

DOWNTOWN TAFT SPECIFIC PLAN

Administrative Draft

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EST. CITY OF TAFT 1910 CALIFORNIA

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1.0 INTRODUCTION

1.0 INTRODUCTION

1.1 Overview

The Downtown Taft Specific Plan (DTSP) will bring about community revitalization and economic regeneration to Taft through the creation of a vibrant downtown core. The Plan envisions a complete community that integrates an urban mixed-use center with surrounding lower density mixed use, residential, office space, medical and industrial land uses. Through the Plan, the city strives to develop a downtown residential community that is healthy, balanced and celebrates the rich history and culture of the area.

The DTSP provides a comprehensive policy and regulatory framework that guides future development in the downtown area. Encompassing approximately 212 acres and located in the center of Taft, the Downtown Specific Plan area (DTSP area) is bisected by the Class I 'Rails to Trails' shared pedestrian/cycleway path. The Plan is designed to bring a dynamic mix of land uses to the City's underdeveloped downtown area through both infill and new development by allowing over 3,100 dwelling units and facilitating the creation of a downtown core enhanced with the potential of up to 890,000 square feet of retail development and 1,000,000 square feet of commercial and office space.

The city has developed the Plan in collaboration with residents, local businesses, and landowners, to provide a forward-looking vision for the future of the downtown area. The Plan presents a vision, themes, goals, policies, design standards, and implementation strategies for categories such as land use, mobility, parks and open space opportunities and infrastructure.



Oil Worker Monument located at 6th Street and Supply Row

1.2 Purpose and Intent of the Specific Plan

The Specific Plan serves as a framework for development within the DTSP area. It sets the foundation for how the City will operate, based upon identified goals and policies relating to a range of topics, including land use, urban design, parks and open space, transportation, and sustainable infrastructure. It establishes a framework for the land use, intensity, development regulations, and design standards that will support future development. The DTSP is intended to be used by property owners, developers, designers, City staff, and elected officials in the review of proposed development projects in the SPA.

1.3 Objectives

The objectives of the Specific Plan have been prepared to be consistent with the Taft General Plan and will be implemented by the goals and policies contained in Chapter 2: Goals and Policies.

The objectives of the Downtown Specific Plan include the following:

1. Provide a comprehensive policy and regulatory framework that guides development in Taft's downtown area in accordance with the Taft General Plan.
2. Create development standards that are unique to the DTSP area and will enhance developments in the downtown area.
3. Develop a streamlined entitlement and permitting process to encourage the accelerated production of a diverse range of residential development and housing types.
4. Encourage a diversified downtown economy.

1.4 Legal Authority and Scope

State Law requires that a Specific Plan be in conformance with a city's General Plan. This Specific Plan has been prepared in conformance with the City of Taft's General Plan for the enhancement and development of Taft's Downtown, as described in the following Chapters.

The primary effect of a Specific Plan is the establishment of a clear and detailed plan for a specific area. Existing zoning is replaced with development standards of the Specific Plan which best meet the needs of the specific area. After adoption by the City of Taft, all public and private development projects and improvements must be consistent with the adopted Specific Plan.

This Specific Plan seeks to build upon the vision of the General Plan and previous Downtown Specific Plan, to provide greater flexibility as well as more detailed guidance.

1.0 INTRODUCTION

The Plan has been structured to better adapt to economic, physical, and social changes by applying new use and development priorities to parcels and districts.

The Downtown Specific Plan is established through the authority granted to the City by California Government Code, Sections 65450 through 65457, as a means of systematically implementing the General Plan. A Specific Plan, through text and diagram(s), must identify the following:

1. The distribution, location, and extent of the uses of land, including open space, within the area covered by the plan.
2. The proposed distribution, location, and extent and intensity of major components of public and private transportation, sewage, water, drainage, solid waste disposal, energy, and other essential facilities proposed to be located within the area covered by the plan and needed to support the land uses described in the plan.
3. Standards and criteria by which development will proceed, and standards for the conservation, development, and utilization of natural resources, where applicable.
4. A program of implementation measures including regulations, programs, public works projects, and financing measures necessary to carry out paragraphs (1), (2), and (3).



Workshop #2, November 2021



Oil Derrick Monument along Rails to Trails

1.5 City of Taft Setting

Incorporated in 1910, the City of Taft is located in Kern County and situated at the southwestern edge of the San Joaquin Valley of California at 955 feet above mean sea level. The city has a desert climate with long, hot, dry summers and brief, cool and moist winters. See Figure 1-1: Regional Location. Summer temperatures regularly exceed 90°F and average annual rainfall of approximately 5 inches predominantly falls in the winter and spring. California State Routes 33 and 119 converge to the east of downtown area defined by this Specific Plan.

1.5.1 Project Context

Located in the center of the Midway-Sunset oilfield, the largest oilfield in the contiguous United States, the City's roots date back to the oil booms of the early 1900s. As a result, most major oil companies have had a presence in Taft over the years and this has affected the built form of the city.

The Southern Pacific and Santa Fe railroads, in tandem with the oil industry, impacted the physical formation of Taft through the laying of the Sunset Railroad. By the 1920's, the laying of these lines dictated Taft's street grid pattern which remains today, although the rail line was removed in the 1990s.

1.5.2 Project Location and Surrounding Uses

The DTSP area comprises approximately 212 acres of flat land. As shown in Figure 1-2: Specific Plan Boundary, the DTSP area is generally bound by Kern Street to the north and West Side Highway to the east, both of which are part of State Route 33, Front and Oak Streets to the south, and 10th Street to the west.

The northern section of the DTSP area is largely comprised of commercial and retail activities in single or double story buildings. Many of these buildings hold architectural value and character from art deco to craftsman examples and could be attractive adaptive re-use propositions. There are also two pockets of residential developments in the north-western and eastern sections, including an affordable senior apartment development.

Bisecting the DTSP area, between Supply Row and Main Street, the old Sunset Railway lines have been removed and this land has been repurposed into open green space. Traversing this public space, the City of Taft has created the Class I 'Rails to Trails' shared pedestrian/cycleway path. Currently, this path terminates to the east of the DTSP area adjacent to the West Kern Oil Museum. There has been reinvestment within this portion of the city including a new Best Western hotel and monument to workers in the oil industry in the form of a 43-foot oil derrick.

The southern section of the DTSP area, between the 'Rails to Trails' repurposed railway land and Front Street, is predominantly vacant. Although within this area there are some scattered retail and commercial activities. Many of these land parcels adjacent to the old Sunset Railway have been recently purchased by City and provide development opportunity.



Oil Worker Monument

Figure 1-1: Regional Location

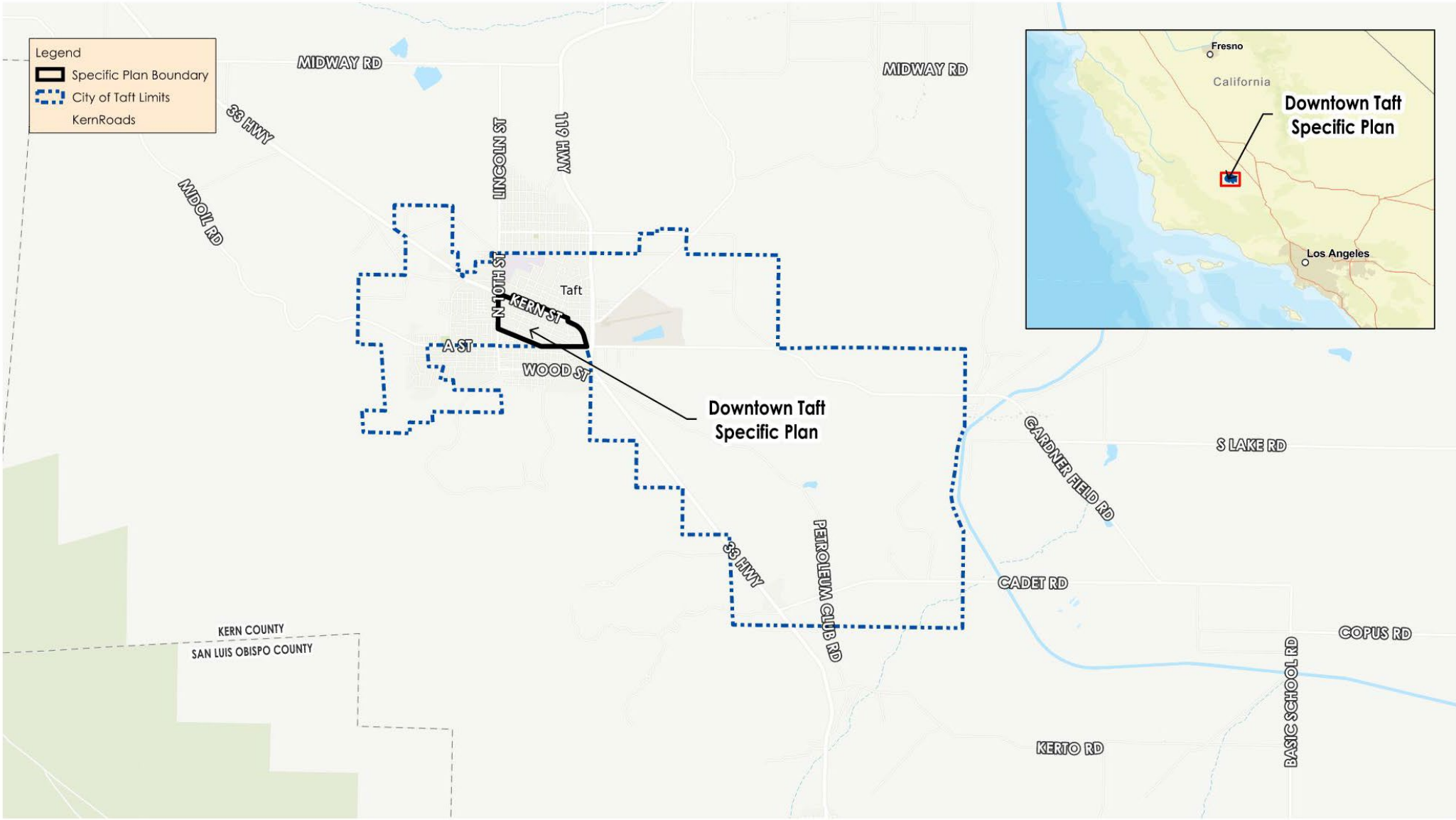
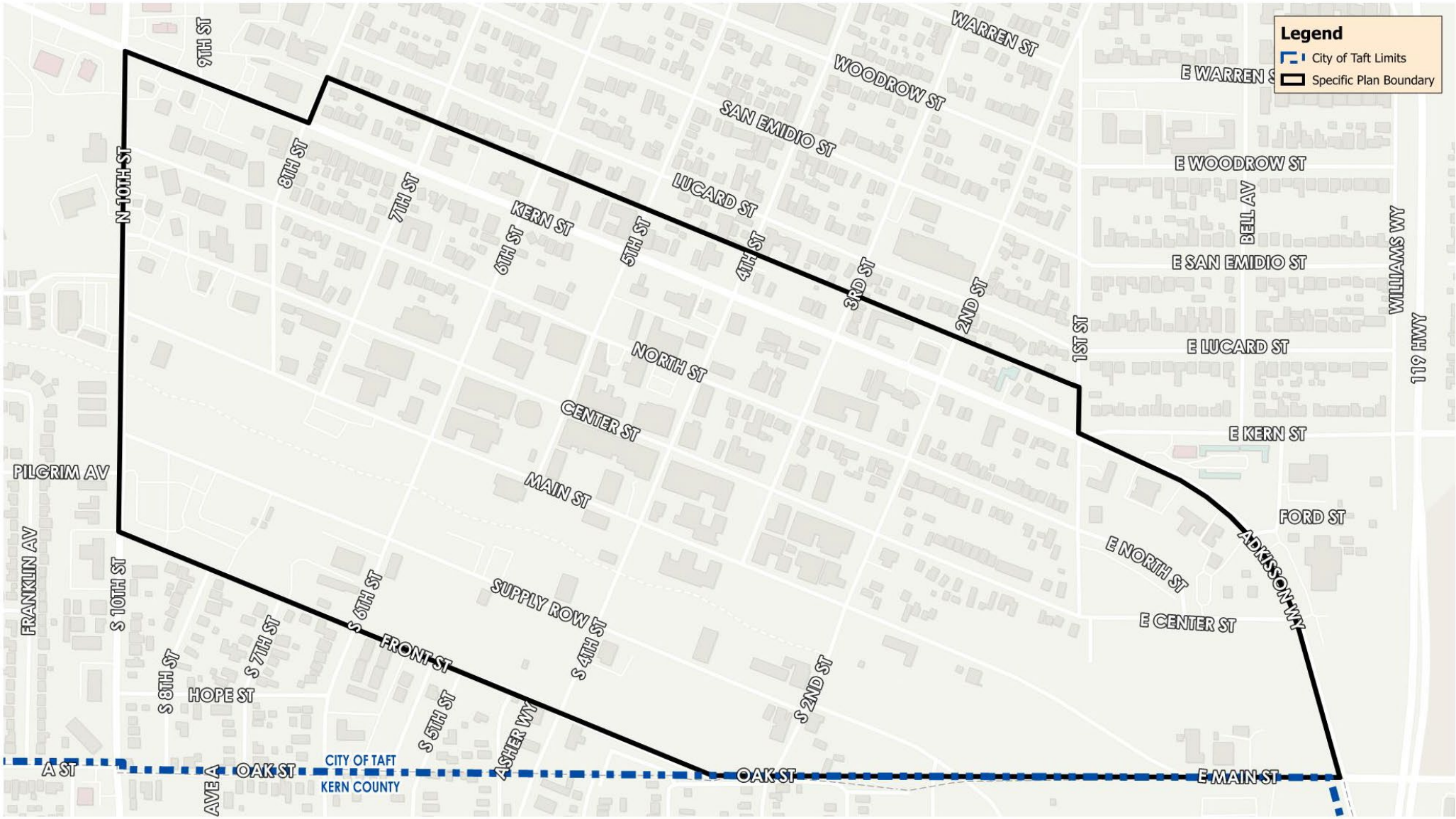
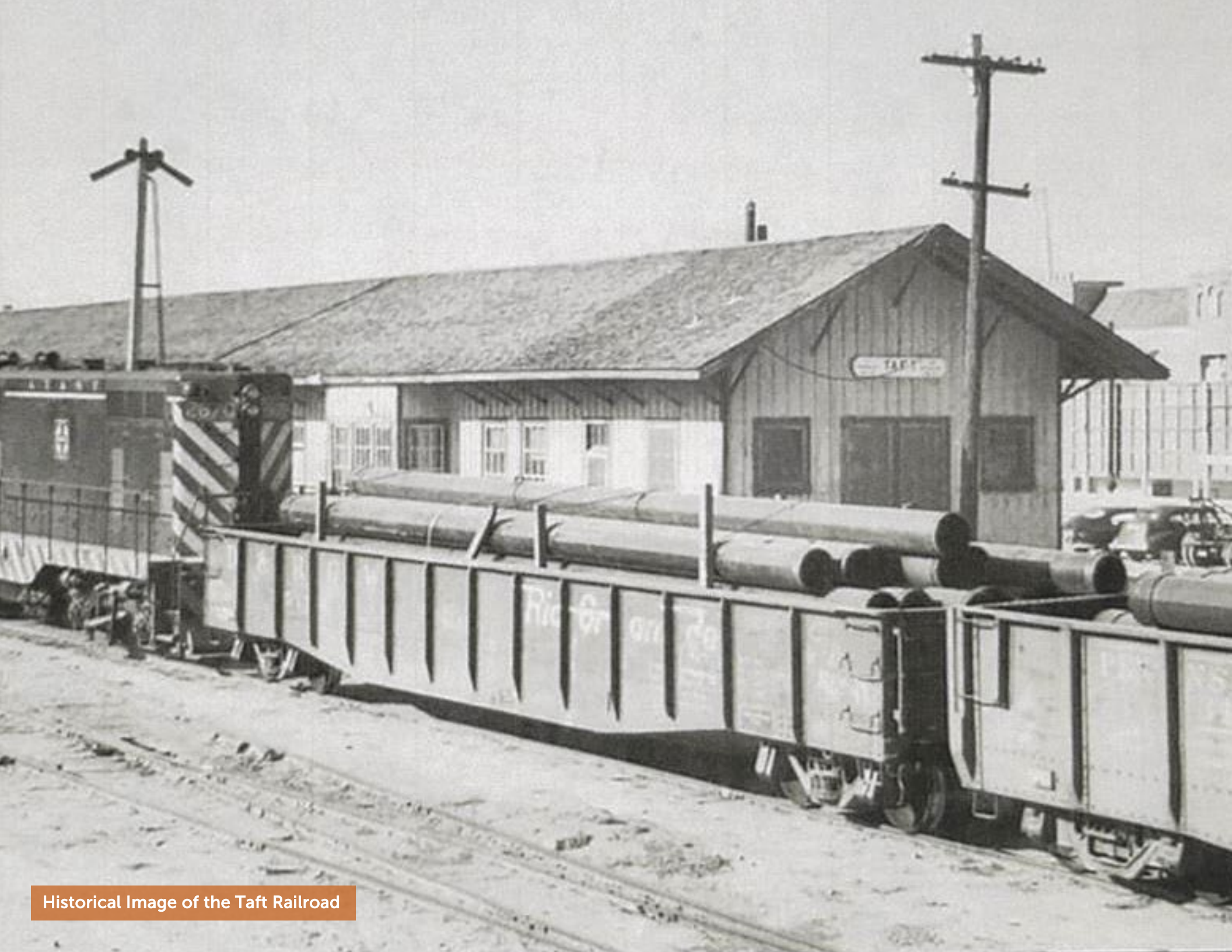


Figure 1-2: Specific Plan Boundary





Historical Image of the Taft Railroad


Michael J. Semas
SHAMROCK RESTAURANT
MEAT MARKET
Center St. Taft.
Historical Image of Center Street

1.6 Planning Background

The City of Taft (City) first adopted its Downtown Specific Plan in 1994 and incorporated amendments in 1999. In June 2010, the city then adopted a General Plan Update. This Plan was a comprehensive update on the previous General Plan, establishing a new Planning Area in addition to amending land use designations in the downtown area to mixed use. Subsequent to this adoption, a lawsuit settlement with the Sierra Club required the amendment of the General Plan in 2017 to reduce the Planning Area and include an Urban Growth Boundary, among other concessions. As a result, the existing 1999 Downtown Specific Plan became inconsistent with the new 2017 general plan.

In 2020 the city was awarded grant funding for the drafting and adoption of a Downtown Taft Specific Plan that will be consistent with the General Plan and guide an acceleration in housing production. In January of 2021, the city sought to undertake this process through a comprehensive update of its Downtown Specific Plan (the Plan).

1.7 Planning Background and Process

The planning process for the Downtown Taft Specific Plan included a comprehensive public engagement plan that was prepared to be inclusive, transparent and engage the community in the planning process by offering multiple opportunities for public input and participation.

The first phase involved a thorough evaluation of the opportunities and constraints. The purpose of this study was to provide context and insight into the community characteristics that influence and define opportunities for community change and growth in the City of Taft. This served as the starting point for identifying possible implementation tools for future programs and projects within the DTSP area that will be most effective in achieving the vision of the Downtown Taft Specific Plan & Zoning Ordinance Amendment project. The information from this exercise then served to facilitate discussion between community stakeholders and the city staff.

The following four stakeholder workshops were conducted leading into the preparation of the Specific Plan:

1. Opportunities, Constraints, and the Vision;
2. Land Use Alternatives;
3. Preferred Land Use Plan; and
4. Specific Plan draft document.

Due to COVID-19, the workshops were undertaken in a hybrid style in order to make them more accessible. Throughout these sessions, stakeholders were presented with ample opportunity to learn and influence the development of the Plan.

To further the dissemination of information, a dedicated webpage was established on the City's website and a Social Pinpoint page launched. These avenues assisted in keeping

stakeholders up to date with the Specific Plan process and notification of future workshops.

A Proforma Analysis was also conducted for two potential sites for residential development within the DTSP area. Both these sites were owned by the city at time of analysis and zoning based on the Preferred Land Use Plan developed through public outreach. The purpose of the proforma exercise was to understand the economic development potential of these two sites within the DTSP area. The analysis found that to achieve an acceptable return for both apartments and townhouses, there will likely be a funding gap to be overcome.

1.8 Relationship To Other Planning Documents

1.8.1 General Plan

In 2017, the City of Taft adopted the General Plan Update. The General Plan lays the framework for how the city will grow and develop moving into the future. The General Plan identifies eight "guiding principles" for Taft's vision of the future. The subject of this Specific Plan document, Downtown Taft, is the subject of one of these guiding principles. The General Plan seeks to promote a "vibrant, healthy and active downtown by providing safe multi-family and mixed-use housing" while also encouraging infill development and attractive residential development.

The goals and policies within the General Plan that implement these visions provide the foundation upon which this Specific Plan is based and therefore, the Downtown Specific Plan has been prepared to be in accordance, and consistent with, the Taft General Plan.



Workshop #2, November 2021





Workshop #2, November 2021

1.8.2 Climate Action Plan

The Climate Action Plan seeks to address the challenges of climate change through the reduction of locally generated greenhouse gas emissions and improving community health and local air quality.

The Specific Plan seeks to achieve the goals of this plan through the encouragement of higher density and mixed-use Downtown development. This development will be encouraged to provide greater access to local active recreational opportunities and a reduction of the dependance on personal motor vehicles.

1.9 Consistency with the Specific Plan

The DTSP shall guide all land use and development decision-making processes for the area. The Specific Plan does not replace or augment building safety codes or other non-planning related codes. All applications for new construction, substantial modifications to existing buildings, and changes in land use shall be reviewed for conformance with this Specific Plan.



5th Street Plaza from the Rails to Trails Corridor

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2.0 VISION, THEMES, GOALS AND POLICIES

2.1 Overview

This chapter describes the intended future of Downtown Taft and identifies the qualities most important to the Taft community, as defined through the vision, goals, and policies. Community input through multiple outreach efforts informed the development of a comprehensive vision for the Downtown Specific Plan. Goals were developed based on the vision across each of the topics addressed in this specific plan to guide future development in Downtown Taft. This chapter includes the vision for future development in Downtown Taft. Detailed below are the vision, themes, goals, and policies.

2.2 Vision

The DTSP is designed to include a dynamic mix of land uses, ensuring a healthy and balanced community that celebrates the history and culture of the area. Residential, commercial, employment, and recreational opportunities are linked together through safe streets, connected trails, recreational districts, and a range of housing options.

The Specific Plan creates an inviting atmosphere in Downtown Taft by identifying ways to attract and retain commercial, retail, housing opportunities, and expand upon the City's rich history with energy and oil. A special focus of the Specific Plan area includes the 'Rails to Trails' connection and Oil Worker Monument. The Specific Plan identifies ways to build upon this history while providing economic growth and housing development through the use of connected corridors. The landscaping and architectural details reflect a connection with the oil workers history and provides a unique identity that attracts local residents and visitors to live, shop, dine, work, and recreate in Downtown Taft.



Fox Theatre, Downtown Taft

2.3 Themes

Achieving the vision for Downtown Taft requires a set of goals and policies that outline strategies to implement change. The goals and policies provide tangible steps and/or actions to achieve the vision for Downtown Taft. As outlined below, the goals and policies are structured around four different core themes from the vision. Under each theme are a set of goals supported by policies that give the City measurable and implementable actions intended to help accomplish that goal.

The four themes are:

- Strong Economy
- Sustainable Development
- Active Community
- Community Character

Strong Economy: *The City of Taft strives to create a robust and diversified economy that provides community members with a range of employment opportunities and resiliency and adaptability to market changes. The strong economy goals seek to retain existing businesses and attract new business to the area to stimulate job creation, particularly in Downtown Taft.*

Sustainable Development: *The Downtown Taft Specific Plan is the foundation for the growth of smart and sustainable housing and improvements to mobility, connectivity, and in the Downtown area. The sustainable development goals seek to promote the creation of housing; both diverse and affordable, assess the infrastructure needs to accommodate growth in the city and ensure that Taft is accessible both locally and regionally.*

Active Community: *The City of Taft is committed to enhancing its parks, trails, and recreational amenities to promote an active community in Downtown Taft. The introduction of additional housing units will lead to enhancement and greater use of these facilities. The active community goals seek to promote the health and well-being of the community, encourage social interaction, and build upon the Rails to Trails corridor with high quality recreation amenities and community education.*

Community Character: *The Downtown Taft Specific Plan aims to enhance and protect the community's small town and historic character while attracting new investment and growth. The Community Character goals seek to preserve historic resources, promote historic architecture in Downtown areas, and celebrate and encourage arts and culture.*

2.4 Goals and Policies

The goals and policies provide the overarching direction for the Specific Plan, its implementation, and future development within Downtown Taft. The goals and policies have been developed with support of the community, business owners, and key stakeholders. Goals have been attributed to the different themes in which to carry out the vision. Each goal is supported by policies that give the City measurable, implementable actions intended to help accomplish that goal.

Theme 1: Strong Economy

Goal 1-1: Retain existing, and attract new businesses to drive economic development

Policies

1. *Encourage expansion of existing businesses to serve the needs of the community and provide employment opportunities for residents in Downtown Taft.*
2. *Work with small businesses to support, retain, and grow the local economy by connecting them with resources available to support their creation and growth.*
3. *Promote the City of Taft and its available commercial and industrial opportunities as desirable places for businesses to locate and identify economic incentives that can be utilized to attract these businesses to Taft.*
4. *Explore opportunities to partner with local schools or other educational organizations to offer programs that provide vocational/trade training, internships, and other work opportunities for residents.*
5. *Develop a focused economic development plan for Downtown Taft that targets business and industry that are well-suited to the area and provides incentives to attract and retain these businesses.*

Goal 1-2: Achieve economic diversification through a mix of shops and services for residents and visitors.

