

Appendix 1

WORK PLAN: FUTURE ACTIONS FOR 2000 AND BEYOND

ECONOMIC VITALITY

- Outreach workshops.** The City should consider holding community workshops with city officials, developers, property owners, and other interested parties to better understand each other's needs and goals for development within the Core Area and the city as a whole.
- Lower fees.** Reinstate lower development fees for retail expansion projects within the Core Area.
- Student entrepreneurship program.** The DDBA and the University could develop a joint incubation/entrepreneurship training program to train new graduates in small business management, and "incubate" them in new or existing downtown businesses with City/University/private sector support.
- Business survey.** Conduct a survey of business needs to provide input into future business retention programs.
- Economic summit.** Conduct an annual "Economic Summit" in partnership with U.C. Davis to provide information to, and exchange information with, the business community.
- City staff awareness.** Coordinate efforts with all City departments to increase awareness of the city's economic development goals. Joint work plans and staff education sessions could be developed.
- Mentor program.** Develop a business mentor program with appropriate university faculty.
- Special events.** The DDBA will expand some of its events that have a regional draw, such as the Duck Days Art Walk, and Cyclebration. It also plans to create new events that would draw regionally such as a blues festival, a film festival, or theater festival.
- Advertising and public relations.** The Visitor Attraction Program will develop broad-based advertising and publicity campaigns. The Program will install an 800-number and a web site.
- Culture and the arts.** Use of the arts as a theme in events and promotions. (See Section 7.1 on Culture and the Arts.)
- Create visitor welcome signage along I-80.** Attendees of the California Downtown Association Conference interviewed for this report said that Davis looks uncharacteristically plain from the highway. They recommended having better visual markers along I-80 to guide visitors into the community. Attendees at the 1999 Downtown Forum, however, were not supportive of the idea of constructing freeway signs promoting community events.
- History Center.** Work with the University and other partners to develop a regional history center showcasing archaeological and historic resources of the Sacramento Valley.
- Vintage Double Deck Buses.** Promote the Unitrans double decker buses as a visitor attraction.
- Tours.** Conduct community tours that could be offered through the Varsity Theatre box office. Themes could include ecology, history, architecture, art, and other topics unique to Davis.
- Regional marketing.** DDBA goals include cultivating a strong regional image by marketing DDBA events to surrounding communities or holding a new regional event.
- The arts.** Continue to capitalize on the arts as a theme in events and promotions. Market the Core Area as a regional arts district. (See Section 3.1 on Culture and the Arts.)
- Non-traditional marketing vehicles.** New residents may be targeted effectively through direct mail "Welcome" packets and special advertising flyers.

URBAN DESIGN

- Simplify loan applications.** Applicants for rehabilitation loans have to submit an inspection report, a proposal, an appraisal, estimates, and an economic land use analysis. Some applicants do not want to make such information public. Others may be unwilling to prepare so much paperwork. Applications should be simplified to the extent possible.
- Provide funding to the DDBA.** Consider allocating city funds to the DDBA to expand the private sector's role in fostering quality urban design. This is common among downtown programs using the National Trust for Historic Preservation's Main Street approach to revitalization.
- DDBA funding.** Consider allocating city funds to the DDBA to expand the private sector's role in fostering historic preservation.
- Mid-Block Pedestrian Passageways.** Within the downtown it is desirable to encourage the provision of pedestrian passageways/arcades at mid-block locations to provide access to parking, connections to the Discovery Walk, and connections between streets and alleys. An incentive program would encourage private developers to provide mid-block pedestrian passageways/arcades within their projects. The City's zoning ordinance requires new structures or additions to provide an easement for such passageways along specific blocks in the downtown.
- Create a Discovery Walk.** The Discovery Walk would take people on a tour past shops, plazas, public art, historic and cultural resources, landmark trees, and other points of interest. Amenities such as benches, shade structures, drinking fountains and educational plaques would be provided along the way. The Discovery Walk would be a good complement to the existing Public Art Walking Tour, History Bicycle Tour, Downtown Map, and Old North neighborhood tour. It would also be an educational tool for children.

