

Winter 2009

# Delano Strategic Plan, Fall 2008/ Winter 2009

CRP 410/ 411 Community Planning Lab

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# delano strategic plan

California  
Polytechnic State  
University  
San Luis Obispo

Community  
Planning Laboratory

Winter 2009





## Acknowledgements



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# Introduction







## 1.0 INTRODUCTION

From September 2008 through March 2009, the City and Regional Planning Department of California Polytechnic State University San Luis Obispo (Cal Poly) worked with the City of Delano and its residents to create a strategic plan for the City's future. The Delano Strategic Plan (DSP) was developed to address the input received from the community during an extensive public outreach process. The chapters included in this strategic plan include Community Outreach, Fundamental Strategies, Land Use, Economic Development, Housing, Health and Safety, and Youth issues.

### 1.1 PROJECT OVERVIEW

The Cal Poly City and Regional Planning Department's community planning laboratories are sequential classes, conducted in Fall and Winter Quarters each year, providing the capstone and most extensive studio experience that undergraduates will receive in the City and Regional Planning Program. The laboratories provide students with hands-on experience planning at the community scale. These classes build upon both the theoretical and practical knowledge regarding planning that students have acquired during their tenure at Cal Poly. Students bring to the laboratories site-specific design and analysis skills and knowledge regarding other planning issues, such as transportation, housing, economic development, environmental sustainability, land use law, professional ethics, planning with culturally diverse communities and community participation methods.

The City of Delano Strategic Plan project included the creation of a technical background report, followed by the development of the Strategic Plan. The technical background report was written to summarize current conditions in Delano. The Strategic Plan's purpose is to provide the City with methods to achieve some of the key goals of the General Plan and those identified through a public participation process.

The project began in September 2008. Primary research started with community workshops, where the public had the opportunity to engage in activities to voice their ideas and concerns. These concerns would later become the underlying themes for the creation of the Strategic Plan. Each of the community workshops will be discussed in detail in chapter three. The data accumulated from the meetings was analyzed and used to project community needs. To provide Delano with plausible solutions for addressing the issues raised by its residents, each chapter includes strategies researched through case studies. Each strategy includes a detailed explanation of its components and how it will uniquely fit Delano's needs. Each section also includes a summary of other cities that are already successfully implementing these strategies. Students conducted interviews with planners and citizens from other communities how well strategies were working and to determine how each of these strategies might be tailored to the City of Delano.

### 1.2 LOCAL SETTING AND HISTORY

The City of Delano is a community rich in cultural heritage and local history. Its prime location in the southern San Joaquin Valley provides productive agricultural lands and easy access to some of California's most treasured natural environments. The City has rapidly grown from a small, rural farming town to a regional commercial and service destination. Residents and community leaders continue to preserve Delano's charming characteristics while anticipating the inevitable growth and development that the City will face in the coming years.

#### 1.2.1 LOCATION

The City of Delano is located in northwestern Kern County in the San Joaquin Valley of California. The city is accessed by California State Highway 99, the main North-South thoroughfare in the State of California. The City is approximately 10 miles from California State

Highway 46, an East-West main thoroughfare from the agriculturally rich Central Valley to the Central Coast of California.



Delano is one of 11 incorporated cities in Kern County. Delano is approximately thirty miles northwest of Bakersfield, the largest city in Kern County. Delano is considered to be part of Bakersfield's metropolitan area. The city is approximately 10.2 square miles in size with a flat topography. It sits approximately 300 feet above sea level. The climate is mild with an average of 273 days of sunshine a year and less than 6 inches of rain per year. The average annual temperatures range from 77.7 degrees to 53.2 degrees.

### 1.2.2 HISTORY OF GROWTH AND DEVELOPMENT

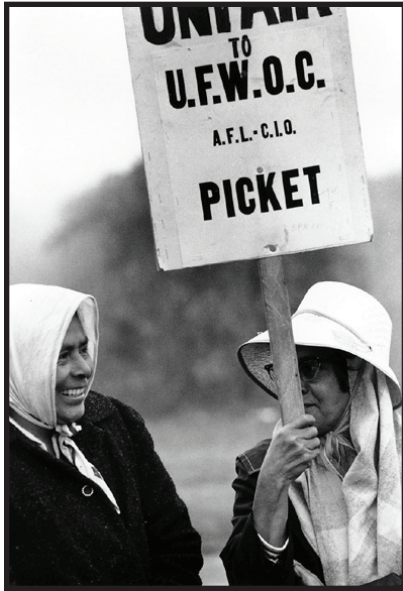
The Delano area was originally inhabited by the Yokut Native Americans and has since experienced multiple periods of settlement. The most notable periods include the arrival of Padre Garces, the welcoming of the Southern Pacific Railroad, and the World War II information center and prisoner of war camp. Delano also gained national recognition from

the Farm Workers Movement during the 1960s.