Policies:

1. *Encourage new and existing developments to incorporate street-activating commercial uses to attract residents and visitors to shop locally.*
2. *Encourage a range of commercial uses in the Downtown area* such as retail, restaurant, and office activities.
3. *Promote the rehabilitation and adaptive reuse of buildings in the Downtown area by streamlining the city approval processes to reduce the time, costs of permits and other processes to encourage development.*
4. *Provide a range of spaces at affordable rates for businesses of all sizes, including small local businesses and start-ups, to encourage residents to invest in Taft.*



Commercial Building on the Corner of Center Street and 4th Street



Rails to Trails Corridor looking towards Main Street and 5th Street Plaza

Theme 2: Active Community

Goal 2-1: Create High-Quality Recreation Opportunities

Policies:

1. *Collaborate with the development community to incorporate high-quality recreation opportunities with future developments.*
2. *Require the provision of, and connection to, high-quality recreation and public realm amenities and enhancements in all new development.*
3. *Identify potential trail enhancements green space and path connections from the existing Rails-to-Trails corridor to other parts of Downtown Taft and the surrounding neighborhoods.*
4. *Support the development of an outdoor amphitheater that can be used for performances, events and exhibition of local art and artists.*

Goal 2-2: Facilitate Health + Wellness Initiatives

Policies:

1. *Collaborate with local agencies to identify the needs of individuals of all abilities and backgrounds in Downtown Taft, and provide resources to support their health, wellbeing and wellness.*
2. *Support the creation of a regular farmers' market in Downtown Taft. The market is to operate as a catalyst, activating indoor and outdoor spaces, bringing residents into the Downtown Core, supporting local farmers and artisans, and increasing access to healthy food options.*
3. *Pursue the establishment of events in Downtown Taft that promote community health, wellbeing, and wellness.*
4. *Support housing construction practices, where initiated by developers, that are free from asbestos, volatile organic compounds, and other hazardous chemicals.*
5. *Encourage the rehabilitation and retrofitting of substandard buildings to improve health outcomes of occupants.*

Goal 2-3: Active Streets and Plazas for residents and visitors to gather

Policies:

1. *Encourage entertainment, dining, cultural uses and other social gathering spaces throughout Downtown Taft to activate the Downtown Core, draw visitors from the region and serve the residents of Taft.*
2. *Encourage pedestrian oriented streetscapes that provide features of public interest, such as lighting, art, water features and other amenities to draw residents and visitors to walk main street and interact with businesses in the Downtown Core.*
3. *Support the establishment of al-fresco dining areas and varied outdoor seating options within the public realm while maintaining efficient pedestrian movement in these areas.*
4. *Allow entertainers such as street performers, musicians and artists displays at specific locations within Downtown to active public areas.*



5th Street Plaza from Main Street

Theme 3: Sustainable Development

Goal 3-1: Strong mix of compatible land uses in Downtown Taft

Policies:

1. *Encourage a diverse range of uses including housing, office, retail, community facilities and services, and lodging to support residents and visitors of Taft.*
2. *Support horizontal and vertical mixed use in the Downtown Core and transitional areas to provide housing in proximity to retail, employment, and other services to allow residents to live, work and shop near one another.*
3. *Prioritize infill and mixed-use development to activate the Downtown Core through incentives.*
4. *Locate new development near existing services and infrastructure.*
5. *Support the development of a variety community facilities, recreational opportunities and other amenities that will serve the community.*

Goal 3-2: A diverse range of housing opportunities

Policies:

1. *Encourage new developments to include a variety of housing options for all age groups and income levels by providing a variety of different floor plans and housing sizes.*
2. *Support a range of housing types in the plan area, including but not limited to single family, multi-family, live-work units.*
3. *Increase and maintain the affordable housing supply in Downtown Taft by supporting a range of housing types, including smaller units, live-work units and other innovative housing types, designs and techniques.*
4. *Incentivize the development of affordable housing units with sources such as tax credit programs, public-private partnerships, and other innovative funding sources.*
5. *Implement development standards for the Downtown Taft area that promotes building and site design that is inviting and fits the area.*
6. *Develop an assessment of needs that identifies areas of housing need in Downtown Taft.*

Goal 3-3: Sustainable infrastructure systems throughout Downtown Taft

Policies:

1. *Assess and identify any infrastructure that needs upgrading or improvements to ensure that all the Downtown Core can accommodate growth and any new developments in Downtown Taft have adequate water, sanitary sewer, stormwater facilities and other critical infrastructure.*
2. *Incorporate sustainable stormwater management techniques into new developments such as bio-swales, rainwater collection systems and other techniques to manage stormwater runoff.*
3. *Support renewable energy technologies on new development to promote energy conservation.*

4. *Encourage new development to utilize current telecommunication technology.*
5. *Where practical, support the separation of grey water from wastewater and utilize this grey water in landscaping around developments.*
6. *Encourage the use of low-flow devices such as shower heads and taps in new developments to conserve fresh water.*

Goal 3-4: A safe, convenient, and accessible mobility network for all ages and abilities

Policies:

1. *Create Complete Streets in Downtown Taft that support multi-modal transportation systems.*
2. *Provide bike infrastructure such as racks and repair stations in the public realm throughout Downtown.*
3. *Activate alley and mid-block paths using art, lighting, landscaping, and other design techniques to provide more safe, comfortable, and inviting options for pedestrians and bicyclists.*
4. *Implement the citywide wayfinding system highlighting the unique locations in Downtown Taft and connections to the greater Taft area.*
5. *Encourage bike share facilities to increase accessibility for residents.*
6. *Build upon and expand the existing bus service to provide more frequency to and from destinations.*
7. *Improve the pedestrian network by enhancing existing sidewalks and constructing new sidewalks and facilities where they currently do not exist.*
8. *Enhance and expand the bicycle network within Downtown Taft and linkages to other parts of the city.*



Wayfinding along Rails to Trails



Commercial Building, Downtown Taft

Theme 4: Community Character

Goal 4-1: Preserve and enhance the historic and cultural heritage of Downtown Taft

Policies:

1. *Create development standards for the Downtown area that preserve existing historic architecture and ensures that new development integrates the historic framework of the area.*
2. *Create historic districts or places that celebrate the history and culture of Downtown Taft and serve as places of learning and are destinations for residents and visitors.*
3. *Provide quality wayfinding and signage throughout the Downtown Core that identifies key locations, destinations and improves the accessibility of the Downtown area and articulates and demonstrates Taft's history.*

Goal 4-2: Provide support for increased public safety measures in Downtown Taft.

Policies:

1. *Provide pedestrian-scaled lighting on all streets in Downtown Taft.*
2. *Encourage building orientation towards the street*
3. *Encourage activation of the public realm through the establishment of community events, pop-up cafes or food trucks and/or and festivals to bring eyes-on-the-street in the Downtown area.*
4. *Support development that utilizes design outcomes that provide opportunities for passive surveillance.*
5. *Encourage storefront window design that promotes practicable sightlines between indoor and outdoor environments, while allowing for the concurrent advertising of goods and services.*

Goal 4-3: Support, encourage and develop Taft's Arts and Culture Community

Policies:

1. *Encourage public art projects within public spaces throughout the Downtown area, and encourage public art on private properties, such as murals.*
2. *Partner with community members to provide arts, cultural programs, and events to celebrate and promote the history and diversity of the Taft area.*
3. *Utilize arts and culture to engage youth and expand programs and events in Downtown Taft.*
4. *Allow and support special events conducted by local organizations and residents to showcase the arts and culture of Taft.*
5. *Promote art as a placemaking tool to activate public spaces.*



Oildorado Store at the corner of 5th Street and North Street

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3.0 LAND USE

3.0 LAND USE

3.1 Overview

This chapter outlines and describes the Land Use Plan for the Downtown Taft Specific Plan which acts as the policy and regulatory framework for the development and use of land in the Plan Area. The overall goals of the Land Use Plan are to encourage new housing opportunities, improve economic vibrancy, and allow for flexibility in the use and implementation as Downtown Taft develops over time. The Land Use chapter sets forth the standards for how those goals are achieved.

The Plan Area comprises a mixture of commercial, residential, light industrial and vacant land. Residential neighborhoods are located to the north, south and west while light industrial activities operate to the east. Given the wide range of activities occurring within the area and the availability of vacant land, a significant opportunity is presented to promote a mix of land uses that provide a range of community services and activity nodes desired by the community.

This chapter also contains the Development Standards for the Specific Plan area. The requirements of this Chapter supersede the requirements of the Planning and Zoning Title of the City of Taft Municipal Code (Title VI).

If there is a conflict between the regulations provided in the Planning and Zoning Ordinance and this Specific Plan, the regulations provided in the Specific Plan shall prevail. Where direction is not provided in this Specific Plan; the provisions of the Planning and Zoning Ordinance shall prevail.

3.2 Downtown Taft Land Use Plan

The Downtown Taft Specific Plan provides for a mix of land uses designed to achieve the overarching vision and goals of increasing housing, creating a thriving, healthy and balanced community with an economically diverse Downtown urban environment. As shown in Figure 3-1, the approximately 210-acre area is comprised of eight land use designations focused on encouraging compatible development that brings activity to the Downtown Core complemented with nearby recreation opportunities.

To improve cohesiveness of development and vibrancy of the Downtown environment, the Plan sets forth a transition of intensities. The DTSP builds upon the existing pedestrian-scaled grid-block pattern and includes the most dense/intense development in the Downtown Core, with lower density development radiating out toward the edge of the plan area. The DTSP land use plan introduces two distinct Mixed-Use districts, Downtown Core and Downtown Transition. The Downtown Core is intended to encourage vertical high density residential and commercial uses, supplemented by high-quality public spaces that in turn will create a unique Downtown main street look and feel. The

Downtown Transition in comparison encourages a lower intensity horizontal development pattern, creating a transition to the existing lower density residential neighborhoods to the north and south, while still allowing a wide variety of uses. The differences in standards, intensities and scales between these mixed-use designations are intended to create an inclusive Downtown area that welcomes a variety of housing types and businesses in turn attracting a variety of people from different backgrounds. In addition to the mixed-use districts, the DTSP also puts particular emphasis on providing workforce housing. A Live-Work designation is provided in proximity to the Downtown Core that encourages residents to build and grow local businesses, with the opportunity to live above their workspace. Again, this use diversifies the opportunities for residents both in terms of housing and employment.

In order to graphically show what types of development these mixed-use areas (in particular the downtown transition land use) could support in the future; two graphic renderings have been created. See figure 3-3: Downtown Transition Designation Product Type Example - Townhome and Figure 3-4: Downtown Transition Designation Product Type Example - Apartments. These renderings show examples of potential townhome and apartment product types, how these product types could look, how they interact with the existing downtown framework of trails and buildings, and they provide context for the scale and density of buildings allowed in the DTSP area. See Figure 3-1: Land Use Plan for greater detail on the location of the Downtown Transition land use and other land uses within the DTSP area.

The land use designations shall be consulted in tandem with the development standards included in Section 3.6 below, and design standards and guidelines, detailed in Chapter 4 – Design Guidelines to ensure intended development intensity. The development standards and guidelines for building heights, building frontages, and other urban design elements shall further ensure development is cohesive and well-integrated.

Figure 3-1: Land Use Plan

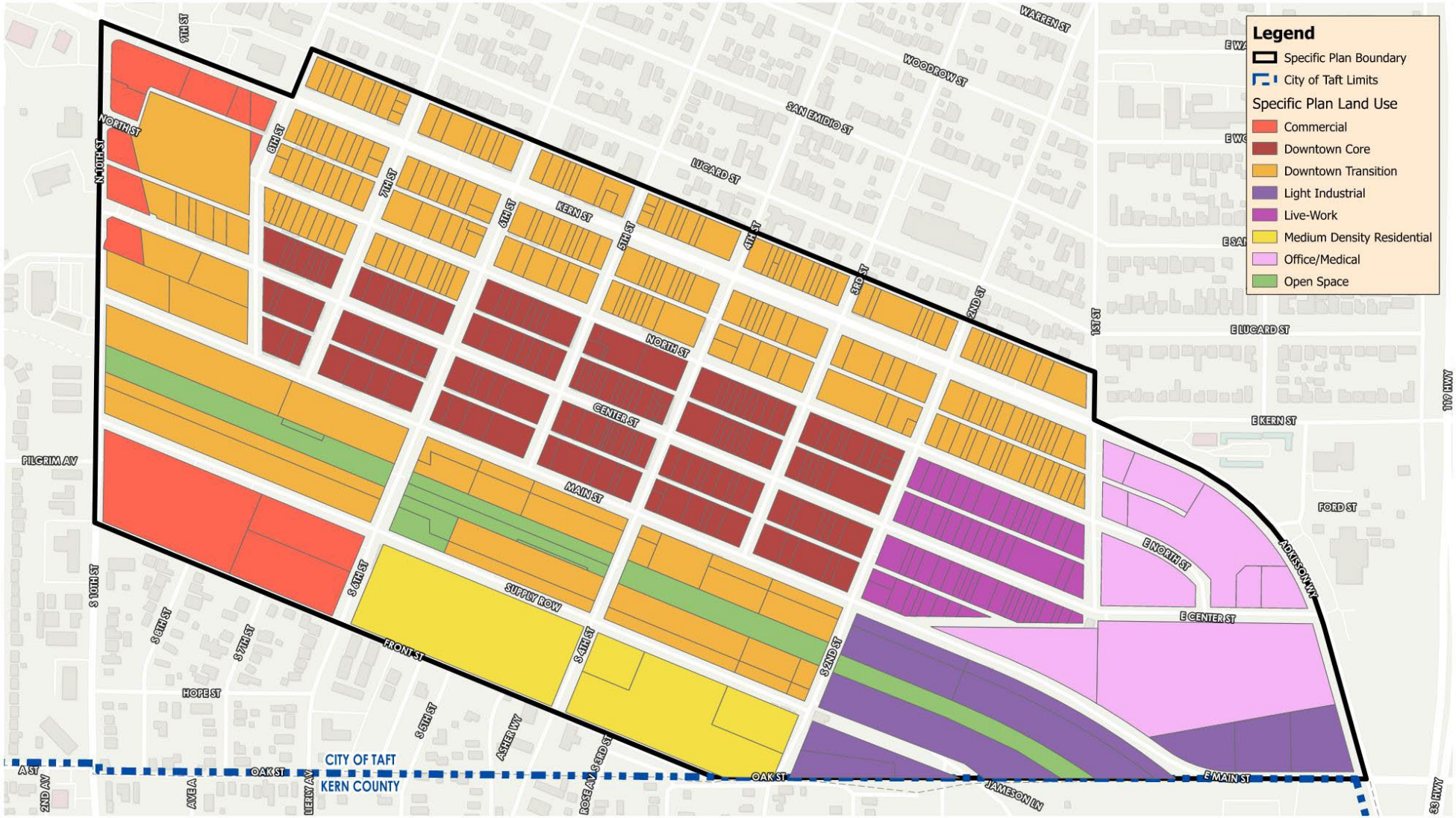


Figure 3-2: Conceptual View of Downtown Taft

DOWNTOWN TAFT SPECIFIC PLAN - *Conceptual Framework - Birdseye View Looking Northeast on Supply Row and 10th St.*



Figure 3-3: Downtown Transition Designation Product Type Example - Townhome



Figure 3-4: Downtown Transition Designation Product Type Example - Apartment



3.3 Land Use Designations and Zones

This section provides a description of the land use designations and zones withing the DTSP. The locations of the below land use designations and zones are depicted on the Land Use Plan as shown in Figure 3-1. Existing zoning is replaced with development standards of the specific plan and therefore supersedes the City of Taft Zoning Map for the Specific Plan area.

Downtown Core Mixed Use (DC-MU)

The core area of Downtown Taft is generally located between North Street to the north, 2nd Street to the east, Main Street to the south and 7th Street to the west and is intended to be the heart of where people live, work, shop and dine in Taft. The Downtown Core Mixed Use (DC-MU) land use designation provides flexibility by allowing a combination of commercial and residential uses within Taft's Downtown Core that complement each other, creating a vibrant space for residents to enjoy. Developments within the DC-MU land use will grow vertically rather than horizontally and must respect the history and culture of the Downtown area by reflecting the historic architecture and design.



Downtown Transition Mixed Use (DT-MU)

The intent of the Downtown Transition Mixed Use (DT-MU) land use designation is to provide less intense, neighborhood-scaled mixed-use development that creates a transition into the Downtown Core. The DT-MU land use designation allows for a combination of commercial and residential uses, similar to the DC-MU, however, it is intended that developments will grow horizontally instead of vertically to provide a transition between the Downtown Core and surrounding neighborhoods. While development in the DT-MU must still respect the history and culture of the Downtown area, there is greater flexibility in architectural types encouraged in this transition area.



Medium Density Residential (MDR)

The intent of the Medium Density Residential (MDR) land use designation is to provide a range of housing types and therefore a range in level of affordability for residents in an urban setting. This designation is important for providing workforce housing. This designation allows for a mix of small lot single and multi-family detached and attached residential uses, including duplex, triplex, or multi-plex, townhomes, courtyard or motor court housing, and other types of residential developments. The MDR land use provides a transition in residential densities between the Downtown Core and surrounding residential neighborhoods. In addition to the residential uses above, the MDR land use also allows for limited neighborhood commercial uses such as convenience stores, restaurants, and other neighborhood-serving uses.



Live-Work Mixed Use (LW-MU)

The intent of the Live-Work Mixed Use (LW-MU) land use designation is to provide workforce housing immediately above, adjacent to, or near employment. The majority of the area designated as LW-MU is intended to be made up of live-work housing such as shopkeeper units, but also supports infill development between the existing single-family, duplex and multi-family developments. Live-work housing is generally described as a residential unit on the second floor above a commercial/office workspace, with both the commercial/office and the residential component being occupied by the same resident. The LW-MU is strategically located between the Downtown Core and the office and medical land uses to allow residents easy access to goods, services, and entertainment.



Commercial (C)

The intent of the Commercial (C) land use designation is to provide for a range of locally serving commercial uses that will provide a wide variety of retail, wholesale, and service uses such as automobile service, eating/drinking establishments, entertainment facilities, retail, office, service establishments and other commercial uses.



Light Industrial (LI)

The intent of the Light Industrial (LI) land use designation is to provide suitable locations for manufacturing, research and development, warehousing and distribution, and multi-tenant industrial uses in the eastern area of Downtown Taft. The LI land use designation also supports administrative and professional offices and commercial activities on a limited basis. These uses must be generally compatible with those in nearby commercial and residential zones, and not produce substantial environmental nuisances such as noise, odor, dust/smoke or glare. New development in the areas designated as LI shall include high-quality development standards, such as adequate buffering from less-intensive land uses and access to major transportation routes for truck traffic.



Office-Medical (O-M)

The intent of the Office Medical (O-M) land use designation is to provide opportunities for expansion of professional offices, medical facilities, supportive care, and other compatible uses.



Open Space (OS)

The intent of the Open Space (OS) land use designation is to build upon the current active and passive recreational spaces in Downtown Taft. The OS designation generally includes community and neighborhood parks, gardens, linear parks, and trails. Typical building types include park restrooms or other ancillary structures such as recreation centers, and community centers. New development along the existing Rails to Trails greenway corridor shall integrate into the open space network.



3.4 Affordable Housing

There are a number of state laws and local policies and programs available to jurisdictions to support and incentivize affordable housing. In particular, the State Density Bonus Law and California Senate Bill 35 provide developers incentives to build affordable housing.

The Pro-Forma Analysis (Appendix A) prepared on two sites in the DTSP area, determined that market rate housing would require some level of financial support, or gap financing in order to result in a financially viable rate of return under the current market conditions. This financial viability may change as the Downtown area continues to grow and revitalize or as market conditions such as interest rates change. Recognizing the significant financial challenges on residential development, the DTSP does not set forth any requirements for developers to provide affordable housing or pay in-lieu fees for affordable housing.

Instead, to encourage affordable housing both now and in the future as market conditions change, the DTSP outlines the following incentives that could be utilized by developers to incorporate affordable housing into their development.

In order to utilize the affordable housing incentives in this section, development must meet the following requirements:

- At least ten percent (10%) of the total dwelling units in the development must be affordable.
- The affordable units must be available for persons whose income level does not exceed 80% of the median income level as identified by the Kern County Housing Authority.
- The units are subject to affordability covenants for a minimum of 55 years.

The requirement to provide affordable housing units can be met in any of the following ways:

- On the same site as the proposed project; or
- On a site different from the proposed project, so long as that site is located within the Downtown Taft Specific Plan area.

3.4.1 Streamlined Approval Process

The project approval process typically adds considerable time and thereby expense to development projects. Reducing or eliminating review cycles for affordable projects could materially increase the viability of residential projects within the Downtown area. New development in the DTSP area may choose to set aside at least ten percent (10%) of the total dwelling units in the development as affordable housing. Future development that set aside 10% or higher affordable units would be entitled to expedite processing of the project through the City of Taft. Under normal processing timelines, discretionary review can take between 90-180 days. The expedited review process would shorten the timeline to 60-90 days.

3.4.2 Permit Fees Reduction

The project processing and permit fees are often a burden on development projects. New development within the DTSP area that incorporate at least ten percent (10%) of the total dwelling units in the development as affordable housing would be entitled to waiving 20% of the total fee.

3.4.3 Density Bonus

A project proposing the following affordable housing ratios for low-income persons will be eligible for up to the following graduated density bonus:

- 10% affordable housing units = 20% density bonus; or
- 15% affordable housing units = 30% density bonus; or
- 20% affordable housing units = 40% density bonus if a supplemental transportation analysis is completed.



Example of Affordable Housing



Pioneer Mercantile Building, Downtown Taft

3.5 Allowable Uses

Table 3-1 establishes which land uses are permitted (P), Permitted with a Director's Permit (DP) or conditionally permitted (C) within each of the Specific Plan land use designations. In the City of Taft, a permitted use requires approval of a site plan by the Planning Commission, a Director's Permit requires approval by the Planning Director, and a conditionally permitted use requires a Conditional Use Permit (CUP) which requires approval by the Planning Commission.

Generally, a use not expressly listed should be considered not allowed within the DTSP area. However, if a use has been omitted that is similar in terms of character, intensity, and scale as a listed use of this Specific Plan, then the Director shall be responsible to make a determination to include or omit the proposed use. The decision would be based on if the proposed use is substantially similar in character and intensity of development intended for the DTSP.

See Chapter 8: Implementation, for more details on substantial conformance. If determined in conformance, the use would be subject to the permit process that governs the category in which it falls. Unless the proposed use is determined to be similar to a listed use, it shall be a prohibited use. Land uses listed in Table 3-1 without a "P" or "C" identified under a particular land use designation shall be considered a prohibited use.



Existing Crosswalk, Downtown Taft

Table 3-1: Allowed Uses

	MDR	C	DC-MU	DT-MU	LW-MU	O-M	LI	OS
Accessory Uses:								
Accessory uses and structures located on the same site as a use permitted subject to a conditional use permit	P	P	P	P	P	P	P	
Watchman/caretaker living quarters only when incidental to and on the same site as a permitted or conditional use (where 24-hour surveillance is required)							C	
Commercial Uses:								
Ambulance service		P		P		P	P	
Auction houses		C					P	
Automotive and light truck sales		P		P			P	
Automotive service, and repair		C					P	
Automotive rental agencies (including outdoor storage)		C	C	C			C	
Automotive washing (self- or full service)		P					P	
Bail bond services		DP	DP	DP			DP	
Boat and RV (sales only)		P		C			P	
Cocktail lounge/bar		C	C	C			C	
Commercial recreational facilities (indoor)		P	P	P			P	
Commercial recreational facilities (outdoor)		C	C	C			C	

Table 3-1: Allowed Uses

	MDR	C	DC-MU	DT-MU	LW-MU	O-M	LI	OS
Electronic coin operated games (commercial operated) 5 or more games		C	C	C			P	
Electronic coin operated games (commercial operated) less than 5 games		DP	DP	DP			DP	
Flexi-space commercial		DP	DP	DP			DP	
Home improvement and hardware stores (with outdoor storage)		P	P	P			P	
Hotels, Bed and breakfast	C	P	P	P			C	
Kennel and catteries							C	
Seasonal pop-up		DP	DP	DP				
Market, Grocery/Supermarket		P	P	P				
Market, Liquor		C	C	C			P	
Market, Convenience	C	DP	DP	DP				
Mini storage (for public use)							P	
Miniature golf courses		DP	C	C			P	
Mortuaries							C	
Motorcycle shops (sales and service)		P	C	P			P	
Parking facilities (off site)	C	P	C	C			P	
Personal Services, General	C	P	P	P	P		DP	
Personal Services, Fitness/Health Facility		DP	DP	DP	DP		DP	
Personal Services, Instructional		DP	DP	DP	DP		DP	
Restaurants, sit-down	C	P	P	P	P	C	C	
Restaurant, take-out		P	P	P	P			
Restaurant, drive-thru		C		C			C	

Table 3-1: Allowed Uses

	MDR	C	DC-MU	DT-MU	LW-MU	O-M	LI	OS
Retail Sales, New Retail		P	P	P	P	C	C	
Retail Sales, Used/Pawn		P	P	P	C			
Shopping centers (small)		DP		DP				
Theaters, including both motion picture and live performing arts		P	P	P			P	
Tobacco shop and private smoking lounge		C	C	C			C	
Veterinary offices and animal hospitals, including exterior kennels, pens or runs		C	C	C			C	
Home Occupations:								
Home occupations	P		P	P	P			
Manufacturing Uses:								
Bottling plants							P	
Food preparation		P	P	P	P		P	
General manufacturing of goods including electronics and carpentry							C	
Design and Services		DP	DP	DP	DP		P	
Laboratories: chemical, dental, electrical, optical, mechanical, and medical						C	P	
Pharmaceuticals: cosmetics, drugs, perfumes, toiletries, and soap (not including refining or rendering of fats or oils)						P	P	
Office and Related Uses:								
Offices		P	P	P	P	P	P	

Table 3-1: Allowed Uses

	MDR	C	DC-MU	DT-MU	LW-MU	O-M	LI	OS
Financial services and institutions		P	P	P		P	P	
Medical, dental, and related health services for humans, including clinics, laboratories and the sale of articles clearly incidental to services provided		P	P	P		P	P	
Prescription pharmacies when located within a building containing the offices of medical practitioners		P	P	P		P	P	
Public/Quasi-Public Uses:								
Amphitheater and Auditoriums		C	C	C				
Places of assembly including churches, synagogues, mosques, temples, clubs, lodges, fraternities, and sororities	DP	DP	DP	DP		DP	DP	
Communication and telecommunication facilities (not including radio and television)		C	C	C			C	
Hospitals						C	C	
Convention hall, trade show, exhibit building with incidental food services		C	C	C			C	
Educational institutions, including daycare facilities (public and private and vocation schools)	DP	DP	DP	DP		DP	DP	
Fire and police stations	P	P	P	P		P	P	
Post Office branch	C	P	P	P		P		

Table 3-1: Allowed Uses

	MDR	C	DC-MU	DT-MU	LW-MU	O-M	LI	OS
Public administration buildings, civic centers, and utility services offices		P	P	P		P	P	
Public libraries and museums	C	P	P	P		C	C	
Public parks and recreation, unless project otherwise entails a public hearing, then permitted	DP	DP	DP	DP				DP
Public utility and public service substations, reservoirs, drainage sumps, pumping plants, transmission lines and similar installations, not including public utility offices, unless project otherwise entails a public hearing	C	C	C	C			C	
Recreational vehicle parks				C			P	
Residential care facility (per State law)		DP	DP	DP		DP		
Transportation facilities		P	P	P	P	P	P	
Residential Uses:								
Board and care facility (12 or more residents)	C					P		
Boarding/rooming house (7 or more residents)	C				C			
Convalescent care	C		C	C	C	P		
Emergency shelter	P	P	P	P	P	P		
Multi-family dwellings	P	C	P	P	P			
Senior congregate care, assisted living	C		P	P	P	P		

Table 3-1: Allowed Uses

	MDR	C	DC-MU	DT-MU	LW-MU	O-M	LI	OS
Senior independent living	C							
Single-family dwelling	P							
Single-family residential attached	P			P	P			
Supportive housing	P				P	P		
Transitional housing	P		C		C	P		
Temporary Uses:								
Temporary uses	P	P	P	P	P	P	P	P
Other Uses:								
Other uses similar to, and no more objectionable than, the uses identified above, may be permitted subject to approval by the Planning Commission								



Existing Commercial Building, Downtown Taft

3.6 Development Standards

The Development Standards contained in Table 3-2 are intended to help achieve the vision for the DTSP by setting standards for future development within the plan area. The following development standards apply to future public improvements and private development in the Plan Area. These standards also address the design of new buildings and renovations to existing structures.

3.7 Parking Requirements

Table 3-3: Parking Standards below provided parking standards for uses within the DTSP area. If a use is not identified within Table 3.3 then the City of Taft Zoning Ordinance shall apply. Where an application using the parking standards of this Chapter will result in a fractional space, the fraction shall be rounded to the next lower whole number.

Table 3-2: Development Standards Table

The following table outlines the development standards for each land use designation in the Downtown Taft Specific Plan area.