COMMUNITY ENRICHMENT

- Bicycle museum.** Community members attending the 1999 Downtown Forum expressed some interest in establishing a museum of Davis bicycle history. The old City Hall/police station was mentioned as a suitable location.
- Incentives.** Fee incentives and density bonuses could be offered to new developments that include arts uses.

TRANSPORTATION, CIRCULATION AND PARKING

- Employee parking.** Analyze employee parking as a whole and identify new sites to designate for employee parking. Determine the feasibility of making both levels of the parking structure located at First and F streets free long-term parking directed at downtown employees.
- Regal Station Site.** Consider permanently paving the former Regal Station site and designate the parking for commuter and employee parking.
- Bicycling.** Improve bicycle route connections to open space and natural areas and neighboring communities. Improve destination signage throughout the City on bikeways.

APPENDIX 3 PROJECT BOUNDARY MAP AND CORE AREA LOCATIONS DEFINITIONS



CORE AREA STRATEGY REPORT		
CORE AREA		
DOWNTOWN		
	DOWNTOWN CORE	

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Core Area - The boundary of the Core Area Specific Plan. This includes all properties from A to railroad tracks and First to Fifth Streets with the addition of Aggie Village, Davis Commons and properties fronting onto G Street from 5th to Sweet Briar.

Downtown (and all reference where "Downtown" is capitalized) - All properties zoned Central Commercial, PD Central Commercial and the PD 14-80 (CO-OP and adjacent shops).

Downtown Core - Area bound by First and Third Streets, and D Street and the railroad tracks.

A P P E N D I X 4
CITY CAPITAL INVESTMENTS IN DOWNTOWN — 1990-2000

PROJECT	COMPLETION DATE	DESCRIPTION	CITY'S EXPENDITURE
Hattie Weber Museum	June 1990	The old Teen Center building was relocated to the corner of 5th and C. This building was then remodeled and renovated into the Hattie Weber Museum.	\$154,500
Downtown Maintenance	1990-1999	This project includes the maintenance of the downtown landscape area, trees, parking lots, and trash receptacles.	\$600,000
Teen Center	January 1992	The Teen Center was constructed on the corner of 3rd and B. It is a 7,929 sq. foot, two-story wood framed public use building with a concrete walled basement and a structural steel main frame. Work included a kitchen, elevator, site work, and landscaping.	\$1,195,000
Varsity Theater	1992	This project involved refurbishing the historic theater interior including seismic upgrades, new roof, new stage & performing facilities, and theatrical equipment.	\$950,000
Central Park Expansion: Phase 1, 2 and 3 Oct. 1990 (Phase 1)	March 1994 (Phase 2 & 3)	The three Central Park expansions included: the demolition of 4th Street, the planting of a rose garden, the addition of a rock sitting wall. The expansions also include the construction of: a lowered grass area, the Farmers Market Plaza, the shade structure, and the two fountains in the plaza.	\$1,148,000
Parking Lot Improvements (Boy Scout Parking)	Nov. 1995	Work consisted of AC overlay; installation of lighting, gutter, and striping; and a chain link fence.	\$32,093
Jennie Reid Walk	1996	The existing pedestrian alleyway was renovated with new landscaping, trees, and pavers.	\$40,000
Core Area Lighting	May 1996	The Core Area Lighting phases included the installation of decorative street lights in the Core Area. Existing streetlights in the Core Area were removed and replaced.	\$248,000
Core Area Drainage Project	June 1996	This project included the installation of drainage pipes, laterals and inlets. It also included the repair of curb and gutter, sidewalk, access ramps, and pavement.	\$351,749
G Street Plaza	August 1996	The existing plaza was renovated with new trees, benches, lighting, pavement work, and landscaping. New parking spaces were also added and the pedestrian crossing was improved.	\$65,000
Richards Blvd. Temporary Re-landscape	1998	This project includes the cleaning up and re-landscaping of the Richards undercrossing.	\$25,000
Fifth and G Plaza	1998	The Redevelopment Agency acquired a blighted block in the Core Area, demolished unsightly buildings, and transferred title to a private developer for construction. The project consists of 60,000 square feet of office (USDA), a five screen cinema, 11,000 square feet of retail, and a five level parking structure.	\$5 million
Downtown Directional Sign Improvements	1999	The sign improvements included the replacement and addition of public parking lot identification signs, and the addition of a directional monument sign at 5th and G. Also, a community directional map was produced and installed, and a visitor information directional sign was installed.	\$24,000
Fourth and G Street Intersection	June 1999	This project included the sawcutting and removal of pavement, curb and gutter, and sidewalk. The project also included the construction of new sidewalks, curb ramps, curb and gutter, brick paver cross-walks. Lastly the area underwent landscaping and irrigation improvements.	\$91,865
E Street Plaza	December 1999	This project involved renovation of a parking lot and conversion of a portion of the lot into a public plaza with new trees, metal work, benches, lighting, performance stage, public art, cobblestone pavers, and improved street crossing.	\$560,000
SP Depot	Spring of 2000	The SP Depot is currently undergoing renovation to the landscaped areas. The City will be upgrading some interior spaces. The overall project will enhance the function of this site.	City: \$500,000 (Other sources: \$3,800,000)
Pedestrian Amenities	Ongoing	This project includes cleaning up and improving downtown pedestrian amenities, i.e. new benches, planters, landscaping, sidewalk paving, tree lighting and banners.	\$130,000

