# Old Town Tehachapi

## Vision Plan

August 2014

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# 1 Introduction

# 1.A  Welcome to Old Town Tehachapi

Old Town Tehachapi is an unincorporated community located in eastern Kern County along Highway 202 between the San Joaquin Valley and the Mojave Desert. The Greater Tehachapi Area is known for its four seasons, extensive valley oaks, railroad history, electricity-generating wind turbines, and distinctive rural communities.

The earliest settlers in the region were American Indian tribes, who arrived by 8000 BC. Old Town Tehachapi is the oldest settlement in the Tehachapi Valley, dating from the 1860s. It was an important station on the road from Southern California to the San Joaquin Valley. As the original site for the town of Tehachapi, the population of the area declined after the Southern Pacific Railroad bypassed Old Town in favor of a place called Tehachapi Summit (now known as the incorporated City of Tehachapi).

With recent development and revitalization efforts focused on nearby downtown Tehachapi, Old Town is well positioned to consider its future and how it wants to grow and establish itself as a unique community in the years to come. Over the last couple of decades, the community has experienced some neglect, and economic growth has stagnated. Basic infrastructure, maintenance, and beautification efforts would go a long way toward helping Old Town Tehachapi refresh its image and thrive once again.

# 1.B  Plan Area

The Old Town Tehachapi Vision Plan (OTTVP) plan area is defined as the commercial areas north and south of Highway 202, generally between Woodford-Tehachapi Road and Golden Hills Boulevard. The area comprises approximately 225 acres and is shaped like the letter "T." The plan area extends north to Black Mountain Street and Santa Barbara Drive, and south to Schout Road. See **Figure 1.1** for a map showing the plan area within the black boundary. The project area is located about 25 miles west of Mojave and is under the jurisdiction of Kern County. Located within the project area are most of Old Town's commercial and industrial businesses and two schools.

*"The Old Town area is nicely centered in the Tehachapi Valley basin. This would be a great place to locate a library, DMV, or county office."*

*– Old Town Tehachapi resident*

# 1.C   Project Purpose

The Old Town Tehachapi Vision Plan project was initiated to revitalize and enhance Old Town. The Kern County Planning and Community Development Department, with the support of Second District Supervisor Zack Scrivner, funded and spearheaded the project. With the assistance of PMC, the project was initiated in March 2014.

The product of this effort is this long-range Vision Plan document depicting the community's desired future and an implementation strategy to put the vision into action over the next 25 to 50 years. This document summarizes the outcome of the community-based visioning process and will serve as a guide for decision-making over the next few decades.

The Vision Plan serves as a catalyst for change in the plan area, identifying priorities for public spending and projects needed to improve the community. Community revitalization often begins with public investment in the planning and design process.

Change to both the public realm (e.g., streets and parks) and the private realm (e.g., buildings) is brought about by a commitment to public projects that serve as a catalyst for area-wide improvements.

This document includes an implementation plan with actions both for the County and for community members to participate in, creating a better Old Town Tehachapi. This plan acknowledges the efforts and passion of the local members of the community and identifies a number of programs that local residents, business owners, and other interested members of the public can spearhead to improve Old Town.

Figure 1.1.   Project Area Map
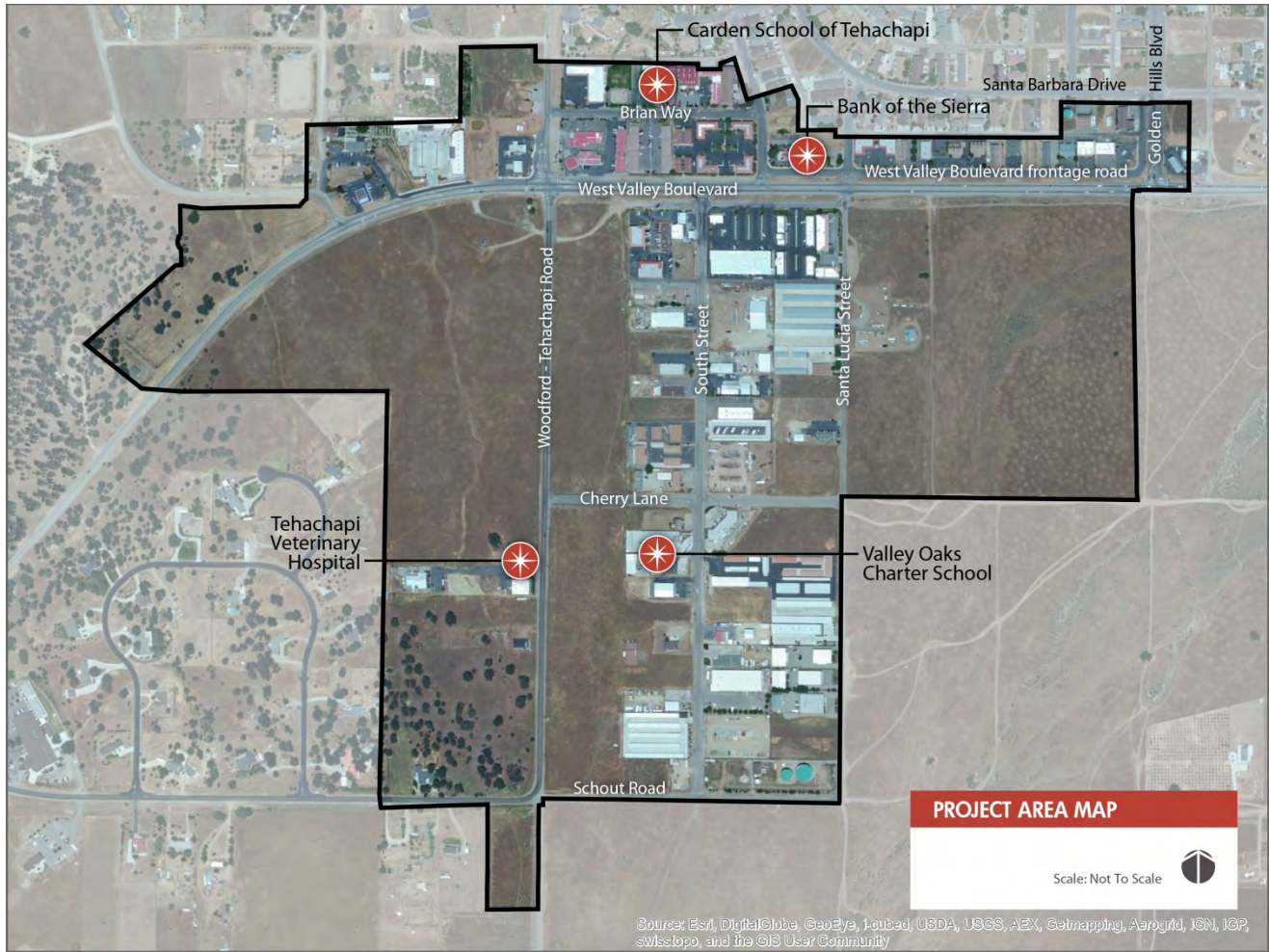


## 1.D  Project Objectives

The following project objectives were developed with input from County staff and community leaders:

1. Improve the aesthetic character of the area by developing strategies to help enhance the overall appearance.

2. Enhance connectivity and access throughout the project area through physical street design and streetscape improvements.

3. Support economic vitality by providing employment opportunities and encouraging new local businesses to locate in the area.

4. Identify community design preferences for public improvements that will help beautify the area and establish a sense of place and identity in the area.

5. Identify improved public spaces for the area where residents and visitors can congregate, relax, recreate, and socialize.

6. Develop an action-oriented vision plan that will provide a guide for implementing desired improvements through high levels of community support and involvement.

# 1.E   Planning Context

## Infrastructure

The project area is currently on septic systems. This can be a challenge for recruiting new businesses to the area, such as restaurants, as well as have a potential impact on groundwater.  The area is currently lacking a complete curb/gutter/sidewalk system, which results in erosion of the roadside from stormwater runoff. The lack of curbs and sidewalks on the roads makes it difficult to distinguish between the pedestrian zone and the automobile zone, which creates a dangerous pedestrian environment.

## Land Use

The existing land use designations in the plan area are shown in Figure 1.3. The land use designations in the plan area comprise approximately 99.5% commercial uses and 0.5% residential. The majority of the plan area is zoned Light Manufacturing (50.4%) and General Commercial (46.2%). Businesses in the project area include home supply and improvement stores, restaurants, financial services, grocery stores, animal-related businesses, and numerous medical offices. The plan area contains two schools but is lacking other civic amenities.