Land Use Description	Target Density (FAR or DU/AC)[1]	Minimum Lot Area (Square Feet)	Minimum Lot Width (Feet)	Minimum Lot Depth (Feet)	Setbacks[2] (Feet)				Maximum Building Height	Frontage Requirements
					Minimum Front	Minimum Interior Side	Minimum Street Side	Minimum Rear[3]		
Medium Density Residential (MDR)	12-24	2,500 SF	25′	100′	10′	5′	5′	5′	45′ or 3 stories	See Section 3.11
Commercial (C)	1.0	5,000 SF	25′	100′	-	3′	-	3′	45′ or 3 stories	See Section 3.11
Downtown Core Mixed Use (DC-MU)	25-40	2,500 SF	25′	100′	-	-	-	-	45′ or 4 stories	See Section 3.11
Downtown Transition Mixed Use (DT-MU)	15-30	2,500 SF	25′	100′	10′	5′	5′	5′	45′ or 4 stories	See Section 3.11
Live-Work Mixed Use (LW-MU)	10-20	2,500 SF	25′	100′	-	5′	5′	5′	35′	See Section 3.11
Office-Medical (O-M)	1.0	15,000 SF	100′	100′	10′	10′	5′	10′[3]	35′	-
Light Industrial (LI)	1.0	15,000 SF	75′	100′	15′	10′	15′	10′[4]	50′	-
Open Space (OS)	0.10	1 acre	100′	200′	20′	10′	20′	10′	30′	-

[1] FAR = Floor Area Ratio; DU/AC = Dwelling Unit Per Acre

[2] Upper Story Step backs apply. Any portion of the structure exceeding 30 feet in height shall be stepped back from the side property line 5 feet

[3] Where abutting an alley, a zero-foot (0′) rear setback shall apply

[4] Where abutting existing residential uses, the rear setback shall be increased by 5 feet

Table 3-3: Parking Standards

Allowed Use	Minimum Off Street Parking Requirements
Commercial Uses:	
Automobile (including motorcycle) repair and services	1 space per 600 square feet of gross floor area or 3 spaces per bay, whichever is greater
Automobile, boat, and RV sales (including motorcycle)	1 space per 600 square feet of gross floor area and 2 spaces per service bay (if applicable)
Automobile washing (self- service)	1 space per 2 washing stalls
Bank, savings, and loan (including bail bonds)	1 space per 300 square feet of gross floor area
Cocktail lounge/bar	1 space per 100 square feet of drinking and dining
Eating and drinking facility with or without take out facilities	1 space per 100 square feet of gross dining area, not including outdoor dining
Flex-space commercial (including pop ups)	1 space per 300 square feet of gross floor area
Furniture, major appliances, and home improvement stores	1 space per 600 square feet of gross floor area
Hotels/Bed and breakfast inns	1 space per unit, 1 space for the manager and 1 space per 300 square feet of gross floor area of other uses
Kennels and catteries	1 space for the manager, 1 space per 8 pets capacity for boarding on site
Market (all use types as defined in Appendix B)	1 space per 300 square feet of gross floor area
Mini Storage	5 spaces, plus 1 space per 75 units
Mortuaries	1 space per 5 seats, plus funeral procession of queue capacity for 5 cars
Personal services (all types as defined in Appendix B)	1 space per 500 square feet of gross floor area
Pharmacy	1 space per 300 gross square feet of floor area
Retail Sales	1 space per 450 square feet of gross floor area
Office Uses:	
Administrative, business, professional	1 space per 450 square feet of gross floor area
Government (including post offices)	1 space per 600 square feet of gross floor area

Table 3-3: Parking Standards

Allowed Use	Minimum Off Street Parking Requirements
Home occupation/office	No parking requirements above residential requirements
Educational Uses:	
Business and trade schools	1 space per each 5-person capacity, or 1 space per 300 gross square feet of floor area, whichever is greater
Entertainment and Recreation Uses:	
Arcades, games, coin operated games	1 space per 300 square feet of gross floor area
Commercial Recreation Facility, Indoor (Bowling alleys, billiard halls)	2 spaces per alley or billiard table. Restaurant, arcade, or other accessory uses computed separately.
Commercial Recreation Facility, Outdoor (miniature golf, skating rinks, tennis, pickleball, handball and racquetball facilities)	1 space per miniature golf hole. 2 spaces per tennis, pickleball, handball and racquetball court 10 spaces per basketball courts or skating rinks 1 space per 300 square feet for any clubhouse or admin building or common areas.
Neighborhood parks	5 spaces for the first 2 acres, plus 1 additional space per acre
Places of public assembly not including places of worship (Auditoriums, Amphitheaters, Auction houses, Convention halls)	1 space per 5 seats or 1 space per 100 gross square feet where there are no fixed seats
Theaters, movie	5 spaces plus 1 space per 3 fixed seats
Industrial Uses:	
Manufacturing	1 space per 600 gross square feet of floor area devoted to manufacturing, plus the required amount of parking for gross square footage devoted to other uses
Research and development (including laboratories and pharmaceuticals)	1 space per 300 gross square feet of floor area

Table 3-3: Parking Standards

Allowed Use	Minimum Off Street Parking Requirements
Medical and Health Services:	
Convalescent and nursing homes	1 space per 3 beds and 1 space per 2 employees on largest shift
Daycare, preschools, nursery schools, family daycare, residential care homes:	
Daycare centers	1 space per 6 clients and 1 space per employee on largest shift
Family daycare homes	1 space per employee on the largest shift and applicable residential requirements as outlined in this table.
Residential care homes	1 space per bed and additional parking regulations apply for other uses (offices etc.)
Hospitals	0.75 spaces per 1 bed
Medical and dental offices and clinics, emergency rooms	1 space per 300 gross square feet of floor area
Veterinary clinics and offices	1 space per 600 gross floor area
Civic Uses:	
Libraries, museums, galleries	1 space per 600 square feet of gross floor area
Places of worship	1 space per 5 seats or 1 space per 100 square feet of gross assembly/viewing area and 1 space per 600 square feet of non-assembly areas or ancillary uses.
Public utilities/communication facilities	1 space per 450 square feet of gross floor area
Residential Uses:	
Board and care facilities	1 space per 3 residents
Boarding/rooming house	1 space per room, plus 2 spaces
Live-work units	1 space per unit and 1 space per 300 square feet of floor are used by nonresident employees or customers
Multi-family dwellings:	

Table 3-3: Parking Standards

Allowed Use	Minimum Off Street Parking Requirements
Residential parking	Studio: 1 space per unit 1 bedroom: 1 space per unit 2 bedrooms: 1.5 spaces per unit 3+ bed: 2 spaces per unit
Guest parking	0.25 per unit over 11 units; no guest parking for 10 or less units
Senior housing; congregate care:	
Resident parking	0.5 per unit with 1 guest space per every 4 beds and 1 space per 2 employees on largest shift
Guest parking	0.25 spaces per unit
Senior housing; independent living:	
Resident parking	1 space per unit
Guest parking	0.25 spaces per unit
Single-family dwelling	2 spaces per unit[1]
Supportive Housing	1 space per unit
Transitional Housing	1 space per unit
Accessory Uses:	
Accessory Uses	No parking required
Watchman/caretaker living quarters	1 space per caretaker

[1] For projects that propose conversion of a garage into an Accessory Dwelling Unit, the required number of parking spaces for the primary Single Family Residential unit must be maintained and must be provided on the property. There are no additional parking requirements for Accessory Dwelling Units.

3.8 Parking Incentives

The following parking incentives are intended to reduce parking in certain circumstances in the DTSP area in order to encourage development investment and increase alternative mobility within the Plan area. Figure 3-5 shows the location of parking and transit stops within Downtown Taft.

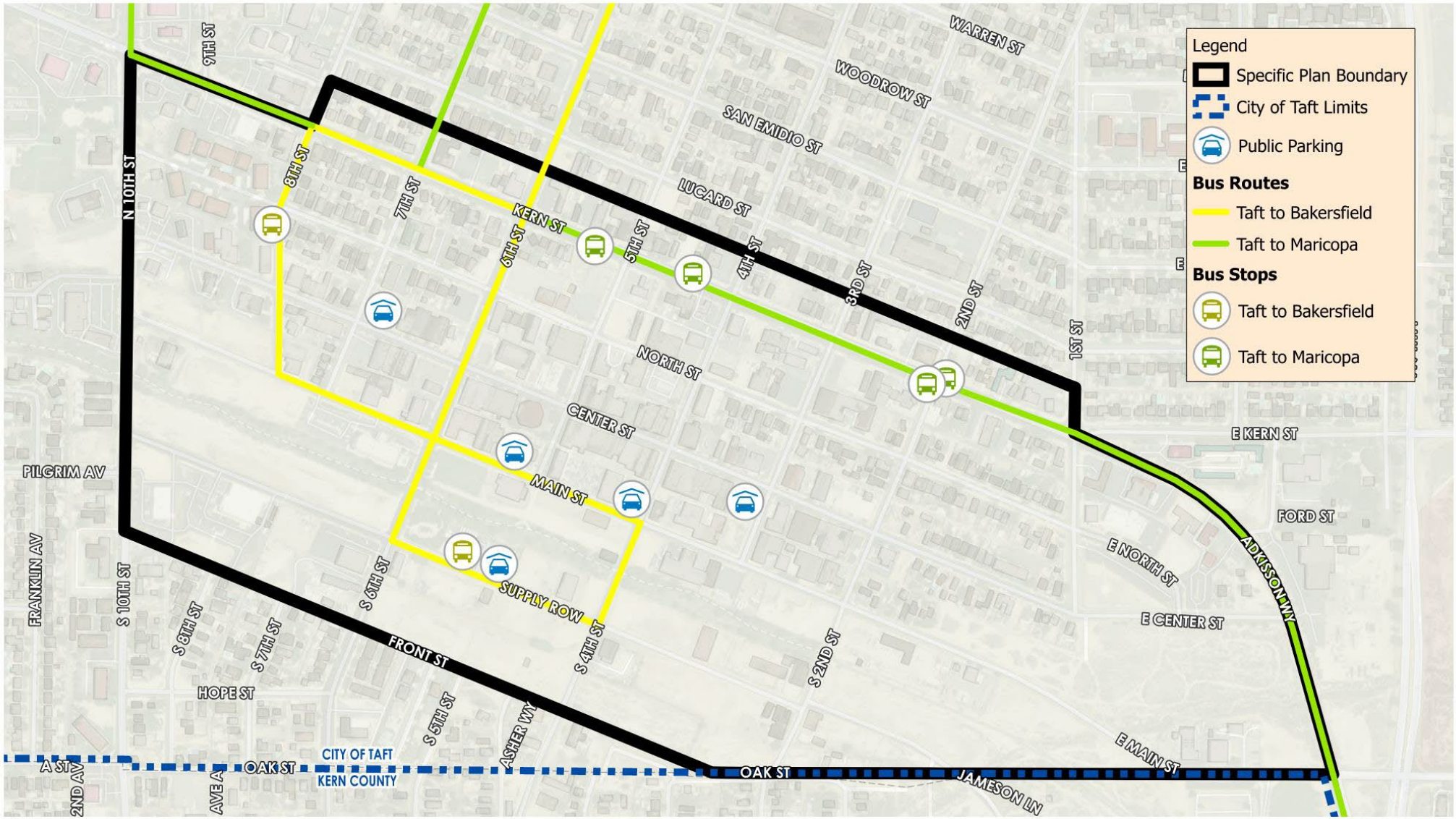
Transit Credit: If the project is within a 1,000-foot radius of a transit stop then parking may be reduced up to 10% of the minimum spaces required.

Shared Parking: Shared parking recognizes that parking spaces can serve two or more individual land uses without conflict or overlap. Shared parking may be utilized throughout the DTSP area. A shared parking agreement must be created between interested parties and submitted to the Planning & Development Services Director. Shared parking may be considered for residential uses and retail, manufacturing, auto service, office, and transit uses in Downtown Taft.

Downtown Core: To support the economic viability of development in Downtown Taft, uses located within the Downtown Core area of the DTSP are eligible for up to 10% reduction in parking. This incentive may supplement any other incentive the development may be eligible for and shall not preclude the usage of multiple incentives.

Tandem Parking: In certain cases, tandem parking may be used to meet parking requirements for new development projects. In the case of residential development, tandem parking can be implemented by providing one regular parking space and one tandem parking space for an individual dwelling unit requiring two parking spaces; for commercial development, tandem parking works best for attendant-assisted or valet parking.

Figure 3-5: Downtown Taft Transit and Parking



3.9 Lot Size Examples

The examples below show examples of typical lot sizes in Downtown Taft and appropriate lot coverage based on the intensity of the development. In all cases landscaping should be incorporated into the design, layout, and parking of the development.

Small Lot Size	Medium Lot Size	Large Lot Size
		
Lot Size: 25'x125'	Lot Size: 75'x125'	Lot Size: 100'x125'
Small lot sizes such as the example above can fit for development such as townhomes and shopkeeper/adaptive reuse type uses.	Medium lot sizes such as the example above can be a great fit for developments such as cottage courts, or duplex uses.	Large lot sizes are conducive to denser products such as mixed use and multi-family uses such as motor courts or garden walk-up apartments.



Best Western Plus Hotel, Downtown Taft

3.10 Objective Design Standards

The following objective design standards are intended to create a cohesive, high-quality, pedestrian friendly design for Downtown Taft that attracts residents and businesses. In order to achieve this, new development must incorporate these standards into their design when developing within the DTSP area. Additional design guidelines that may be incorporated into new development are in Chapter 4.0.

3.10.1 Building Siting, Access & Orientation

Orient building doors, windows, and entrances to relate directly to public and private streets, drives, paseos, greenways, and common open space amenities and generally create an attractive presence.

- Provide direct access from ground level residential units to streets and communal areas.
- Provide direct access from ground level commercial to the primary street frontage.
- For sites greater than one acre in area, incorporate informal outdoor gathering areas and pedestrian nodes that can function as community gathering spaces into the overall site design. These areas should relate to the development's common facilities, such as the play areas, courtyards, barbecue area, and community buildings.



Example of an Activated Street, El Cajon, CA

- For sites with frontage on the Rails to Trails Linear Park, provide access to a common walkway/area that connects the development to the park.

3.10.2 Circulation & Parking

- Minimize cross circulation between vehicles and pedestrians by providing a continuous, clearly marked walkway from the parking areas to main entrances of buildings. The use of enhanced paving for crosswalks and entries is encouraged (such as concrete surface treatment, brick, terra-cotta, or stone pavers).
- Provide walkways and/or corridors between residences, parking areas, and all site facilities for safe access. Pedestrian walkways in parking areas should be provided, clearly identified, and made safe and attractive through the use of hardscape design, landscaping and lighting.
- For sites greater than one acre in area, provide a system of paths, sidewalks, corridors, and walkways that are safe and pleasant pedestrian environments, connect dwelling units and common areas, are well-integrated with the surrounding neighborhood, and provide multiple pedestrian access points.
- Incorporate any two (2) or more of the following design features in surface parking areas of the development:
    - Carports/ Shade Structures providing a minimum of 50% shade covering for parking area.
    - A minimum 10-foot landscape area (trees, shrubs, groundcover) at the exterior perimeter of all parking lots. The 10-foot landscape area may consist of existing and established native and naturalized vegetation and new container plant material consisting of 24-inch box trees and 1- and 5-gallon shrubs and groundcover. New planting should consist of a combination of small, medium, and large-scale trees, shrubs, and groundcover.
    - One 24-inch box canopy shade tree for every 30 linear feet of parking area. Tree spacing may be varied to accommodate site conditions or design considerations; however, the total number of trees calculated for all parking areas shall be maintained.
    - Where feasible, trees shall be oriented to provide shade for the non-covered parking areas.

3.10.3 Building Scale, Massing and Articulation

- Reduce the visual bulk of new development by incorporating any three (3) of the following design features:
    - Frontage elements, such as bay windows, porches, projecting eaves, awnings, and similar elements, to add visual interest and reduce the scale and mass of buildings. See below for frontage examples.
    - Blank walls without windows, doors, or other articulation are strongly discouraged. The maximum length of any blank wall shall be limited to 15 feet.
    - Accentuated building corners (this may be achieved with architectural treatments, such as a change in material, greater building height at the corner, rounded or chamfered building facades, pronounced building forms, enhanced window treatments or projections - such as awnings, trellises, parapets, roof overhangs, etc.)
    - Fenestration elements, such as recessed windows, decorative panels and trim, color accents, offsets and framed openings to reduce their visual bulk and scale.
    - Patterned garage doors, painted trim, or varied garage door colors.
    - A change in materials and finishes, providing at least three materials and finishes across the building façade.
    - A horizontal offset in the building plane consisting of a minimum six-inch offset in the building façade for every 30 feet of building frontage.
    - A ten-foot step back of the third floor.
    - Blocks greater than 400-feet in length shall include mid-block connections with courtyards or public paseos.

3.10.4 Roofline Variation

- Provide variation in the roof lines of new development through breaks in parapets, varied parapet heights, pitched roofs, gabled roofs, and/or mansard roofs.



Example of Mixed Use with Varied Rooflines and Building Articulation, La Mesa, CA

3.10.5 Building Materials, Finishes and Colors

- Residential dwelling units, community facilities, and other structures shall provide a unified appearance through a consistent use of building materials, textures, and colors. Exterior columns or supports for site elements, such as trellises and porches, shall utilize materials and colors that are compatible with the rest of the development. The color applied on relief, decorative trim, and wood frames shall be compatible with the overall building color.
- Materials such as brick, stone, copper, etc. shall be left in their natural colors. Veneer shall turn corners and avoid exposed edges.
- Paint and façade materials shall not use primary colors except in approved business signage.
- Storefronts shall be of a non-reflective glazing. Mirrored glazing is prohibited for all storefronts in the DTSP area.
- Commercial buildings in the Downtown Core (Center Street) shall be consistent with one of the following architectural styles:
    - American mercantile
    - Craftsman

3.10.6 Sustainable Design Features

- Provide an appropriately sized, conveniently located, and accessible area on site for the storage and disposal of recyclables (for recycling of paper, glass, plastic, and metal waste).
- Limit the amount of artificial light that is projected beyond the site and into high-traffic areas. Light fixtures in parking areas shall be arranged and have shielding to reduce ambient light spilling into adjacent properties.
- Provide adequate, accessible, and conveniently located bicycle parking and storage and accommodate bicycle traffic within the development.
- To the extent feasible, provide roofing materials with a minimum 3-year aged solar reflection and thermal emittance or solar reflection index equal to or greater than the values specified in the voluntary measures under California Green Building Standards Code.

- Provide low flow plumbing fixtures and fittings that do not exceed the maximum flow rate specified in Table A5.303.2.3.1 (voluntary measures) of the California Green Building Standards Code and Appliances and fixtures for commercial applications that meet the provisions of Section A5.303.3 (voluntary measures) of the California Green Building Standards Code.

3.10.7 Landscape Elements

Each development shall strategically locate landscape elements to define and accentuate different areas of the neighborhood:

Edges

- Provide a unifying and three-tiered system of formal and mature trees, dense rows of shrubs and groundcover within the setback areas of development.

Gateways

- Frame the project entrances with corner markers, low garden walls, gateway signage, perennial color accent landscape, and signature trees.
- Provide enhanced paving and landscape to accentuate the entrance of the development.

Internal Drives

- Provide landscape at internal drives with a consistent species of low-level shrubs and groundcover



Example of Landscape Elements between Housing

between bays of garage doors and on-street parking spaces, with accent landscape planted at all corners and bends.

Paseos & Courtyards

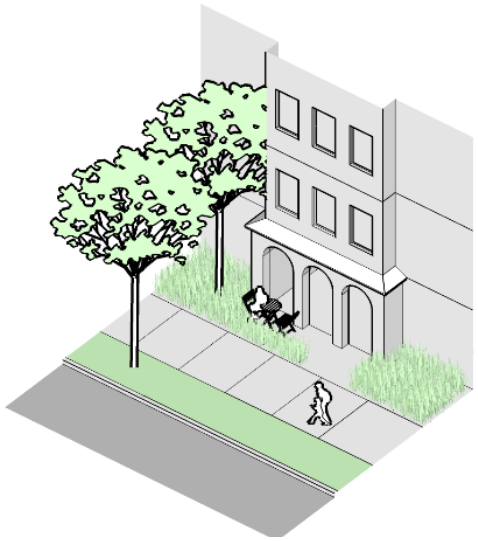
- The spaces between buildings that are not dedicated to parking and drives may be designed as landscaped paseos and courtyards, with highly connected paths and planting schemes that match the size, character and activity envisioned for the space.
- Landscape elements such as bushes, shrubs, flowers shall be maintained at a height of no more than three feet when located adjacent to pedestrian pathways and building facades so that viewpoints are not obstructed.
- Screen mechanical equipment, garages, maintenance areas, and utilities with landscape materials, such as vines, hedges, shrubs, berms, or garden walls so that these are not exposed to view from the street, major walkways, or residences within the development.
- Provide clear, legible entry signage to identify each building. Clearly indicate internal circulation signage and visitor parking areas. For sites greater than one acre in area, provide a directory and map that shows the location of buildings and amenities within the neighborhood.



Example of Housing Facing Pathways

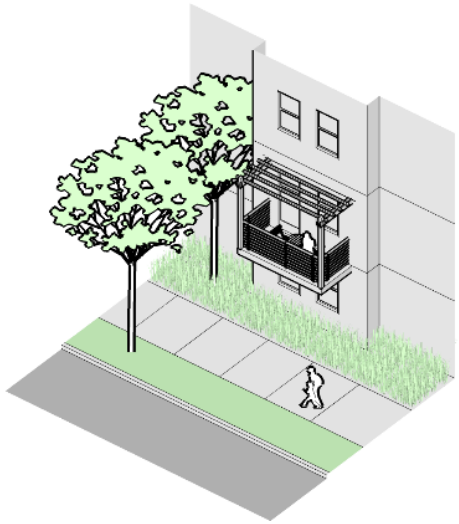
3.11 Frontage Requirements

The following images indicate acceptable frontage types in the DTSP area. One or a combination of these should be utilized for new development within the DTSP.



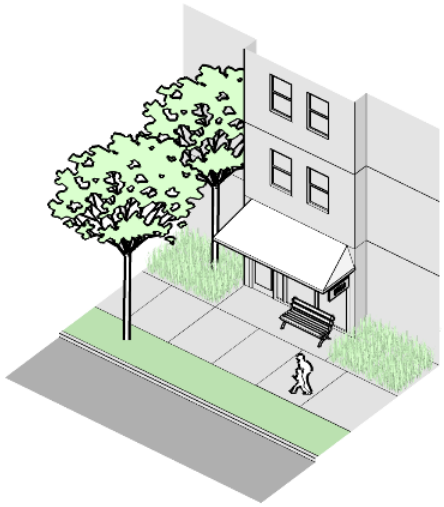
Arcade, Colonnade, Gallery

A number of openings along the building façade that invite pedestrians into the space. Landscaping and/or streetscape elements are located between the façade and sidewalk.



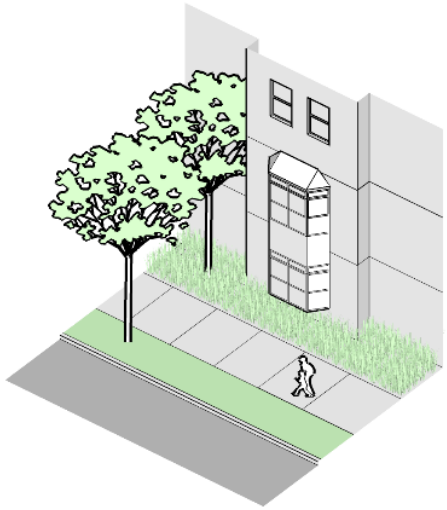
Balcony

An elevated space above the ground floor that includes space for furniture, and landscaping elements such as planters



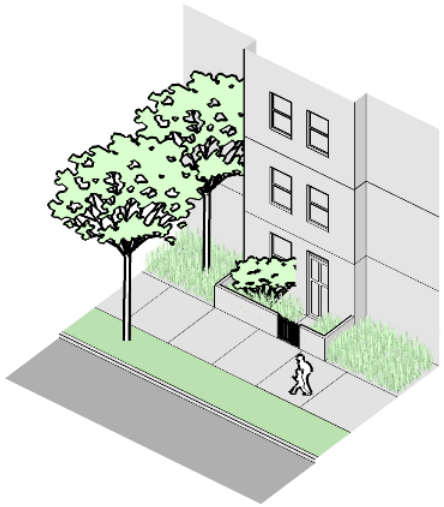
Awning, Canopy, Marquee, Sunshade, Trellis

The building façade includes an architectural element such as an awning or trellis and landscaping or streetscape elements are incorporated between the building façade and sidewalk. This frontage type is typically utilized to indicate the entry to a commercial or multi-family entry, and provide shade to ground level storefronts, entries, and outdoor seating areas along south facing frontages



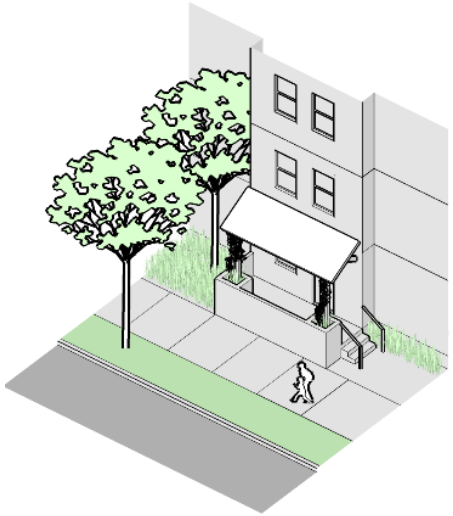
Bay and Box Bay Window

A window projecting outward from the building façade that creates visual interest/architectural relief. Bay or Box Bay windows should be incorporated on the sides of buildings and generally not included on the main building façade.



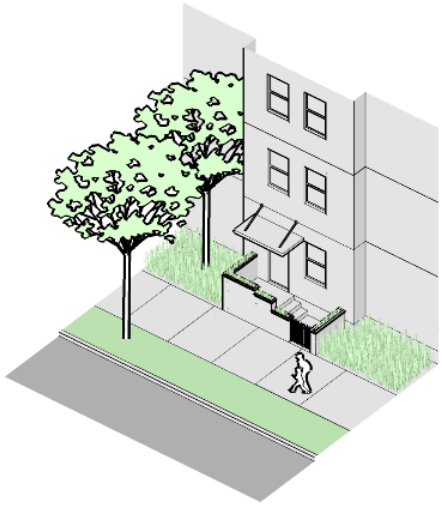
Yard, Forecourt, Planter

A boxed in area between the building façade and the sidewalk that includes landscaping elements such as planters, gardens, fences etc. Yards such as these are typically seen with multi-family residential uses and create a forecourt area providing a sense of security, but still allowing visibility to the street. Yards are enclosed with a fence or other element that stops at the back of sidewalk. The fence/wall and gate materials should adhere to the design guidelines outlined in the DTSP.



Porch, Patio

A ground floor space that defines the entrance to the building. The space may be fully or partially covered and include some landscaping elements or seating where appropriate.



Stoop

A ground level space that includes stairs to the main entrance on the building façade. An awning or shade structure can be included. The stoop materials and architectural design should be consistent with the main building.



Example of an Arcade Design Feature: 'Typewriter Co', El Cajon, CA

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4.0 DESIGN GUIDELINES

4.0 DESIGN GUIDELINES

4.1 Overview

This chapter sets forth the design guidelines to help achieve high-quality, well-designed development throughout the DTSP area. The overall intent of these guidelines is to encourage design that accomplishes the desired vision for Downtown Taft that as described in Chapter 2. This vision comprises a Downtown area that is designed to include a dynamic mix of land uses, ensuring a healthy and balanced community that celebrates history and culture with residential, commercial, employment, and recreational opportunities that are linked together through safe streets, connected trails, recreational districts, and a range of housing options.

This chapter identifies the overarching design guidelines for the DTSP area, which are intended to be used in conjunction with Chapter 4.0: Land Use. All projects within the DTSP area are required to demonstrate consistency with this chapter.

4.2 General Design Policies

The general design guidelines will direct the design of public and private developments across all land use designations within the DTSP area.

Development across the DTSP area should be consistent with the following general design policies:

- Buildings and development sites should be thoughtfully designed, architecturally interesting and appropriately scaled- in order to produce a high-quality urban setting that promotes walkability and safety in the Downtown area.
- Buildings should be oriented towards the streetscape, activating frontages, enhancing pedestrian interaction, and be designed to integrate with the public realm.
- Development should create attractive, high-quality public realm spaces, landscaping, and pedestrian oriented amenities that are safe, vibrant, and accessible to all.
- Development should incorporate a network of safe streets, parks, and civic spaces that supports and promotes an active pedestrian environment and activates alleyways.
- Development should contribute to a distinctive identity for the Downtown area that recognizes Taft's historic industries.

4.3 Site Design

Site design, or the general layout of a development on a site, determines the accessibility, connectivity, and attractiveness of that development. Enhancing site design and connectivity to the public realm in turn improves the way the community interacts and experiences the DTSP area. Development in the DTSP area should incorporate the following site design guidelines:

- Placement of structures should be sited in a manner that will complement the adjacent structures.
- All sites should be developed and coordinated in a manner to provide order and diversity.
- Where possible, visual linkages between structures and their surroundings should be used such as trellises, arcades or other open space structures.
- Structures should be configured to minimize pedestrian and vehicle conflicts on site.
- Structures within mixed use areas should consider end-of-trip facilities for alternative modes of transport such as cycling. These could include storage racks, enclosed lock-up facilities, and bike repair stations.
- Buildings should be sited to define the public realm with façades aligned parallel to the street or open space areas. Should buildings have dual public realm frontages, they should provide dual orientation.
- Buildings in the mixed use and residential areas should maintain a generally uniform setback from the street with form variation provided by way of architectural elements including entry setbacks.
- Buildings should be designed and oriented to minimize energy consumption (overhangs, earth berming against exterior walls, etc.).

4.4 Architectural Design

The overall design concept of Downtown Taft is that of a vibrant and healthy Downtown area that incorporates historical architectural styles into the design. The following architectural designs guidelines should be applied by development within the DTSP area with the intent of establishing a sense of community as well as encouraging creative expression to bring forth a strong and unique sense of place.

The following architectural designs are preferred:

- American Mercantile
- Spanish Colonial Revival
- Craftsman

Developments within the Downtown Core area bounded between Main Street and North Street and 2nd and 8th Streets should primarily reflect an American Mercantile design, while surrounding areas within the DTSP, particularly along the 'Rails to Trails' may incorporate a variety of architectural styles such as Spanish Colonial or Craftsman.