The Delano area began foreign settlement starting in 1776 with the arrival of Padre Garces. Settlement began with agricultural and ranching endeavors and these industries have continued to serve as Delano's primary economic base. The main crops consist of table grapes, sheep and cattle ranching, along with tree and nut crops, row crops, and flowering crops.



Nearly 100 years after Padre Garces arrived in the area, the Southern Pacific Railroad terminated in Delano, marking its second growth period. The termination of the railroad marked the town of Delano as a rail head. This event caused Delano's population to significantly grow because the agricultural wealth attracted business men, investors, and workers. During the 1920 dust bowl, migrants moved to the area, and Mexican and Filipino migrants soon followed. The community of Delano experienced a third surge in population growth during the 1940s when the Office of War Information and the Voice of America was established



in the City. These were designed to counter Japanese war propaganda and entertain troops associated with the West Coast Pacific War effort during World War II. After the war, Delano continued its agricultural endeavors. In 1965 Delano attracted national attention with the Grape Strike. The Grape Strike began with Filipino and Mexican migrant worker demanding higher wages and better working conditions. As a result of the strike Cesar Chavez started the Farm Workers Movement which ultimately created the United Farm Workers of America labor union.

Delano is currently a low to medium density community completely surrounded by irrigated farmland. It has a central downtown district supporting retail, commercial, and civic uses. The gridded street system provides a network of circulation routes throughout the City, and creates a traditional neighborhood feeling.

According to estimates from the State of California and the City of Delano, in 2008 the City has a population of approximately 43,000 residents. With an approximate growth rate of 2 percent per year, Delano is expected to increase from its current population to approximately 65,000

residents by the year 2030. (Including the local prison population, Delano's population in 2008 is listed as approximately 53,900.)

The City is ethnically diverse. Nearly half of Delano's residents classify themselves to be 'Other' or of Hispanic decent. Approximately 16% of the population identifies themselves as being of Asian decent and 26% of the population consider themselves White. The City's ethnic distribution is very different from Kern County and the State of California where at least half of the population considers themselves White. The City's diversity highlights Delano's uniqueness and the importance of addressing the needs of culturally diverse population. Delano is a small-town dealing with the prospect of rapid growth. In order to handle this growth, the City will need focus on economic development and physical redevelopment, along with agricultural conservation and historic preservation.

### 1.3 DEVELOPMENT OF THE DELANO TECHNICAL BACKGROUND REPORT

A Technical Background Report (TBR) is a compilation of information that may be used as a resource on which to base decisions about future design and development. The Delano Technical Background Report discusses the existing characteristics, and the future prospects of the community. The purpose of the TBR is to provide the background information necessary to prepare the Strategic Plan for the continued growth of the City of Delano.

During both Fall and Winter Quarters, Cal Poly students familiarized themselves with the City of Delano's governing policies, programs, and documents. The key sources of existing information that were used to create the TBR are listed in its introduction. The information gathered from background research and community input was divided into eight chapters in the TBR: History, Land Use, Population & Housing, Infrastructure, Economic Development, Community Services, Community Safety, and Transportation.

## 1.4 DEVELOPMENT OF THE DELANO STRATEGIC PLAN

To address the issues and concerns identified by students during research and development of the Delano Strategic Plan, Cal Poly students found that three basic categories of strategies were necessary:

- Action strategies—these strategies identify specific actions and programs for addressing a wide range of current concerns and challenges identified by participants in the public input process;
- Strategies for updating the Delano General Plan—these strategies include students’ recommendations for amending and adding to the City’s existing General Plan;
- Strategies for land use and design—these strategies include a conceptual land use plan for the City of Delano, as well as design guidelines for primary corridors (arterials), for visual massing and quality, and for nodes and landmarks.

### 1.4.1 DEVELOPMENT OF ACTION STRATEGIES

Together the Community Planning Laboratory from Cal Poly and the City of Delano conducted an extensive outreach process; gathering data on what the citizens believe they need. Once an understanding of citizen concerns was reached, research was conducted to learn about successful strategies implemented in other cities. Applicable strategies were then tailored to Delano’s situation, generating implementation plans. The strategies and action plans are devised to help accomplish Delano’s goals.

The action-oriented strategies included in this document provide details about initiating and implementing programs, ordinances, and guidelines including the costs and responsibilities associated with initiation and implementation of the strategy. Information regarding other communities’ actions and programs are included with action strategies.

Action strategies are discussed in detail in each chapter of this Strategic Plan. In addition a chart summarizing the action strategies is included here.