## Figure 1.2.    Land Use Breakdown
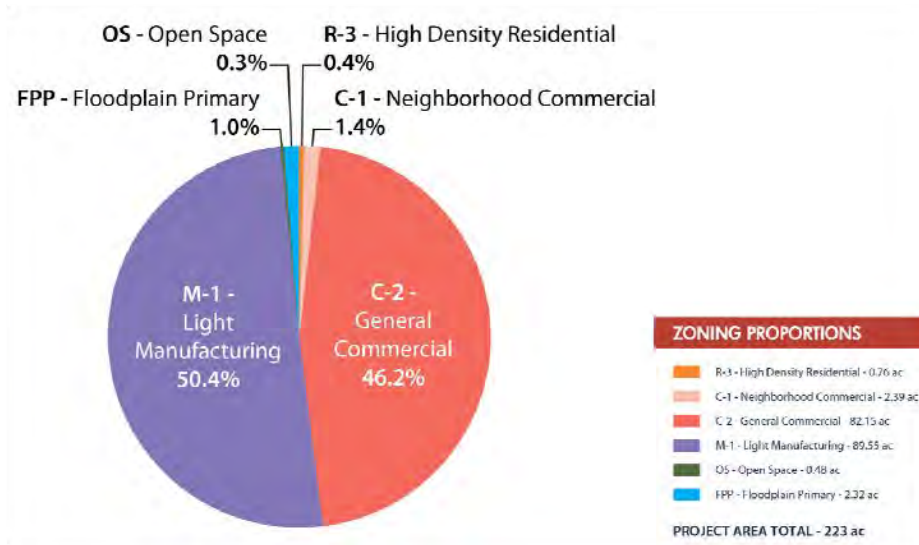


## Figure 1.3.    Zoning Map
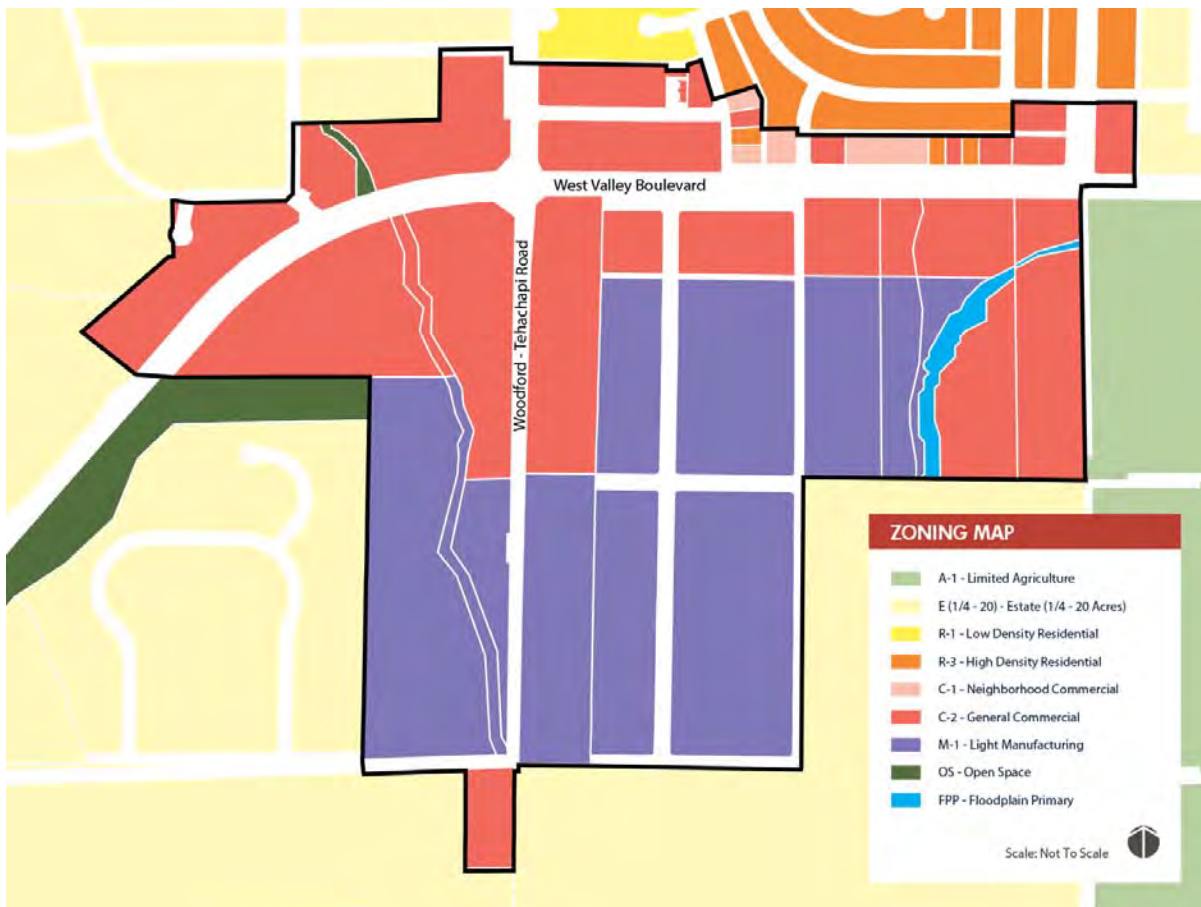
## Vacancy

The majority of the plan area is vacant—63% of properties are vacant or have unoccupied buildings—and 37% of the project area is occupied. Most of the vacant properties in the plan area are undeveloped parcels of land zoned for Light Manufacturing or General Commercial land uses. The map in Figure 1.4 shows vacant parcels in dark grey and occupied parcels in light grey.

Figure 1.4.    Vacancy Map



West Valley Boulevard

Woodford - Tehachapi Road

**VACANCY MAP**

Vacant Parcel (63%)
Occupied Parcel (37%)

Scale: Not To Scale
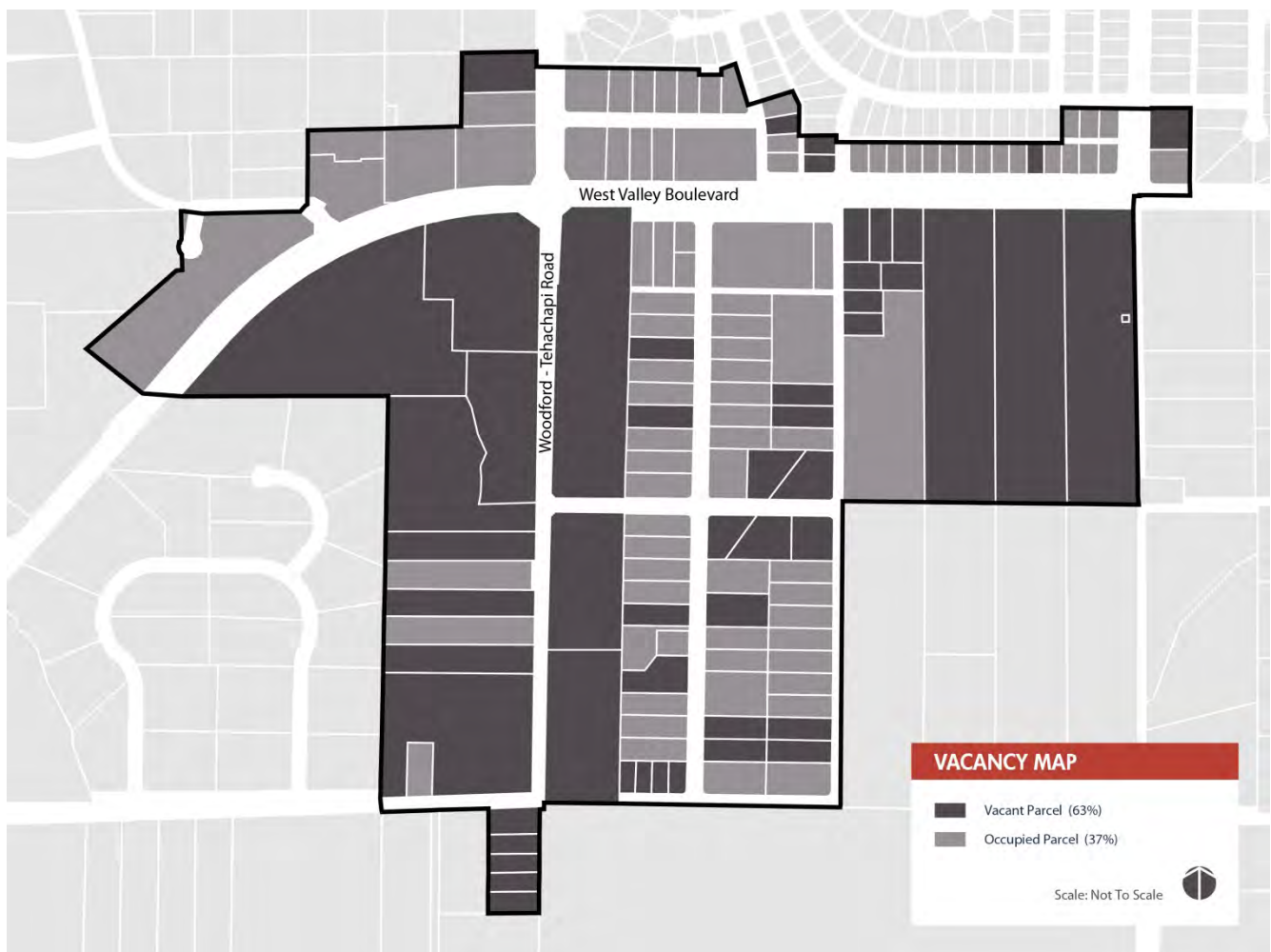
# Employment

There are about 132 businesses in the plan area that employ approximately 800 people. The two largest employment sectors in Old Town are construction and manufacturing, and services (see Figure 1.5). Construction alone represents the largest portion of all jobs, providing 35.5% of all Old Town employment.

Figure 1.5.  Proportion of Employment by Business Sector



Legend:
- Agriculture & Mining
- Construction & Manufacturing
- Transportation, Communication, & Utility
- Retail & Wholesale Trade
- Finance/ Insurance
- Services
- Government

# Transportation

The plan area provides good automobile access, with wide lanes and roads and plenty of parking. The plan area is bisected by Highway 202, which is three lanes wide with fast-moving tra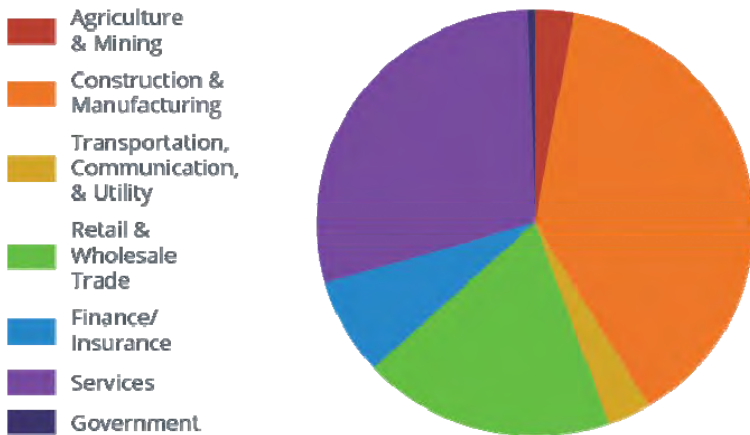ffic. Most of the plan area is organized into a traditional grid, but block lengths are quite long, particularly south of Highway 202. See **Figure 1.6** for an illustration of the large block and street lengths. The busy highway and long block lengths (approximately 750 feet) make walking in the area difficult. In addition, the area has very few, if any, sidewalks, crosswalks or signalized crossings, pedestrian-scale lighting, shade trees, landscaping, benches, drinking fountains, or other furnishings to create an inviting environment for pedestrians. Street lighting isn't sufficient to create a sense of comfort and safety for pedestrians. The plan area does not include any bike lanes, routes, paths, or public bike racks. There is minimal bus service in the plan area.