4.5 Building Form and Articulation

In conjunction with architectural vision and themes, building form will enable Downtown Taft to develop into the vision sought by the Taft community. The following design guidelines should be considered for development within the DTSP area:

- In high-density residential areas portions of the building should provide vertical and clustered horizontal massing breaks to encourage proportional diversity.
- Variations in building facades, including entranceways, should provide architectural interest, shade and shadow opportunities, and relief to the streetscape.
- The articulation of volume of residential buildings should be broken down to give individuality.
- Variation in building height, including step backs, should be utilized to break up volume and promote individuality.
- Building façades, particularly commercial and industrial, should be articulated and varied to add scale and avoid monotonous walls, by incorporating different textures, colors, materials, and distinctive architectural treatments that add visual interest.
- Architectural elements such as awnings, canopies, trellises, or cornice treatments should be applied on commercial and industrial buildings to assist in maintaining a human scale to the development.
- Development should integrate varied roof lines through the use of sloping roofs, variation of building heights, step backs, or innovative architectural elements.



Example of Varied Roof Lines, Materials, Colors, and Articulation



Example of Parking Incorporating Landscaping

4.6 Parking

The provision of parking is important to provide access to facilities within the Specific Plan area. When considering development within the DTSP area, development should consider the following:

- The visual impact of parking should be minimized where possible by orienting it away from primary frontage streets. This can include the (re)location of parking to the rear of developments.
- In the Downtown Core, rear alleys can be activated by providing parking options for employees, patrons, and residents.
- All parking areas should provide interior landscaping for aesthetic enhancement. If parking is provided at the side of buildings, these areas should be buffered by landscaping.
- Parking should be designed to minimize conflicts between pedestrians and motorists.
- Development should provide one vehicular access point within a single frontage and multiple vehicular access points should be avoided.
- Vehicle access should account for pedestrian safety and retain sightlines for both pedestrians and motorists.
- Development should provide ample parking for alternative forms of transportation such as bicycles and these facilities can be installed within the public realm or incorporated into commercial or residential amenities.
- Development should consider the need for electric vehicle charging stations.
- Surface parking lots should be screened from adjacent streets and properties. Screening should provide visual interest but should not be so dense that the screening elements (such as walls or landscaping) limit pedestrian access and sight lines for safety and security.
- The availability and utilization of street parking.

4.7 Building Frontage and Access

Thoughtfully developed building frontages and access contribute to the creation of attractive and inviting environments. These features directly interface with the public realm thereby affecting the enjoyment of the street, sidewalk, alleyway, paseo, or green space in which they open up on to. The following design guidelines should be considered for any development within the DTSP area:

- In residential and commercial land uses, the use of awnings can provide respite from the weather and create an engaging entrance. The use of awnings, preferably mechanical, is encouraged.
- Renovation and adaptive re-use in mixed use areas is encouraged to give a new lease on life for underutilized buildings. However, cosmetically covering original features when renovating external façades, particularly facing the public realm, is discouraged in order to preserve the integrity of the original design.
- The utilization of windows, bays, or alternative translucent features on the front of commercial buildings is encouraged to provide connection to the street.
- Commercial and residential buildings should provide convenient and direct pedestrian access from street frontages as opposed to through parking lots.
- Buildings should differentiate ground floor from upper floors by utilizing changes in massing, colors, materials and architectural relief that add visual interest.
- Exposed mechanical systems and equipment should be architecturally integrated into the design or screened on commercial and industrial buildings.
- Variation in ground floor entry setbacks is encouraged to provide more outdoor areas for shops to display goods, restaurants to provide seating and expanded dining opportunities and residences to be set back from the street.



Activated Street Frontage Including Access and Seating, La Mesa, CA

4.8 Building Materials and Colors

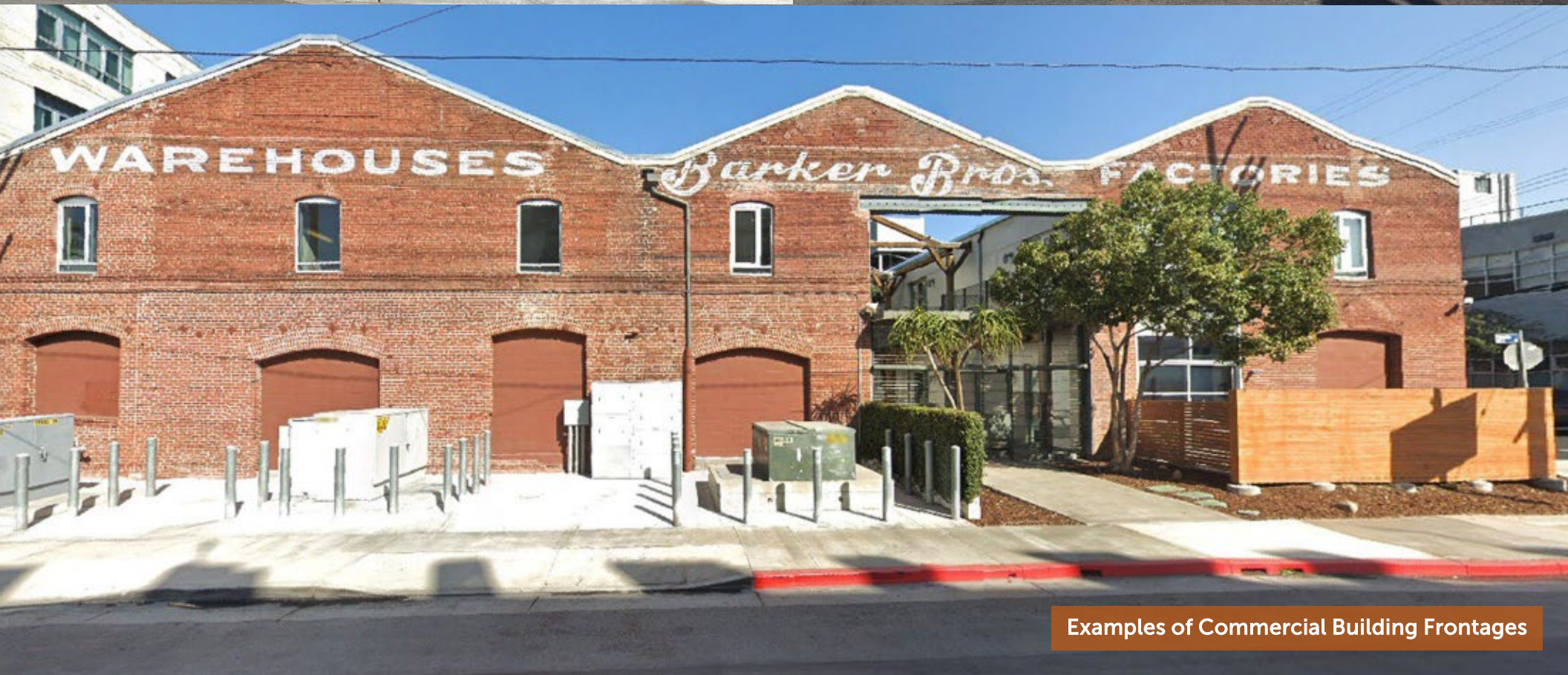
The use of high-quality materials is essential for creating buildings that convey the sense of quality and permanence desired for the community. Further, color schemes have the potential to bring buildings to life.

The following design guidelines should be considered for development within the DTSP area:

- High-quality, durable materials should be used in all development and where possible, local materials.
- Building exteriors should provide visual interest through the use of varying building materials and colors yet consider and be compatible with the existing color, texture, and materials used on surrounding buildings.
- Buildings throughout the Downtown area should utilize a variety of materials, such as brick, stucco, and wood to align with the historical building materials. However, stucco shall not be used to cover up existing brick or stone buildings.
- Building material and colors should be used to unify and provide visual interest to building exteriors.
- Paint and façade materials should not use bright or high contrasting colors, such as primary colors, except within the limits of approved business signage.

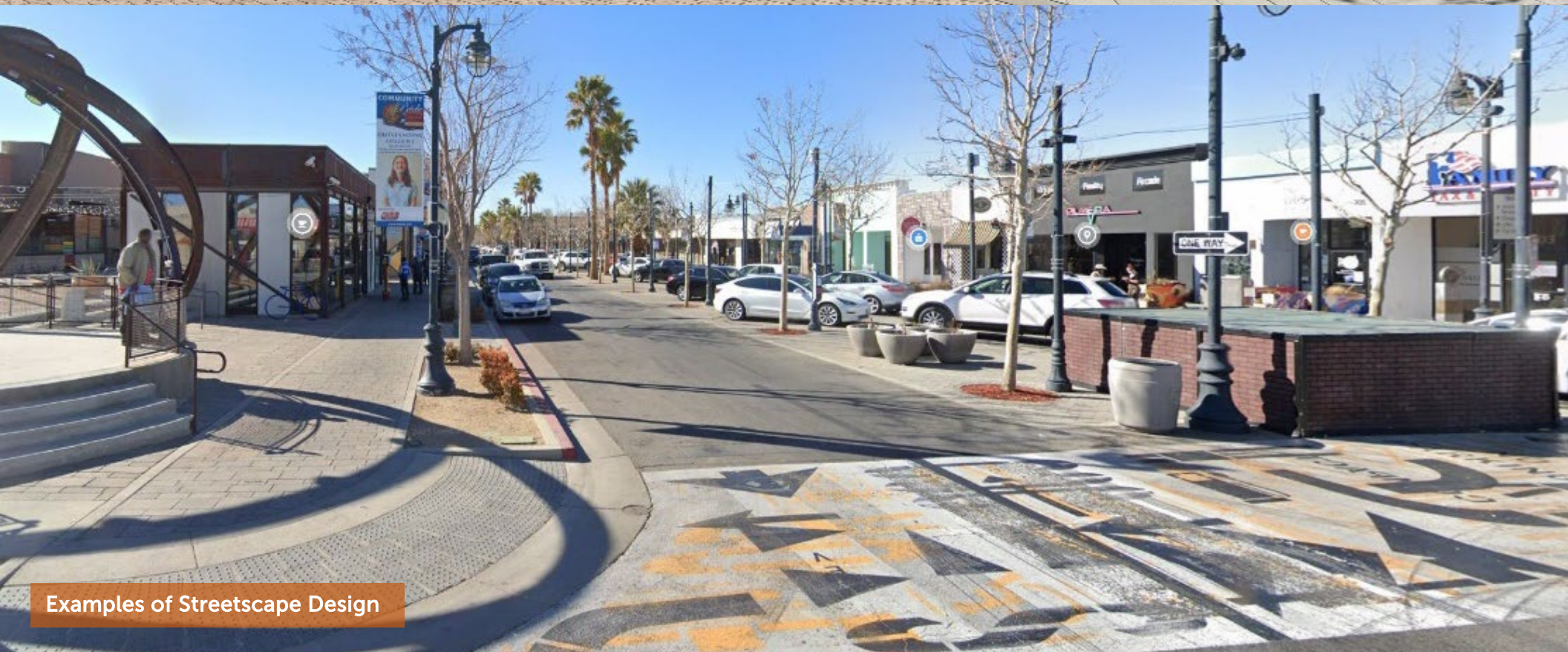






Examples of Commercial Building Frontages





Examples of Streetscape Design

4.9 Streetscape and Public Realm Design Policies

The following design guidelines apply to all public spaces within the DTSP area.

4.9.1 Public and Common Open Space

An attractive streetscape can enhance the livability and desirability of the DTSP area. Features such as street trees, lighting, landscaping, sidewalks, street widths, setbacks, and fencing can contribute to an attractive streetscape. An emphasis on streetscape design is necessary to encourage pedestrian circulation and interaction. Public spaces in Downtown Taft should be designed as extensions of the public sidewalk by providing pedestrian amenities such as seating and fountains and by continuing the pavement treatment of the sidewalk.

The following design guidelines related to Public and Common Open Space should be considered for development within the DTSP area.

- Plazas and courtyards are encouraged within the mixed-use Downtown area.
- Primary access to public plazas and courtyards should be from the street. Secondary access may be from retail shops, restaurants, offices, and other uses.
- Shade trees or architectural elements that provide shelter and relief from direct sunlight should be provided. Should architectural elements be utilized, the materials must take into account the degrading potential of the sun, i.e. shade sails.
- End-of-trip bicycle facilities should be provided such as bike stands in an easily viewable area.
- Outdoor dining opportunities should be encouraged including open-air cafes, kiosks, pushcarts, and food trucks. Movable seating should be incorporated into these areas where possible.
- Murals should be incorporated on blank building elevations or underutilized walls to create visual interest, activate a space, and create a sense of ownership by the community.
- A variety of artwork representing Taft's history should be incorporated within the design for any new development in public and common open space areas.
- Through-blocks and alleys should be enhanced with art, seating, lighting to increase vibrancy, and enhance pedestrian experience and safety.
- Pedestrian scale should be considered in all levels of design by incorporating features such as benches, tables, drinking fountains, shade, and other amenities.
- All streetscape enhancements (lighting, signage, benches etc.) should have a cohesive look, feel, and design.

4.9.2 Pedestrian Design

The design of pedestrian-orientated spaces such as walkways are crucial to the creation of a vibrant and successful Downtown. Generally located within the public right-of-way, these routes wrap the perimeter of the city blocks providing access to street frontages, recreational areas, and private residences. Although pedestrian facilities are primarily associated with sidewalks and parkways, they also include street crossing amenities such as crosswalks and bulb-outs as well as public plaza and mini-park areas where space constraints allow. All development within the DTSP area should consider the following related to Pedestrian Design:

- Development in the public right-of-way should improve public safety using CPTED (Crime Prevention Through Environmental Design) strategies.
- Features located in the public realm and public spaces should be durable, requiring little to no maintenance and assume minimal City funding for repairs or improvements.
- The placement and use of outdoor dining areas and other business-related elements in retail and commercial areas should create a cohesive look from existing elements found in downtown and not block the sidewalk such that an adequate path of travel is maintained.
- Pedestrian networks should be incorporated that provide direct lines of travel between destinations and discourage shortcutting through private or planted areas.
- The placement of buildings, fences, and other permanent structures or improvements should not obstruct future routes between areas. Connectivity between mixed use residential and recreational areas should be encouraged through appropriate alley, paseo, and walkway design.
- Direct pedestrian access to building entrances and street frontage from pedestrian walkways and on-street parking should be provided. Designed obstructions routing pedestrians through parking lots to get to businesses and other destinations should be avoided.
- Obscuring sightlines should be avoided through proper placement and design of building projections, signs, landscaping, and other elements. Clearly confer the right-of-way to the pedestrian through grade separation, articulated pavement, signage, or other means, particularly in the Downtown mixed-use areas.

4.9.3 Materials, Hardscape and Furnishings

All development within the DTSP area should consider the following related to Materials, Hardscape and Furnishings:

- Durable, high-quality materials should be used to convey the sense of quality and permanence desired for the DTSP area, minimize maintenance concerns, and promote buildings that will last over time.
- Public amenities such as trash bins, seating, and bike facilities should be provided in all development within the public realm.
- Where possible, construction should utilize locally sourced materials to reflect the environment in which Taft is situated.



Public realm seating, La Mesa, CA

4.9.4 Lighting

Ornamental and functional lighting can be provided to both the public and private realm such as public open spaces, streets, and pedestrian corridors. Lighting helps with wayfinding and provides safety for pedestrians, cyclists, and motorists alike. It is also important to ensure lighting does not negatively interfere with residents or surrounding areas. All development within the DTSP area should consider the following related to Lighting:

- Lighting should be implemented at pedestrian scale throughout the DTSP area and within individual developments to improve nighttime visibility and safety for pedestrians and cyclists.
- Lighting should be provided to ensure a safe environment but should not cause areas of intense light or glare, particularly in residential areas.
- Lighting should be sensitive to adjacent land uses and architectural features or lighting fixtures that provide down-lighting and lighting that is shielded from adjacent uses should be implemented.
- Lighting should be integrated into the architectural and landscape design of development.
- An appropriate hierarchy of light fixtures, structures and intensity should be considered during the lighting design for the various elements of a project (i.e., building and site entrances; walkways, ramps, and stairs; outdoor use areas, parking areas, and other areas of the site).
- The use of many short, low intensity fixtures is encouraged over the use of a few tall fixtures that illuminate large areas to achieve the desired lighting level.
- Pedestrian scaled lighting should be utilized in the development of cycle facilities to provide safety and visibility.



Examples of pedestrian scale streetlights

4.10 Signage and Wayfinding

Signs and wayfinding elements provide an important element of community design. Proper design and application of signs help orient people, increase a community's sense of place and contribute to the overall design of buildings and the streetscape. By directing residents and visitors to desired locations, signage and wayfinding improves circulation efficiency and access to important or desired destination points. The design and style also contribute to the character and setting for commercial, residential, recreation, and public use areas. In addition to complying with applicable downtown sign regulations, all development within the DTSP area should consider the following related to Signage and Wayfinding:

- Wayfinding and signage are encouraged throughout the DTSP area. Signage should incorporate a historic theme, where possible.
- Fascia signs should be placed and fitted to areas provided on building architecture.
- Commercial signs should consider using graphics and font types reflective of the era that the building was constructed or reflect the historical significance of Taft.
- Window and canopy signs are encouraged and should coordinate with the graphics of the main panel sign. Window and canopy sign square footage should be included in calculating permissible sign area.
- The installation of wayfinding signage is encouraged within all proposed development



Example of Informational Signage



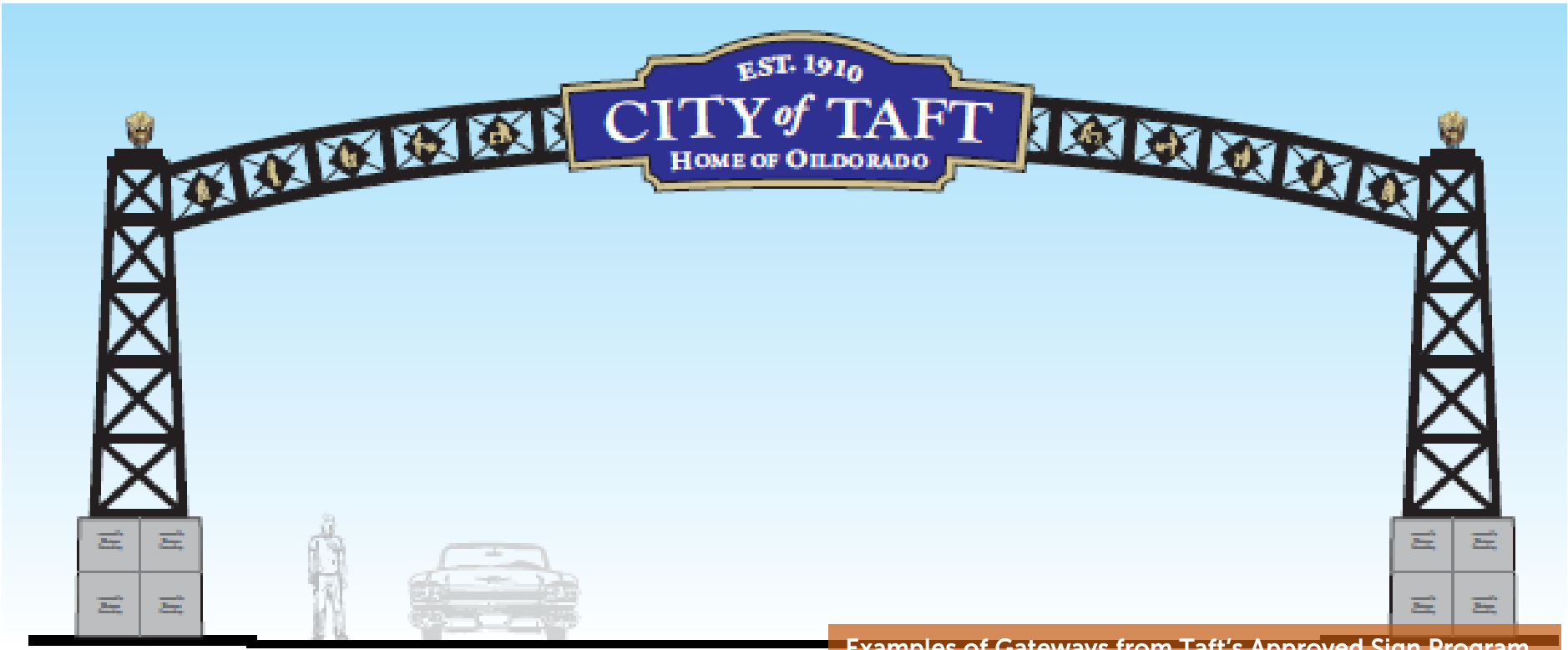
Examples of Wayfinding and Signage from Taft's Approved Sign Program

4.10.1 Gateways and Monuments

Gateways establish the visual setting for areas, indicating to visitors and/or residents a sense of arrival and place. An attractive gateway is crucial for establishing a desired atmosphere and sense of place, as sought in Downtown Taft. Monuments can enable a nod to the history of a place and creation of a culture or feel of a city center. All development within the DTSP area should consider the following related to Gateways and Monuments:

- Gateway design should complement, and be consistent with, the American Mercantile architectural design.
- Gateways should be prominently marked with signage, accent paving, lighting, landscaping, accent trees, monumental features, and ornamental lighting.
- Gateways should only be used to demarcate key locations in the public realm.
- Monuments should strongly reflect Taft's history and future direction with community input on design.
- Neither gateways nor monuments should detract from the enjoyment of the public realm, nor should they detract from the safe or efficient operation of the road network.





Examples of Gateways from Taft's Approved Sign Program

4.11 Landscape Design Policies

All development within the DTSP area should consider the following related to Landscaping:

- Landscaped areas should be planned as an integral part of the overall project and not left as an afterthought.
- Landscaping should be used to help define outdoor spaces and soften a structures appearance.
- All landscape materials should be compatible with the structure design in terms of type and scale/size.
- The use of on-site pedestrian amenities, such as benches, shelters, drinking fountains, lighting, and trash receptacles, is strongly encouraged.







Examples of Landscape Design

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5.0 MOBILITY

5.0 MOBILITY

5.1 Overview

This chapter describes the mobility network for the movement of people, goods, and services. This Plan prioritizes an integrated, multi-modal network of streets, bike paths, sidewalks, and trails that provide connections between surrounding areas of the city and the Downtown Core and convenient access between places within the Downtown Core. The multi-modal-oriented approach supports the overall goal of this Specific plan to revitalize Downtown Taft through the attraction of mixed-use development, new housing options, and an activated public realm.

The mobility network is strongly correlated with the Land Use Plan for Downtown Taft. This Land Use Plan supports increased residential densities alongside a mix of commercial and recreational uses and policies that encourage walking and cycling experiences to be more comfortable, safe and convenient. In addition, the mobility approach seeks to benefit people, movement, and the environment by providing a wider range of mobility options and facilities making transportation more accessible, inclusive, and affordable, reducing greenhouse gas emissions and air pollution, and improving public health by promoting physical activity. These objectives seek to ensure that as new development occurs and new residents move into Downtown Taft, the existing mobility system can adapt and evolve effectively.

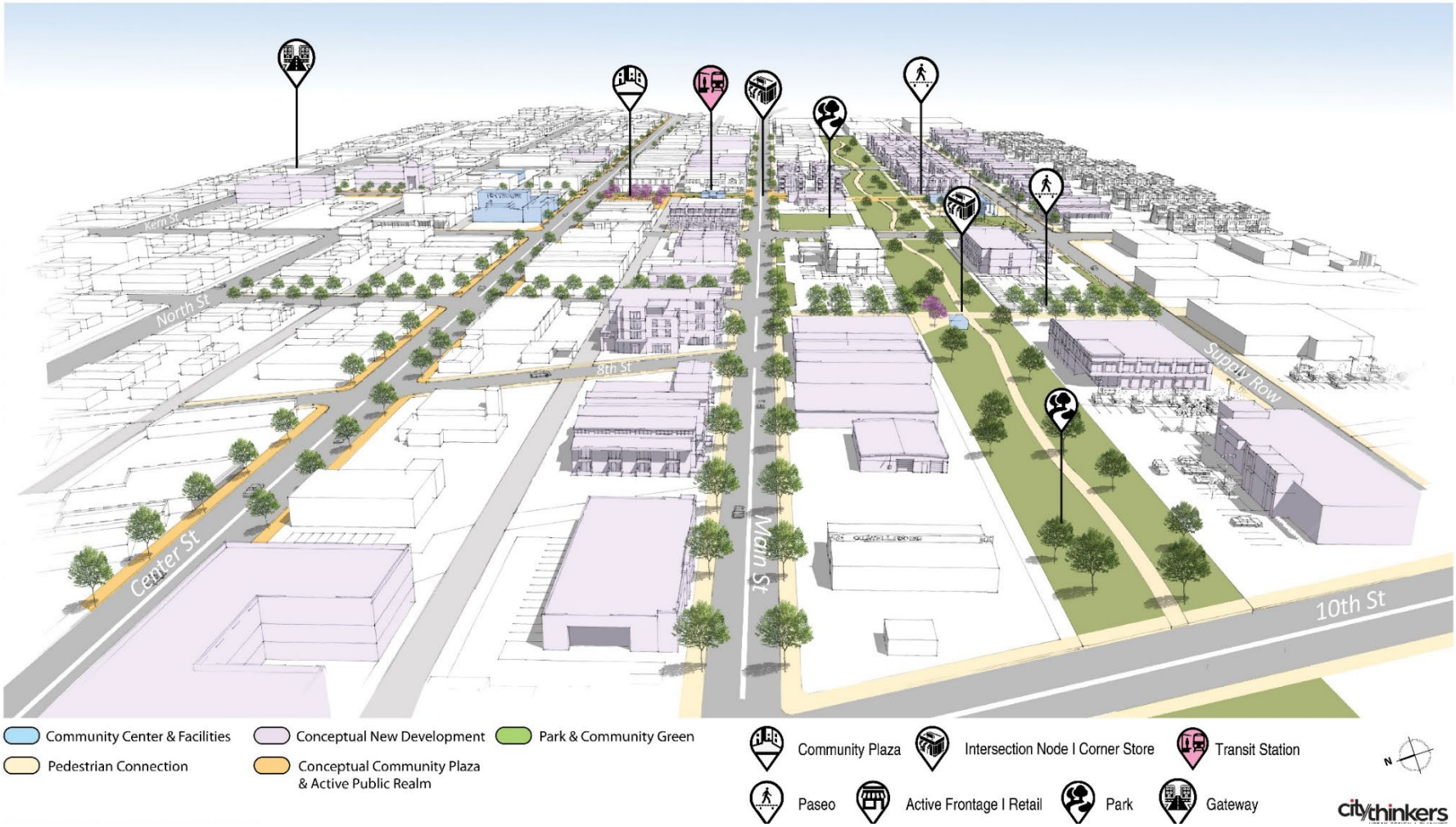
5.2 Mobility Network

The street system within the DTSP area is based on a traditional grid-block pattern. The mobility network includes a system of roadway types, the Rails to Trail corridor, and internal paseos that provide access throughout the Plan area and connect Downtown Taft with the surrounding areas. The system is designed to ensure that high volumes of pedestrians and bicyclists can move efficiently, encouraging residents to walk and bike to Downtown destinations. See Figure 5-2: Mobility Network.

The proposed mobility enhancements provided in this chapter support a multimodal transportation network. This network is necessary to allow Downtown Taft to grow while maintaining accessibility and minimizing potential traffic congestion associated with buildout of the DTSP area. The focus of new facilities is to enhance the existing pedestrian and bike environment, activate the public realm and provide additional opportunities for alternative modes of transportation outside of the automobile.

Figure 5-1: Conceptual View of Downtown Taft

DOWNTOWN TAFT SPECIFIC PLAN - *Conceptual Framework - Birdseye View Looking East on Main St.*



5.3 Roadway Network

The DTSP area consists of 15 roadways. No new roadways are identified however, many of the roadways are to be enhanced to accommodate pedestrian and bicycle facilities and improvements. These enhancements will not impact the vehicular traffic as the number of lanes will be maintained throughout the plan area. In general, roadways within the plan area are broken up into three roadway classifications: arterials, collectors, and local roads. Table 5-1: Roadway Classifications below outlines the roadway classifications provided for streets in the DTSP area by the Circulation Element of the Taft General Plan. Figure 5-2 identifies where each roadway is located withing the DTSP area.



Downtown Taft

5.3.1 Roadway Classifications

As discussed above there are three main roadway classifications within the plan area are: local streets, collectors, and arterials. These are discussed in further detail below.

Local Streets:

Local Streets provide for direct access to abutting properties and for localized traffic movements within residential, commercial, and industrial areas. Local streets are typically developed with a 60-foot right-of-way and one travel lane in each direction.

Collectors:

Collectors provide for traffic movement between arterial and local streets, traffic movement within and between neighborhoods and major activity centers, and limited direct access to abutting properties. Historically, Collectors within Taft have been developed as an 80-foot right-of-way. However, new Collectors are now required to be developed with a 90-foot right-of-way, and one to two travel lanes in each direction.