Total City Investment:

Source: City of Davis Planning and Building Department

\$11,115,207

APPENDIX 5
SUMMARY OF PUBLIC INPUT

Appendix 5

A P P E N D I X 5

SUMMARY OF PUBLIC INPUT (CONT.)

CITY OF DAVIS CORE AREA STRATEGY REPORT SUMMARY OF COMMENTS CALIFORNIA DOWNTOWN ASSOCIATION CONFERENCE ATTENDEES

The following are summaries of the oral comments received from attendees at the California Downtown Association workshop on the Core Area Strategy Report. The attendees split into small groups and discussed the questions asked in the Downtown Experts Survey that was distributed at the start of the conference. The groups then reported their general impressions back to the entire assembly.

TOPIC AREA 1. Image and Expectations

- Davis looks very plain from I-80. One does not expect to find such a vibrant community upon driving in. Davis needs better visual markers along I-80 to lure people into the community.
- Downtown is very pedestrian friendly. The frequent stop signs help with this.
- Because downtown is built along a grid system without a “Main Street,” there does not appear to be any central point. The layout is mundane and monotonous.
- Streetscape improvements are very nice, but they need to be better maintained. Trash was overflowing on this Wednesday in September, and plants appear to need water. Staff should tour downtown to check conditions regularly.

TOPIC AREA 2. Landmarks and the Environment

- Coming into downtown from the north, there is no sense of arrival or announcement that one is entering a special place. The overhead banner at First and E Streets serves this function at the southern entry. A civic plaza, landmark buildings, or historic landmark signage would improve the northern entry.
- Downtown appears to be safe, clean and eclectic.

TOPIC AREA 3. Shopping and business mix

- Poor signage and low visibility through storefront windows makes it difficult to identify stores. The storefronts do not draw the shopper inside.
- Some spotty service was experienced (see next topic).
- There is a lack of hard core, serious money, shopping opportunities. Women’s clothing, for example.
- Davis Commons was often talked about, but hard to find and get to.
- Good bookstores.
- Unique restaurants. Is there a “Mom and Pop” coffee shop?
- Many nice outdoor seating opportunities.
- Merchandise displays on the sidewalk are an obstacle to pedestrian flow.
- Need more live entertainment in the evenings.

