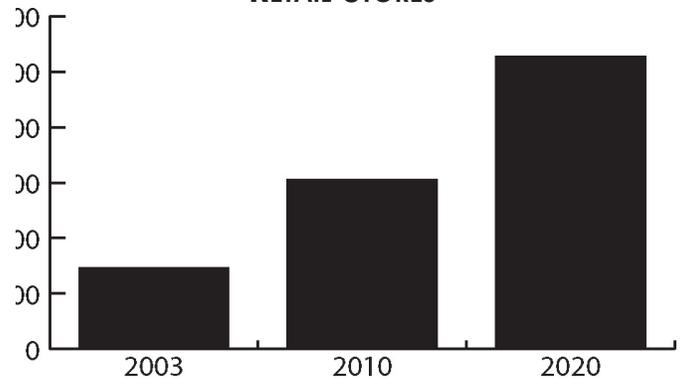
APPENDIX 5-16: PROJECTED DEMAND - HARDWARE STORES



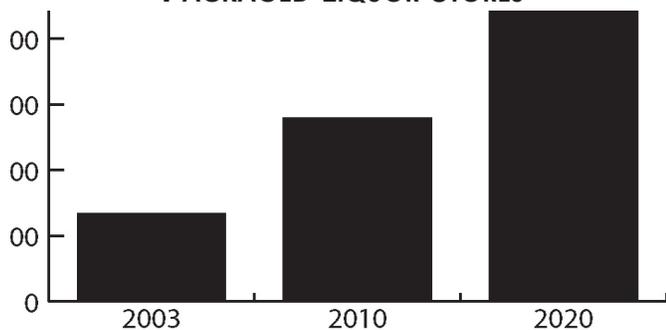
APPENDIX 5-17: PROJECTED DEMAND - HOME FURNISHINGS



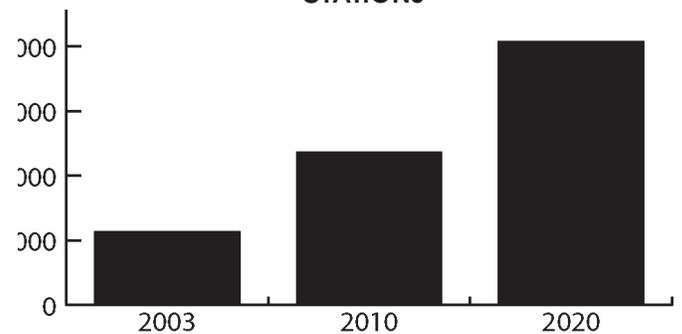
APPENDIX 5-18: PROJECTED DEMAND - OTHER RETAIL STORES



APPENDIX 5-19: PROJECTED DEMAND - PACKAGED LIQUOR STORES



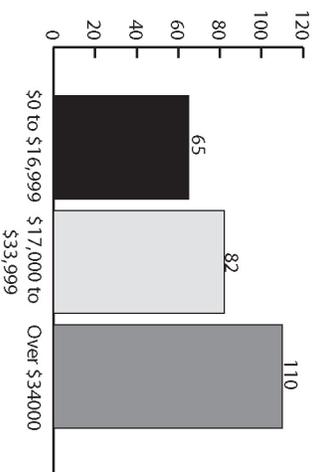
APPENDIX 5-20: PROJECTED DEMAND - SERVICE STATIONS



APPENDIX 21 : INCOME SURVEY*

Monthly Income		
Min	Max	Households
	\$999	8
\$1,000	\$1,999	2
\$2,000	\$2,999	4
\$3,000	\$3,999	2
\$4,000	\$4,999	0
\$5,000	\$5,999	1
\$6,000	\$6,999	0
\$7,000	\$7,999	3
\$8,000	\$8,999	4
\$9,000	\$9,999	2
\$10,000	\$10,999	6
\$10,000	\$11,999	5
\$12,000	\$12,999	11
\$13,000	\$13,999	0
\$14,000	\$14,999	8
\$15,000	\$15,999	9
\$16,000	\$16,999	0
\$17,000	\$17,999	5
\$18,000	\$18,999	4
\$19,000	\$19,999	4
\$20,000	\$20,999	6
\$21,000	\$21,999	5
\$22,000	\$22,999	1
\$23,000	\$23,999	1
\$24,000	\$24,999	9
\$25,000	\$25,999	9
\$26,000	\$26,999	3
\$27,000	\$27,999	2
\$28,000	\$28,999	3