Arterials:

Arterials serve as the primary network for cross-town traffic flow. Arterials connect areas of major traffic generation within the urban areas and connect with important county roads and state highways. Arterials also provide for the

distribution and collection of through traffic to and from collector and local streets serving residential, commercial, and industrial areas. Access to abutting uses should be limited, where possible, to facilitate traffic flow and reduce potential traffic conflicts and hazards. Arterials should not be located adjacent to sensitive land uses nor bisect neighborhoods. Arterials are typically developed with a 110-foot right-of-way and two to three travel lanes in each direction.

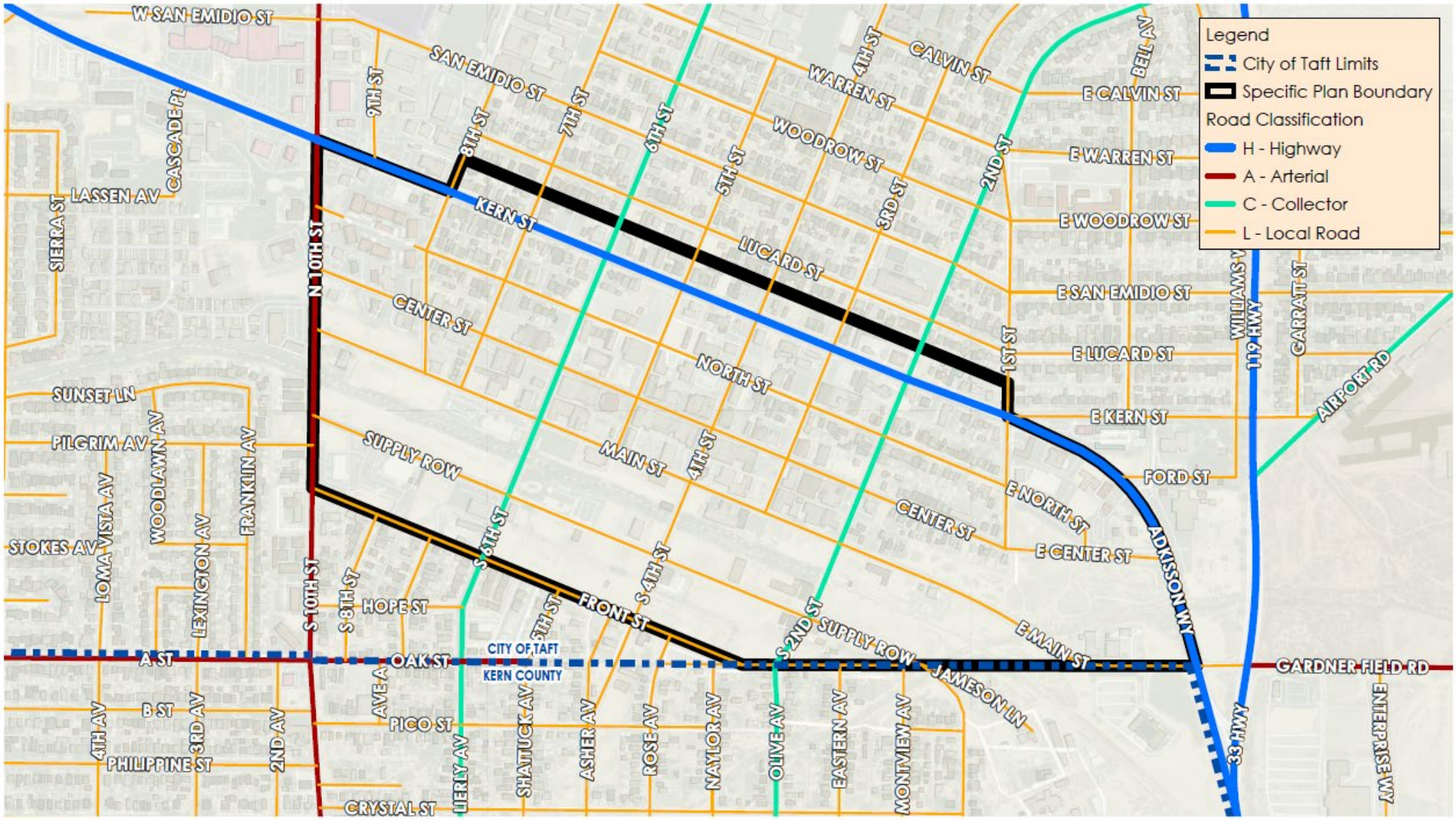
Table 5-1: Roadway Classifications

Street Name	Classification
Kern Street/Highway 33	Arterial Highway
North Street	Local Road
Center Street	Local Road
Main Street	Local Road
Supply Row	Local Road
Front Street	Local Road
S 10th Street	Arterial
8th Street	Local Road
7th Street	Local Road
6th Street	Collector
5th Street	Local Road
4th Street	Local Road
3rd Street	Local Road
2nd Street	Collector
1st Street	Local Road



Taft Rails to Trails Car, Truck, and Motorcycle Show

Figure 5-2: Mobility Network





Taft Rails to Trails Car, Truck, and Motorcycle Show

5.3.2 Roadway Cross-sections

This section discusses the characteristics for the local, collector, and arterial streets within the DTSP area. The following pages provide graphic representation of what typical streets should look like within the DTSP area.

The main focus is to enhance the collector and local streets as these make up the majority of the streets in the DTSP area. Figure 5-3: Collector Street and Figure 5-4 Local Street provide examples of typical collector and local streets should look like and outline some of the important design characteristics. There are no graphics representing arterial streets as there are no significant changes proposed for these streets. Kern Street (Highway 33) and 10th Street are located on the edges of the DTSP area and are the only arterials located within the Plan area. Arterials typically include a 110-foot right-of-way, are generally automobile focused, include class II bikeways and wayfinding signage.



Taft Transit Center, Downtown Taft

Figure 5-3: Collector Street



The above graphic is looking south along 6th Street from the interaction at North Street and shows what a typical collector street is intended to look like in the DTSP area. Collector streets typically include a 90-foot right-of-way with activated street frontages. Enhancements to collector streets should include:

- Enhanced Sidewalks
- Class II or III Bike Paths, where feasible
- Parking
- Street trees
- Pedestrian-scaled lighting
- Public Art
- Wayfinding Signage
- Cycle storage racks
- Activated storefronts
- Corner bulb-outs

Figure 5-4: Local Street



The above graphic is looking along Center Street between 3rd Street and 4th Street and shows what a typical local street is intended to look like in the DTSP area. Local streets typically include a 56-foot right-of-way with pedestrian focused frontages. Enhancements to local streets should include:

- Enhanced Sidewalks
- Class III Bike Paths
- Parking on both sides of the road
- Street trees
- Pedestrian-scaled lighting
- Wayfinding Signage
- Activated storefronts
- Bulb-out areas for seating and landscaping

5.4 Bicycle Network

The DTSP area includes a portion of the 'Rails to Trails' corridor, a Class I Bikeway that runs for approximately two miles east-west parallel to Supply Row. The trail occupies a corridor that was formerly the Sunset Railroad, which was built to transport oil from the productive oil fields in this part of Kern County to the county seat and largest city of Bakersfield. The DTSP includes a network of bicycle facilities that enhance and build upon the established bikeway system, including providing bikeways and facilities such as on streets throughout the DTSP area. The enhancements encourage bicyclists to utilize streets in the DTSP area by increasing facilities and improving safety. Figure 5-5: Bicycle Network identifies graphically the locations of various bicycle facilities.

The following bikeways are classified by Caltrans and can be utilized within the DTSP area to facilitate greater uptake in cycling.

Class I Bikeways: Class I bikeways, also known as bike paths or shared-use paths, are corridors with exclusive right of way for bicyclists and pedestrians, away from the roadway and with cross flows by motor traffic minimized. Class I facilities support both recreational and commuting opportunities and are typically provided along rivers, shorelines, canals, utility rights-of-way, abandoned railroad rights-of-way, within school campuses, or within and between parks.

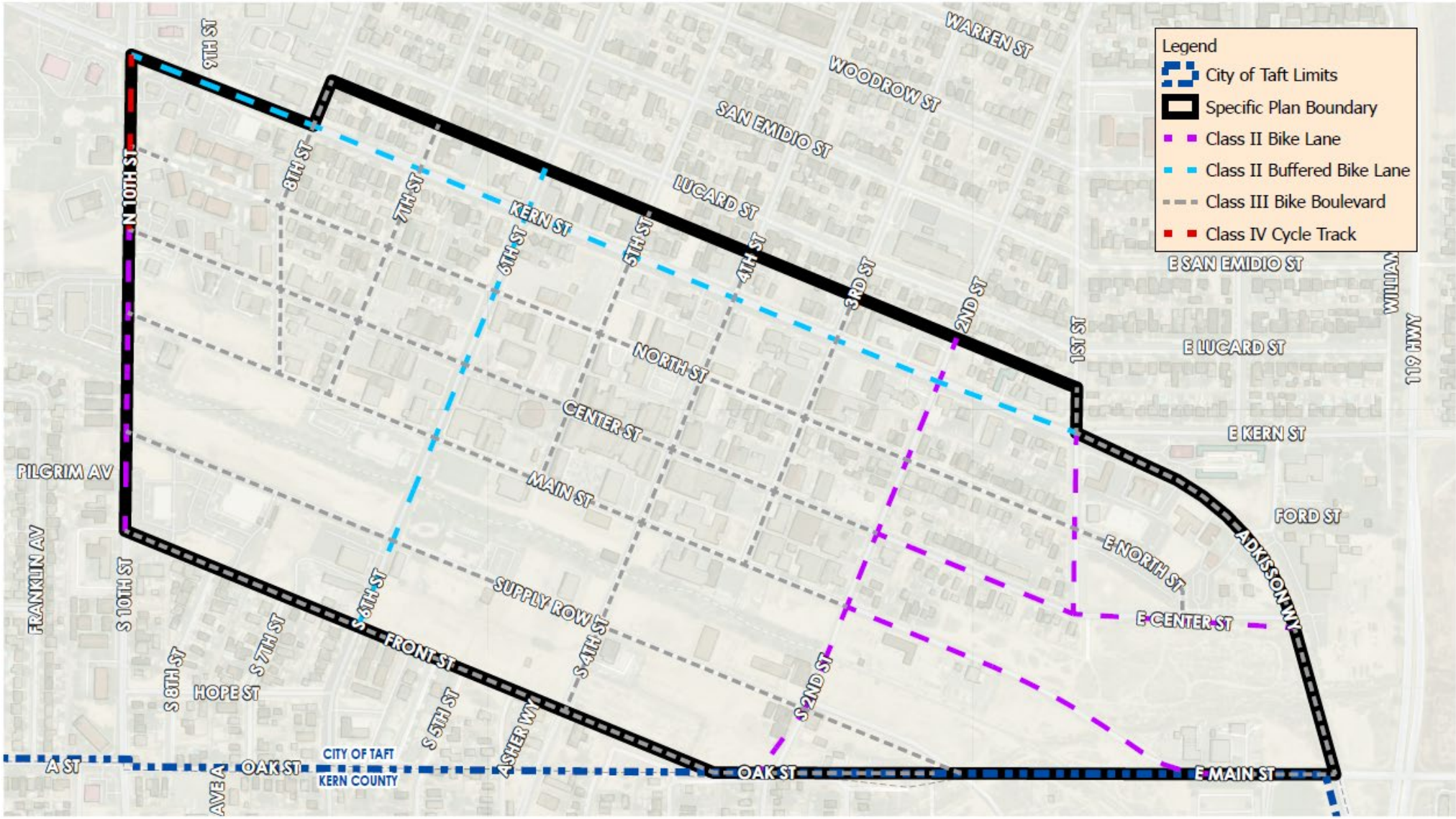
Class II Bikeways: Class II bikeways, also known as bike lanes, are established along streets and are defined by pavement striping and signage to delineate a portion of a roadway for bicycle travel. Bike lanes are one-way facilities, typically striped adjacent to motor traffic travelling in the same direction. Contraflow bike lanes can be provided on one-way streets for bicyclists travelling in the opposite Direction.

Class III Bikeways: Class III bikeways, or bike routes, designate a preferred route for bicyclists on streets shared with motor traffic not served by dedicated bikeways to provide continuity to the bikeway network. However, bike routes are generally not appropriate for roadways with higher motor traffic speeds or volumes. Routes are established by placing signage, road surface striping, and wayfinding along roadways.

Table 5-2: Bicycle Facilities

Street Name	Bike Path Classification
Arterial Streets	Class II and Class IV Bikeway
Collector Streets	Class II Bikeway
Local Streets	Class II and Class III Bikeways
Rails to Trails	Class I Bikeway

Figure 5-5: Bicycle Network



5.5 Pedestrian Network

Pedestrian facilities within the DTSP area include the 'Rails to Trails' corridor and sidewalks along public roadways. The DTSP includes a network of sidewalks, trails, linear connections such as paseos, alley and mid-block connections that improve pedestrian comfort and accessibility.

5.5.1 Paseos

Paseo refers to a corridor that provides pedestrian and bicycle facilities. Paseos are typically within, adjacent, or through a planned development. Although paseos are not associated with a roadway or within public right of-way, they may be adjacent or parallel and contain easements allow public access. Paseos serve as connector trails by improving access and facilitating connections between and through development. Paseos should have an active frontage, provide an opportunity for amenities, and allow for pedestrian and bicycle travel. Lighting, wayfinding signage, and landscaping should be provided as part of paseos while considering the location near adjacent development. There is also an opportunity to locate recreational amenities as part of the paseo to activate the space and provide additional opportunities for recreation. Such a corridor may be used for emergency vehicle access; any other vehicular traffic, however, is not permitted.



Examples of Pedestrian Connections

5.5.2 Alley and Mid-Block Connections

An alley is a roadway, generally not more than thirty (30) feet wide, that provides access to the rear or side of parcels. Alleys often provide access to parking, loading docks, and refuse collection in commercial and residential areas. By moving garage access to alleys, the street-facing facade of homes are more visually engaging.

A mid-block connection is a design element that is provided to facilitate the movement of people across or through a block where there is no intersection. For example, a pedestrian crossing, underpass, or paseo could be provided at the mid-point of a block to allow pedestrians to cross the street safely without having to traverse the entire block. This can be particularly effective in breaking down long block lengths.

The following characteristics and design elements should be incorporated into the design and configuration of pedestrian connections within the DTSP area.

- Sidewalks should be of sufficient width to accommodate comfortable two-way pedestrian traffic
- Alleys and through-block connections should effectively provide access to parking, loading docks, and refuse collection while also creating a comfortable and safe pedestrian environment.
- Paseos and mid-block connections should be incorporated to break up large blocks and provide relief for pedestrians.

The following design features should be incorporated into the design of off and on-site pedestrian corridors throughout the DTSP area:

- Adequate lighting for pedestrian safety and comfort
- Benches and other seating options
- Planters
- Trash receptacles
- Street trees
- Public art and murals
- Pocket parks
- Distinctive paving

5.6 Transit Network and Connections

The DTSP area is served by the Taft Area Transit (TAT) system. The TAT primarily provides Dial-a-Ride services as well as a Taft-Maricopa route connecting the two cities. The Taft-Maricopa route has three specified travel times, one in the morning and two in the afternoon with a total of four bus stops between 6th Street and 1st Street. The Taft Transit Center is located along Supply Row between 4th and 6th Streets and houses the TAT offices and yard for the fleet vehicles.

In addition, Kern Transit, a Kern County regional transit service, also serves the Taft city and unincorporated areas, including downtown with a stop at the Taft Transit Center. Kern Transit provides transit service, route #120, that connects Taft with Bakersfield.

The DTSP does not include any changes to the transit network or connections. However, as development occurs within the DTSP area, an expanded public transit system may be required to accommodate growth.



Bike Racks along Rails to Trails Corridor


Rails to Trails Corridor

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6.0 PARKS AND OPEN SPACE

6.0 PARKS AND OPEN SPACE

6.1 Overview

The vision for Downtown Taft is a vibrant heart of the community with interconnected public realm spaces that increase opportunity for social interaction and offers a range of passive and active recreational opportunities, improving the quality of life for all community members. The Downtown area should be a place where people are drawn to live with spaces to live, work, and socialize. The design of public spaces and recreational amenities will be an important factor to achieve that.

This chapter outlines the public realm types and standards within the Plan area, including amenities, standards and design of public spaces and recreational facilities.

6.2 Public Realm Programming

The function and design of the public realm is important to consider in any Downtown area, often requiring creative solutions to provide recreational and common spaces for the community where open space may be limited. This section identifies types and design of spaces that could be incorporated into the development of Downtown Taft to effectively achieve the vision of this Plan. Additionally, Figures 6-1: Public Realm Activation (5th Street Corridor) and 6-2 and 6-3: 5th Street Conceptual Design below provides a graphic example of how these spaces can be incorporated into areas within the DTSP area to enhance and activate the public realm.

6.2.1 Pocket Parks

Pocket parks are small outdoor spaces, no more than one acre, which are best suited in urban areas where opportunities for larger parks are not always feasible. Pocket parks can incorporate a variety of amenities that improve, provide relief from and enhance the urban setting. The defining characteristic of a pocket park is its small size. A pocket park is typically smaller than one acre in size.



Example of a Pocket Park

6.2.2 Public Outdoor Spaces

Public outdoor spaces are similar to Pocket Parks. While they can both be small in size, public outdoor spaces are generally larger than one acre, and are human-made open spaces within an urban setting. Many of these spaces include a variety of uses, such as sitting, dining, socializing, recreating, and provide venues for arts and entertainment that Pocket Parks would be unable to efficiently provide for. These spaces are intended to create breaks in the urban form for the community to congregate, rest, socialize and enjoy. Most often, public outdoor spaces are thought of as plazas for commercial and office spaces, however, public outdoor spaces can also be incorporated into or adjacent to a mix of any uses including residential developments to provide residents amenities. Public outdoor spaces could include the following:

- Plazas
- Piazza
- Parklets
- Courtyards
- Seating areas
- Play areas
- Recreational facilities or equipment
- Dog parks

6.2.3 Linear Parks

Linear open space connections can range from as short as one block, to as long as several miles. Linear parks can serve both as passive and active recreation with smaller linear parks, such as through-block connections providing pedestrians with quick, safe and aesthetically pleasing routes between places and buildings in the Downtown area. Linear parks can include the following types of spaces:

- Trails
- Paseos
- Through-block connections
- Activated alleys



Example of Public Outdoor Space



Example of Thru-Block Connection, La Mesa, CA

6.2.4 Amenities

The public realm spaces should offer a range of amenities for the community to utilize and enjoy. The following are some amenities that could be incorporated into public spaces throughout the Specific Plan area:

- Landscaping
- Benches
- Water features
- Amphitheater
- Community Garden
- Water Features
- Shade structures
- Wayfinding signage
- Children's play structures
- Fitness circuit
- Shaded seating options
- Drinking fountains
- Small dog park area
- Lighting
- Public Art

See Chapter 4.0: Design Guidelines, for design standards and guidelines for amenities.



Example of Shaded Amphitheater

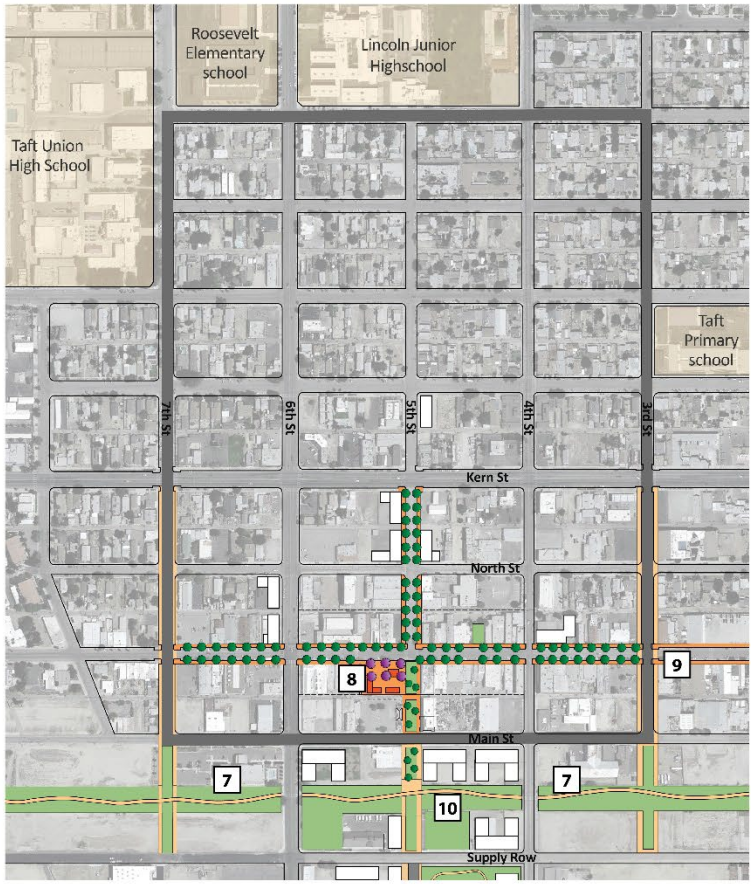


Example of Public Amenity Seating

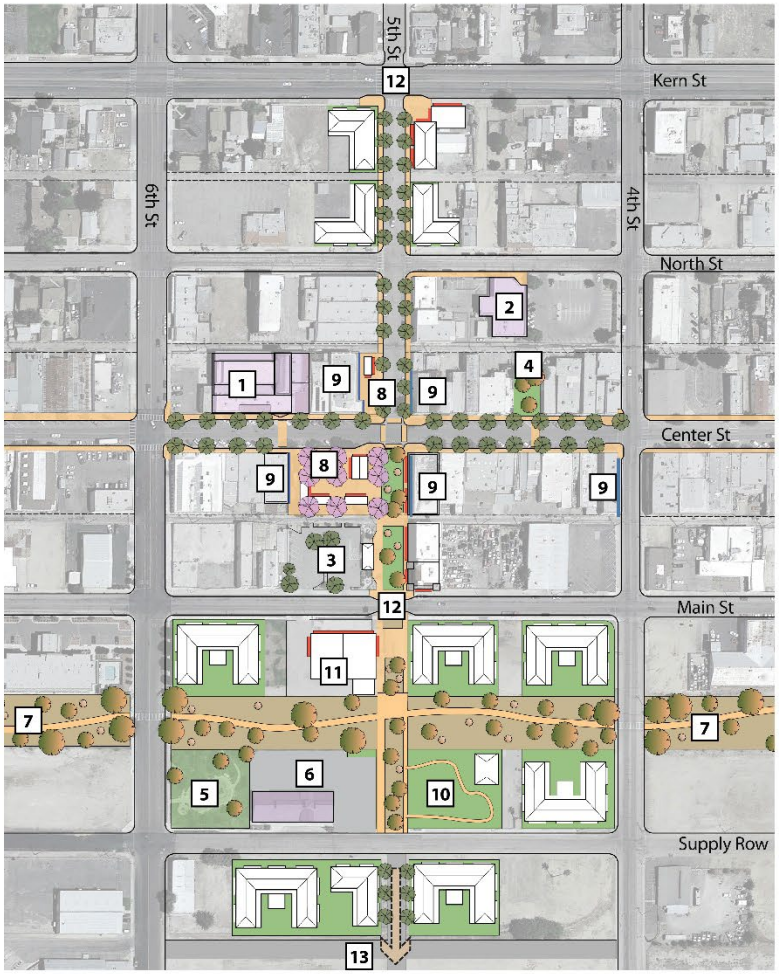
Figure 6-1: Public Realm Activation (5th Street Corridor)

DOWNTOWN TAFT SPECIFIC PLAN

Conceptual Architecture and Discovery Loop:
Connect and Revitalize the Downtown



Conceptual Plan of 5th St. Blocks from Kern St. to Supply Row



Legend

1. Existing Fox Theatre
2. Existing Post Office
3. Existing Transit Station
4. Existing "Pocket Park"
5. Oil Worker Monument Park
6. Taft Transit Center
7. Existing Linear Park
8. Potential Container Park Site for Gathering Space
9. Mural Opportunity
10. Conceptual Community Park
11. Potential Market and Retail
12. Proposed Active Node (Bulb-Out, Mixed Use, Pocket Plaza)
13. Connection to Front Street and Existing Residential Neighborhoods
14. Potential Enhanced Streetscape

Figure 6-2: 5th Street Conceptual Design

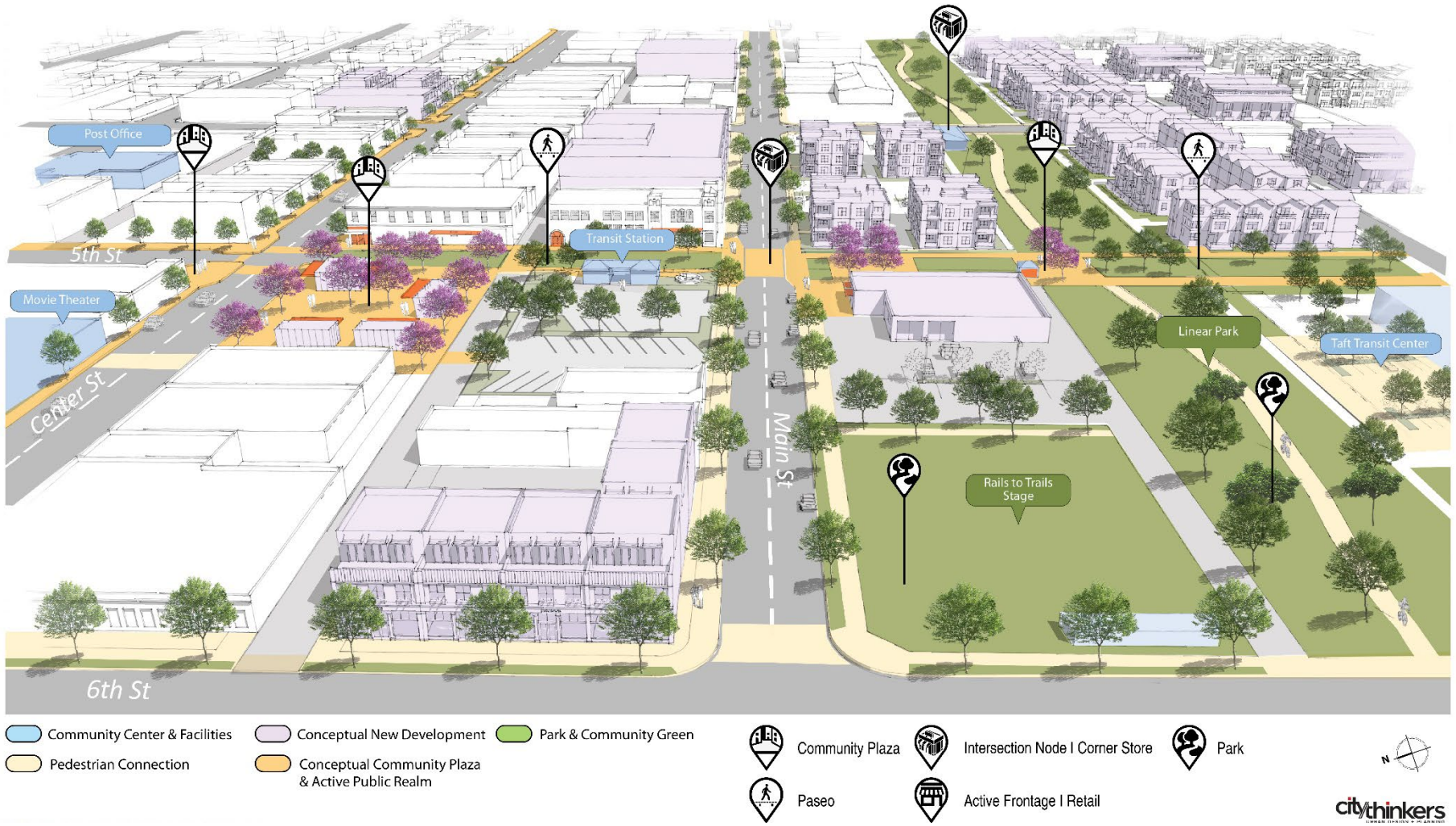
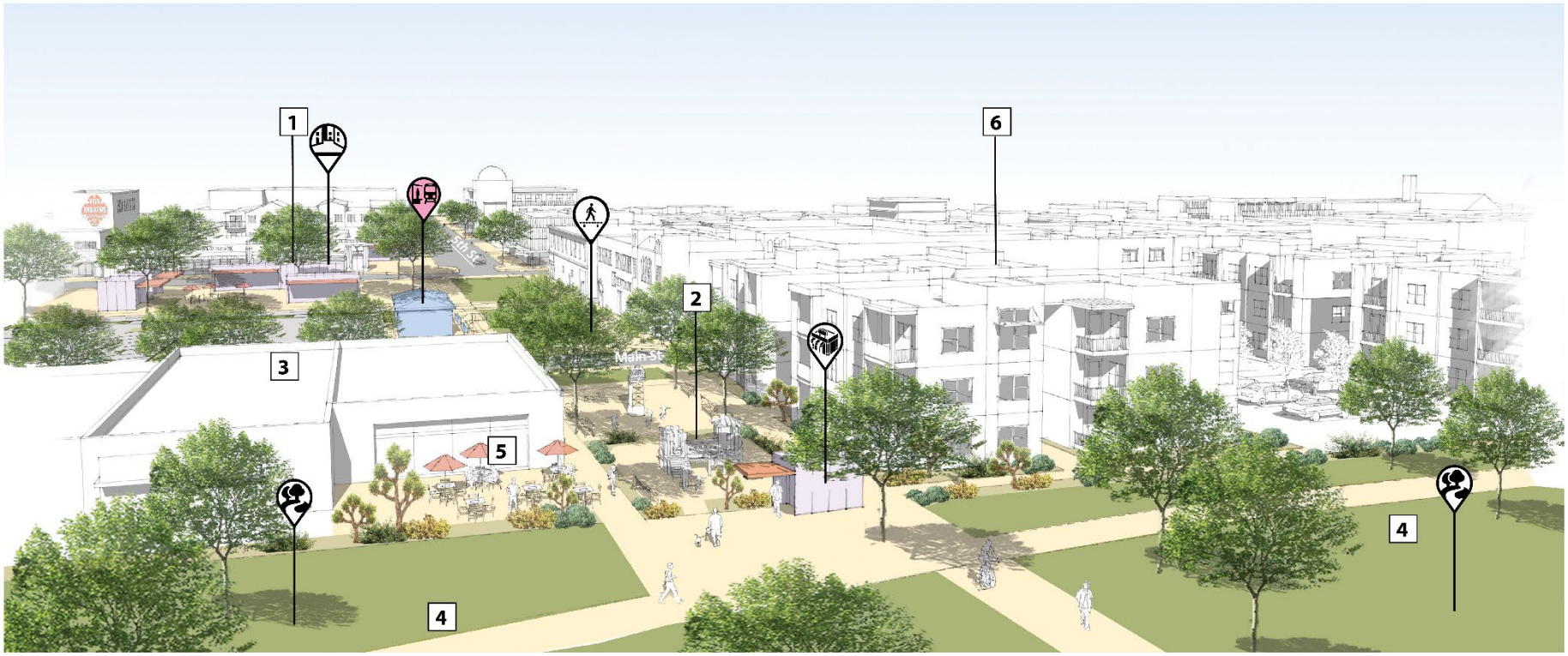


Figure 6-3: 5th Street Conceptual Design

DOWNTOWN TAFT SPECIFIC PLAN - *Conceptual Framework - 5th St. View at Rails to Trails Park Looking North*

1. *Main Community Plaza*
2. *Playground I Kids Water Play*
3. *Grocery Store I Market*
4. *Linear Park*
5. *Active Corner I Cafe I Terrace*
6. *Potential Residential I Walk Up Apartments*





Example of an Activated Street Front

6.3 Public Realm Standards

This section describes the public realm and open space standards for the Plan area.