TOPIC AREA 4. Customer Service

- Overall service at restaurants and the hotel was good.
- Service at retailers was not as good. Employees at several stores were unfriendly. Overall, the impression was negative.
- Try a secret shopper program to test customer service and report back to the store owners. Offer customer service training. Stress customer service in the DDBA newsletter.

TOPIC AREA 5. Downtown Management

- It’s hard to make judgment on this after just two days, but overall, downtown appears neat. However, the garbage pickup needs to be improved and sidewalks and curbs show disrepair.
- Planters need better maintenance. Try an “adopt a planter” program or install drip irrigation.
- Great business mix.
- High sense of safety and security.

A P P E N D I X 5
SUMMARY OF PUBLIC INPUT (CONT.)

CITY OF DAVIS
CORE AREA STRATEGY REPORT
SUMMARY OF COMMENTS
SEPTEMBER 30, 1999 DOWNTOWN FORUM

The following are summaries of the oral comments received from attendees at the September 30, 1999 Downtown Forum on the Core Area Strategy Report and Five-Year Action Plan. The attendees were presented with five topics on which the City and the consultant team wanted additional public input. The attendees (85 at the beginning of the three-hour-long event) were then asked to prioritize which of the five topics they most wanted to discuss. They were also asked if, based on their own experience or the information presented to them that evening, there were any other issues they wanted to discuss. The consultant team then took public comment on the highest priority issues.

Most of the comments listed as bullets under each topic heading are those of single speakers, however, comments that had broad agreement by the audience are signified by (**).

ORIGINAL FIVE TOPICS (and the number of attendees who ranked them as priorities for discussion).

- Housing & Density (25)
- Office uses crowding out ground floor retail (24)
- Chains stores vs. independents in the downtown (5)
- New shopping center development on the outskirts of town (4)
- Parking (0)

OTHER TOPICS BROUGHT UP FOR DISCUSSION.

- Transportation improvements (25)
- Historic preservation (25)
- Adding cultural venues (20)
- Creating a more vibrant, colorful and unique physical appearance (16)
- Creating a better sense of place through urban design (10)

DISCUSSION TOPIC 1 — Ground floor office uses

- Have been trying to move these office uses out of ground floor core area spaces for a long time.
- Need a better flow of retail activity.
- Where should they go? Mixed use areas?
- Need to determine if poor storefront designs are attracting office users rather than retail users.
- Need to determine exactly how much of a problem this really is.
- Need to revisit the issue of changing downtown zoning regarding these uses. Want models from other cities.**

- The Hunt-Boyer House should be converted to retail.
- Avoid more semi-subterranean parking.
- Need more family-oriented retail offerings.
- Need longer hours in the evening, and better lighting after dark.

DISCUSSION TOPIC 2 — Housing and density

- Density can bring beauty, charm and vibrancy to downtown.
- Need to ensure good design of new construction.
- Density and housing will bring year-round residents (not just students).
- Need to maintain affordability.
- Use redevelopment funds to create affordable housing in upper stories.
- Use historic preservation and affordable housing tax credits.

DISCUSSION TOPIC 3 — Sense of place through urban design

- The southern gateway into downtown is not retail in character. Should it be redeveloped?
- What can be done to encourage pedestrian flow past non-retail uses?
- Need a city center—a building framing a public space. Possibly the old police station could serve this purpose.**
- Need an art movie house in the Varsity or another downtown theater.**
- Need more small performance spaces, private and public.
- Need to target more funding to historic preservation **

APPENDIX 5

SUMMARY OF PUBLIC INPUT (CONT.)

RESULTS OF SEPTEMBER 30, 1999 DOWNTOWN FORUM WRITTEN SURVEY.

Rank on a scale of 1-10 (1 being least important to 10 being most important) the following activities that could be included in the City's downtown strategy.