## Figure 1.6.    Streets and Blocks Map

West Valley Boulevard

Woodford - Tehachapi Road

**STREETS AND BLOCKS MAP**

Scale: Not To Scale
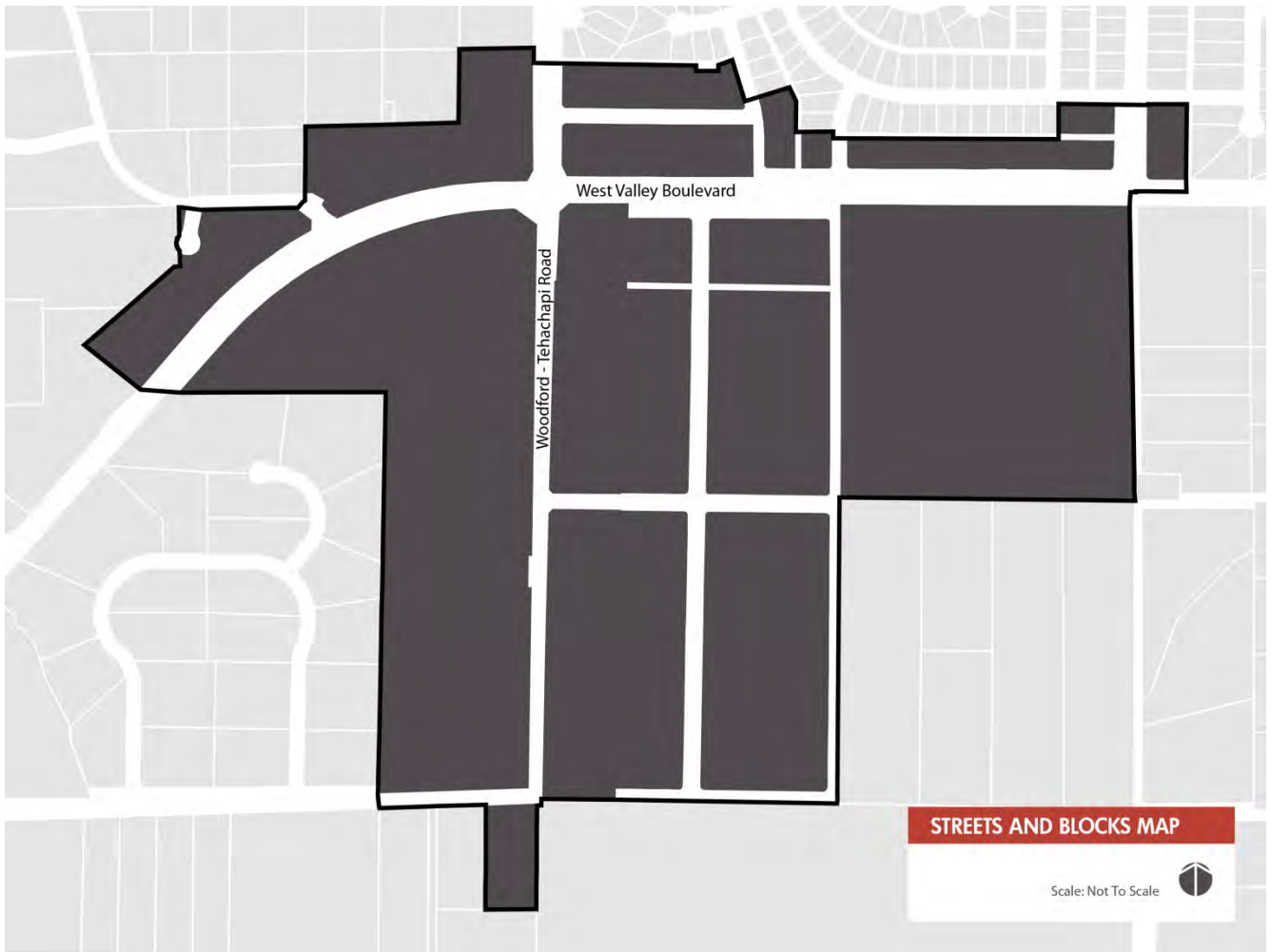
# Community Conversations 2

2.A Outreach Process

2.B Findings

# 2.A   Outreach Process

The Old Town Tehachapi Vision Plan project began in March 2014. The project team met with the Kern County Planning and Community Development Department to create a shared understanding of the project purpose and establish a clear set of objectives. A comprehensive community engagement strategy was carried out to ensure that the Vision Plan reflects the values and desires of the community, including:

- Stakeholder interviews

- Media outreach

- A two-day visioning workshop

- An unveiling event

## Stakeholder Interviews

In March, meetings were held with a number of community members, including landowners, business owners, residents, and representatives from community organizations. The purpose of these interviews was to listen to the community members about their views, concerns, and aspirations for the project area. The interviews demonstrated the community's commitment for improving Old Town Tehachapi and set a strong foundation for the visioning process. Overall, there was general agreement among stakeholders in the following areas of potential improvement:

- Create a consistent look and feel for the area.

- Maintain the rural, small-town character.

- Capitalize on the area's convenient location.

- Improve building façades and commercial signage.

- Beautify the area with landscaping and street trees.

- Improve streets with curb, gutter, sidewalks, and lighting.

- Provide a park and places for community members to gather.

- Create a safe crossing over Highway 202.

- Invite visitors to the various destinations in the project area with public directional signage.

## Visioning Workshop

The two-day visioning workshop held on Friday, April 11, and Saturday, April 12, 2014, engaged the community in the development of a 25- to 50-year vision for improvements in Old Town Tehachapi. Thirty-five participants attended on day one, and 16 participants attended on day two, for a total of 51 attendees (with 13 participants in attendance on both days). During the first day, the project team introduced the community to the project and presented key findings from the stakeholder interviews and preliminary analysis. The workshop was highly interactive and provided a series of presentations, a vision key word activity, a live polling exercise to prioritize key issues identified to date, a mapping exercise, and facilitated small group discussions. Participants provided input on project area assets, needs, and programs for improving the area.

On the second day of the workshop, the project team presented findings from day one of the workshop, including a preliminary vision poster developed overnight to illustrate feedback received during the Friday workshop. Day two of the workshop included large group presentations and live polling on design preferences for a unified look and feel for streetscape improvements. Prioritization activities provided input on emerging recommendations for County-led and community-led implementation actions. In addition, a one-hour walking tour of the commercial business core provided participants with an opportunity to view their community from the perspective of urban designers and planners. A few children participated in the event and contributed their ideas for how to improve Old Towne Tehachapi.

## Unveiling Event

The unveiling event was held on the evening of July 9, 2014. Approximately 30 members of the public attended to review and provide input on the Vision Poster, Design Preferences, and Implementation Plan components of the Vision Plan. The project team gave a presentation describing the planning process to date, the elements of the vision, and the design preferences for streetscape furnishing styles, materials, and landscaping.

After the presentation, participants were invited to review large illustrated maps and design palette exhibits displayed on the walls that demonstrated the community's vision for Old Town. Participants posted "I like" and "I'd change" stickers on the walls below the posters, on which they identified the elements of the vision they like and any items they'd change.

Participants reviewed and provided input on the Community Action Plan and the County Action Plan. They were invited to select the top three actions that they believed should be prioritized and initiated within one year of completion of this plan. These top priority projects are highlighted in Chapter 4. While this meeting was the last of the series of County-led workshops, it was clear that at this event, the community made connections and commitments to organize themselves and to undertake the community-identified activities which arose during the meeting.

Community members congregated at four different tables to brainstorm about the Community Action programs: "Mobilize Old Town," "Beautify Old Town," "Connect Old Town," and "Visit Old Town." Members of the community identified activities, venues, participants, materials, promotional methods, funding sources, and next steps for each of the community-led programs.

Participants particularly enjoyed the final activity of the evening, when each community member was invited to write a postcard to him- or herself from 35 years in the future, describing the wonderful accomplishments the County and community have made, how the area has changed, and how they contributed to the Old Town Tehachapi vision.

## 2.B  Findings

The community provided valuable information about the assets and needs of the community, as well as programs for improving Old Town Tehachapi.

## Community Assets

- Close and convenient
- Mountain views
- Small businesses and local entrepreneurs
- Rural, small-town atmosphere
- Auto supply and services

## Community Needs

- Landscaping improvements, especially along the frontage roads
- Sidewalks, crosswalks, and basic street improvements

- Signage

- Lighting

- Parks, open spaces, and public plazas

# Opportunities for Projects and Programs

## Community-Led Projects

- Revitalization committee

- Marketing and promotions plan

- Farmers market and swap meet

- Building façade and property improvements

- Business Improvement District

- Sidewalk sale event

## County-Led Projects

- Curb, gutter, and sidewalk improvements

- Pedestrian safety improvements

- Median and street landscaping

- Public parks and gathering spaces

- Sewer system

# 3 The Vision

# 3.A Vision Elements

The Vision Elements synthesize the information received from the stakeholder interviews and the participants at the visioning workshop during the key word visioning exercise. The nine Vision Elements listed below set the foundation and clear direction for the development of the Vision Poster and Implementation Action Plan.

The desired Old Town Tehachapi community of the future will:

- Be characterized by its rural, charming, small-town atmosphere.
- Be a unique place in the region that is diverse, colorful, and vibrant.
- Have a cohesive and harmonious look and feel, with improved landscaping, streets, signage, streetscape furnishings, and attractive building façades.
- Be a convenient place for locals and visitors to stop, shop, do business, and eat.
- Provide a number of outdoor places to relax, be active, and/or attend social events.
- Honor and enjoy the stunning mountain views and native landscape.
- Be known for its family-friendly amenities and great schools.
- Be an enclave of locally run and customer-oriented businesses.
- Be a safe and comfortable place for pedestrians, equestrians, cyclists, and motorists.

# 3.B Vision Poster

The Vision Poster is shown in **Figure 3.1** on page 3.7. It is an illustrated map showing the public and private improvements proposed over the next 20 to 30 years. The Vision Poster was created with input from the community during the mapping activities at the visioning workshop. The poster is intended to be a visual representation of the Vision Elements described above and as a road map to guide future developments in Old Town Tehachapi. Key features of the Vision Poster are described below

## Civic Campus District

Old Town Tehachapi is a charming and vibrant rural community with a variety of amenities clustered in several districts along Highway 202, Woodford-Tehachapi Road, and South Street. The civic campus is a prominent feature at the western approach into the project area along Highway 202. It is focused around a central amphitheater and plaza where special events and the weekly farmers market are hosted. The civic campus includes a number of well-visited civic and institutional amenities such as county offices, a post office, the DMV, and a local district library with a computer lab. The performing arts theater offers a unique venue for a wide range of cultural events. A large community park provides a number of facilities for residents and visitors to gather and recreate at a number of ball fields, play structures, and picnic areas.

## Education District with Community College Campus

Children in the area receive a great education at the Valley Oaks Charter and Carden Charter schools. After-school programs offer exciting and engaging activities for children at the schools and at the new youth center adjacent to Valley Oaks Charter School.

A new community college, or an outpost of Bakersfield Community College, is situated along Highway 202 at the eastern approach into the project area. The college attracts students from throughout the region for its quality education and stunning setting with views of the surrounding mountains. The campus features a large central plaza for student and community events such as live outdoor music, student exhibits, speeches, and fairs.

## Commercial Retail District

A wide variety of friendly, locally run commercial and retail businesses invite locals and visitors alike into their attractive shops. The area is home to well-established businesses that have been thriving for decades, as well as new start-up businesses that were drawn to this vibrant rural area. Restaurants with outdoor seating, a brewery, and a number of cafés offer a range of dining options.

## Professional Services District

The professional services district north of the highway provides reputable financial and medical services for the region. These institutions are recognized for the personal attention and care they give their clients.

## Light Industrial/Building Supply District

A collection of building supply merchants offer a wide range of furnishings, hardware, building materials, landscape materials, garden supplies, and interior finishes—everything needed for a home improvement project and all offered in one convenient location. Light industrial uses, warehouses, and construction businesses continue to provide a large number of jobs in the region.

## Artisan/Craft District

The artisan/craft district is home to a number of workshops producing a variety of products such as cabinetry, glass, jewelry, metal-work, sculpture, pottery, and furniture. Studios hold open houses for the public to view the creative spaces and purchase their wares. Artisans offer design and craft workshops to share the tricks of their trade.