6.3.1 Public Realm and Open Space Requirements

Although there are not specific open space, parks or other public realm improvements specifically cited in the Specific Plan, the DTSP promotes the creation of these spaces and envisions they will occur as revitalization opportunities become available. This is expected to occur over time through a variety of ways, including acquisition of property by the City, public improvements funded by grants and the City's Capital Improvement Program, public/private and public/public joint ventures, and through private commercial and residential development.

Private development park requirements may be implemented in multiple forms:

- New residential and mixed-use development may dedicate open space or public realm space as described in this chapter onsite as part of a Development Agreement.
- New residential and mixed-use development may pay an in-lieu fee, or Development Impact Fee ("DIF"), which will contribute to City acquisition and construction of open space and public realm space within the Plan Area.

6.3.2 Public Realm and Open Space Incentives

In order to further encourage private development, not only residential but also commercial and office uses to incorporate these open space and public realm spaces, the following incentives are available to new development in the Downtown area:

Permits and Project Approvals Acceleration:

New developments that provide publicly accessible plazas, or open space or other spaces as described in the Chapter into their project design may be subject to expedite approvals. Furthermore, projects that incorporate the open space and public realm objective design standards outlined in Chapter 3 may be able to process projects ministerially, provided they meet all other development standards.

Fee Reductions:

New developments or redevelopments may be subject to fee reductions if they provide publicly accessible plazas, or open space or other spaces as described in this Chapter into their developments.

Increased FAR:

Up to 10 percent additional floor area can be added to a project by providing publicly accessible public realm spaces, plazas, linear connections, or open space into their project design.

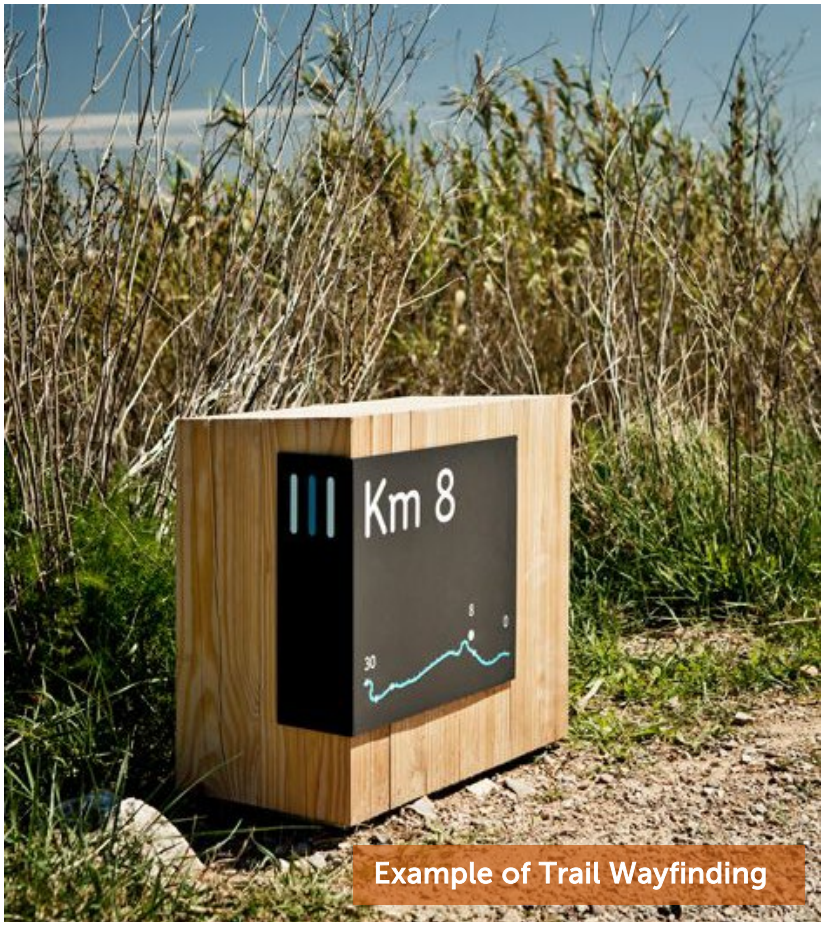
Any development interested in utilizing one or more incentives from this program will need to discuss the details with the appropriate City Staff. Incentive(s) used for a project are documented and tracked by the city and are on a case-by-case basis.

6.4 Trails Overview

The Rails to Trails shared use path serves as the key recreational foundation of Downtown Taft. In 2006 the City of Taft removed the Sunset Railway lines and repurposed this land into open green space for recreational purposes. The trail is now a well-used amenity for bicyclists and pedestrians and is a priority for improvement and expansion per the City's General Plan. Approximately 2.0 miles in length, Rails to Trails runs east to west between Highway 33 and Hillard Street. Within the Specific Plan area, the trail is located between Main Street and Supply Row and runs the entire length of the Specific Plan area.

The trail is a key component of bringing residents from outside of the Specific Plan area into the Downtown core to work, shop and socialize. Additionally, for users living in the Downtown area the trail also provides connection to surrounding neighborhoods and facilities. For example, at the western terminus, the trail links to a paseo along Hillard Street that connects users to A Street Park and Parkview Elementary School.

In line with the vision of the General Plan, this Specific Plan intends to support the expansion of the shared use path beyond the Plan area and incorporate improvements along the trail to enhance and activate the corridor.



Example of Trail Wayfinding

6.5 Public Realm Amenities and Enhancements

It is the intent of this Specific Plan for public and common open spaces to contribute to an attractive streetscape and enhance the livability of the DTSP area through plazas, paseos and activated alleys that lead to a well-connected series of recreational public spaces, extension of the Rails to Trails shared path corridor, and additional features in the public realm such as streets, lighting, landscaping and other amenities as detailed in Chapter 4.0: Design Guidelines will encourage pedestrian circulation, social interaction in the Downtown area.

A key element of this program will be encouraging development that fronts the Rail to Trails corridor to incorporate improvements and amenities that enhance the useability, connectiveness, and aesthetics of the trail. New development that has frontage along Rails to Trails should aim to maximize access, safety, and usage of the corridor by improving signage, lighting and overall aesthetic qualities through the use of various amenities. Developments should incorporate features such as shade, rest stops, public art, fitness equipment, mile markers, landscaping, and trail furnishings such as benches, waste bag dispensers, bike racks, metal trash and recycling receptacles.

Additionally, encouraging development that utilizes and enhances the public realm on local roads will facilitate the replication and expansion of the 5th Street paseo between Center Street and Main Street. The expansion and development of a network of paseos such as this is encouraged to increase pedestrian safety and enjoyment within the Downtown area.

Other public spaces such as new plazas and courtyards, through-blocks, alleys, and other pedestrian-oriented spaces shall be implemented as new development occurs within the DTSP to contribute to a vibrant, active and successful Downtown.



Example of Container Retail


Rails to Trails Corridor

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7.0 INFRASTRUCTURE

7.0 INFRASTRUCTURE

7.1 Overview

As Downtown Taft grows and develops, infrastructure and service improvements will be required to support the DTSP area. In order to proactively prepare for future demands it is important to look at the existing infrastructure to identify where improvements may be necessary. It is likely that new residential and commercial developments within Downtown Taft will need to contribute to improvements to the existing infrastructure in order to support the added intensity and growth of the area.

This chapter is intended to identify and address the relevant public services and infrastructure system needs within the DTSP area.

7.2 Water Supply

Water service is provided by West Kern Water District (WKWD). WKWD was formed in May 1959 and includes many unincorporated communities as well as the cities of Maricopa and Taft. The district has an irregular boundary and encompasses a service area of approximately 300 square miles.

WKWD recently updated its Urban Water Management Plan in 2020. The Plan describes the district's water supply, water demands, water reliability, and water conservation efforts. This document provides estimated population growth and water demands through the year 2045 and serves as a long-range planning document for the district.

WKWD contracted with Kern County Water Authority (KCWA) in 1966 to receive an allotment of water through the State Water Project (SWP). The 2020 Plan states that WKWD is allocated approximately 31,500 acre-feet of water per year (AFY) by KCWA. However, this number represents the maximum WKWD can request annually, the Department of Water Resources (DWR) determines the amount that will actually be delivered in a given year. Given this, the supply received each year is generally lower than 31,500 AFY.

The Plan projects that between 2020 and 2045 the total supply will decrease from 25,700 AFY to 25,100 AFY and the demand will increase from 16,338 AFY to 17,735 AFY. Additionally, the plan provides analysis for dry years and includes banking groundwater for use in these dry years. This analysis in the Plan shows that WKWD has adequate supplies to meet demands during normal, single-dry, and multiple-dry years throughout the 25-year planning period, particularly due to the long history of banking groundwater for use in dry years.

While the existing water system could support some of the intended growth within the DTSP area, future development that proposes significant increase in the number of residential units or square footage of non-residential use, will need to conduct project level analysis to determine available water system capacity. Depending on the intensity, future development may require the upsizing of existing water mains. Exact sizing and location of mains would be

determined for each proposed development when project information is known. See Figure 7-1: Water Map for more details on location of facilities.

Additionally, future development will need to consider the existing connection lines as they could be old and may require replacement in connection with site specific renovation and/or expansion projects.



West Kern Water District Offices

7.3 Wastewater

Wastewater service is provided by the City of Taft. The City of Taft amended its Sewer System Maintenance Plan in 2018. The goal of the plan is to provide high quality and reliable wastewater collection for Taft residents but maintaining, improving, and providing collection infrastructure that has adequate capacity.

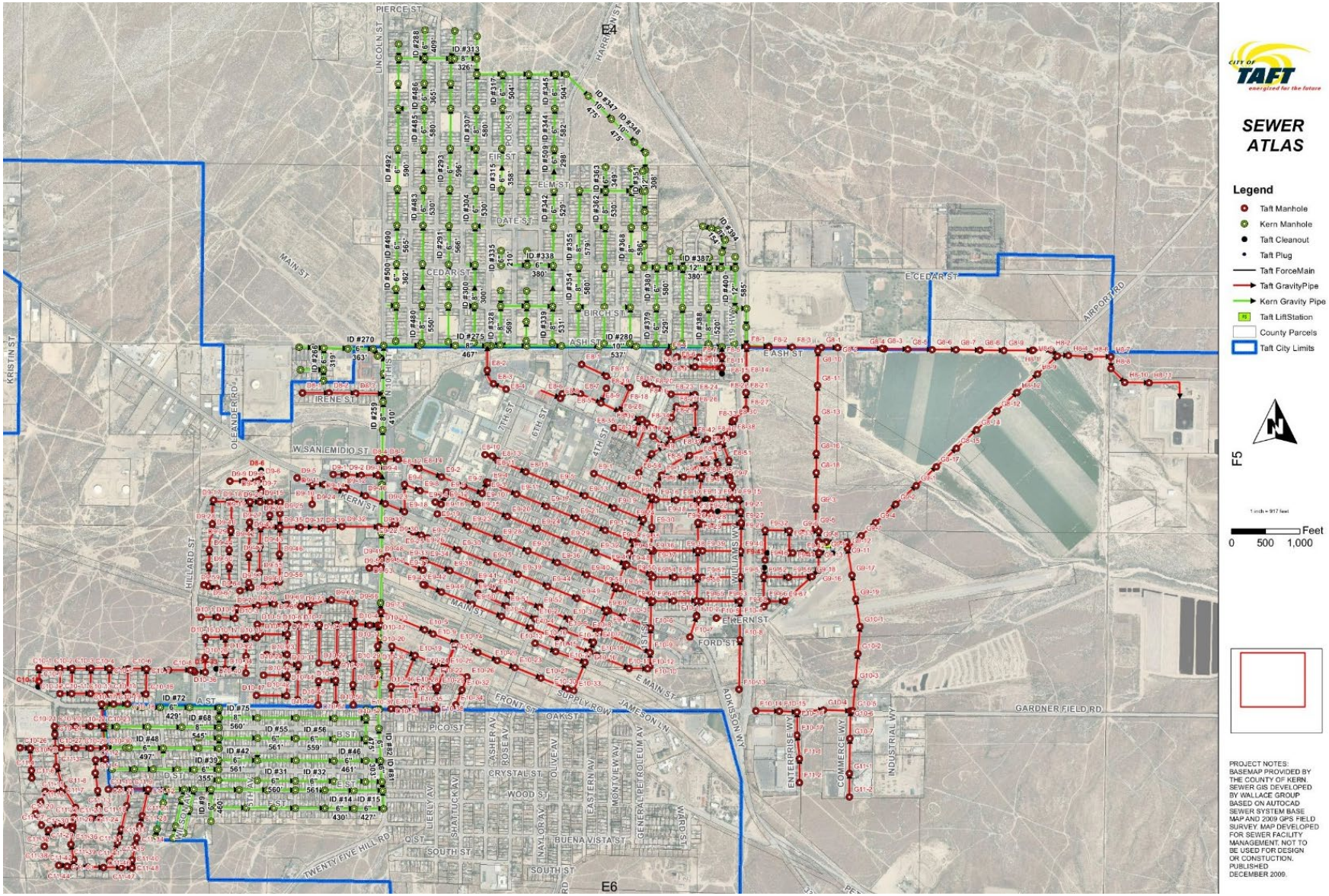
The Taft Wastewater Treatment Plant, is located at 1120 East Ash Street, is jointly owned by the City of Taft (52%) and the Ford City-Taft Heights Sanitation District (48%). The City of Taft operates the sewer plant through a contract with the Kern Sanitation Authority. The Wastewater Treatment Plant was recently upgraded in 2015 with the installation of processing equipment that resulted in more efficient processing of wastewater. These upgrades increased the treatment capacity of the facility without creating new pits.

Wastewater service is provided to all areas within the City's Municipal Boundary, which includes the DTSP area. There are existing gravity pipes that run throughout the DTSP area, which could support some of the intended growth within the DTSP area, proposed developments producing a significant increase in the number of residential units, or square footage of non-residential use, will need to be evaluated to determine available system capacity of sewer systems. See Figure 7-2 for more information on existing facilities.

Figure 7-1: Water Map



Figure 7-2: Sewer Map



7.4 Drainage and Storm Water Quality

Per the City of Taft Sewer Maintenance Plan, the city has a predominantly "surface flow" storm water conveyance system that does not include any underground storm water assets. The majority of storm water flows drains northeastward and are conveyed through a curb and gutter conveyance system that ultimately flow to the Sandy Creek which runs along the northern City boundary. There is only one significant storm drain line within the city limits, but there is no segment of it that is within or even crosses through the DTSP area. Due to the lack of facilities, no service map is available.

The city and surrounding County neighborhoods do not have soils that are conducive for recharging drainage flows into a typical detention/retention basin that is now standard with new developments. New development will need to consider this when siting and grading for buildings to avoid issues with concentration of water and ponding near buildings.



Taft Wastewater Treatment Plant

7.5 Telecommunications and Cable Service

The City of Taft is serviced by the following providers for telecommunication and cable services.

Telephone services:

- AT&T
- Spectrum
- Frontier

Cable and satellite services:

- AT&T
- Spectrum
- Direct TV
- Dish Network
- Frontier

Internet services:

- AT&T
- Spectrum
- Dish Network

7.6 Energy

The City of Taft receives its electricity and natural gas services by Pacific Gas & Electric (PG&E) and SoCal Gas.



Oil Derrick Monument

7.7 Public Facilities

7.7.1 Fire Service

In 2007, the City of Taft entered into a Fire Protection Agreement with the Kern County Fire District (KCFD). As a result of the Agreement, the KCFD became the exclusive provider of fire protection services to the City of Taft and the City's fire personnel were absorbed within the KCFD. The KCFD serves approximately 8,000 square miles, which includes the City of Taft. The City of Taft is primarily served by the KCFD Fire Station 21 located at 303 N. 10th Street in Taft. This station has a response area of 172 square miles. The staff and equipment at this station includes Engine 21 with a Captain, Engineer, and Firefighter, Truck 21 with a Captain, Engineer, and Firefighter, and a Battalion Chief as Battalion 2. The Taft Station 21 is the Battalion 2 headquarters station. There are no official service standards, however, the KCFD recommended response time standards are 4 minutes in suburban areas. KCFD also conducts fire plan check reviews of construction drawings for new developments.

There are no areas in the City of Taft or the Planning Area that are located within a Very High Fire Hazard Severity Zone. The Specific Plan area is designated as within a Moderate Fire Hazard Severity Zone. Within recent years there have been numerous urban and wildland fires within Kern County and vicinity. In Kern County, forest and grass fires are the main types of wildland fires of concern. Fortunately, no major wildfires have affected the City of Taft in recent years.

In line with the General Plan, all new development within the Specific Plan area should comply with the Fire Code and be reviewed for adequate water supply and pressure, fire hydrants, and access to structures by firefighting equipment and personnel.

7.7.2 Police Service

The Taft Police Department provides protection to approximately 15 square miles of the city and over 9,000 people. The Taft City Police Department building is located at 320 Commerce Way, approximately half a mile east of the eastern Specific Plan boundary. Additionally, the Kern County Sheriff's Office is located at 315 N Lincoln St, approximately one mile north of the northern Specific Plan boundary.

The Taft Police Department also has a shared services agreement with Kern County Sheriff's Office. This agreement allows each department to respond to each other's calls for service in the adjacent County communities of Ford City, South Taft, and Taft Heights.



Kern County Fire Department Buildings



Kern County Fire Department Appliance

7.7.3 Emergency Medical Services

Emergency medical services in the City of Taft are provided by Hall Ambulance Services (HAS), which operates under a performance-based contract with Kern County.

7.7.4 Schools

The closest schools to the DTSP area are Taft Primary Elementary School and Taft Union High School. Taft Primary Elementary School is the located at 212 Lucard St, approximately half a block north of the Specific Plan area. Taft Union High School is located at 701 Wildcat Way, approximately two blocks north of the Specific Plan area. Additionally, Taft has a public community college, Taft College located 29 Cougar Ct, approximately 0.3 miles north of the Specific Plan area.


Kern County Police Department



Taft College



Hall Ambulance Post 21, Taft, CA

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8.0 IMPLEMENTATION AND ADMINISTRATION

8.0 IMPLEMENTATION AND ADMINISTRATION

8.1 Overview

This chapter describes the processes, procedures, and funding strategies for implementation in order to achieve the visions and goals of the Specific Plan. This chapter establishes procedures that allow flexibility in the development of the DTSP Area to respond to market conditions over the anticipated buildout of the DTSP while ensuring consistency with the purpose and intent of the Specific Plan.

8.2 Administration

The requirements of this chapter shall be administered and enforced by the City of Taft Planning and Development Services Department and other City departments in the same manner as the provisions of the City of Taft Zoning Ordinance (Title VI), and in conjunction with the policies contained in this Specific Plan.

Unless otherwise specified, where the provisions of this Specific Plan differ from those in the Zoning Ordinance (Title VI), the provisions of this Specific Plan shall take precedence. Where the Specific Plan is silent on a topic, the requirements of the Zoning Ordinance (Title VI), shall remain applicable.

The Planning and Development Services Director is responsible for interpretation of the Specific Plan, including each of its appendices. The Director is also responsible for determination of substantial conformance. Substantial conformance means that the proposed development is generally consistent with the Specific Plan. The Director should consider the following factors when determining substantial conformance:

- The proposed development is consistent with the vision, intent, and purpose of the Specific Plan.
- The proposed development does not alter the intent of the Specific Plan as defined by policy and regulatory framework for development, consistent with the goals, policies, standards, and/or other Specific Plan elements.
- The proposed development is consistent with good planning practice.
- The proposed development is consistent with the architectural and design guidelines provided in the DTSP.
- The proposed development does not create a potentially significant environmental impact.


Oil Worker Monument

8.3 Severability

If any section, text, exhibit, attachment, table, or portion of this Specific Plan is found to be invalid or unconstitutional by any court of competent jurisdiction, that portion shall be deemed a separate, distinct, and independent provision and the invalidity of that provision shall not affect the validity of the remaining portions of the Specific Plan.

8.4 Environmental Review

The Downtown Taft Specific Plan was required by California law to undergo environmental review in accordance with the California Environmental Quality Act (CEQA). Pursuant to State and local CEQA guidelines, the City of Taft prepared and an Initial Study (IS) and Mitigated Negative Declaration (MND) (State Clearinghouse No. ##########, adopted on XXX XX, XXX) to address the potential environmental impacts of the DTSP. The IS/MND analyzes the DTSP at a programmatic level and also assists development at a project-level to alleviate or bypass CEQA requirements if development is deemed consistent. Prior to the approval of the Specific Plan, the IS/MND was considered and certified by the Taft City Council. Any amendments to this Specific Plan or discretionary approvals required to implement this Specific Plan are subject to the requirements of CEQA. As stated above, it is the intent that through the MND process adhering to the land use regulations and design standards



Fox Theatre, Downtown Taft

of this Plan may not require an extensive California Environmental Quality Act ("CEQA") review process.

8.5 Subsequent Development Entitlements/Construction and Development Permits

Applications for permits, subdivision maps, or other future development actions pursuant to this Specific Plan shall be acted upon in accordance with the applicable decision-making processes established in this Specific Plan, as well as the applicable sections of the Subdivision Ordinance (Title X) and the Zoning Ordinance (VI) of the Municipal Code. The type of application requested determines the process that shall be followed for each application. The following sections describe the processes for various types of development approvals as well as minor and major specific plan amendments. The section is intended to allow for flexibility during future build-out of the Project under the Specific Plan. Any permits not set forth in this Specific Plan shall be considered in accordance with the provisions of the Subdivision Ordinance (Title X) and the Zoning Ordinance (VI) as applicable.

8.5.1 Ministerial Review

Ministerial Review is an administrative process in which the Planning and Development Services Director can approve, deny, or grant minor deviations to a project that substantially conforms to the DTSP (as defined above in section 8.2). Ministerial review is intended to be a “check-the-box” review and is not intended to include interpretations. However, should the DTSP need interpretation for substantial conformance, it is the responsibility of the Planning and Development Services Director to interpret the Specific Plan and proposed development based on the factors outline in section 8.2 above. It is noted however, that despite a Ministerial Review process, there will still be conditions of approval requiring necessary permits such as, but not limited to, grading, street improvements, infrastructure improvements and building permits.

8.5.2 Discretionary Review

Discretionary Review matters require application for applicable permits and a review and decision by an approval body. In the City of Taft, the Planning Commission and/or City Council represent the approval body. Public noticing and public hearings before the approval bodies are required. In turn, additional CEQA analysis may be required. Examples of discretionary review include:

- Conditional Use Permits (CUP)
- Tentative Maps (TM)
- Specific Plan Amendments
- Variances



The State Bank of Taft Building, 5th Street and North Street, Downtown Taft

8.6 Minor Modifications / Substantial Conformance

The minor modifications outlined in this section do not require a Specific Plan Amendment and are subject to review and approval by the Planning and Development Services Director. Minor modifications should be identified as part of the required development application(s). The Planning Director shall find the minor modification in substantial conformance with the Specific Plan as defined in Section 8.2 above.

8.6.1 Equivalent or Deviation of Development Standards

If an application proposes an alternative or a minor deviation from the development standards provided in this Specific Plan but is still in substantial conformance (as defined above in section 8.2) with the Specific Plan, then the application may be ministerially approved by the Planning Director.

Examples include:

- Substitution of construction materials or methods for materials or methods that are functionally equivalent or superior.
- Substitution of required landscaping materials for like or similar materials.
- Minor changes to or deviations from architectural details, landscape treatments, fencing, lighting, or other similar standards.
- Reduction in off-street parking spaces for non-residential uses of no more than 10 percent of the minimum required parking spaces.
- Building/landscape setback reduction, of no more than 10 percent of the minimum required setback area.
- Building height increase of no more than 10 percent of the maximum allowable building height.
- Modifications of a similar nature to those listed above, which the Planning Director deems minor and in line with the intent of the Specific Plan.

8.7 Specific Plan Amendments

All Specific Plan modifications that do not meet the criteria of a Minor Modification as defined in this chapter shall require a formal Specific Plan Amendment. Authority for approval of specific plan amendments shall be vested in the City Council. The application and hearing process shall follow the “General Plan Amendment “process outlined in Chapter 2: Permits and Approvals of the City’s Zoning Ordinance (Title IV).


Rails to Trails Corridor

8.8 Capital Improvement Program

The implementation of the DTSP will occur over the next several years. The implementation of the DTSP will rely heavily on both public and private investment and funding. Public investment is necessary to attract developers and contribute to a successful and well maintained Downtown. This section identifies improvements, timeframes, responsibilities, costs, and potential funding sources for a range of capital improvement projects within the DTSP area.

8.8.1 Anticipated Public Improvements:

- Rails to Trails improvements and enhancements
- Water supply facilities
- Stormwater and drainage facilities
- Wastewater management and facilities
- Dry utilities maintenance and collaboration with PG&E to underground their utilities within DTSP area.
- Circulation network improvements
- Streetscape enhancements
- Public realm amenities and investment

8.8.2 Funding Sources

A capital improvement program is important to the implementation of this Specific Plan. The capital improvement program needs to ensure the timely financing of public streets, utilities, public realm, and other necessary capital improvements. Various options are available for the financing and funding of capital improvements, operations, and maintenance of said improvements associated with the Specific Plan. Some of the possible funding sources for public improvements are listed below:

- Community Development Block Grant (CDBG)
- Transformative Climate Communities (TCC)
- Affordable Housing and Sustainable Communities (AHSC)
- Infill Infrastructure Grant
- The Infrastructure and Economic Development Bank (IBank)
- City of Taft General Fund
- Caltrans



Grocery Outlet Mural



Grocery Outlet Mural

8.8.3 Financing Tools

Business Improvement District (BID): A BID is a public/private partnership designed to improve local public services, enhance economic growth, and increase services, such as security, maintenance, marketing and capital improvements, within business areas. A BID is a form of an assessment district for an area that is fixed, established, and formed by a city. A BID is not itself a unit of government but instead is a program of the city that establishes it. The board of directors of a BID is normally elected, in a self-administered proceeding, by the business or property owners subject to the BID assessment.