AVG. # RESP. TOPIC

Topic Area 1: Economic Vitality

- | | | |
|-----|----|--|
| 7.7 | 27 | Streamline permit process for projects in the downtown that comply with City visions, goals, and design standards for downtown. |
| 7.6 | 29 | Concentrate recruitment efforts on independents, not national chains. |
| 7.2 | 26 | Encourage and assist successful local home-based businesses to locate in the downtown. |
| 7.2 | 30 | Create new special events that would draw regionally, such as a Blues Festival, a Film/Theater Festival or Arts Festival. |
| 6.8 | 29 | Increase density by encouraging owners of one-story commercial structures to add second and third story additions. |
| 5.4 | 28 | Recruit retail development of 10,000-40,000 sf that helps stop retail leakage to other communities (ie. electronics, apparel, home furnishings). |
| 5.3 | 21 | Eliminate parking requirements for commercial development within the downtown core. |
| 5.2 | 25 | Reinstate lower development fees for retail development within the downtown. |
| 5.1 | 27 | When the new police station is built, convert and expand the existing building (the original City Hall) for retail. |
| 4.0 | 30 | Construct a freeway sign(s) identifying community events such as Duck Days, Art About, Friday's After Five, etc. |
| | | Other: |
| | 4 | More sit-down restaurants of different cuisines, family restaurants. |
| | 2 | Having a better mix of retail stores. |
| | 2 | Keep downtown open after 5 pm and on weekends. |
| | 1 | More agricultural festivals. |
| | 1 | Retail chains are OK as anchors that bring more business downtown. |
| | 1 | Cluster office uses. |
| | 1 | Encourage infill of vacant parcels and blank walls. |
| | 1 | More cafes. |
| | 1 | Reduce development fees for downtown projects. |
| | 1 | Put a Ross department store in south Davis. |

Topic Area 2: Transportation Circulation and Parking

- | | | |
|-----|----|---|
| 8.4 | 29 | Aggressively educate employers/employees on detriment of parking in front of businesses and encourage them to park in X Permit zones. |
| 8.0 | 31 | Improve the bicycle connector over Richards Boulevard. |
| 7.2 | 26 | Coordinate signalization timing for intersections along the Richards/First Street Corridor. |
| 7.0 | 26 | Reinstate electric shuttle from Campus and Business Parks to Downtown. |
| 6.8 | 28 | Create more long-term (4-5 hour) parking for mid-week shoppers, diners, movie-goers and visitors. |
| 5.8 | 29 | Create more 20-minute short term parking spots. |
| 5.7 | 25 | Improve lighting and security at the F Street parking structure. |
| 5.6 | 27 | Make both levels of the F Street parking structure free long-term parking for downtown employees. |
| 4.1 | 29 | Build another multi-level parking structure. |
| | | Other: |
| | 6 | Encourage customers and employees to use alternate transportation. |
| | 4 | Need better storefront signage. |
| | 4 | Increase pedestrian and bicycle safety. Possibly close streets, eliminate diagonal parking. Walk/don't walk signs. |
| | 2 | Encourage facade renovations to add visual variety to each storefront. |
| | 2 | Make downtown more bicycle-friendly. |
| | 2 | Too much auto traffic downtown. |
| | 2 | Bulb-outs make bicycle travel difficult. |
| | 1 | Solve the Richards underpass congestion problem without expanding the underpass. |
| | 1 | Better bus transportation. |
| | 1 | Too much auto pollution downtown. |
| | 1 | Make downtown a direct destination from residential areas. |
| | 1 | Parking is never a problem downtown. |
| | 1 | Remodel or replace F Street garage so it is more attractive and inviting. |
| | 1 | Create 30-minute parking spaces. |
| | 1 | Add more diagonal parking. |
| | 1 | Add a second underpass adjacent to the existing one that would connect to F Street. |
| | 1 | Have Unitrans or Yolo bus go downtown from outlying areas of Davis. |
| | 1 | Close at least one downtown block to cars. |
| | 1 | Educate employees about impact that parking in residential areas has on neighborhoods. |
| | 1 | Encourage people to leave their cars in one place and walk around. |
| | 1 | Build a parking structure next to the freeway and have a shuttle. |