**Strategies for the City of Delano**

<b>Chapters</b>	<b>Strategies</b>	<b>Driving Factors</b>	<b>Description</b>	<b>Implementation Steps</b>	<b>Costs</b>	<b>Responsible Parties</b>
<b>Fundamentals</b>						
	Grant Writer	Community Input: Need for additional Services and Programs, Funding Limitations	Part or full -time grant writer Finds and applies for various grants Assists staff with grant applications	Creation of a new staff position Interview Process Hiring Process 3 - 6 months	Full time salary: \$44,000 - \$66,000	City
	Volunteer Coordinator	Funding limitations Community input: Need for additional programs	Part or full-time position Meets with staff, commissions and City Council regarding program needs Recruits and supervises major volunteer force	Creation of a new staff position Interview process Establish volunteer database	\$29,000 - \$34,000	City
	Youth Commission	Need for organized after school activities Community input: Adults want to volunteer to help youth Community input: Extracurricular activities wanted	Volunteer commission composed of adults and youths Advocates needs & wants of youths Encourages youth involvement in the decision making process Oversees and promotes youth activities Makes recommendations to the City Council	City Council appoints members Youth Commission meets regularly to discuss issues	Staff time: Grant Writer and Volunteer Organizer Pay for initiatives through grants (CDBG)	Community Services Department Volunteers
	Human Services	Quality of life issues Affordable housing issues Shortage of recreational services Community input: Social disconnect between east and west sides of Delano	Volunteer commission Addresses community's social needs Organizes volunteer groups Assists non-profits Make recommendations to CC	Staff drafts ordinance City Council appoints members HSC meets regularly to discuss issues	Staff time: Grant Writer and Volunteer Organizer	Grant Writer and Volunteer Organizer
<b>Land Use</b>						
	Historical Resources Survey	No historic resources list or evaluation Community input: Preserve city atmosphere Community input: Rehabilitate city structures	Survey of historical structures City Council-adopted list of historic resources Provides basis for preservation programs	Hire architectural historian Research historical resources Evaluate and document all data	\$15,000-\$17,000	City Architectural historian
	Mixed Use Ordinance	Beginnings of sprawl Potential for traffic and congestion Community input: Would like walkable city, vibrant downtown, compact growth	Zoning amendment provides for mixed-use development Allows housing within commercial areas Provides for compact developments Permits a variety of uses	Identify stakeholders Appoint Citizen Advisory Committee Community workshops Amend the General Plan and Zoning Ordinance	Staff Time	City Volunteer citizens Advisory committee
	Sustainable Building Guidelines	Increased demand for water and increase consumption and cost of energy Existing mandatory State regulations AB 32 and SB 375	Development guidelines Lowers water and energy consumption Bio-swales LEED ND Guidelines	Identify stakeholders Appoint Citizen Advisory Committee Community workshops Adopt guidelines	Staff time	City Volunteer citizens Advisory committee
	Walkability Guidelines	Community input: Desire for walkable neighborhoods	Walkability guidelines and principles	Review and adoption of Guidelines	Staff Time	City Volunteer citizens Advisory committee
	Public Plaza	Community input: Need for public plazas and parks	Design for Cesar Chavez Plaza	Review and approval of proposed concept plan Detailed site plan Funding	Staff Time Funding for construction and maintenance of plaza	City

Strategies for the City of Delano

Chapters	Strategies	Driving Factors	Description	Implementation Steps	Costs	Responsible Parties
<b>Economic Development</b>						
	Delano Adult School Expansion	Low levels of education attainment Community Input: Affordable higher education wanted Community Input: Vocational and skill training courses wanted	Expansion of vocational education opportunities for local residents	Develop plan for expansion based on community input Work with local organizations to find additional locations for classes Increase number of classes offered	No start-up costs On-going costs for additional locations and classes	Delano Adult School Facility owners: Churches, City
	Merchants Association	Proposed big box stores may impact local stores	Association promoting economic vitality downtown Offers support for small businesses Increased City tax revenues Goals and priorities can include: Streetscape improvements Television advertising Downtown murals Interactive web page	Appointment of Advisory Board Association of merchants/local stakeholders Identify and target specific goals and priorities. State funded grant for initial costs (optional)	May be initially funded by State grant Monthly fee of about \$100 from all stakeholders Non-profit organization	Independently operated by local business owners
	Farmers Market	More community involvement	Weekly market for local farmers to sell directly to customers Opportunity for community interaction	Creation of Farmers Market Association Board of Directors Collection of initial funding Establish goals and policies Designation of suitable location Promote event to community	Approx. \$27,000 start-up \$21,000 on-going	Local association City
	Community Supported Agriculture	Community input: Support local agriculture	Purpose of this program is to offer a direct link between farmers and consumers and build a regional food supply and a stronger local economy	Establish product demand Designate the central pick-up points in the community List price per share after calculating the costs Encourage farms to become certified as organic	Depends on the budget for the season and the number of shareholders	City Farmers Association
	Marketplace Revival Association	Wanting to promote local economic vitality through regional advertisement	The DMRA strategy will work with local business owners through an independent organization of stakeholders	City leaders will need to create a basic structure and initial funding plan and work with the Delano Chamber of Commerce	\$45,000	Chamber of Commerce
	VALS (Vamos A La Sierra)	Revitalize the theater	Program charges of spreading the word to Redevelopment Agency, City Council, Chamber of Commerce, and especially to the general public	V.A.L.S. would first create short-range, short to mid-range as well as long-range goals	Depends on condition of Sierra Theater	City
	Bakersfield College Sustainable Agriculture Program	Give residents the opportunity to learn about sustainable agriculture techniques that contribute to the health, well being and economy of the community.	Purpose of this program is to implement a new major program in sustainable agriculture in the Bakersfield community college campus in Delano	Propose sustainable agriculture classes or program Create college approved curriculum Present to the academic senate for consideration	The cost for the program will include new faculty salaries, departmental operating expenses, library resources, student services and new facilities	City