Monthly Income		
Min	Max	Households
\$29,000	\$29,999	0
\$30,000	\$30,999	16
\$31,000	\$31,999	5
\$32,000	\$32,999	3
\$33,000	\$33,999	6
\$34,000	\$34,999	5
\$35,000	\$35,999	11
\$36,000	\$36,999	4
\$37,000	\$37,999	6
\$38,000	\$38,999	5
\$39,000	\$39,999	0
\$40,000	\$40,999	15
\$41,000	\$41,999	2
\$42,000	\$42,999	1
\$43,000	\$43,999	0
\$44,000	\$44,999	0
\$45,000	\$45,999	5
\$46,000	\$46,999	1
\$47,000	\$47,999	1
\$48,000	\$48,999	6
\$49,000	\$49,999	2
\$50,000		46



Responded**	257
Not Applicable	178
Sample Population	435

Median Household Income	\$39,518
Mean Household Income	\$39,058

* Based on Income Survey by John Wallace & Associates.
 **60 % response rate =20% of San Miguel Population

APPENDIX 6-1: SAN MIGUEL AVERAGE DAILY TRAFFIC COUNTS

Road Name	Nearest Cross Street	Date	ADT	AM Peak	PM Peak	Peak Day	Peak Day Volume
Cemetery Road	South of 10th St.	11-Jul-97	851	1100	1600	Monday	896
Cemetery Road	South of 10th St.	13-Aug-99	830	1100	1700	Friday	933
Mission Street	South End @ HWY 101	11-Jul-97	2171	700	1500	Friday	2266
Mission Street	North of HWY 101	19-Jun-98	2358	1100	1600	Friday	2540
Mission Street	South End @ HWY 101	3-Jun-99	2657	700	1600	Tuesday	2852
Mission Street	North of HWY 101	9-Sep-00	2739	700	1600	Friday	3196
Mission Street	South End @ HWY 101	21-Aug-01	2722	700	1600	Friday	2979
Mission Street	North of HWY 101	23-Jun-02	2788	700	1600	Thursday	3013
Mission Street	North End @ HWY 101	11-Jul-97	558	1100	1600	Saturday	6148
Mission Street	East of HWY 101	22-Oct-99	484	800	1700	Friday	528
Mission Street	North of 14th Street	3-Jun-99	1774	800	1600	Tuesday	4389
Mission Street	North of 10th Street	11-Jul-97	2481	1100	1700	Friday	2666
Mission Street	North of 10th Street	23-Jun-02	3358	800	1600	Thursday	3530
River Road	At Salinas River	11-Jul-97	1383	800	1600	Tuesday	1500
River Road	West of Salinas River	22-Oct-99	1658	1100	1600	Friday	1806
River Road	North of Estrella	22-Oct-99	712	1100	1600	Wednesday	757
River Road	South of Estrella	13-Aug-99	501	600	1500	Friday	566
16th Street	West of Mission Street	22-Oct-99	573	800	1700	Wednesday	773
10th Street	East of K Street	11-Jul-97	1266	1100	1600	Tuesday	1454

APPENDIX 5-22: SAN MIGUEL COMMUNITY SERVICES DISTRICT BUDGET

REVENUES	
Property Tax	\$119,691
Interest	\$40,000
Water Sales/Fees	\$361,300
Wastewater Sales/Fees	\$549,400
Fire Impact Fees	\$47,500
Other	\$55,700
Total	\$1,173,591
EXPENDITURES	
Personnel	\$300,300
Operations	\$219,350
Capital	\$174,200
Contingencies	\$5,000
Total	\$698,850
RESERVES	
Addition to Existing	\$464,005
Total	\$1,261,732

EXPENDITURES	
General / Admin.	\$166,200
Fire	\$140,900
Water	\$222,900
Wastewater	\$155,850
Lighting	\$13,000
Total	\$698,850

San Miguel CSD Budget