Appendix

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APPENDIX 5

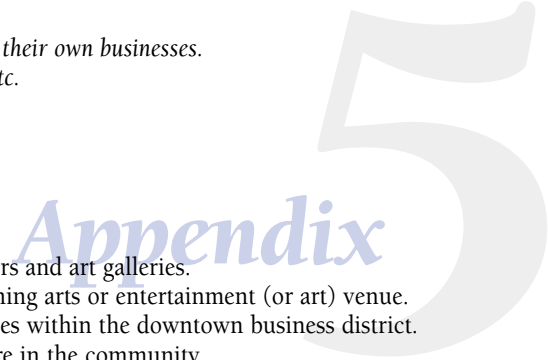
SUMMARY OF PUBLIC INPUT (CONT.)

RESULTS OF SEPTEMBER 30, 1999 DOWNTOWN FORUM WRITTEN SURVEY.

(continued from previous page)

Rank on a scale of 1-10 (1 being least important to 10 being most important) the following activities that could be included in the City's downtown strategy.

AVG.	# RESP.	TOPIC
Topic Area 3: Urban Design		
7.8	27	Install more trees, landscaping and flowers.
7.6	29	Install more benches, bike racks, and trash receptacles.
7.4	29	Develop design guidelines for commercial and residential development within the downtown central commercial district.
7.3	24	Install public restrooms.
6.8	24	Develop commercial sign design guidelines and streamline permit processing for signs that conform to the guidelines.
6.8	25	Improve maintenance of sidewalks, alleys, and existing amenities.
6.2	25	Continue improvement of shortened pedestrian crossings at high pedestrian traffic intersections (i.e. 4th and G Street).
6.1	23	Install more street and tree lighting.
5.1	24	Construct an overhead archway or other architectural elements defining key entry points to downtown.
<i>Other:</i>		
4		Move civic uses (city hall, library, post office, community center) downtown.
2		New storefronts every 25 feet with varied signage, awning frontages.
2		More holiday lights.
1		Better landscaping on downtown streets.
1		Cleaner looking buildings.
1		Do not "save" buildings unless they are architecturally worthy.
1		Keep the individual uniqueness that comes from allowing people to create their own businesses.
1		Create a visible "center" to downtown—civic plaza, town hall, city hall, etc.
1		Create a sense of community and cohesiveness.
1		Redevelop frat houses on First Street for retail.
1		Move office uses out of downtown and replace with retail.
1		More drinking fountains.
Topic Area 4: Community Enrichment / Downtown Living		
7.8	26	Recruit new cultural activities like live music, live performance theaters and art galleries.
7.3	28	Convert the existing police station to a local history museum, performing arts or entertainment (or art) venue.
7.2	27	Encourage more infill housing development on second and third stories within the downtown business district.
7.2	26	Collaborate more with the arts programs offered at UCD and elsewhere in the community.
6.9	27	Develop design guidelines and encourage more infill housing in mixed use areas surrounding the downtown business district.
6.5	26	Create more artists' live/work space.
6.5	26	Work with the University and other partners to develop a regional history center showcasing archaeological, prehistoric and historic resources.
6.0	22	Create a Discovery Walk, a scenic route that would take people on a tour past shops, plazas, and points of interest.
5.8	23	Install additional monuments or plaques to publicize or memorialize historic sites.
5.7	24	Create a bicycle history museum.
<i>Other:</i>		
10		Need an art house movie theater. (Cinema II mentioned often).
4		More historic preservation.
3		Put a bicycle museum in the old police station.
2		More outdoor events like book sales, music, and food vendors.
2		Keep old houses.
1		More historical events and activities.
1		More indoor and outdoor performance spaces.
1		Continue arts theme for downtown.
1		Indoor skating rink (ice or roller).
Choose one: I am (most specifically) a:		
26		Davis resident
2		Davis downtown business owner
2		Davis downtown property owner
		Davis City official
		Davis City staff
1		UCD student
		UCD employee
<i>Other:</i>		
1		Downtown employee



A P P E N D I X 6

BENCHMARKS FOR SUCCESS

The following measures as indicators of the health of the downtown. They can be used by the City, DDBA, Chamber and other parties to gauge the success of the various priority actions and strategies set out in this plan.