## Safe and Attractive Places to Walk, Bike, and Ride Horses

The highway frontage roads and South Street are nicely landscaped with shade trees and native colorful plants, which creates a comfortable buffer between pedestrians and fast-moving traffic. Continuous sidewalks, enhanced crosswalks, and well-lit streets throughout the entire plan area create an environment that is safe for people to walk. Designated bike routes are provided along Golden Hills Road and Highway 202 and connect with the multi-use trail system. The trail system is an off-street trail with designated pedestrian, bicycle, and equestrian routes and follows Woodford-Tehachapi Road and Schout Road. Residents enjoy using the well-lit pedestrian paths, or paseos, through the large blocks as they provide more convenient and efficient options for navigating through town.

## Outdoor Amenities

Residents and visitors can enjoy a series of outdoor plazas, parks, and gardens with a number of pedestrian amenities offering places to enjoy lunch, to rest while shopping, to meet with friends, or to host events. A wildflower demonstration garden north of Highway 202 displays a range of colorful local wildflowers and provides information on their benefits. The plazas located at the two campuses and throughout the Commercial and Retail District offer places to rest, relax, socialize with friends and family, or host farmers markets and swap meets. Public art, fountains, shade structures, outdoor dining, and benches are featured at the various plazas. See the following section, 3.3 Design Preferences, for additional details and imagery relating to the wildflower garden and plaza amenities. Pet owners bring their dogs to play at the dog park located adjacent to the veterinary hospital and pet store. Residents enjoy walks through the open space preserve with lovely mountain views. The recreation area to the south offers unique exercise opportunities such as an adventure bike course.

## A Welcoming Town

Special gateway features announce arrival into Old Town Tehachapi along Highway 202 from both the eastern and western approaches into the plan area and from the north along Woodford-Tehachapi Road. A welcome sign, special landscaping, and/or public art features, such as large metal and wood artwork, mark these entrances and welcome people to Old Town Tehachapi. Directional signs along Highway 202 will direct visitors to the various destinations, including schools, restaurants, and businesses. See the following section, 3.3 Design Preferences, for additional details and imagery on public signs.

## Harmonious Rural Character

Attractive and coordinated streetscape furnishings (e.g., benches, streetlights, planters, shade trees, and bike racks) create a uniform street design and contribute to a clear identity. Banners on street poles can identify special districts, such as the Professional Services District, or announce upcoming community events at the Civic Campus. Furnishing design will be an artisan and rustic interpretation of traditional styles to reflect the various industrial, artisan, commercial, and professional businesses in the community. The following section on design preferences provides a selection of materials, furnishings, colors, and design styles preferred by the community that can be used to create a standard streetscape furnishing and materials palette.





Photo credit: David Dalziel

Figure 3.1.     Vision Poster

DISTRICTS
- Civic Campus District
- Commercial Retail District
- Professional Services District
- Animal-Serving Commercial District
- Light Industrial/Building Supply District
- Artisan Craft District
- Education District

GATHERING SPACES
- Plaza
- Amphitheater
- Park/Active Recreation/Community Garden
- Open Space Preserve

CIRCULATION IMPROVEMENTS
- B  Bus Stop
- Landmark
- Gateway
- Intersection Improvements
- Bike Lane
- Multi-Use Trail
- Paseo
- Shared Alley
- Sidewalk/Streetscape Enhancements
- Street Trees/Landscaping
- P  Public Parking Lot

Map labels:
- Nursery
- Community college campus
- Plaza
- Intensify existing Commercial Retail District
- Native, drought-tolerant trees and shrubs along highway and frontage roads
- Professional services
- CIVIC CAMPUS DISTRICT
- Library, post office, and DMV office
- Performing arts theater
- Amphitheater
- Community park
- Expand Commercial Retail District along Woodford-Tehachapi Road
- Carden School of Tehachapi
- Wildflower demonstration garden
- Mid-block pedestrian connections
- Dog park
- WEST VALLEY BLVD/HIGHWAY 202
- WOODFORD TEHACHAPI RD
- SOUTH ST
- SANTA LUCIA ST
- GOLDEN HILLS BLVD
- Valley Oaks Charter School
- CHERRY LN
- Animal-Serving Commercial District
- Open space preserve
- Outdoor recreation
- SCHOUT RD
- ARTISAN CRAFT DISTRICT
- Custom woodshop
- Furniture store
- LIGHT INDUSTRIAL/BUILDING SUPPY DISTRICT
- Feed store
- Home improvement store
- Hardware store
- Distribution center

Feet
0   400   800      1600      2400

The Vision | 3.5

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# 3.C Design Preferences

The design style sheets on the following pages (**Figures 3.2** through **3.6**) show images that represent the design styles, materials, and colors preferred by participants at the visioning workshop. These design ideas provide visual cues that can help to define the look and feel for Old Town Tehachapi. The design styles selected reflect the rural character, industrial and professional industries, and beautiful mountain landscape. The following pages demonstrate preferred materials, colors, signs, public art, landscaping, and streetscape furnishings that reflect local values. The implementation of these design preferences is intended to be a guide to aid in the development of a formal set of tools to create a distinct character for Old Town Tehachapi. These tools might include a uniform streetscape palette, a public signage palette, private sign standards, and/or a color and materials palette for public signs and new development. Implementing these tools will help to strengthen the unique rural character and establish a clear sense of place for Old Town Tehachapi.

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**Figure 3.2**

# Design Preferences   street furnishings style sheet 1

**Benches**



Curved metal bench



Bench with circular arms



Bench with circular arms



Bench with hooked legs



Curved metal backless bench



Simple backless bench

Figure 3.2

# Design Preferences  street furnishings style sheet 2

**Benches**


Black iron bench


Wood and metal bench


Artisan wood and metal bench


Rounded metal and wood bench

*Note: When selecting wood furnishings, it is recommended that high-quality durable wood, recycled wood, or composite materials that mimic a wood appearance be selected due to the harsh climatic conditions of the area.*

**Trash Receptacles**

Decorative black metal trash can

Metal trash can with arches

Ornate metal and wood trash can

Curved wood and metal trash can

Figure 3.2

# Design Preferences  street furnishings style sheet 3

**Lighting**



Artisan street lamp



Round metal street lamp



Wooden pole street lamp



Double-light street lamp



Metal gas lamp-style street lamp

Wood panel planters


Metal planter with arched details

**Planters**


Concrete planters


Rectangular black planters


Decorative planters


Wooden planters

Figure 3.2

# Design Preferences   street furnishings style sheet 4

**Tree Grates**


Tree grate with vine pattern


Tree grate with floral pattern


Ornate circular tree grate with spotlights


Tree grate with circular ring pattern

Figurative bike rack in Youngstown, Ohio
Source: http://shoutyoungstown.blogspot.com/2011/07/first-of-new-artisian-bike-racks.html



Artisan bike rack (Designed by Richard Duca)
Source: http://www.boston.com/news/local/articles/2008/11/02/sculptors_reinventing_the_wheel_holder/?page=full



"Bike Plant" bike racks (Designed by Marianne Lovink and Scott Eunson)
Source: http://valdodge.com/2011/11/09/gatineau-hydro-corridor/



Circular metal bike racks



Curved bike rack

Figure 3.3

# Design Preferences  signage style sheet 1

**Welcome Signs & Gateways**



Decorative archway and pillars



Metal gateway arch



Artisan metal gateway sign



Wooden entry archway

## Commercial Signs



Artisan directory sign



Cutout metal wall sign



Decorative wood and metal directory sign



Decorative painted blade sign



Wood and metal monument sign



Artisan metal wall sign



Wood and metal monument sign

Figure 3.3

# Design Preferences  signage style sheet 2

**Public Signs**


Decorative metal street sign


Railroad-style directional pole sign


Simple directional pole sign


Artisan wood and pedestrian directory kiosk


Colorful wayfinding sign

## Public Signs



Ornate metal pole street sign



Ornate bronze directory kiosk

## Sign Color Palette

### Public Sign Color Palette
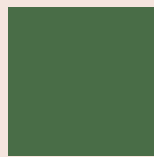
| Mountain | Oak | Grass | Wildflower | Sky |
|---|---|---|---|---|
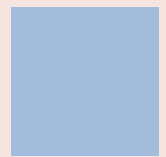
### Commercial Sign Color Palette

| Mountain | Lupine | Oak | Bark | Berry | Poppy | Wildflower |
|---|---|---|---|---|---|---|

Figure 3.4

# Design Preferences  public space amenities style sheet 1

**Public Art**


Public sculpture in Oakland, CA


"The Heavy Horse," sculpture by Andy Scott (photo by David Dalziel)


Wall mural in Half Moon Bay, CA


Public art sculpture in Bend, Oregon


Bronze fox statue in Pasadena, CA

**Fountains**


Rock fountain


Decorative tile fountain


Stone and concrete fountain


Colorful tile fountain


Naturalistic boulder fountain

Figure 3.4

# Design Preferences   public space amenities style sheet 2

**Shade Structures**



Wooden pergola with hanging plants



Plaza with wooden pergola



Circular wood shade structure



Shaded walkway



Colorful fabric shade structure

# Figure 3.5

## fences style sheet 1


Zigzag wooden post and beam fence


White wood slatted fence


Post and wire mesh fence


Traditional wooden post and beam fence
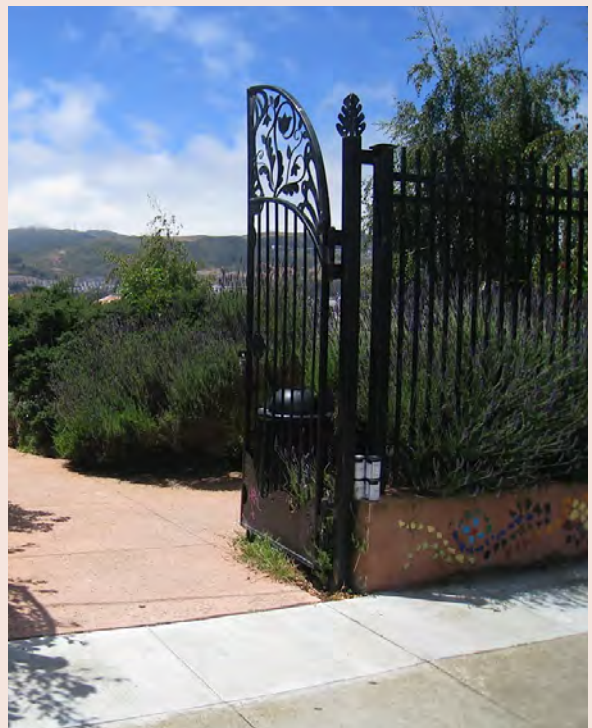

Artisan black wrought-iron fence

**Fences**

Figure 3.6

# Design Preferences landscaping & wildflowers style sheet

**Wildflower Gardens**

Native California Poppies

Native plant garden

Native Indian Paintbrush
(Photo by B Mully, CC2.0)

Native Lupines
(Photo by Dagmar Collins, CC 2.0)

Native Arrowleaf Balsamroot
(Photo by Nomadic Lass, CC2.0)

Drought-tolerant landscaping

## Landscaping



Water-conserving plants



Drought-tolerant median landscaping



Landscaped grassy median



Drought-tolerant median landscaping

# Implementation Plan

**4**

A.  Action Plans

B.  Priority Actions

C.  Potential Funding & Financing Mechanisms

D.  Incentives Toolbox

# 4.A   Action Plans

The Vision Plan is supported by the following Action Plans: **Appendix A, County Action Plan**, and **Appendix B, Community Action Plan**. The action plans provide a list of the Vision Plan recommendations in the form of the major programs, projects, and actions needed for implementation. Actions should be implemented at the discretion of the County over the long-term 25- to 50-year time frame of this plan, as feasible. The tables identify the responsible party, potential funding sources, and suggested timing of each action. The County Action Plan table identifies those actions that can be spearheaded by a County department, and the Community Action Plan table identifies those activities that can be organized and led by members of the public. Appendix B, Community Action Plan calls for the establishment of a Revitalization Committee that will serve as the organization charged with representing the community for public and private improvement projects.  The Revitalize Old Town Tehachapi Community Group will be given the opportunity to participate in the planning for many of the programs and projects identified in the County Action Plan.