**Strategies for the City of Delano**

<b>Chapters</b>	<b>Strategies</b>	<b>Driving Factors</b>	<b>Description</b>	<b>Implementation Steps</b>	<b>Costs</b>	<b>Responsible Parties</b>
<b>Housing</b>						
	Housing Design Guidelines	Lack of affordable, diverse housing options Housing stock needs updates and renovations	Development guidelines for achieving better housing design Affordable, visually cohesive, centrally located housing options Housing that enhances social interactions	Appoint Citizen Advisory Committee Community workshops Develop appropriate guidelines for Delano Amend Zoning Code or adopt voluntary guidelines	Staff time to develop and implement guidelines	City Volunteer advisory committee
	Inclusionary Housing Ordinance	Need for affordable housing Need for single family and multi-family housing	Requires developers to provide affordable housing units 10-20% requirements Incentives include density bonuses, zoning variances, and expedited permits In-Lieu Fee option	Identify stakeholders Appoint Citizen Advisory Committee Community workshops Amend the Zoning Ordinance	Minimal administrative costs Lost revenue (fee waivers)	City Staff Members City Council Private Developers
	Accessory Dwelling Unit Program	Generate more rental housing units	Accessory Dwelling Unit Program fosters the development of well-designed and legal ADUs Provide more rental and affordable housing in the core of the City Promote infill development that preserves the City limits	Dependant Upon City Staff	Grant	City
<b>Health and Safety</b>						
	Bicycle & Pedestrian Safety Coalition	Possibility of sprawl Need for alternative transportation resources Community input: Shortage of bicycle lanes, paths, sidewalks Community input: Streets are unsafe for pedestrians and bicyclists	Pro-active safety approach Multi-cultural public education Community safety education	Delano Police Department initiates strategy Determines goals and objectives Creates curricula and other materials Creates partnerships	Section 402 funding \$5,000-\$100,000	City Volunteers
	Community Garden Program	Need for healthy food alternatives	Community gardens on currently undeveloped land	Determine demand plants Develop gardens spaces	Local Obtain grants Distribute \$2,500 - \$5,000	Local churches Grant Writer



Strategies for the City of Delano

Chapters	Strategies	Driving Factors	Description	Implementation Steps	Costs	Responsible Parties
<b>Youth</b>						
	Delano Youth Outreach and Gang Prevention Program	30 gangs, 1500 gang members Lack of funding for programs Increased demand for law enforcement Community input: Concerned about gang violence	Reach the youth of Delano by providing gang awareness, prevention, and intervention Collaborate with the community and existing youth oriented organizations Intervene and provide support and alternative opportunities to the youth of Delano.	Possibly include the program in the City's municipal codes Initiate a gang prevention and intervention committee Find grants and organizations in the community that can help with the program.	\$50,000 - \$70,000 a year	Volunteer coordinator Youth committee City
	Mayor's Gang Task Force	30 gangs, 1500 gang members Lack of funding for programs Increased demand for law enforcement Community input: Concerned about gang violence	Volunteer group working with part-time coordinator Provides workshops on positive life choices Educates parents and teachers to identify at risk youth and gang activities Coordinates and provides youth activities	Staff develops program specifics Hires part-time coordinator Assembles Mayor's Volunteer Task Force Mayor and Volunteer Task Force will meet to determine priorities and review task force's progress	Project Coordinator: \$25,000 - \$35,000	Mayor Community Services Department Volunteer Task Force
	Joint Use Agreement	To share some of the school facilities with the public	Focuses on the collaboration between the City and the School District to open the use of School facilities and grounds for public benefit during off hours and weekends. The facilities can be used by reservation for a small fee.	City staff held discussions with key city and district personnel to address concerns and develop protocols related to the program's implementation	\$15,000 in staff overtime to cover the costs of district staff conducting inspections and securing the playgrounds at the end of the weekend	Recreation and Park Department
	Youth Art Culture and Entertainment (YACE)	Lack of existing after-school and summer activities that are focused on the arts Community input: Not enough youth entertainment activities	After school & summer theatre program for youth Exposes students to diversity Provides positive atmosphere Provides motivating life skills	Find a program director who has a passion for theater and for the youth Find location to provide facilities for little or no cost Promote the program and recruit volunteers Provide a successful production that is of high quality for free.	Volunteer Coordinator Ongoing costs under \$5,000	Community Services Department Volunteers
	Delano Youth Employment Program	Community input: Lack of employment opportunities for youth	Program that teaches youth job-related skills	Volunteer Coordinator design program and recruit volunteers	Volunteer Coordinator	Volunteer coordinator Youth committee
	Delano's THINK Together Program	Community input: Need for additional tutoring programs and guidance for youth	After school program for 1st through 12th grade	City hires program leader Coordinate with State-wide THINK Together Program	\$100,000	Community Services Department