The BID allows the governing body (City Council) to levy an additional tax on property owners or businesses within a designated area and to utilize the revenues for improvements and programs, subject to a majority vote of the property owners or business owners, within the proposed district. Establishing a BID is voluntary.

Community Facility District (CFD): A Community Facilities District is a Special Tax District formed under the Mello-Roos Community Facilities Act of 1982 that funds public improvements and ongoing services within an identified area. A CFD can provide financing for a variety of local public facilities and services, such as street improvements, water infrastructure, wastewater infrastructure, drainage, electricity, schools, parks, and police protection. Under State law, any county, city, special district, school district or joint powers of authority may establish a CFD. In order to establish a CFD, it must be approved by a two-thirds margin of qualified voters in the district. If there are fewer than twelve registered voters within the district, the vote may be passed by current landowners. At the close of the legal proceedings, an established CFD has all the legal privileges of a legally sanctioned governmental body. The legislative body of the public entity that creates the CFD serves as the legislative body of the district.

Enhanced Infrastructure Financing District (EIFD): EIFDs are a tool to fund economic development projects within a geographic boundary utilizing tax increment financing. They are a tool for economic development at the local level and offer a means to spur new infrastructure, attract new capital deployment, and align public funding resources in a geographic area to support businesses and residents.

As part of the formation of an EIFD, the entity forming an EIFD (typically a City Council) must complete a Resolution of Intention (ROI) that describes the district's boundaries, states the type of public facilities and development proposed to be financed or assisted by the EIFD, states the need for the EIFD and the goals it proposes to achieve, states that incremental property tax revenue from the City may be used to finance the activities of the EIFD, and fixes a time and place for a public hearing for approval of the district. EIFDs are governed by a Public Financing Authority (PFA) made up of five members (of at least three elected officials and two local community members who live or work in the district

area). The PFA oversees the creation of the District's Infrastructure Financing Plan (IFP), which outlines the specific projects the District will fund.

Community Revitalization and Investment Authority: (CRIA): In 2015, the State of California established CRIAs, another type of tax increment financing district, that increases funding for and production of affordable housing in disadvantaged communities as well as other types of infrastructure projects. To qualify, a city or county must meet the criteria for disadvantaged communities, including having areas with high unemployment or high crime rates, neighborhoods with deteriorated infrastructure, and/or areas with a significantly lower median household income.

After its formation by the governing body of a city or county, a CRIA must adopt a revitalization plan which identifies the specific activities the CRIA will carry out and finance, and limits activities to only the designated areas defined by the plan. Community identified projects that a CRIA might undertake may include improvements to existing infrastructure, construction of new infrastructure, building parks and open space, remediating contaminated properties, providing financial assistance to small businesses and entrepreneurs, and constructing affordable housing.

CRIAs are governed by a five-member board made up of at least three members of a legislative body and two community members who live or work in the district area.

8.9 Implementation Strategy

Table 8-1: Implementation Strategy below includes a list of actions broken up by the key themes identified in Chapter 2; strong economy, sustainable development, active community and community character. These actions help to ensure that the DTSP is successfully implemented in line with the vision.

Table 8-1 summarizes each action and provides an estimated timeframe, assigns primary responsibility, estimates approximate costs, and identifies potential funding sources. Cost estimates and funding may change over time based on development activity, funding availability, and staffing resources.

Table 8-1: Implementation Strategy

Theme	Action	Timeframe	Responsibility	Cost	Potential Funding Source
Strong Economy	Develop marketing and promotional materials geared to attracting businesses to invest in Downtown Taft.	1-5 years	Planning and Development Department	<$50,000	General Fund
	Partner with the Taft District Chamber of Commerce and other interested party's such as California State University - Bakersfield and Fresno State's Office of Community and Economic Development, to create a business assistance program that connects local businesses and fosters collaboration and support by providing local businesses with technical assistance in marketing, accounting, or finance.	1-5 years	Planning and Development Department	<$50,000	General Fund
	Create an economic development task force for ongoing collaboration between the public and private sectors to discuss how the city could better facilitate economic development. Representatives from the business community could include business owners, property owners and developers, or leaders	1-5 years	Planning and Development Department	<$50,000	General Fund

Theme	Action	Timeframe	Responsibility	Cost	Potential Funding Source
	from the Chamber of Commerce or other business groups.				
	Maintain a regularly updated inventory of available commercial and industrial spaces on the City's website.	1-5 years	Planning and Development Department	<$50,000	General Fund
	Create a Business Improvement District to contribute to the maintenance, development, and marketing of downtown by working with local property owners and commercial tenants.	1-5 years	Planning and Development Department; City Council; City Administration	<$50,000	Business Improvement District formation
	Leverage vacant, or underutilized buildings as temporary pop-up business space. Establish temporary activity permits for pop-ups.	1-5 years	Planning and Development Department	<$50,000	General Fund
	Partner with the Taft College, Taft Union High School and local businesses to provide opportunities for internships and other vocational training to retain young working professionals in Taft.	1-5 years	Planning and Development Department; City Manager's Office	<$50,000	General Fund
Sustainable Development	Create a green building and adaptive reuse incentive program for the Downtown area. This program could include an expedited permitting process, reduced building and permit fees, and/or tax	1-5 years	Planning and Development Department	<$100,000	Affordable Housing and Sustainable Communities

Theme	Action	Timeframe	Responsibility	Cost	Potential Funding Source
	credits for developers of green buildings and adaptive reuse in the downtown area.				
	Study and develop an updated Transfer of Development Rights (TDR) program that will assist in overall preservation efforts in Downtown Taft.	1-5 years	Planning and Development Department	<$50,000	General Fund
	Develop a housing needs assessment that is updated annually. Study/seek funding opportunities to create housing.	1-5 years	Planning and Development Department	<$50,000	General Fund; Affordable Housing and Sustainable Communities
	Improve infrastructure in the downtown area, including facility upgrades and service improvements in order to support growth. Seek various funding sources in the short term until long term funding mechanisms are in place.	5-15 years	Public Works	Greater than $1,000,000	Enhanced Infrastructure Financing District, Infrastructure and Economic Development Bank, Infill Infrastructure Grant
	Create incentive programs prioritizing projects that provide diversity in housing and business investments in Downtown Taft. Incentives may include expedited permit and approval processing, fee	1-5 years	Planning and Development Department	<$50,000	General Fund

Theme	Action	Timeframe	Responsibility	Cost	Potential Funding Source
	waivers, density bonuses, and other programs.				
Active Community	Implement the approved wayfinding signage program for the downtown area to help to improve the accessibility, attractiveness and vibrancy of the downtown area and creates a distinctive image for Downtown Taft.	1-5 years	Planning and Development Department	$50,000 - $250,000	Business Improvement District formation, Community Facility District CFD, Community Development Block Grant
	Enhance and promote a regular farmers/vendor market in downtown Taft to attract local small businesses, non-profits, local farmers and residents to Downtown Taft through regular scheduling and temporary street closures.	1-5 years	Planning and Development Department; local businesses/non-profits; or regional farmers	<$50,000	General Fund
	Design and construct pedestrian connectivity and access improvements throughout downtown, including but not limited to ADA compliance, enhanced crosswalks, shade trees, benches and other amenities.	5-15 years	Public Works	$500,000 - $1,000,000	Community Development Block Grant, Infrastructure and Economic Development Bank, Infill Infrastructure Grant

Theme	Action	Timeframe	Responsibility	Cost	Potential Funding Source
	Design and construct a core bicycle network throughout Downtown. Link the bike network to the rest of Taft.	5-15 years	Public Works	$250,000 - $500,000	Affordable Housing and Sustainable Communities, Community Development Block Grant
	Expand bike parking supply including short-term, long-term and bike sharing facilities for both commercial and residential land uses.	1-5 years	Planning and Development Department	$250,000 - $500,000	Affordable Housing and Sustainable Communities, Community Development Block Grant
	Partner with West Side Health and/or other medical providers to host informational meetings and/or create educational content for healthy downtown living.	1-5 years	Planning and Development Department	<$50,000	General Fund
Community Character	Implement a community art and/or mural program to enhance the downtown area and create a local sense of place.	1-5 years	Planning and Development Department	<$50,000	Community Facility District, Community Development Block Grant
	Invest in streetscape elements, lighting, signage, historical markers, and public art; prioritizing Downtown's history.	1-5 years	Planning and Development Department	$50,000 - $250,000	Community Development Block Grant, Enhanced

Theme	Action	Timeframe	Responsibility	Cost	Potential Funding Source
					Infrastructure Financing District, Infrastructure and Economic Development Bank
	Invest in the creation of new and improved public spaces that can be used to host seasonal festivals and gatherings, and that feature public art. Prioritize investments in existing public spaces and facilities that host public events.	1-5 years	Planning and Development Department	$250,000 – $500,000	Community Development Block Grant, Enhanced Infrastructure Financing District, Infrastructure and Economic Development Bank
	Incentivize the use of privately-owned, vacant, or underutilized buildings as temporary art space that welcomes interactive components. Incentives can be in the form of grants, fee waivers, or tax breaks.	1-5 years	Planning and Development Department	<$100,000	General Fund, Public Art Grants
	Adopt regulations that help preserve and adapt historic buildings downtown, in order to help retain the history of Downtown Taft through establishing criteria for	1-5 years	Planning and Development Department	<$50,000	General Fund

Theme	Action	Timeframe	Responsibility	Cost	Potential Funding Source
	historic downtown landmarks and buildings.				
	Establish a program to connect available and underutilized venues with those seeking spaces for special events.	1-5 years	Planning and Development Department	<$50,000	General Fund
	Streamline event permitting and support the creation of a Special Event Task Force to organize, promote and run festivals, parades and other outdoor public events to promote downtown as an entertainment destination	1-5 years	Planning and Development Department; City Manager's Office	<$50,000	General Fund



Taft City Hall



APPENDIX A – PROFORMA ANALYSIS

RICK
Planning + Design

MEMORANDUM

TO: Mark Staples, Planning and Development Services Director, City of Taft

FROM: Britt Palmberg, AICP, Principal Planner/Economic Analyst, RICK Planning + Design

DATE: February 11, 2022

SUBJECT: Downtown Taft Specific Plan Proforma Analysis Summary – City Owned Properties at the Northeast and Southwest Corners of 4th Street and Supply Row

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Rick Engineering Company – Planning + Design Division (RICK) has prepared this memorandum to summarize proforma analyses conducted for two potential sites for residential development within the Downtown Taft Specific Plan area based on the Preferred Land Use Plan. The first subject property is a 1.06-acre parcel at the northeast corner of 4th Street and Supply Row, currently owned by the City. The second subject property is a 6.71-acre parcel at the southwest corner of 4th Street and Supply Row, also currently owned by the City. The purpose of the proforma exercise is to understand the underlying economics concerning the potential development of these two key sites within the Downtown Taft Specific Plan area.

The attached sheets provide the results of the proforma analyses, as well as underlying assumptions for the proforma exercise. The following outlines key assumptions for the proforma exercise:

- The proformas assumed the construction of either a standard, wood construction residential multi-family project, or a wood construction townhome project, on the City-owned properties. The proformas were developed to reflect the financial returns to a third-party developer that would acquire a particular parcel from the City of Taft and proceed with construction of residential units (either townhomes, or multi-family apartments).
- The proformas integrate assumptions concerning hard and soft costs, based upon research in the local market and the experience of our team in working in markets across California and across the country.
- The proformas include assumptions concerning anticipated revenues from either the rental of multi-family units, or the sale of townhomes.
- The proforma analyses assumed that the City would sell the subject parcel to a potential developer, using assumptions for the sales price of a vacant lot in the Taft area (on a per acre basis).

- The scenarios assume that townhomes would be developed at a density of 12 units per acre and that apartments would be developed at a density of 24 units per acre. This density range of 12 to 24 units per acre aligns with the density articulated in the Preferred Land Use Plan for the Downtown Taft Specific Plan.

The following table summarizes the findings of the proforma analysis for the various scenarios.

Scenario	Parcel	Description	Units	IRR	NPV	Gap Financing Needed	Gap / Unit
1	NE corner, 4th & Supply Row (1.06 Acres)	Apartments, 24 DU / AC	25	-0.3%	($1,457,499)	$0	$0
2	NE corner, 4th & Supply Row (1.06 Acres)	Apartments, 24 DU / AC	25	14.0%	$560,849	$2,200,000	$88,000
3	SW corner, 4th & Supply Row (6.71 Acres)	Apartments, 24 DU / AC	161	-0.3%	($9,366,385)	$0	$0
4	SW corner, 4th & Supply Row (6.71 Acres)	Apartments, 24 DU / AC	161	14.0%	$3,661,138	$14,200,000	$88,199
5	NE corner, 4th & Supply Row (1.06 Acres)	Townhomes, 12 DU / AC	12	-7.4%	($292,128)	$0	$0
6	NE corner, 4th & Supply Row (1.06 Acres)	Townhomes, 12 DU / AC	12	14.0%	$72,092	$397,000	$33,083
7	SW corner, 4th & Supply Row (6.71 Acres)	Townhomes, 12 DU / AC	80	-4.2%	($1,470,686)	$0	$0
8	SW corner, 4th & Supply Row (6.71 Acres)	Townhomes, 12 DU / AC	80	14.0%	$313,718	$1,945,000	$24,313

- Scenarios 2, 4, 6, and 8 calculated the upfront financial gap financing that would be necessary to result in an Internal Rate of Return (IRR) of 14 percent, for a third-party developer. An IRR of 14 percent represents a generally acceptable level of return for a potential developer, given the level of risk inherent in new construction and development. The level of gap financing necessary for the scenarios varied widely, from less than $400,000 for Scenario 6 to over $14 million for Scenario 4. The proforma exercise also calculates the necessary gap financing for these Scenarios on a per-unit basis. The gap required ranged from approximately $24,000 per unit for Scenario 8 to over $88,000 for Scenarios 2 and 4.

- Overall, the scenarios involving the development of the larger parcel, on the southwest corner of 4th Street and Supply Row, required larger quantities of gap financing to result in financially feasible projects. However, on a per-unit basis, the townhome project on the larger parcel resulted in lower financial gaps per unit, compared to developing townhomes on the smaller parcel (on the northeast corner of 4th Street and Supply Row).apartments.
- The scenarios involving townhome development required less gap financing overall, and less gap financing on a per unit basis, compared to scenarios involving the development of for-rent apartments. However, the Scenarios involving townhomes resulted in the development of fewer residential units, compared to Scenarios involving apartments.
- Scenarios that did not involve the provision of any gap or outside financing resulted in negative Net Present Values (NPV) and negative IRR, indicating that these projects would not be financially feasible for a potential developer. Therefore, the analyses indicate that some level of financial support, or gap financing, would be necessary to attract residential developers to pursue any of these residential projects in the Downtown area.
- The results of these proforma analyses should assist the City in considering options for developments at different densities, and on different parcels, in the Downtown area.
- These proforma analyses represent high level analyses using general assumptions from around Taft and the region. Individual projects would need to be evaluated in greater detail to determine financial feasibility as more detailed plans for parcels in the Downtown area come into focus.

DOWNTOWN TAFT PROFORMA							
CITY PARCEL - NEC 4TH & SUPPLY ROW							
FEBRUARY 10, 2022							
SCENARIO 1: FOR-RENT APARTMENTS ON 1.06 ACRES - NO GAP FINANCING PROVIDED							
	Year 0	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**
REVENUES / CASH INFLOWS							
Upfront Financial "Gap" Infusion		$0					
Potential Residential Revenue (Phase 1)			$337,500	$347,625	$358,054	$368,795	$379,859
Less: Vacancy (Residential)			$16,875	$17,381	$17,903	$18,440	$18,993
Net Residential Revenue (Phase 1)			$320,625	$330,244	$340,151	$350,356	$360,866
Operating Expenses (Residential)			$112,219	$115,585	$119,053	$122,624	$126,303
Operating Profit (for Rental Operations)			**$208,406**	**$214,658**	**$221,098**	**$227,731**	**$234,563**
Terminal Value of Rental Portfolio						**$4,691,261**	
TOTAL REVENUES / CASH INFLOWS	**$0**	**$0**	**$208,406**	**$214,658**	**$221,098**	**$4,918,993**	
COSTS / CASH OUTFLOWS							
Purchase of Subject Property	$62,334						
Hard Costs:							
New Residential Apartment Space		$4,050,000					
New Parking Spots (Phase 1)		$152,000					
Soft Costs:							
Architecture / Engineering	$0	$378,180	$0	$0	$0	$0	
General Contractor	$0	$336,160	$0	$0	$0	$0	
Legal / Permitting	$0	$84,040	$0	$0	$0	$0	
Marketing	$0	$0	$12,825	$13,210	$13,606	$14,014	
Contingency (% of Hard and Soft Costs)	$0	$500,038	$1,283	$1,321	$1,361	$1,401	
TOTAL COSTS / CASH OUTFLOWS	**$62,334**	**$5,500,418**	**$14,108**	**$14,531**	**$14,967**	**$15,416**	
NET CASH FLOW	**($62,334)**	**($5,500,418)**	**$194,299**	**$200,128**	**$206,132**	**$4,903,577**	
IRR	**-0.3%**						
NPV	**($1,457,499)**						

DOWNTOWN TAFT PROFORMA				
CITY PARCEL - NEC 4TH & SUPPLY ROW				
ASSUMPTIONS PAGE - FEBRUARY 10, 2022				
SCENARIO 1: FOR-RENT APARTMENTS ON 1.06 ACRES - NO GAP FINANCING PROVIDED				
		UNIT	**SOURCE**	**NOTES**
PROGRAM				
New Residential Apartment Space	22,500	SF	Project Data concerning site	Assumes a 1.06 acre site netting 25 residential units (24 dwelling units per acre), at an average size of 900 SF per unit
New Parking Spots (Phase 1)	38	EA	Project Data concerning site	Assumes 1.5 parking spaces per residential unit. Note - Taft's municipal code requires 1.5 spaces for 1BR units, 2 spaces for 2 BR units
REVENUES / CASH INFLOWS				
Residential Rental Rate	$1.25	SF	Research of local market	Based upon information / guidance from the City of Taft pertaining to achievable multi-family rental rates in the Taft area.
Residential Vacancy Rate	5%	of Total Revenue	Project experience	Average rental rate in a balanced rental market.
Inflation (Annually) for Revenue	3.0%	Per Year	Project experience	Historic average inflation
Gap Financing	$0	LS		Represents the "gap" in upfront financial infusion (from the City or other sources). This scenario represents a situation where the City does not provide any gap financing to a potential developer.
COSTS				
Cost of parcel	$62,334	LS		Based upon information from the City of Taft costs per square foot for land in the City of Taft (from other transactions involving the City). Assumes a price of $1.35 per SF for land.
Hard Costs:				
Building Construction / Renovation:				
Residential Apartment Construction	$180	SF	City Thinkers	Based upon experience in the Fresno market, on another project
Surface Parking Lot Construction				
Parking Lot (Cost for Each Surface Parking Spot)	$4,000	LS	Rick Engineering	Based upon experience throughout California

DOWNTOWN TAFT PROFORMA				
CITY PARCEL - NEC 4TH & SUPPLY ROW				
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SCENARIO 1: FOR-RENT APARTMENTS ON 1.06 ACRES - NO GAP FINANCING PROVIDED				
		UNIT	SOURCE	NOTES
Soft Costs:				
Architecture / Engineering	9.0%	%	Rule of thumb	Percentage of hard costs
General Contractor	8.0%	%	Rule of thumb	Percentage of hard costs
Legal / Permitting	2.0%	%	Rule of thumb	Percentage of hard costs
Marketing	4.0%	%	Rule of thumb	Percentage of gross revenues
Contingency	10.0%	%	Rule of thumb	Percentage of hard and soft costs, combined
Operating Expenses (Residential Rental)	35%	%	National Apartment Association	Percentage of Rental Revenue
Cap Rate (for Calculation of Terminal Value)	6.00%		Average cap rate for multi-family across the country (based upon research in December 2021)	
Terminal Growth Rate (for Calculation of Terminal Value)	1.00%		Project experience	
Discount Rate (for NPV calcs)	9.00%		Research of discount rates, December 2021	

DOWNTOWN TAFT PROFORMA							
CITY PARCEL - NEC 4TH & SUPPLY ROW							
FEBRUARY 10, 2022							
SCENARIO 2: FOR-RENT APARTMENTS ON 1.06 ACRES - GAP FINANCING PROVIDED TO PRODUCE A 14% IRR							
	Year 0	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**
REVENUES / CASH INFLOWS							
Upfront Financial "Gap" Infusion		$2,200,000					
Potential Residential Revenue (Phase 1)			$337,500	$347,625	$358,054	$368,795	$379,859
Less: Vacancy (Residential)			$16,875	$17,381	$17,903	$18,440	$18,993
Net Residential Revenue (Phase 1)			$320,625	$330,244	$340,151	$350,356	$360,866
Operating Expenses (Residential)			$112,219	$115,585	$119,053	$122,624	$126,303
Operating Profit (for Rental Operations)			**$208,406**	**$214,658**	**$221,098**	**$227,731**	**$234,563**
Terminal Value of Rental Portfolio						**$4,691,261**	
TOTAL REVENUES / CASH INFLOWS	**$0**	**$2,200,000**	**$208,406**	**$214,658**	**$221,098**	**$4,918,993**	
COSTS / CASH OUTFLOWS							
Purchase of Subject Property	$62,334						
Hard Costs:							
New Residential Apartment Space		$4,050,000					
New Parking Spots (Phase 1)		$152,000					
Soft Costs:							
Architecture / Engineering	$0	$378,180	$0	$0	$0	$0	
General Contractor	$0	$336,160	$0	$0	$0	$0	
Legal / Permitting	$0	$84,040	$0	$0	$0	$0	
Marketing	$0	$0	$12,825	$13,210	$13,606	$14,014	
Contingency (% of Hard and Soft Costs)	$0	$500,038	$1,283	$1,321	$1,361	$1,401	
TOTAL COSTS / CASH OUTFLOWS	**$62,334**	**$5,500,418**	**$14,108**	**$14,531**	**$14,967**	**$15,416**	
NET CASH FLOW	**($62,334)**	**($3,300,418)**	**$194,299**	**$200,128**	**$206,132**	**$4,903,577**	
IRR	**14.0%**						
NPV	**$560,849**						

DOWNTOWN TAFT PROFORMA				
CITY PARCEL - NEC 4TH & SUPPLY ROW				
ASSUMPTIONS PAGE - FEBRUARY 10, 2022				
SCENARIO 2: FOR-RENT APARTMENTS ON 1.06 ACRES - GAP FINANCING PROVIDED TO PRODUCE A 14% IRR				
		UNIT	**SOURCE**	**NOTES**
PROGRAM				
New Residential Apartment Space	22,500	SF	Project Data concerning site	Assumes a 1.06 acre site netting 25 residential units (24 dwelling units per acre), at an average size of 900 SF per unit
New Parking Spots (Phase 1)	38	EA	Project Data concerning site	Assumes 1.5 parking spaces per residential unit. Note - Taft's municipal code requires 1.5 spaces for 1BR units, 2 spaces for 2 BR units
REVENUES / CASH INFLOWS				
Residential Rental Rate	$1.25	SF	Research of local market	Based upon information / guidance from the City of Taft pertaining to achievable multi-family rental rates in the Taft area.
Residential Vacancy Rate	5%	of Total Revenue	Project experience	Average rental rate in a balanced rental market.
Inflation (Annually) for Revenue	3.0%	Per Year	Project experience	Historic average inflation
Gap Financing	$2,200,000	LS		Represents the "gap" in upfront financial infusion (from the City or other sources). This gap represents the financial infusion needed to produce an IRR of 14 percent.
COSTS				
Cost of parcel	$62,334	LS		Based upon information from the City of Taft costs per square foot for land in the City of Taft (from other transactions involving the City). Assumes a price of $1.35 per SF for land.
Hard Costs:				
Building Construction / Renovation:				
Residential Apartment Construction	$180	SF	City Thinkers	Based upon experience in the Fresno market, on another project
Surface Parking Lot Construction				
Parking Lot (Cost for Each Surface Parking Spot)	$4,000	LS	Rick Engineering	Based upon experience throughout California

DOWNTOWN TAFT PROFORMA				
CITY PARCEL - NEC 4TH & SUPPLY ROW				
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SCENARIO 2: FOR-RENT APARTMENTS ON 1.06 ACRES - GAP FINANCING PROVIDED TO PRODUCE A 14% IRR				
		UNIT	SOURCE	NOTES
Soft Costs:				
Architecture / Engineering	9.0%	%	Rule of thumb	Percentage of hard costs
General Contractor	8.0%	%	Rule of thumb	Percentage of hard costs
Legal / Permitting	2.0%	%	Rule of thumb	Percentage of hard costs
Marketing	4.0%	%	Rule of thumb	Percentage of gross revenues
Contingency	10.0%	%	Rule of thumb	Percentage of hard and soft costs, combined
Operating Expenses (Residential Rental)	35%	%	National Apartment Association	Percentage of Rental Revenue
Cap Rate (for Calculation of Terminal Value)	6.00%		Average cap rate for multi-family across the country (based upon research in December 2021)	
Terminal Growth Rate (for Calculation of Terminal Value)	1.00%		Project experience	
Discount Rate (for NPV calcs)	9.00%		Research of discount rates, December 2021	

DOWNTOWN TAFT PROFORMA							
CITY PARCEL - SWC 4TH & SUPPLY ROW							
FEBRUARY 10, 2022							
SCENARIO 3: FOR RENT APARTMENTS ON 6.71 ACRES - NO GAP FINANCING PROVIDED							
	Year 0	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**
REVENUES / CASH INFLOWS							
Upfront Financial "Gap" Infusion		$0					
Potential Residential Revenue (Phase 1)			$2,173,500	$2,238,705	$2,305,866	$2,375,042	$2,446,293
Less: Vacancy (Residential)			$108,675	$111,935	$115,293	$118,752	$122,315
Net Residential Revenue (Phase 1)			$2,064,825	$2,126,770	$2,190,573	$2,256,290	$2,323,979
Operating Expenses (Residential)			$722,689	$744,369	$766,700	$789,702	$813,393
Operating Profit (for Rental Operations)			**$1,342,136**	**$1,382,400**	**$1,423,872**	**$1,466,589**	**$1,510,586**
Terminal Value of Rental Portfolio						**$30,211,723**	
TOTAL REVENUES / CASH INFLOWS	**$0**	**$0**	**$1,342,136**	**$1,382,400**	**$1,423,872**	**$31,678,312**	
COSTS / CASH OUTFLOWS							
Purchase of Subject Property	$394,588						
Hard Costs:							
New Residential Apartment Space		$26,082,000					
New Parking Spots (Phase 1)		$968,000					
Soft Costs:							
Architecture / Engineering	$0	$2,434,500	$0	$0	$0	$0	
General Contractor	$0	$2,164,000	$0	$0	$0	$0	
Legal / Permitting	$0	$541,000	$0	$0	$0	$0	
Marketing	$0	$0	$82,593	$85,071	$87,623	$90,252	
Contingency (% of Hard and Soft Costs)	$0	$3,218,950	$8,259	$8,507	$8,762	$9,025	
TOTAL COSTS / CASH OUTFLOWS	**$394,588**	**$35,408,450**	**$90,852**	**$93,578**	**$96,385**	**$99,277**	
NET CASH FLOW	**($394,588)**	**($35,408,450)**	**$1,251,284**	**$1,288,822**	**$1,327,487**	**$31,579,035**	
IRR	**-0.3%**						
NPV	**($9,366,385)**						

DOWNTOWN TAFT PROFORMA				
CITY PARCEL - SWC 4TH & SUPPLY ROW				
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SCENARIO 3: FOR-RENT APARTMENTS ON 6.71 ACRES - NO GAP FINANCING PROVIDED				
		UNIT	**SOURCE**	**NOTES**
PROGRAM				
New Residential Apartment Space	144,900	SF	Project Data concerning site	Assumes a 6.71 acre site netting 161 residential units (24 dwelling units / acre), at an average size of 900 SF per unit
New Parking Spots (Phase 1)	242	EA	Project Data concerning site	Assumes 1.5 parking spaces per residential unit. Note - Taft's municipal code requires 1.5 spaces for 1BR units, 2 spaces for 2 BR units
REVENUES / CASH INFLOWS				
Residential Rental Rate	$1.25	SF	Research of local market	Based upon information / guidance from the City of Taft pertaining to achievable multi-family rental rates in the Taft area.
Residential Vacancy Rate	5%	of Total Revenue	Project experience	Average rental rate in a balanced rental market.
Inflation (Annually) for Revenue	3.0%	Per Year	Project experience	Historic average inflation
Gap Financing	$0	LS		Represents the "gap" in upfront financial infusion (from the City or other sources). This scenario represents a situation where the City does not provide any gap financing to a potential developer.
COSTS				
Cost of parcel	$394,588	LS		Based upon information from the City of Taft costs per square foot for land in the City of Taft (from other transactions involving the City). Assumes a price of $1.35 per SF for land.
Hard Costs:				
Building Construction / Renovation:				
Residential Apartment Construction	$180	SF	City Thinkers	Based upon experience in the Fresno market, on another project
Surface Parking Lot Construction				
Parking Lot (Cost for Each Surface Parking Spot)	$4,000	LS	Rick Engineering	Based upon experience throughout California