# 4.B   Priority Actions

The top priority near-term County actions are described below in greater detail. These eight priority actions were identified by the community during a voting exercise at the Old Town Tehachapi Vision Plan unveiling event. These are the actions that should be initiated in the near term (within 1 year) after the completion of this plan to catalyze revitalization in the project area. They are not listed in any particular order, and the order does not reflect priority of implementation.

## Priority Action A: Develop a Capital Improvement Plan

*Description:* Develop a Capital Improvement Plan to prioritize, identify costs, and secure funding for the public improvements identified in priority action items B through G below.

*Why Is This a Priority?* Improving the physical environment in Old Town Tehachapi is one of the first steps needed in order to implement the Vision Plan and will require a focused plan for phasing and funding.

*Lead Responsibility:* Kern County Planning & Community Development Department; Kern County Roads Department; Parks and Recreation Department; Second District Supervisor's Office

*Support Role:* Revitalize Old Town Tehachapi Community Group

## Priority Action B: Research and apply for grants to fund streetscape and infrastructure improvements

*Description:* Research and apply for grants to fund streetscape and infrastructure improvements identified in this Action Plan. A list of potential funding and financing sources is located in Appendix C.

*Why Is This a Priority?* Streetscape and infrastructure improvements in Old Town Tehachapi, such as lighting, sidewalks, and sewer systems, are fundamental to achieving the desired vision of a safe and convenient place for locals and visitors to enjoy. Such improvements will likely require outside funding sources.

*Lead Responsibility:* Kern County Planning & Community Development Department; Kern County Roads Department; Kern County Engineering, Surveying, and Permit Service

*Support Role:* Revitalize Old Town Tehachapi Community Group

## Priority Action C: Install sidewalks

*Description:* Install continuous sidewalks and curb and gutter throughout the project area.

*Why Is This a Priority?* Currently, a number of gaps in the sidewalk network make walking in the project area uncomfortable and unsafe. Transforming the project area into a walkable environment is a top priority.

*Lead Responsibility:* Kern County Roads Department; Kern County Engineering, Surveying, and Permit Service

## Priority Action D: Improve safety along Highway 202

*Description:* Evaluate the need for speed control along Highway 202. If needed, consider the following measures to slow speeds: speed limit reduction, traffic calming, and traffic control devices.

*Why Is This a Priority?* Highway 202 is a wide road with fast-moving traffic and few crossings, making it difficult and dangerous for pedestrians to navigate. The addition of speed control devices could improve safety as well as connectivity between the two areas of Old Town on each side of the highway.

*Lead Responsibility:* Kern County Planning & Community Development Department; Kern County Roads Department; Kern County Engineering, Surveying, and Permit Service

## Priority Action E: Develop a landscape palette

*Description:* Develop a landscape palette (e.g., street trees, planter strip, and median landscaping). Integrate landscaping standards appropriate for the local climate, including native and drought-tolerant plants and consideration for the provision of shade and protection from wind.

*Why Is This a Priority?* The project area will benefit from additional landscaping to create an attractive and comfortable environment. A landscape palette of native and drought-tolerant plants will help to beautify the area and complement the mountain and desert landscape. Landscaping between the roadway and sidewalk acts as a buffer between pedestrians and moving traffic, gives a positive first impression to visitors, and creates a more pleasant walking environment.

*Lead Responsibility:* Kern County Roads Department; Kern County Engineering, Surveying, and Permit Service

*Support Role:* Kern County Planning & Community Development Department; Revitalize Old Town Tehachapi Community Group
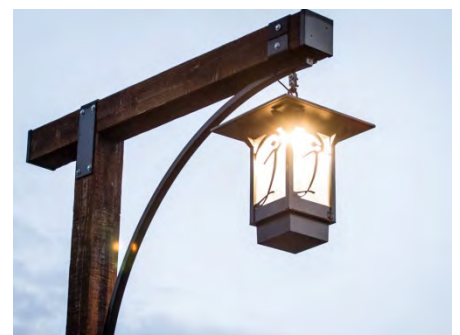
## Priority Action F: Install street lighting

*Description:* Install street lighting in the project area, with special consideration for energy-efficient lighting.

*Why Is This a Priority?* Currently, there is minimal lighting in the project area. Old Town would benefit from additional street lighting to create a safe and comfortable environment for pedestrians, cyclists, equestrians, and motorists.

*Lead Responsibility:* Kern County Roads Department; Kern County Engineering, Surveying, and Permit Service

## Priority Action F: Plant trees and install street furnishings

*Description:* Plant street trees and landscaping and install street furniture along Highway 202 and South Street.

*Why Is This a Priority?* The project area is currently lacking the amenities needed to create a comfortable and safe environment for pedestrians and cyclists, such as benches, tree grates, trash bins, bollards, water fountains, bike racks, and planters. Installing street trees and uniform streetscape furnishings not only will beautify these two key project corridors but will also establish a sense of place.

*Lead Responsibility:* Kern County Engineering, Surveying, and Permit Service

*Support Role:* Kern County Roads Department

## Priority Action G: Improve sewer infrastructure

*Description:* Conduct a study to provide a sewer system for the project area.

*Why Is This a Priority?* The project area is currently on septic systems, which presents a challenge for recruiting new businesses to the area, such as restaurants. A sewer and stormwater system would help attract new businesses and residents, reduce roadside erosion from stormwater runoff, and lessen negative impacts on groundwater quality.

*Lead Responsibility:* Kern County Engineering, Surveying, and Permit Service

*Support Role:* Kern County Roads Department

## 4.C   Potential Funding & Financing Mechanisms

A number of potential funding and financing mechanisms available at the federal, regional, and local levels may be pursued by the County and/or adjoining agencies to implement the planned public improvements as well as to support some annual operations and maintenance costs. **Appendix C** provides a list and description of the potential funding sources and is organized into the following categories:

- Federal (comprising grants and programs)

- Regional (comprising grants and programs)

- Local (comprising funds, fees, and special districts)

- Private (comprising funds and sponsorships)

## 4.D   Incentives Toolbox

Incentives can be a very effective means to promote new development in a community. **Appendix D** summarizes a list of recommended incentives to attract new development to Old Town Tehachapi. The Kern County Economic Development Corporation (KED) should review this list to select the appropriate incentives to include in a formal incentives program to be adopted by the County. Providing a range of different techniques will make the incentive program attractive to a wider range of applicants.

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# Appendix A:
# County Action Plan

# Key to Appendix A

**Priority Key**
1 (Short Term) = 1–5 years
2 (Mid Term) = 6–15 years
3 (Long Term) = >15 years

**Responsible Party Key**
**Kern County Department**
A = Animal Control
BI = Building Inspection Department
BOT = Board of Trade
BRPC = Blight Reduction Program Coordinator
CC = Code Compliance
E = Engineering, Surveying, and Permit Service
GET = Golden Empire Transit District
KCCD = Kern Community College District
KED = Kern County Economic Development Corporation
KPH = Kern County Department of Public Health
KRT = Kern Regional Transit
KCWA = Kern County Water Agency
PCD = Planning and Community Development
PR = Parks and Recreation Department
R = Roads
S = Sheriff's Office
SD = School District
SO = Second District Supervisor's Office
**Other Responsible Party**
AJC = America's Job Center
Chamber = Greater Tehachapi Chamber of Commerce
ETR = Employers' Training Resource
P = Private funding/groups
Revitalize Old Town Tehachapi = Revitalize Old Town Tehachapi Community Group

**Funding Source Key**
**Federal**
CDBG = Community Development Block Grants
EDA = Economic Development Administration Grant
FTA = Federal Transit Administration Grants
HUD 202= HUD 202 Low Income Senior Housing Grants and Loans
LIHTC = Low Income Housing Tax Credit
SBA= Small Business Administration
**Regional**
SR2S = Safe Routes to School Grants
**Local**
BAD = Benefit Assessment District
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CIF = Capital Improvement Fund
DA = Developer Agreement
GF = General Fund
IF = Impact Fees
IFD = Infrastructure Financing District
ILDD = In Lieu Development Dedication
PPP = Public-Private Partnerships
QF = Quimby Fees
RENEWBIZ = Renewable Energy Neighborhood Enhancement Wind Business Investment Zone
UF = User Fees
**Private**
CIG = Community Impact Grant
MM = Media Match
Sponsorships
Underwriters

| Action ID | Implementation Action | Priority<br><br>1 = Short Term<br>2 = Mid Term<br>3 = Long Term<br>Ongoing | Responsibility | | Potential Funding Sources<br><br>See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| | | | Lead | Support | |
| **FUNDING THE COUNTY ACTION PLAN (F)** | | | | | |
| F-1 | Develop a Capital Improvement Plan to prioritize, identify costs, and secure funding for the top priority public facilities and infrastructure improvements identified in Chapter 4, Implementation Plan. | 1 | PCD, R, PR, SO | Revitalize Old Town Tehachapi | County staff time |
| F-2 | Continue to provide funding such as matching grants or revolving loans for façade improvements to commercial buildings. Funding should be available for projects such as painting façades, replacing windows, doors, awnings, signs, and exterior lighting. | 1 | PCD | SO, Revitalize Old Town Tehachapi | CIG, CDBG, PPP, RENEWBIZ |
| F-3 | Research and apply for grants to fund streetscape and infrastructure improvements identified in this Action Plan. See list of potential funding sources in Appendix C. | 1, Ongoing | PCD, R, E | Revitalize Old Town Tehachapi | County staff time, grants |