## 1.4.2 DEVELOPMENT OF STRATEGIES FOR UPDATING THE DELANO GENERAL PLAN

Delano is currently in the process of updating its General Plan. Students analyzed the General Plan and prepared recommendations for updates and changes. Recommendations focus upon amendments and additions that would support recommended action strategies. Recommendations were also included to address recent requirements and trends related to California general plans, such as the development of climate action plans to address Assembly Bill (AB) -32

Strategies for updating the Delano General Plan are discussed in detail in each chapter of this Strategic Plan. In addition a chart summarizing the recommendations is included here.

## General Plan Amendments for Delano

### Chapters

- General Recommendations** Develop detailed implementation programs for major goals, objectives, and policies in the plan.  
Each program should include:
- A description of the implementation program, including the necessary steps to initiate and complete the program;
  - Estimated costs of the implementation program;
  - Estimated funding sources for the implementation program;
  - An assignment of parties responsible for initiating, funding, and completing the program. • Blah

### Land Use Element

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#### Fundamentals

#### Land Use

#### Economic Development

Amend this element to target and preserve specific agriculture industries (Section 2.9)  
Add flexible zoning regulations for the core downtown district

#### Housing

#### Health and Safety

#### Youth

Amend this element by adding policies related to activities for youth oriented entertainment.  
Add a policy requiring adequate facilities for after school and summer entertainment activities

### Economic Development Element

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#### Fundamentals

#### Land Use

#### Economic Development

Amend this element to identify and maximize the use of underutilized and vacant sites.  
Maximize the use of existing infrastructure and focus in on the downtown business district as the heart of the community

#### Housing

#### Health and Safety

#### Youth

# General Plan Amendments for Delano

## Community Design Element

### Fundamentals

Amend this element to incorporate a section devoted to sustainable practices. This includes goals to improve and create sustainable buildings and neighborhoods.

### Land Use

Add walkability guidelines.  
Add guidelines for open spaces and plaza.

### Economic Development

### Housing

Amend this element to include Housing Design Guidelines.

### Health and Safety

### Youth

## Housing Element

### Fundamentals

### Land Use

### Economic Development

### Housing

Adopt an Inclusionary Housing Ordinance.  
Adopt Workforce Housing Policies.  
Adopt Multi Family Housing Policies.  
Adopt Homeless Housing Policies.

### Health and Safety

### Youth

## Public Services and Parks & Recreation Element

### Fundamentals

### Land Use

Amend this element by changing the park requirement from 3.0 acres to 5.0 acres per 1,000 residents (GP Policy 11.6)

### Economic Development

### Housing

### Health and Safety

Amend this element to include goals for creating a Parks and Recreation Master Plan.  
Designate areas for additional bicycle and pedestrian pathways.

### Youth

## General Plan Amendments for Delano

### Safety Element

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**Fundamentals**

**Land Use**

**Economic Development**

**Housing**

**Health and Safety**

**Youth**

Amend this element by adding a Crime and Gang Prevention Section

### Circulation Element

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**Fundamentals**

**Land Use**

**Economic Development**

**Housing**

**Health and Safety**

**Youth**

Create guidelines to encourage a grid like system for new residential development

### New Elements

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**Fundamentals**

**Land Use**

**Economic Development**

**Housing**

**Health and Safety**

**Youth**

Adding an Historic Resources Element that includes goals, policies, and objectives that encourage preservation and rehabilitation of important structures.

Add an Air Quality Element by Summer 2009. This will help to enforce the new laws in effect, AB 32 and SB 375.