Economic Vitality

- Sales tax revenues.
- Reduction in sales tax leakage.
- Pedestrian activity (pedestrian counts at key intersections at different times of the day/week/year).
- Percentage of ground floor space in the retail core occupied by retail uses.
- Number of independents vs. national chains stores.
- Vacancy rates (the DDBA states the 1999 vacancy rate is less than 1%).
- Construction of new/expanded commercial square footage in the downtown business district.
- Number of business recruitment prospects contacted.
- Number of business recruitment prospects that locate downtown.
- Attendance numbers at special events and attendance growth.
- Attendance at business training sessions.
- Number of visitor inquiries via walk-in traffic, incoming calls, response to marketing activities, and letters of request to the Chamber/Visitor Attraction staff.
- Increased Transient Occupancy Tax revenues.
- Responses to visitor satisfaction and activity/spending surveys.
- Number of room nights booked per year.
- Conference and convention bookings.

Urban Design

- Number of rehabilitation loan and grant applications/projects completed.
- Total number of storefront improvements completed.
- Number of new infill residential units in the downtown business district.
- Number of people using streetscape amenities (pedestrian counts at key amenities at different times of the day/week/year).
- Health of the urban forest.

Community Enrichment

- Retention of existing housing units within established neighborhoods.
- Number of residents in the Core Area.
- Number of artists living and/or working downtown and the surrounding neighborhoods.

Transportation, Circulation & Parking

- Number of bicycle parking spaces and their usage (counts at key spots at different times of the day/week/year).
- Traffic counts at key intersections.
- Levels of Operation at key intersections.
- Transit usage on downtown routes.
- Bicycle-pedestrian auto accidents.
- TSM programs and usage rates.
- Issuance of permits for employee parking.
- Usage rates in structured parking.
- Enforcement of on-street 2-hour parking zones.
- Number of auto thefts and vandalism in parking structures.

A P P E N D I X 7

ORGANIZATIONAL RECOMMENDATIONS

The City's consultant, Jeffrey Eichenfield & Associates, offered the following recommendations for facilitating the public's role in implementing the Core Area Strategy and Five Year Action Plan.

DDBA FUNDING/STAFFING.

The DDBA programs are innovative and very successful. However, the DDBA does not have adequate funding or staff to carry out the broad range of "Main Street" type revitalization activities that it would like to undertake. Funding from the City's Visitor Attraction Program will allow the DDBA to hire an additional part-time special events person. With this person on staff, the DDBA executive director's time should be freed up from promotions to concentrate more on fundraising, business retention and recruitment, and downtown design. Additional funding, possibly in the form of City allocations and corporate sponsorships, should be considered so that the executive director has a full-time assistant. This is especially true if the program will be applying for designation as a California Main Street city.

DDBA VOLUNTEER BASE.

DDBA relies on downtown businesses to staff its volunteer committees. Business people, however, are often too busy to become actively involved. To undertake a comprehensive revitalization program for the downtown business district, involvement by community members from outside the district is necessary. Tapping residents with expertise in design, business, traffic issues and fund raising would help the DDBA to increase its work and solidify community-wide support for protecting the downtown business district. Consider forming a "Friends of Downtown" group to raise funds and provide volunteer support.

PROPERTY OWNERS FORUM.

Property owners interviewed for this report recommended creating a forum where they and merchants could come together to network or discuss downtown policy decisions.

DOWNTOWN RESIDENTS FORUM.

Downtown residents interviewed for this report thought a downtown neighborhood organization was needed to give them a stronger voice at City Hall. This could be grassroots-organized or city appointed.

APPENDIX 8
ARTICLES AND FLYERS

Appendix 8