| Action ID | Implementation Action | Priority | Responsibility | | Potential Funding Sources |
| | | 1 = Short Term<br>2 = Mid Term<br>3 = Long Term<br>Ongoing | Lead | Support | See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| **LAND USE AND DESIGN POLICY (LU)** | | | | | |
| LU-1 | Identify and adopt a selection of development incentives from Appendix D, Table of Recommended Incentives. | 1 | PCD | Revitalize Old Town Tehachapi | County staff time |
| LU-2 | Enforce code compliance. Ensure properties within the project area meet current code requirements. | 1 | CC, BRPC | Revitalize Old Town Tehachapi | County staff time |
| LU-3 | To achieve district-wide consistency in the naming of Old Town, ensure that future business license applications and sign applications that come through the County use the spelling "Old Town" with no E. | Ongoing | PCD, S | | County staff time |
| LU-4 | Revise sign standards for commercial properties to incorporate community design preferences for sign materials and styles identified in Chapter 3, Section 3.3. | 2 | PCD, BRPC | Revitalize Old Town Tehachapi | County staff time |

| Action ID | Implementation Action | Priority<br>1 = Short Term<br>2 = Mid Term<br>3 = Long Term<br>Ongoing | Responsibility | | Potential Funding Sources<br>See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| | | | Lead | Support | |
| LU-5 | Revise fence standards to discourage use of chain-link fencing in favor of more attractive and inviting fences with high quality materials such as those identified in Chapter 3, Section 3.3. | 1 | PCD, BRPC | | County staff time |
| LU-6 | Establish design guidelines for commercial properties. Incorporate design preferences identified in Chapter 3, Section 3.3. | 1 | PCD | Revitalize Old Town Tehachapi | County staff time |
| LU-7 | Establish a local historic preservation program to support preservation of historic structures in the project area. Create an inventory of eligible historic properties in the project area. | 3 | PCD | Revitalize Old Town Tehachapi | County staff time |
| LU-8 | Consider offering development incentives for submittals for development along the Highway 202 frontage road that integrate development standards which address features to protect pedestrians from the elements, such as awnings, recessed entries, shade trees, and shaded walkways. | 1 | PCD | Revitalize Old Town Tehachapi | County staff time |

| Action ID | Implementation Action | Priority | Responsibility | | Potential Funding Sources |
| | | 1 = Short Term<br>2 = Mid Term<br>3 = Long Term<br>Ongoing | Lead | Support | See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| LU-9 | Promote the use of vacant buildings for temporary commercial or public uses, such as pop-up retail shops or art exhibits. The County should consider issuing building occupancy permits at a reduced fee or consider waiving code requirements that are not public safety issues to allow temporary use of the buildings. Temporary signs, such as a banner sign, would be allowed for a defined period of time. | 1 | BI | Revitalize Old Town Tehachapi | County staff time |
| LU-10 | Seek designs for the Civic Campus District, including civic buildings, library with computer lab, indoor performing arts theater, amphitheater, plaza, and community park, through any of the following approaches (also see action PR-7):<br>• Professional RFP process<br>• Local design competition<br>• Student course project<br>• Internship | 1 | PR, PCD | Revitalize Old Town Tehachapi | PPP |

| Action ID | Implementation Action | Priority 1 = Short Term 2 = Mid Term 3 = Long Term Ongoing | Responsibility | | Potential Funding Sources See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations |
| --- | --- | --- | --- | --- | --- |
| | | | Lead | Support | |
| LU-11 | Seek designs for the Community College Campus and plaza through any of the following approaches (also see action PR-8):<br>• Professional RFP process<br>• Local design competition<br>• Student course project<br>• Internship | 2 | PCD | Revitalize Old Town Tehachapi, KCCD, local students | PPP |
| LU-12 | Seek designs for plazas, dog park, recreational park, and wildflower demonstration garden through any of the following approaches (also see action PR-9):<br>• Professional RFP process<br>• Local design competition<br>• Student course project<br>• Internship | 2 | PR | PCD, Revitalize Old Town Tehachapi | PPP |

| Action ID | Implementation Action | Priority<br><br>1 = Short Term<br>2 = Mid Term<br>3 = Long Term<br>Ongoing | Responsibility | | Potential Funding Sources<br><br>See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| | | | Lead | Support | |
| LU-13 | Seek designs for the welcome gateway features (e.g., welcome sign, public art monument, pillars, landscaping) through any of the following approaches:<br>• Professional RFP process<br>• Local design competition<br>• Student course project<br>• Internship<br>Designs should reflect community design preferences for gateway features identified in Chapter 3, Section 3.3. Also see action PR-10. | 1 | PCD, E | R, Revitalize Old Town Tehachapi, KCCD, local students | PPP |
| LU-14 | Utilize the RFP process to seek designs for the youth and vocational training center, including meeting and classroom space and a WiFi hotspot. | 2 | PCD | Revitalize Old Town Tehachapi | PPP |

| Action ID | Implementation Action | Priority 1 = Short Term 2 = Mid Term 3 = Long Term Ongoing | Responsibility | | Potential Funding Sources See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| | | | Lead | Support | |
| **CIRCULATION (C)** | | | | | |
| C-1 | Install continuous sidewalks and curb and gutter throughout the project area. | 1 | R, E | | SR2S , CIF, CFD, IFD, DA, PPP, IF, UF, CIG, CDBG, RENEWBIZ |
| C-2 | Maintain roads, including snow removal. | Ongoing | R, E | | SR2S, CIF, CFD, IFD, DA, PPP, IF, UF, CIG, CDBG |
| C-3 | Identify locations for and install circulation improvements such as signalized or enhanced crossings along Highway 202 to improve safety at intersections for pedestrians. Consideration should be given to solar-powered signalization at crossings. See Vision Poster for location of improvements. | 1 | R, E | | SR2S, CIF, CFD, IFD, DA, PPP, IF, UF, CIG, CDBG, RENEWBIZ |
| C-4 | As new development occurs in the project area, negotiate public easements with property owners along the paseo network, as shown in Figure 3.1 Vision Poster, to establish a system of pedestrian-only connections. | Ongoing | PCD, R | | CIF, CFD, IFD, DA, PPP, IF, UF, CIG, CDBG, RENEWBIZ |

| Action ID | Implementation Action | Priority<br>1 = Short Term<br>2 = Mid Term<br>3 = Long Term<br>Ongoing | Responsibility | | Potential Funding Sources<br>See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| | | | **Lead** | **Support** | |
| C-5 | Add bike lanes along Highway 202 and Golden Hills Boulevard. | 1 | R | | SR2S, CIF, CFD, IFD, DA, PPP, IF, UF, RENEWBIZ |
| C-6 | Install multi-use trail for pedestrians, cyclists, and equestrians along Woodford-Tehachapi Road and Schout Road. Link trails to existing and proposed regional trail system to connect to regional destinations such as downtown. | 1 | R | | SR2S, CIF, CFD, IFD, DA, PPP, IF, UF, RENEWBIZ |
| C-7 | Initiate a Safe Routes to School program. | 1 | SD, R | | SR2S |
| C-8 | Evaluate the need for speed control along Highway 202. If needed, consider the following measures to slow speeds: speed limit reduction, traffic calming, and traffic control devices. | 1 | PCD, R, E | | County staff time |
| C-9 | Assess needed improvements to transit service, including increased frequency and additional bus stop locations at the schools and college and civic campuses. | 2 | GET, KRT | | FTA |

| Action ID | Implementation Action | Priority 1 = Short Term 2 = Mid Term 3 = Long Term Ongoing | Responsibility | | Potential Funding Sources See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| | | | Lead | Support | |
| C-10 | Enhance transit facilities at bus stop locations (e.g., solar-powered lighting, shelter, trees, benches, trash bins, maps, distance charts, and signage). | 3 | GET, R, PCD | | FTA, RENEWBIZ |
| C-11 | Conduct a parking assessment for the nonresidential districts in the project area and develop a long-term parking strategy. This strategy should address:<br>• Opportunities for shared parking and access.<br>• Potential for a public parking lot.<br>• Opportunities for on-street diagonal parking. | 2 | R, E | PCD | CDBG, IF, IFD, GF |

| Action ID | Implementation Action | Priority 1 = Short Term 2 = Mid Term 3 = Long Term Ongoing | Responsibility Lead | Responsibility Support | Potential Funding Sources See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| **PUBLIC REALM IMPROVEMENTS AND CIVIC PROGRAMS (PR)** | | | | | |
| PR-1 | Develop a streetscape furnishing palette that considers green building materials, climate-appropriate materials, and energy efficiency (e.g., energy-efficient street lighting, banners, benches, tree grates, trash and recycling bins, bollards, solar-powered water fountains, drinking fountains, bike racks, planters, and permeable paving materials) and reflects community design preferences for furnishings and materials identified in Chapter 3, Section 3.3. | 1 | R, E | PCD, Revitalize Old Town Tehachapi | BAD, GF, CIF, RENEWBIZ |
| PR-2 | Develop a landscape palette (e.g., street trees, planter strip, and median landscaping). Integrate landscaping standards appropriate for the local climate, including native and drought-tolerant plants and consideration for the provision of shade and protection from wind. | 1 | R, E | PCD, Revitalize Old Town Tehachapi | BAD, GF, CIF, RENEWBIZ |

| Action ID | Implementation Action | Priority 1 = Short Term 2 = Mid Term 3 = Long Term Ongoing | Responsibility Lead | Responsibility Support | Potential Funding Sources See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| PR-3 | Install street lighting in the project area, with special consideration for energy-efficient lighting. | 1 | R, E | | CIF, CFD, IFD, DA, PPP, IF, UF, BAD, CIG, CDBG, RENEWBIZ |
| PR-4 | Plant street trees and landscaping and install street furniture along Highway 202 and South Street. | 1 | E | R | CIF, CFD, IFD, DA, PPP, IF, UF, BAD, CIG, CDBG, RENEWBIZ |
| PR-5 | Develop and implement a wayfinding program that promotes the marketing theme for Old Town Tehachapi. The program should include auto-oriented directional signage and pedestrian-oriented maps and signs. (See action BRec-1 for establishment of the marketing theme.) | 1 | R | PCD, Revitalize Old Town Tehachapi | BAD, GF, CIF, RENEWBIZ |

| Action ID | Implementation Action | Priority<br>1 = Short Term<br>2 = Mid Term<br>3 = Long Term<br>Ongoing | Responsibility | | Potential Funding Sources<br>See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| | | | Lead | Support | |
| PR-6 | Develop and implement a signage program that promotes Old Town Tehachapi to include thematic signage such as banners on light poles and ways to promote local events and farmers markets. Banners could include messages such as "Shop Old Town Tehachapi" and/or "Eat Old Town Tehachapi." (See action BRec-1 for establishment of the marketing theme.) | 1 | PCD | PCD, Revitalize Old Town Tehachapi, Chamber, P | BAD, GF, CIF, RENEWBIZ |
| PR-7 | Construct the Civic Campus District. Also see action LU-10. | 2 | PR | PCD, E | CIF, CFD, IFD, DA, PPP, IF, UF, BAD, CIG, CDBG, RENEWBIZ |
| PR-8 | Construct the Community College campus. Also see action LU-11. | 3 | PCD | E | IFD, CDBG, GF |
| PR-9 | Construct the wildflower demonstration garden, recreational park, and dog park.  Also see action LU-12. | 2, 3 | PR | R, E | CIF, CFD, IFD, DA, PPP, IF, UF, BAD, CIG, CDBG, RENEWBIZ |