DOWNTOWN TAFT PROFORMA				
CITY PARCEL - SWC 4TH & SUPPLY ROW				
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SCENARIO 3: FOR-RENT APARTMENTS ON 6.71 ACRES - NO GAP FINANCING PROVIDED				
		UNIT	SOURCE	NOTES
Soft Costs:				
Architecture / Engineering	9.0%	%	Rule of thumb	Percentage of hard costs
General Contractor	8.0%	%	Rule of thumb	Percentage of hard costs
Legal / Permitting	2.0%	%	Rule of thumb	Percentage of hard costs
Marketing	4.0%	%	Rule of thumb	Percentage of gross revenues
Contingency	10.0%	%	Rule of thumb	Percentage of hard and soft costs, combined
Operating Expenses (Residential Rental)	35%	%	National Apartment Association	Percentage of Rental Revenue
Cap Rate (for Calculation of Terminal Value)	6.00%		Average cap rate for multi-family across the country (based upon research in December 2021)	
Terminal Growth Rate (for Calculation of Terminal Value)	1.00%		Project experience	
Discount Rate (for NPV calcs)	9.00%		Research of discount rates, December 2021	

DOWNTOWN TAFT PROFORMA							
CITY PARCEL - SWC 4TH & SUPPLY ROW							
FEBRUARY 10, 2022							
SCENARIO 4: FOR-RENT APARTMENTS ON 6.71 ACRES - GAP FINANCING PROVIDED TO PRODUCE A 14% IRR							
	Year 0	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**
REVENUES / CASH INFLOWS							
Upfront Financial "Gap" Infusion		$14,200,000					
Potential Residential Revenue (Phase 1)			$2,173,500	$2,238,705	$2,305,866	$2,375,042	$2,446,293
Less: Vacancy (Residential)			$108,675	$111,935	$115,293	$118,752	$122,315
Net Residential Revenue (Phase 1)			$2,064,825	$2,126,770	$2,190,573	$2,256,290	$2,323,979
Operating Expenses (Residential)			$722,689	$744,369	$766,700	$789,702	$813,393
Operating Profit (for Rental Operations)			**$1,342,136**	**$1,382,400**	**$1,423,872**	**$1,466,589**	**$1,510,586**
Terminal Value of Rental Portfolio						**$30,211,723**	
TOTAL REVENUES / CASH INFLOWS	**$0**	**$14,200,000**	**$1,342,136**	**$1,382,400**	**$1,423,872**	**$31,678,312**	
COSTS / CASH OUTFLOWS							
Purchase of Subject Property	$394,588						
Hard Costs:							
New Residential Apartment Space		$26,082,000					
New Parking Spots (Phase 1)		$968,000					
Soft Costs:							
Architecture / Engineering	$0	$2,434,500	$0	$0	$0	$0	
General Contractor	$0	$2,164,000	$0	$0	$0	$0	
Legal / Permitting	$0	$541,000	$0	$0	$0	$0	
Marketing	$0	$0	$82,593	$85,071	$87,623	$90,252	
Contingency (% of Hard and Soft Costs)	$0	$3,218,950	$8,259	$8,507	$8,762	$9,025	
TOTAL COSTS / CASH OUTFLOWS	**$394,588**	**$35,408,450**	**$90,852**	**$93,578**	**$96,385**	**$99,277**	
NET CASH FLOW	**($394,588)**	**($21,208,450)**	**$1,251,284**	**$1,288,822**	**$1,327,487**	**$31,579,035**	
IRR	**14.0%**						
NPV	**$3,661,138**						

DOWNTOWN TAFT PROFORMA				
CITY PARCEL - SWC 4TH & SUPPLY ROW				
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SCENARIO 4: FOR-RENT APARTMENTS ON 6.71 ACRES - GAP FINANCING PROVIDED TO PRODUCE A 14% IRR				
		UNIT	**SOURCE**	**NOTES**
PROGRAM				
New Residential Apartment Space	144,900	SF	Project Data concerning site	Assumes a 6.71 acre site netting 161 residential units (24 dwelling units / acre), at an average size of 900 SF per unit
New Parking Spots (Phase 1)	242	EA	Project Data concerning site	Assumes 1.5 parking spaces per residential unit. Note - Taft's municipal code requires 1.5 spaces for 1BR units, 2 spaces for 2 BR units
REVENUES / CASH INFLOWS				
Residential Rental Rate	$1.25	SF	Research of local market	Based upon information / guidance from the City of Taft pertaining to achievable multi-family rental rates in the Taft area.
Residential Vacancy Rate	5%	of Total Revenue	Project experience	Average rental rate in a balanced rental market.
Inflation (Annually) for Revenue	3.0%	Per Year	Project experience	Historic average inflation
Gap Financing	$14,200,000	LS		Represents the "gap" in upfront financial infusion (from the City or other sources). This gap represents the financial infusion needed to produce an IRR of 14 percent.
COSTS				
Cost of parcel	$394,588	LS		Based upon information from the City of Taft costs per square foot for land in the City of Taft (from other transactions involving the City). Assumes a price of $1.35 per SF for land.
Hard Costs:				
Building Construction / Renovation:				
Residential Apartment Construction	$180	SF	City Thinkers	Based upon experience in the Fresno market, on another project
Surface Parking Lot Construction				
Parking Lot (Cost for Each Surface Parking Spot)	$4,000	LS	Rick Engineering	Based upon experience throughout California

DOWNTOWN TAFT PROFORMA				
CITY PARCEL - SWC 4TH & SUPPLY ROW				
ASSUMPTIONS PAGE - FEBRUARY 10, 2022				
SCENARIO 4: FOR-RENT APARTMENTS ON 6.71 ACRES - GAP FINANCING PROVIDED TO PRODUCE A 14% IRR				
		UNIT	SOURCE	NOTES
Soft Costs:				
Architecture / Engineering	9.0%	%	Rule of thumb	Percentage of hard costs
General Contractor	8.0%	%	Rule of thumb	Percentage of hard costs
Legal / Permitting	2.0%	%	Rule of thumb	Percentage of hard costs
Marketing	4.0%	%	Rule of thumb	Percentage of gross revenues
Contingency	10.0%	%	Rule of thumb	Percentage of hard and soft costs, combined
Operating Expenses (Residential Rental)	35%	%	National Apartment Association	Percentage of Rental Revenue
Cap Rate (for Calculation of Terminal Value)	6.00%		Average cap rate for multi-family across the country (based upon research in December 2021)	
Terminal Growth Rate (for Calculation of Terminal Value)	1.00%		Project experience	
Discount Rate (for NPV calcs)	9.00%		Research of discount rates, December 2021	

DOWNTOWN TAFT PROFORMA							
CITY PARCEL - NEC 4TH & SUPPLY ROW							
FEBRUARY 10, 2022							
SCENARIO 5: FOR SALE TOWNHOMES ON 1.06 ACRES - NO GAP FINANCING PROVIDED							
	Year 0	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**
REVENUES / CASH INFLOWS							
Upfront Financial "Gap" Infusion		$0					
Sale of Townhomes			$1,980,000				
TOTAL REVENUES / CASH INFLOWS	**$0**	**$0**	**$1,980,000**				
COSTS / CASH OUTFLOWS							
Purchase of Subject Property	$62,334						
Hard Costs:							
Cost of Townhome Construction		$1,518,000					
Soft Costs:							
Architecture / Engineering	$0	$136,620	$0	$0	$0	$0	
General Contractor	$0	$121,440	$0	$0	$0	$0	
Legal / Permitting	$0	$30,360	$0	$0	$0	$0	
Marketing	$0	$0	$79,200	$0	$0	$0	
Contingency (% of Hard and Soft Costs)	$0	$180,642	$7,920	$0	$0	$0	
TOTAL COSTS / CASH OUTFLOWS	**$62,334**	**$1,987,062**	**$87,120**	**$0**	**$0**	**$0**	
NET CASH FLOW	**($62,334)**	**($1,987,062)**	**$1,892,880**	**$0**	**$0**	**$0**	
IRR	**-7.4%**						
NPV	**($292,128)**						

DOWNTOWN TAFT PROFORMA				
CITY PARCEL - NEC 4TH & SUPPLY ROW				
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SCENARIO 5: FOR SALE TOWNHOMES ON 1.06 ACRES - NO GAP FINANCING PROVIDED				
		UNIT	**SOURCE**	**NOTES**
PROGRAM				
New Residential Apartment Space	13,200	SF	Project Data concerning site	Assumes a 1.06 acre site netting 12 townhome units (12 dwelling units per acre), at an average size of 1,100 SF per unit
REVENUES / CASH INFLOWS				
Sales Price of Townhomes Per SF	$150.00	SF	Research of local market	Based upon research of similar size townhomes and single family detached units in Taft and Bakersfield
Inflation (Annually) for Revenue	3.0%	Per Year	Project experience	Historic average inflation
Absorption Rate	15 per year			
Gap Financing	$0	LS		
COSTS				
Cost of parcel	$62,334	LS		Based upon information from the City of Taft costs per square foot for land in the City of Taft (from other transactions involving the City). Assumes a price of $1.35 per SF for land.
Hard Costs:				
Building Construction / Renovation:				
Construction of Townhome Units	$115	SF	National Association of Homebuilders	Average construction cost per SF for single family residential home construction. Includes driveways but does not include cost of land, marketing, financing, administrative costs, etc.
Soft Costs:				
Architecture / Engineering	9.0%	%	Rule of thumb	Percentage of hard costs
General Contractor	8.0%	%	Rule of thumb	Percentage of hard costs
Legal / Permitting	2.0%	%	Rule of thumb	Percentage of hard costs
Marketing	4.0%	%	Rule of thumb	Percentage of gross revenues
Contingency	10.0%	%	Rule of thumb	Percentage of hard and soft costs, combined
Discount Rate (for NPV calcs)	9.00%		Research of discount rates, December 2021	

DOWNTOWN TAFT PROFORMA							
CITY PARCEL - NEC 4TH & SUPPLY ROW							
FEBRUARY 10, 2022							
SCENARIO 6: FOR SALE TOWNHOMES ON 1.06 ACRES - GAP FINANCING PROVIDED TO PRODUCE A 14% IRR							
	Year 0	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**
REVENUES / CASH INFLOWS							
Upfront Financial "Gap" Infusion		$397,000					
Sale of Townhomes			$1,980,000				
TOTAL REVENUES / CASH INFLOWS	**$0**	**$397,000**	**$1,980,000**				
COSTS / CASH OUTFLOWS							
Purchase of Subject Property	$62,334						
Hard Costs:							
Cost of Townhome Construction		$1,518,000					
Soft Costs:							
Architecture / Engineering	$0	$136,620	$0	$0	$0	$0	
General Contractor	$0	$121,440	$0	$0	$0	$0	
Legal / Permitting	$0	$30,360	$0	$0	$0	$0	
Marketing	$0	$0	$79,200	$0	$0	$0	
Contingency (% of Hard and Soft Costs)	$0	$180,642	$7,920	$0	$0	$0	
TOTAL COSTS / CASH OUTFLOWS	**$62,334**	**$1,987,062**	**$87,120**	**$0**	**$0**	**$0**	
NET CASH FLOW	**($62,334)**	**($1,590,062)**	**$1,892,880**	**$0**	**$0**	**$0**	
IRR	**14.0%**						
NPV	**$72,092**						

DOWNTOWN TAFT PROFORMA				
CITY PARCEL - NEC 4TH & SUPPLY ROW				
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SCENARIO 6: FOR SALE TOWNHOMES ON 1.06 ACRES - GAP FINANCING PROVIDED TO PRODUCE A 14% IRR				
		UNIT	**SOURCE**	**NOTES**
PROGRAM				
New Residential Apartment Space	13,200	SF	Project Data concerning site	Assumes a 1.06 acre site netting 12 townhome units (12 dwelling units per acre), at an average size of 1,100 SF per unit
REVENUES / CASH INFLOWS				
Sales Price of Townhomes Per SF	$150.00	SF	Research of local market	Based upon research of similar size townhomes and single family detached units in Taft and Bakersfield
Inflation (Annually) for Revenue	3.0%	Per Year	Project experience	Historic average inflation
Absorption Rate	15 per year			
Gap Financing	$397,000	LS		Represents the "gap" in upfront financial infusion (from the City or other sources). This gap represents the financial infusion needed to produce an IRR of 14 percent.
COSTS				
Cost of parcel	$62,334	LS		Based upon information from the City of Taft costs per square foot for land in the City of Taft (from other transactions involving the City). Assumes a price of $1.35 per SF for land.
Hard Costs:				
Building Construction / Renovation:				
Construction of Townhome Units	$115	SF	National Association of Homebuilders	Average construction cost per SF for single family residential home construction. Includes driveways but does not include cost of land, marketing, financing, administrative costs, etc.
Soft Costs:				
Architecture / Engineering	9.0%	%	Rule of thumb	Percentage of hard costs
General Contractor	8.0%	%	Rule of thumb	Percentage of hard costs
Legal / Permitting	2.0%	%	Rule of thumb	Percentage of hard costs
Marketing	4.0%	%	Rule of thumb	Percentage of gross revenues
Contingency	10.0%	%	Rule of thumb	Percentage of hard and soft costs, combined
Discount Rate (for NPV calcs)	9.00%		Research of discount rates, December 2021	

DOWNTOWN TAFT PROFORMA									
CITY PARCEL - SWC 4TH & SUPPLY ROW									
FEBRUARY 10, 2022									
SCENARIO 7: FOR SALE TOWNHOMES ON 6.71 ACRES - NO GAP FINANCING PROVIDED									
	Year 0	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**
REVENUES / CASH INFLOWS									
Upfront Financial "Gap" Infusion		$0							
Sale of Townhomes			$2,549,250	$2,625,728	$2,704,499	$2,785,634	$2,869,203	$985,093	$0
TOTAL REVENUES / CASH INFLOWS	**$0**	**$0**	**$2,549,250**	**$2,625,728**	**$2,704,499**	**$2,785,634**	**$2,869,203**	**$985,093**	**$0**
COSTS / CASH OUTFLOWS									
Purchase of Subject Property	$394,588								
Hard Costs:									
Cost of Townhome Construction		$1,897,500	$1,954,425	$2,013,058	$2,073,449.48	$2,135,652.97	$733,240.85	$0.00	
Soft Costs:									
Architecture / Engineering	$0	$170,775	$175,898	$181,175	$186,610	$192,209	$65,992	$0	
General Contractor	$0	$151,800	$156,354	$161,045	$165,876	$170,852	$58,659	$0	
Legal / Permitting	$0	$37,950	$39,089	$40,261	$41,469	$42,713	$14,665	$0	
Marketing	$0	$0	$101,970	$105,029	$108,180	$111,425	$114,768	$39,404	$0
Contingency (% of Hard and Soft Costs)	$0	$225,803	$242,774	$250,057	$257,558	$265,285	$98,732	$3,940	$0
TOTAL COSTS / CASH OUTFLOWS	**$394,588**	**$2,483,828**	**$2,670,509**	**$2,750,625**	**$2,833,143**	**$2,918,138**	**$1,086,057**	**$43,344**	**$0**
NET CASH FLOW	**($394,588)**	**($2,483,828)**	**($121,259)**	**($124,897)**	**($128,644)**	**($132,503)**	**$1,783,146**	**$941,749**	**$0**
IRR	**-4.2%**								
NPV	**($1,470,686)**								

DOWNTOWN TAFT PROFORMA				
CITY PARCEL - SWC 4TH & SUPPLY ROW				
ASSUMPTIONS PAGE - FEBRUARY 10, 2022				
SCENARIO 7: FOR SALE TOWNHOMES ON 6.71 ACRES - NO GAP FINANCING PROVIDED				
		UNIT	**SOURCE**	**NOTES**
PROGRAM				
New Residential Townhome Space (TOTAL)	88,000	SF	Project Data concerning site	Assumes a 6.71 acre site netting 80 townhome units (12 dwelling units per acre), at an average size of 1,100 SF per unit
REVENUES / CASH INFLOWS				
Sales Price of Townhomes Per SF	$150.00	SF	Research of local market	Based upon research of similar size townhomes and single family detached units in Taft and Bakersfield
Inflation (Annually) for Revenue	3.0%	Per Year	Project experience	Historic average inflation
Absorption Rate	15 per year			
Absorption Schedule (Year in Which Sales Occur):				
Year 1	0			
Year 2	15			
Year 3	15			
Year 4	15			
Year 5	15			
Year 6	15			
Year 7	5			
Year 8	0			
Gap Financing	$0	LS		
COSTS				
Cost of parcel	$394,588	LS		Based upon information from the City of Taft costs per square foot for land in the City of Taft (from other transactions involving the City). Assumes a price of $1.35 per SF for land.
Hard Costs:				
Building Construction / Renovation:				
Construction of Townhome Units	$115	SF	National Association of Homebuilders	Average construction cost per SF for single family residential home construction. Includes driveways but does not include cost of land, marketing, financing, administrative costs, etc.
Inflation (Annually) for Construction Costs	3.0%	Per Year	Project experience	Historic average inflation

DOWNTOWN TAFT PROFORMA				
CITY PARCEL - SWC 4TH & SUPPLY ROW				
ASSUMPTIONS PAGE - FEBRUARY 10, 2022				
SCENARIO 7: FOR SALE TOWNHOMES ON 6.71 ACRES - NO GAP FINANCING PROVIDED				
		UNIT	**SOURCE**	**NOTES**
Soft Costs:				
Architecture / Engineering	9.0%	%	Rule of thumb	Percentage of hard costs
General Contractor	8.0%	%	Rule of thumb	Percentage of hard costs
Legal / Permitting	2.0%	%	Rule of thumb	Percentage of hard costs
Marketing	4.0%	%	Rule of thumb	Percentage of gross revenues
Contingency	10.0%	%	Rule of thumb	Percentage of hard and soft costs, combined
Discount Rate (for NPV calcs)	9.00%		Research of discount rates, December 2021	

DOWNTOWN TAFT PROFORMA									
CITY PARCEL - SWC 4TH & SUPPLY ROW									
FEBRUARY 10, 2022									
SCENARIO 8: FOR SALE TOWNHOMES ON 6.71 ACRES - GAP FINANCING PROVIDED TO PRODUCE 14% IRR									
	Year 0	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**
REVENUES / CASH INFLOWS									
Upfront Financial "Gap" Infusion		$1,945,000							
Sale of Townhomes			$2,549,250	$2,625,728	$2,704,499	$2,785,634	$2,869,203	$985,093	$0
TOTAL REVENUES / CASH INFLOWS	**$0**	**$1,945,000**	**$2,549,250**	**$2,625,728**	**$2,704,499**	**$2,785,634**	**$2,869,203**	**$985,093**	**$0**
COSTS / CASH OUTFLOWS									
Purchase of Subject Property	$394,588								
Hard Costs:									
Cost of Townhome Construction		$1,897,500	$1,954,425	$2,013,058	$2,073,449.48	$2,135,652.97	$733,240.85	$0.00	
Soft Costs:									
Architecture / Engineering	$0	$170,775	$175,898	$181,175	$186,610	$192,209	$65,992	$0	
General Contractor	$0	$151,800	$156,354	$161,045	$165,876	$170,852	$58,659	$0	
Legal / Permitting	$0	$37,950	$39,089	$40,261	$41,469	$42,713	$14,665	$0	
Marketing	$0	$0	$101,970	$105,029	$108,180	$111,425	$114,768	$39,404	$0
Contingency (% of Hard and Soft Costs)	$0	$225,803	$242,774	$250,057	$257,558	$265,285	$98,732	$3,940	$0
TOTAL COSTS / CASH OUTFLOWS	**$394,588**	**$2,483,828**	**$2,670,509**	**$2,750,625**	**$2,833,143**	**$2,918,138**	**$1,086,057**	**$43,344**	**$0**
NET CASH FLOW	**($394,588)**	**($538,828)**	**($121,259)**	**($124,897)**	**($128,644)**	**($132,503)**	**$1,783,146**	**$941,749**	**$0**
IRR	**14.0%**								
NPV	**$313,718**								

DOWNTOWN TAFT PROFORMA				
CITY PARCEL - SWC 4TH & SUPPLY ROW				
ASSUMPTIONS PAGE - FEBRUARY 10, 2022				
SCENARIO 8: FOR SALE TOWNHOMES ON 6.71 ACRES - GAP FINANCING PROVIDED TO PRODUCE 14% IRR				
		UNIT	**SOURCE**	**NOTES**
PROGRAM				
New Residential Townhome Space (TOTAL)	88,000	SF	Project Data concerning site	Assumes a 6.71 acre site netting 80 townhome units (12 dwelling units per acre), at an average size of 1,100 SF per unit
REVENUES / CASH INFLOWS				
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Absorption Rate	15 per year			
Absorption Schedule (Year in Which Sales Occur):				
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Year 2	15			
Year 3	15			
Year 4	15			
Year 5	15			
Year 6	15			
Year 7	5			
Year 8	0			
Gap Financing	$1,945,000	LS		
COSTS				
Cost of parcel	$394,588	LS		Based upon information from the City of Taft costs per square foot for land in the City of Taft (from other transactions involving the City). Assumes a price of $1.35 per SF for land.
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Inflation (Annually) for Construction Costs	3.0%	Per Year	Project experience	Historic average inflation

DOWNTOWN TAFT PROFORMA				
CITY PARCEL - SWC 4TH & SUPPLY ROW				
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Architecture / Engineering	9.0%	%	Rule of thumb	Percentage of hard costs
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Legal / Permitting	2.0%	%	Rule of thumb	Percentage of hard costs
Marketing	4.0%	%	Rule of thumb	Percentage of gross revenues
Contingency	10.0%	%	Rule of thumb	Percentage of hard and soft costs, combined
Discount Rate (for NPV calcs)	9.00%		Research of discount rates, December 2021	

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APPENDIX B – PERMITTED USE DEFINITIONS

B-1 Permitted Use Definitions

The definitions contained within this Appendix are related to Land Uses identified in Chapter 3: Land Use, Table 3-1 – Allowed Use Table. These definitions act as guidance for the types of uses allowed within certain categories.

If a use is not listed in Table 3-1 contained in Chapter 3, or the definitions below but is consistent with the intent of a certain use, then at the discretion of the Planning Director to determine if the use is allowed within the Plan area.

Market

1. Convenience:

A retail store of 3,500 square feet or less in gross floor area, which carries a range of merchandise oriented to daily convenience and travelers' shopping needs.

2. Grocery/Supermarket:

The retail sale of food and beverages for off-site preparation or consumption.

3. Liquor:

A retail establishment primarily engaged in selling beer, wine, and other alcoholic beverages, which may specialize in a particular type of alcoholic beverage.

Personal Services

Any place of business providing services and accessory retail sales of products related to the services provided. Personal Services is categorized by the following:

1. General

An establishment providing non-medical services to individuals as a primary use, including the following service types.

- Barber shops
- Beauty salons
- Bridal salon/clothing rental
- Ear piercing services as ancillary use
- Hair salons
- Home electronics and small appliance repair
- Nail salons
- Seamstress/tailors
- Tanning salons
- Shoe repair shops
- Cleaning and pressing establishments

2. Fitness/Health Facility

Any place of business or membership club providing facilities devoted especially to health, beauty, and relaxation that deals with the cosmetic, therapeutic, and/or holistic treatments, where people visit for professionally

administered personal care treatments, including health or physical fitness clubs. Massage accessory use(s) may be permitted. A medical spa shall be classified as a Medical Office land use.

3. Instructional

Any place of business that is intended for group or individual instruction including art, music, dance, photography, gymnastics/gymnasium, indoor batting cages, martial arts of any form, meditation, modeling agencies, pilates, pottery, rock climbing, tutoring, volleyball club/organizations, yoga, weight control clinics. Massage shall not be regulated under this land use.

Restaurant

Any establishment operated for the primary purpose of providing food, beverages, or meals for compensation, which has suitable kitchen facilities for the preparation, storage and service of food. Any bar area, all applicable licenses required, shall be limited to five hundred (500) square feet or thirty percent (30%) of the dining area; bar areas exceeding these limits or restaurants that restrict the age of entry to 21+ shall be classified as a bar.

1. Sit-Down

Any restaurant for the primary purpose of on-site service and consumption and/or serving meals in non-disposable containers. Accessory sale of food and nonalcoholic beverages for off-site consumption is permitted provided that all food and beverages sold for on-site consumption are served in non-disposable containers.

2. Take-Out

Any restaurant for the primary purpose of serving food and beverage in disposable containers (paper, plastic, or otherwise disposable/recyclable). This use includes restaurants, bakeries, cafes with limited on-site consumption, with or without seating and those with drive-thru lanes.

Lodging

1. Bed & Breakfast

A dwelling containing a single living unit that serves as the residence for the owner or manager and not more than five (5) guest rooms that, for compensation, provide temporary night to night lodging with or without meals.

2. Rooming House

A building containing bedrooms or other rooms used, designed, or intended to be used, rented, leased, let or hired to be occupied subject to a written lease, sublease or any other contractual agreement designed to effectuate the same result, with or without meals, for compensation, as permanent guests pursuant to an arrangement for compensation for definite periods. A "Rooming Housing"

does not require a property owner, or an agent, or a rental manager, to be in residence. A "Rooming House" may or may not have individual or group cooking facilities. A "Rooming House" may or may not provide free access to common living areas beyond the bedrooms or guest rooms. A "room" means any rented, leased, let or hired room, living space or other square footage within the building that is used or designed to provide sleeping accommodations for one (1) or more persons. A property permitted accessory dwelling unit, second unit, or "granny flat" shall not be considered a rooming house if used, designed, or intended to be used, rented, leased, let or hired, to be occupied or that is occupied by two (2) or fewer individuals under two (2) or fewer written leases, subleases or any other contractual agreement designed to effectuate the same result, with or without meals, for compensation, as permanent guests pursuant to an arrangement for compensation for definite periods, by the month or greater term.

3. Hotel

A building or group of buildings in which there are six (6) or more guest rooms that are designed for and occupied as the temporary lodging place of individuals for generally less than thirty (30) consecutive days, but shall not include jails, hospitals, asylums, sanitariums, orphanages, prisons, detention homes and similar buildings, where human beings are housed and detained under legal restraint.

Retail Sales

Any commercial use engaged in retail sales of merchandise not specifically listed under another use. Merchandise sales may be regulated by square footage thresholds subject to the regulations of the applicable Zone and shall be categorized by the following programmatic categories:

1. New Retail

The retail sales of new merchandise including the following products or commercial stores:

- Antique shop
- Hardware
- Arts and craft supplies
- Hobby materials
- Bicycle shops
- Jewelry
- Books/stationary
- Luggage and leather goods
- Cameras and photographic supply stores
- Musical instruments, parts and accessories
- Paint sales
- Department stores
- Small wares
- Dry goods
- Specialty shops
- Fabrics and sewing supplies
- Sporting goods and equipment

- Pharmacy
- Toys and games
- Florist and house plants (indoor sales only)
- Variety stores
- Driving schools
- Janitorial services and supplies
- Locksmith shops
- Newsstands
- Candy shop
- Clothing and accessories
- Orthopedic supplies
- Movie rental and sales (does not include cinemas)
- Collectibles (cards, coins, comics, stamps) excludes second-hand and pawn

2. Showrooms

Standalone and retail showroom establishments engaged in the retail sales of larger-scale new merchandise including appliances, indoor or outdoor furniture.

3. Used/Pawn

An establishment engaged in the retail sale of secondhand merchandise, or offering loans secured by personal property.

Shopping Centers

A commercial center composed of more than four (4) businesses sharing a common parking area. Shopping centers may include a mixed-use component but should not exceed 20,000 square feet of retail space.

Food Preparation

Food Preparation means processing food for human consumption by cooking or assembling the food. This use does not include packaging or processing of food.

Design and Services

Any business providing or combining professional design services and light fabrication or assembly technology for product specification. This land use may include office space and light or quasi-light industrial space to provide the full range of design, testing, and modification of commercial and industrial products. This use includes light manufacturing uses such as t-shirt shops, antique and secondhand stores, sign fabrication shops and similar related uses.