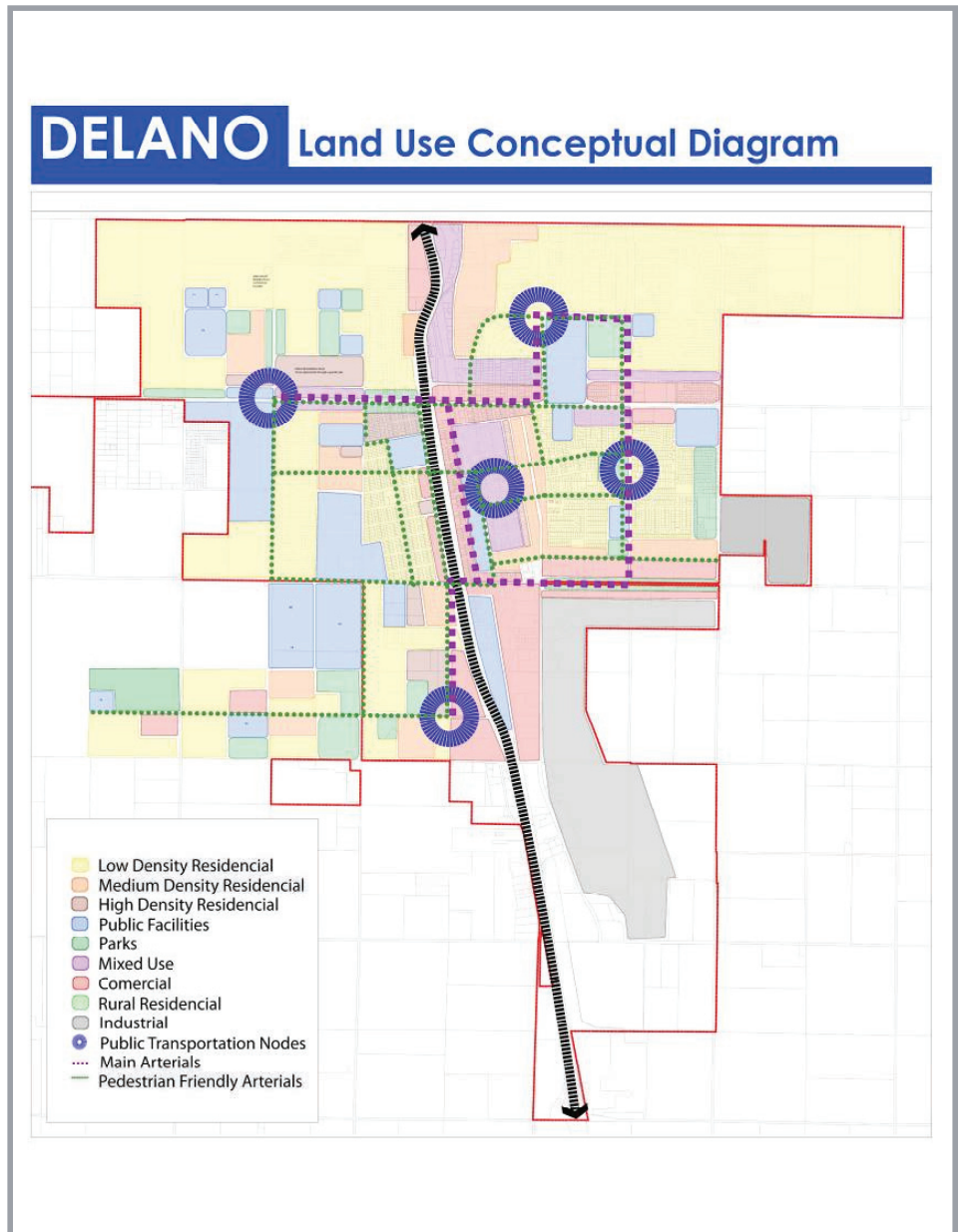
Add a Youth Element that includes goals, policies, and objectives that address improving educational and recreational opportunities for youth. A portion of the new element should be devoted to addressing youth safety in the community.

### 1.4.3 DEVELOPMENT OF THE DELANO CONCEPT PLAN AND DESIGN GUIDELINES

The Delano Concept Plan was the final step in addressing the information received from the community. During one of the public outreach activities, the Plan Van exercise (see Chapter 2, Community Input), students asked Delano community members to map out their “Ideal City Scenario”. The class analyzed the information provided by residents during this activity to create the Concept Plan and the Design Guidelines.

The City of Delano is anticipating significant growth in the future. In preparation for an increasing population, students recommend that the City reconsider its existing land use plan and consider the adoption of City-wide, district-based design guidelines. To create the Concept Plan and Design Guidelines, students divided the City into five districts: The Northwest, Northeast, Southwest, Southeast, and Central Districts. Each of the five districts has a central node where commercial development would be concentrated. Residential uses in each district would develop outward from the commercial node. The guidelines provided by the students are focused on the principles of sustainability and smart growth.