| Action ID | Implementation Action | Priority<br>1 = Short Term<br>2 = Mid Term<br>3 = Long Term<br>Ongoing | Responsibility | | Potential Funding Sources<br>See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| | | | Lead | Support | |
| PR-10 | Install special gateway features (e.g., welcome sign, public art monument, pillars, landscaping) at the three major entrances into the project area (also see action LU-13):<br>• Highway 202 & Golden Hills Boulevard at the east entrance into the project area<br>• Highway 202 at the west entrance into the project area<br>• Woodford-Tehachapi Road at the north entrance into the project area<br>See Vision Poster for preferred gateway locations. | 1, 2 | R, E | PCD, Revitalize Old Town Tehachapi, local artists | Grants, sponsorships, GF, CIF, BAD, RENEWBIZ |
| PR-11 | Establish a Public Art Program, including guidelines to provide incentives to new private and public projects within the area to install public art. | 3 | PCD | Local artists, Revitalize Old Town Tehachapi | Developer costs, grants |
| PR-12 | Conduct a study to provide sewer system for the project area. | 1 | KCWA | E | Grants, CFD |

| Action ID | Implementation Action | Priority 1 = Short Term 2 = Mid Term 3 = Long Term Ongoing | Responsibility Lead | Responsibility Support | Potential Funding Sources See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| PR-13 | Install sewer system throughout the project area. | 2 | KCWA | E | Grants, CFD |
| **BUSINESS RETENTION (BR)** | | | | | |
| BR-1 | Provide education and technical assistance to enhance business operating practices. | Ongoing | Chamber, KED | SO, Revitalize Old Town Tehachapi | Chamber, EDA, SBA |
| BR-2 | Work with businesses to improve their overall physical presentation. <br> • Hold a window display contest. <br> • Offer visual merchandising assistance. | 1 | Chamber, KED, BRPC | Revitalize Old Town Tehachapi | Sponsorships |
| BR-3 | Create positive media stories to enhance Old Town Tehachapi's image. Distribute regular press releases about businesses and events in Old Town Tehachapi. | 1 | Chamber, KED | Revitalize Old Town Tehachapi | MM |

| Action ID | Implementation Action | Priority 1 = Short Term 2 = Mid Term 3 = Long Term Ongoing | Responsibility | | Potential Funding Sources See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| | | | Lead | Support | |
| **BUSINESS RECRUITMENT (BRec)** | | | | | |
| BRec-1 | Develop a marketing theme including a logo to establish and strengthen Old Town Tehachapi's image. See Chapter 3, Section 3.3, for design styles and preferences. Encourage local students to participate in the process. | 2 | Chamber, KED, PCD | Revitalize Old Town Tehachapi, KCCD, local students | Sponsorships |
| BRec-2 | Regularly update and maintain the Greater Tehachapi Chamber of Commerce website to: <ul><li>Provide up-to-date information on events and local businesses in Old Town Tehachapi.</li><li>Highlight destinations in Old Town Tehachapi.</li><li>Celebrate recent successes and projects.</li></ul> | Ongoing | Chamber, KED, KCCD | Local students, Revitalize Old Town Tehachapi | Sponsorships, underwriters, tourism, visitor-related grant |
| BRec-3 | Establish priority business recruitment targets. Special consideration should be given to healthy food stores, green/sustainable businesses, restaurants with outdoor dining, retail, DMV, and civic uses. | 2 | Chamber, KED | Revitalize Old Town Tehachapi | N/A |

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|---|---|---|---|---|---|
| | | | Lead | Support | |
| BRec-4 | Assemble a business recruitment packet to include:<br>• A market profile sheet.<br>• Information on available financial assistance programs.<br>• Information on development incentives. | 2 | Chamber, KED | Revitalize Old Town Tehachapi | GF, SBA, EDA |
| BRec-5 | Promote the use of small-business and green-business incentives and financing tools in Old Town Tehachapi and link entrepreneurs to programs. Provide technical assistance to entrepreneurs to help them secure financing. | 1 | Chamber, KED | Revitalize Old Town Tehachapi | SBA, GF, EDA |
| **EMPLOYMENT & EDUCATION (E)** | | | | | |
| E-1 | Establish guidelines for hiring local Kern County employees and construction crews for all new public projects in the project area. | 2 | KED | Revitalize Old Town Tehachapi | County staff time |

| Action ID | Implementation Action | Priority 1 = Short Term 2 = Mid Term 3 = Long Term Ongoing | Responsibility | | Potential Funding Sources See Key on Page A.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| | | | **Lead** | **Support** | |
| E-2 | Leverage existing job training programs by:<br>• Working with organizations, including America's Job Center of California (AJC), Employers' Training Resource (ETR), and Kern Community College District (KCCD), to provide job training for local industries. Providing a location for classes at the new youth and vocational training center (see action LU-14).<br>• Developing a Student Internship Program to provide eligible students with the opportunity to work in departments within the County. | 2 | KED, AJC, KCCD, ETR | Revitalize Old Town Tehachapi | PPP |

# Appendix B:
# Community Action Plan

# Key to Appendix B

## Priority Key
*1 (Short Term) = 1–5 years*
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## Responsible Party Key
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*A = Animal Control*
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*KRT = Kern Regional Transit*
*PCD = Planning and Community Development*
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*R = Roads*
*S = Sheriff's Office*
*SD = School District*
*SO = Second District Supervisor's Office*

### Other Responsible Party
*Chamber = Chamber of Commerce*
*P = Private funding/groups*
*Revitalize Old Town Tehachapi = Revitalize Old Town Tehachapi Community Group*

## Funding Source Key
### Federal
*CDBG = Community Development Block Grants*
*EDA = Economic Development Administration Grant*
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### Regional
*SR2S = Safe Routes to School Grants*

### Local
*BAD = Benefit Assessment District*
*CFD = Community Facilities District*
*CIF = Capital Improvement Fund*
*DA = Developer Agreement*
*GF = General Fund*
*IF = Impact Fees*
*IFD = Infrastructure Financing District*
*ILDD = In Lieu Development Dedication*
*PPP = Public-Private Partnerships*
*QF = Quimby Fees*
*RENEWBIZ = Renewable Energy Neighborhood Enhancement Wind Business Investment Zone*
*UF = User Fees*

### Private
*CIG = Community Impact Grant*
*MM = Media Match*
*Sponsorships*
*Underwriters*

| Action ID | Implementation Action | Priority 1 = Short Term 2 = Mid Term 3 = Long Term Ongoing | Responsibility | | Potential Funding Sources See Key on Page B.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| | | | Lead | Support | |
| **COMMUNITY ACTIONS (CA)** | | | | | |
| CA-1 | Mobilize Old Town Project. Establish a "Revitalize Old Town Tehachapi Committee" to coordinate and oversee all community projects identified in actions CA-2 through CA-4 below.<br>• Build community leadership.<br>• Identify a group of community leaders to organize and coordinate the implementation actions identified in this community action plan.<br>• Seek funding opportunities such as grants and donations.<br>• Establish a Business Improvement District. | 1 | Revitalize Old Town Tehachapi | RENEWBIZ program coordinator | |

| Action ID | Implementation Action | Priority<br>1 = Short Term<br>2 = Mid Term<br>3 = Long Term<br>Ongoing | Responsibility | | Potential Funding Sources<br>See Key on Page B.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| | | | Lead | Support | |
| CA-2 | Beautify Old Town Project. Enhance the appearance of Old Town by engaging in activities such as:<br>• Clean-up events<br>• Community planting, especially in the medians along the frontage roads<br>• Public art/murals program<br>• Adopt a "___" Program (e.g., bench, planter, gateway)<br>• Paint buildings<br>• Sign improvements<br>• Building restoration and façade improvements | Ongoing | Revitalize Old Town Tehachapi | Interested business and property owners, community organizations, youth leader, SO | CIG, PPP, volunteers, sponsorships |

| Action ID | Implementation Action | Priority<br><br>1 = Short Term<br>2 = Mid Term<br>3 = Long Term<br>Ongoing | Responsibility | | Potential Funding Sources<br><br>See Key on Page B.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| | | | Lead | Support | |
| CA-3 | Connect Old Town Project. Organize community events such as:<br>• Regular community meetings<br>• Farmers market<br>• Swap meets<br>• Concerts in the park<br>• Craft fairs<br>• Volunteerism and volunteer recruitment programs<br>• Horse parade<br>• Holiday lights on businesses and campers<br>• Temporary drive-in theater | Ongoing | Revitalize Old Town Tehachapi | Chamber, community organizations, SO, KED, PCD, youth leader | Volunteers, PPP, MM, sponsorships, underwriters |

| Action ID | Implementation Action | Priority<br>1 = Short Term<br>2 = Mid Term<br>3 = Long Term<br>Ongoing | Responsibility | | Potential Funding Sources<br>See Key on Page B.1 and Appendix C for Source Descriptions and Abbreviations |
|---|---|---|---|---|---|
| | | | Lead | Support | |
| CA-4 | Visit Old Town Project. Promote businesses by engaging in activities such as:<br>• Tourism attraction group<br>• Marketing and promotions plan<br>• Visual storefront/window display training workshop and contest<br>• Business window holiday decorating contest<br>• Advertising training workshop<br>• Business retention and recruitment<br>• Business engagement mixer where investors, business leaders, and customers can network<br>• Sidewalk sale and/or First Friday events | Ongoing | Revitalize Old Town Tehachapi | Chamber, SO, KED, BOT, PCD, community organizations, youth leader | GF, MM, volunteers, sponsorships, underwriters |