The Concept Plan also took into consideration projects that the City already approved and are currently in the process of developing. The Concept Plan integrates current projects with the community’s vision for future development. The image below shows the five proposed districts. Details regarding the Concept Plan and Design Guidelines can be found in the DSP chapter titled “Land Use and Design.”



## 1.5 STRATEGIC PLAN OVERVIEW

Along with this chapter the Delano Strategic Plan contains seven additional chapters:

Chapter 2: Community Input

Chapter 3: Fundamental Strategies

Chapter 4: Strategies for Land Use and Design

Chapter 5: Strategies for Economic Development

Chapter 6: Strategies for Housing

Chapter 7: Strategies for Community Health and Safety

Chapter 8: Strategies for Youth

Chapter 2, Community Input, provides detailed information regarding the public outreach process undertaken to complete both the TBR and the Delano Strategic Plan. Because the community input received by students drove the issues covered and strategies developed for the DSP, a detailed discussion of the outreach process is important to understanding the remainder of the Strategic Plan.

Chapters 3 through 8 contain action strategies and strategies for updating Delano's General Plan. In addition, each chapter identifies community factors that prompted the development of the strategies contained in the chapter.

Chapter 3, Fundamental Strategies, contains strategies that will provide support for many of the strategies recommended in the remainder of the Plan. These "fundamental" strategies describe actions that the City can take to expand its resources at very little cost. The strategies focus upon the development of additional volunteer commissions and key staff positions.

Chapter 4, Strategies for Land Use and Design, includes strategies for maintaining and improving the City's atmosphere and enhancing the

quality of life for both residents and visitors. The chapter also includes the recommended Delano Concept Plan and Design Guidelines.

Chapter 5, Strategies for Economic Development, provides recommendations capturing additional sales revenue and enhancing productivity within the City. The existing economic conditions in Delano are briefly discussed, followed by strategies to augment economic vitality.

Chapter 6, Strategies for Housing, provides strategies to increase affordable housing options in Delano, as well as the quality of housing. The City of Delano's existing housing stock does not meet the needs of its current population. Currently households are overcrowded, often due to family size combined with low average household incomes.

Chapter 7, Strategies for Community Health and Safety, includes strategies to address the preeminent health and safety concerns raised in the public input process. These concerns included a desire for healthy food alternatives and a need for safer routes to school.

Chapter 8, Strategies for Youth, includes numerous strategies to maintain and improve the quality of life for young people in Delano. Concerns for the quality of life of Delano's kids and teens were raised frequently in the public input process for the DSP. Community members identified the need for additional sports and entertainment activities for both children and teens. Chapter 8 includes strategies to address current gang activities and to create alternative activities for kids and teens.







Community  
Outreach





## 2.0 COMMUNITY OUTREACH

The earliest discussions regarding the Delano Strategic Plan to the completion of this project, the City of Delano and Community Planning Laboratory focused upon an extensive outreach process. The process was conducted and continuously modified throughout Fall and Winter Quarters to reach as many community members as possible and to ensure that a diversity of voices were heard. Ultimately, the effort included a survey, three picnics/workshops, attendance at a community event (the Christmas Parade), presentations at two joint Planning Commission/City Council meetings, and the development of our own community event (the Plan Van). The content and organization of the Strategic Plan is based on the community received.

### 2.1 SUMMER OUTREACH PROCESS

In the Summer of 2008, City and Regional Planning professors, Kelly Main and Umut Toker, met with community leaders to in order to better understand the community of Delano and its concerns about future growth and to ask community leaders to bring their constituencies to the workshops to be conducted in Fall and Winter Quarters. The meetings helped to establish support from community leaders and special interest groups, which helped in future outreach efforts.

### 2.2 FALL QUARTER OUTREACH PROCESS

During the initial weeks of Fall Quarter 2008, the Community Planning Laboratory professors and students planned the outreach efforts for the Delano Strategic Plan. The original plan for the outreach process comprised six community workshops and two community presentations to the City Council and Planning Commission. The purpose of the workshops was to gather residents' thoughts and opinions regarding the current state of Delano and understand their vision for the future. The purpose of the

two presentations was to report to the community regarding the Lab's progress on the Technical Background Report and the Strategic Plan and to gauge the community's responses to the two documents. With the community's responses to the draft documents, the Community Planning Laboratory could finalize the TBR and DSP.

To identify community members and groups who might wish to participate in the outreach effort, the class compiled a list of community groups including the City Council, schools, transit authority, business owners and farmers, churches, banks and grocery stores. Outreach was conducted through a variety of media outlets targeting these community groups and organizations within the city. The workshops were announced to the public through mailings, and students made personal phone calls to business owners within the city limits. The City also advertises the workshops around town by hanging flyers and advertising in the local newspaper, The Delano Record. This effort continued throughout Fall Quarter.