# Appendix C: Potential Funding & Financing Mechanisms

# Appendix C: Potential Funding & Financing Mechanisms

| Type | Source | Description | Use |
|------|--------|-------------|-----|
| **FEDERAL** | | | |
| Community Development Block Grants (CDBG) | | CDBG grants are federal funds through the US Department of Housing and Urban Development (HUD) for community revitalization efforts and economic development opportunities. Includes the Entitlement Communities Grant. | Housing, public infrastructure, public services, and economic development projects that focus on benefitting low- and moderate-income persons that are at or below 80% of the area median income (AMI). Can be used to rehabilitate existing low- and moderate-income housing and to acquire sites on which to develop workforce housing. |
| Economic Development Administration (EDA) Grant | http://www.eda.gov | The federal Economic Development Administration is a potential source of grant money for the Old Town Tehachapi Vision Plan. Funds from the EDA can be used to finance construction and rehabilitation of infrastructure and facilities that are necessary to achieve long-term growth and dynamic local economies. | Reconstruction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments, attract private sector capital, and promote regional competitiveness |
| Federal Transit Administration (FTA) Grants | http://www.fta.dot.gov/grants.html | The FTA helps communities support public transportation by issuing grants to eligible recipients for planning, vehicle purchases, facility construction, operations, and other purposes. | Public transportation provided by Kern Regional Transit System |

| Type | Source | Description | Use |
|---|---|---|---|
| HOME | | Provides formula grants to states and municipalities that communities often use in partnership with local nonprofit groups to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income households. | Affordable housing units for low- to moderate-income persons |
| HUD 202 Low Income Senior Housing Grants and Loans (HUD 202) | | Housing developers can compete nationally for HUD grants and low-interest loans to build housing for low-income seniors. | Housing for low-income seniors |
| Low Income Housing Tax Credit (LIHTC) | http://www.hud.gov /offices/cpd/afforda blehousing/training/ web/lihtc/basics/ | A federal dollar-for-dollar tax credit that attracts equity investments to finance the development of affordable housing. | Development of affordable housing |
| Small Business Administration (SBA) | www.sba.gov | Through training, technical assistance, and financing programs, the Small Business Administration helps people plan, launch, and sustain successful businesses. The SBA works with banks and other lending institutions to provide guaranteed loans for a variety of general business purposes (7a), real estate or equipment (CDC/504), and small (up to $35,000) short-term loans (microloans). | Business improvements |

| Type | Source | Description | Use |
|---|---|---|---|
| **REGIONAL** | | | |
| Caltrans Safe Routes to School (SR2S) | http://www.dot.ca.gov/hq/LocalPrograms/saferoutes/sr2s.htm | The purpose of the Safe Routes to School program is to increase the number of children who walk or bicycle to school by funding projects that remove the barriers that currently prevent them from doing so. Those barriers include lack of infrastructure, unsafe infrastructure, and lack of programs that promote walking and bicycling through education and encouragement programs aimed at children, parents, and the community. | Street improvements |
| Transportation Development Act (TDA) Pedestrian and Bicycle Program | http://www.kerncog.org/publications/transportation-development-act | Kern COG administers available funding to the county and cities for facilities provided for the exclusive use of pedestrians and bicycles. In addition, funds may be made available to supplement the financing of bicycle safety education programs. | Pedestrian and bicycle facilities |
| Transportation Development Act (TDA) Street and Road Program | http://www.kerncog.org/publications/transportation-development-act | Kern COG administers available funding to the county and cities for street and road projects. Funds for road projects are available only after county public transit needs are met. | Street improvements |

| Type | Source | Description | Use |
|---|---|---|---|
| **LOCAL** | | | |
| Benefit Assessment Districts (BAD) | | In a special assessment district, property owners in the district agree to pay an additional fee or tax in order to fund an improvement within a specific geographic area. The amount that each property owner pays must be proportional to the benefit the property will receive from the proposed improvement. Assessment districts are established by a majority vote of the property owners and can include a variety of different types of districts, from business improvement districts to sewer, utility, and parking districts. | Marketing, promotion, security, street cleaning, landscaping, streetscape improvements, infrastructure, and parking improvements |
| Capital Improvement Funds (CIF) | | These funding allocations are collected through the County's annual Capital Improvement Plan or Program. | Capital improvement projects |
| Community Facilities Districts (CFD) | | Formed when the property owners in a geographical area agree to impose a tax or fee on the land in order to fund infrastructure improvements. Unlike benefit assessment districts, however, CFDs are most commonly formed in cases where the geographic area encompasses a small number of property owners who intend to subdivide the land for sale. This is because, to be enacted, CFDs require a two-thirds vote of property owners, unless there are at least 12 registered voters within the proposed district, in which case the district must be approved by a two-thirds majority in an election of registered voters. | Infrastructure improvements |

| Type | Source | Description | Use |
|---|---|---|---|
| Developer Agreements (DA) | | Agreement between the County and developer describing the improvements and funding sources available to finance improvements. Direct contributions from the developer help pay for infrastructure needed to accommodate the new development. Structured negotiations between counties and developers are often conducted to obtain desired improvements in exchange for development rights. The amount of public benefits that can be provided varies and will have to be negotiated. | Infrastructure |
| General Fund (GF) | | This is the most accessible and flexible funding source available to local agencies. Local revenues are collected in the County General Fund from property tax, sales tax, and transient occupancy tax and are expended on projects and programs as defined in the County's adopted budget. Projects and programs that may be funded by this source of money generally include those items which cannot be paid for by other funding sources and which provide a direct community-wide benefit for the residences or businesses in the community. However, since this funding source is the County's primary operating capital and highly competitive, it should be looked at as a secondary source to fund most projects. | Capital improvement projects, business development, housing initiatives |

| Type | Source | Description | Use |
|---|---|---|---|
| Impact Fees (IF) | | Direct charges collected on a one-time basis as a condition of an approval granted by the local government. The purpose of the fee must directly relate to the need created by the development. In addition, its amount must be proportional to the cost of improvement. Development impact fees may include traffic mitigation fees, infrastructure improvement fees, and connection fees. | Capital infrastructure improvements |
| Infrastructure Financing Districts (IFD) | | Use a property tax increment to pay for infrastructure improvements. New tax revenues are diverted to finance improvements, but IFDs cannot divert property tax increment revenues from schools. Under existing California law, a city or county may create infrastructure financing districts by ordinance, if a two-thirds majority of the voters in the proposed district approves the IFD. | Infrastructure improvements |
| In-Lieu Development Dedication (ILDD) | | In lieu of payment of all or a portion of development fees, developers may dedicate land to the County for other purposes such as parks or affordable housing. | Dedication of land for parks or affordable housing |
| Public-Private Partnership (PPP) | | Typically consists of an agreement between a public agency and a private entity to deliver a new facility or infrastructure system. The public agency may agree to annual payments to the private partner in return for building and operating the new facility. A private entity may be formed to be responsible and financially liable for delivering the project and may also share in revenues from operations. | Public facility or infrastructure |

| Type | Source | Description | Use |
|------|--------|-------------|-----|
| Quimby Fees (QF) | | In-lieu fees collected from developers to acquire parkland. These fees can be used by the County to acquire both park and open space land. | Parks |
| Renewable Energy Neighborhood Enhancement Wind Business Investment Zone (RENEWBIZ) | | Communities such as Old Town Tehachapi that are located within the RENEWBIZ boundary will benefit from a portion of the incremental property tax growth from the base year of 2012 generated primarily from the renewable energy industry. Currently, it is estimated that as much as $1.5 million annually could be available to support important projects identified by residents of the Second District through the visioning process. Some projects that will be up for consideration include infrastructure improvements, like roads, sidewalks, curbs, gutters, and multi-use trails that contribute to completion of a community road system, and other streetscape amenities: benches, lighting, trash cans, signage, improvements to public buildings, parking lot repair, and landscaping improvements. | Infrastructure, beautification, landscaping and streetscape improvements |
| User Fees (UF) | | Development-related fees collected to offset the cost of the entitlement processing. They may include permit fees and application fees. | Cost recovery of county entitlement processing |

| Type | Source | Description | Use |
|---|---|---|---|
| **PRIVATE** | | | |
| Community Impact Grants (CIG) | http://www.homedepotfoundation.org/page/grants | The Home Depot Community Impact Grants Program is an example of a beautification grant, which grants up to $5,000 to registered 501(c)(3) nonprofit organizations, public schools, or tax-exempt public service agencies in the United States who are using the power of volunteers to improve the physical health of their community. Grants are made in the form of The Home Depot gift cards for the purchase of tools or materials. | Beautification, landscaping and streetscape improvements, cleanup |
| Media Match (MM) | | Local media (print and electronic) will match dollar for dollar the advertising space or time that an organization will purchase for promoting an event or activity. | Promotion of community events |
| Sponsorships | | Cash contributions to an event that is not targeted for a specific expense (but rather to increase event revenue) and for which benefits are promised to the donor (e.g., recognition, table). *For example, XYZ Corporation donates $5,000 to Anytown; in doing so, the company's logo may be included on the event t-shirts.* | Any community program or event that has a willing sponsor |
| Underwriters | | Includes gifts solicited and secured to pay for a specific expense of an event. When pursuing underwriting, it is advantageous to first underwrite an event's direct expenses (versus indirect expenses). *For example: XYZ Corporation agrees to purchase the event t-shirts on behalf of the ABC via writing a check directly to the vendor. In doing so, the event does not incur an expense for the shirts.* | Any community program or event that has a willing donor |

# Appendix D: Table of Recommended Incentives

# Appendix D: Table of Recommended Incentives

| Item | Description |
|------|-------------|
| **Fee/Tax Reductions** | |
| Building Permit and Plan Check Fees | Reducing these fees for projects proposed in the Vision Plan and County Action Plan would send an important message to the development community of the County's commitment to attracting desired development at this location. |
| Business License Fees | Reducing these fees for a specified period of time (for both existing and new businesses) for businesses located in the core Retail, Arts, and Entertainment District would send an important message to the business community as to the County's level of commitment to Old Town Tehachapi. |
| Demolition/Landfill Fees | As a means of improving Old Town Tehachapi's economic attractiveness (compared to other parts of the county which might otherwise be more attractive to the development community), the County could reduce demolition and landfill fees. |
| Development Impact Fees | Impact fees for water, sewer, parks, or other public infrastructure can be reduced for businesses in the project area. |
| Expedited Plan Checks | Expedite plan checks for all development in the Retail, Arts, and Entertainment District for a period of time to attract new development to this location. |
| **Direct Financial Assistance to Developers and Businesses** | |
| Parking Incentive | The County could adopt strategies to reduce parking requirements for projects located in the Retail, Arts, and Entertainment District. Strategies may include reducing parking ratio requirements, allowing shared parking, allowing parking exemptions, and/or providing a public parking lot. |
| Project-Specific Infrastructure Financial Assistance | There may be specific development projects for which it is advantageous for the County to provide financial assistance for new infrastructure or to repair or upgrade existing infrastructure. This type of assistance is typically negotiated on a case-by-case basis (reflecting the specific public benefits that can justify the public investment) and subject to a development agreement. |
| **Other Incentives** | |
| County-Sponsored Environmental Review | The County may undertake environmental review for projects at its discretion in order to assist in expediting the development process. |

| Item | Description |
|---|---|
| Construction Incentives | The County could provide landfill expenses, temporary restrooms, a temporary storage yard on County property, or other benefits that support construction activities. |
| Streetscape Improvements | The streetscape improvements shown on the Vision Poster will serve to "prime" the area for new development by making it a more desirable place for businesses to locate and a more pleasant environment for people to visit. |
| Application Project Review Meetings | The County could offer application project review (APR) meetings to assist developers with the application process. The regulation process can usually be expedited if the applicant elects to participate in an APR meeting with County staff early in the project planning process. Representatives from relevant County departments (i.e., Planner, Building Official, Public Works Official, representatives from the Sheriff's and Fire departments) attend these meetings to facilitate submittal of a complete application and explain permitting requirements. Meetings help the applicant to better understand County regulations/procedures and help County staff better understand the project. |
| Green Building Recognition Program | The County could sponsor a recognition program for innovative green building projects in an effort to encourage and recognize outstanding environmental protection and energy conservation projects. |
| Technical Assistance | The County could provide free technical assistance to developers, such as assisting with the development process (see also Application Project Review Meetings, above), providing information about local business development resources, helping to secure financing from available funding sources, or providing workshops on building maintenance practices. |