Initially, five of the workshops were to take place during Fall Quarter. The workshops were to be held at a local senior center (the Jefferson Senior Center). The workshops were desired to be interactive, involving small group discussions with citizens, local government officials, and Planning Department staff. Encouraging citizens to attend these meetings allowed the community to take part in shaping the priorities and future of their community.

The residents and business owners expressed interest in the workshops, but the first workshop was poorly attended due to time conflicts with work and other social gatherings. The class took this into consideration and decided to alter the workshop format. The outreach process evolved throughout the planning process in order to adapt to the community's availability to attend events. The number of workshops was reduced to three and community surveys and events were substituted. Ultimately, the workshops evolved into picnics, including food and prizes, to take on a more fun and relaxed atmosphere. The times and meeting places

for the workshops were also changed throughout the planning process in order to involve more residents.

Ultimately, the community outreach process for Fall Quarter evolved into a downtown survey, held three picnics/workshops, and attended the Delano Christmas Parade in order to gather public input.

### **2.2.1 SURVEY– INTERVIEWING RESIDENTS AND WORKERS**

The first workshop was scheduled to take place at the Jefferson Senior Center in Delano. Outreach was conducted before the meeting in which local business owners were contacted by telephone and mailings. Although contact was made with numerous business owners, no one attended the first meeting. Surveys that would have been conducted in the workshop, were instead taken to the central business district, and used to interview resident and business owners on the street.

The survey asked residents their thoughts and concerns about Delano. The survey results about the city were positive overall, but there was general concern about local youth and expanding the business and commercial opportunities in the area. This was the first information gathered from residents and was used to organize the next meeting.





### 2.2.1 WORKSHOP/PICNIC 1 – WISH LIST, FLYERS, QUESTIONNAIRES, AND MAILINGS

The class decided that the workshops would take on a more relaxed atmosphere by changing them to picnics. The first picnic was held at the Jefferson Senior Center and was complete with hotdogs and prizes. The planning exercises were a Glad List and a Wish List, which asked the residents to list: 1) what they are glad Delano has, and 2) what they wish Delano had. The exercise broke the residents into groups of four to six people, each group facilitated by a City and Regional Planning student.

The exercise was a way for people to prioritize their needs and wants for the future of Delano.

### 2.2.3 WORKSHOP/PICNIC 2 – ORGANIZING STRATEGIES

The second workshop/picnic involved a planning exercise that asked Delano residents to prioritize strategies that the class presented. The class researched multiple cities to find successfully implemented strategies that could work to resolve the community issues identified in the previous workshop.

worried about housing?  
asking for cleaner streets?

concerned about childcare?  
want better public transport?

thinking about more jobs?  
want better parks?

wish there was more to do in downtown?  
thinking about safety?

... asking for a better Delano?

**COME SHARE YOUR IDEAS WITH US IN OUR  
COMMUNITY  
gathering!**

CAL POLY STUDENTS AND PROFESSORS ARE WORKING WITH  
THE COMMUNITY DEVELOPMENT DEPARTMENT FOR A BETTER DELANO.

free hot dogs!  
free soda!  
free snacks!

KIDS ARE WELCOME! (we have  
crayons and a lot of paper)

WHERE?  
Jefferson Senior Center  
436 Jefferson St.  
(off Garces, one block  
from the Hospital)

WHEN?  
Saturday, November 8, 2008  
1 - 3 PM




pensa en seguridad?  
quiere calles limpias?

preocupado sobre cuidado de niños?  
quiere mejor transporte público?

mas trabajos?  
quiere mejores parques?

le gustaria que hubiera mas cosa que  
hacer en el Centro? preocupado sobre vivienda?

... preguntando por un mejor Delano?

**COMPARTEN SUS IDEAS EN NUESTRA  
REUNION  
comunitario!**

ESTUDIANTES Y PROFESORES DE CAL POLY ESTAN TRABAJANDO CON EL  
DEPARTAMENTO DESARROLLO COMUNITARIO PARA UN MEJOR DELANO.

hot dogs gratis!  
sodas gratis!  
snacks gratis!

NINOS TAMBIEN SON INVITADOS!  
(tenemos muchos colores y  
papel para dibujar)

EN DONDE?  
Jefferson Centro de Asilo  
436 Jefferson St.  
(Se baja en la Calle Garces,  
una cuadra del Hospital)

CUANDO?  
Sabado, Noviembre 8, 2008  
1 - 3 PM




The second workshop/picnic was held at the Jefferson Senior Center and followed the same format as the Glad and Wish Lists exercises. Residents were divided into small groups and guided by a student facilitator. The strategies presented to the community were based on the needs and concerns addressed in the first workshop's Wish Lists. The Wish Lists were compiled to observe common themes that the community felt needed to be addressed. The top concerns from the community members were related to youth and increasing gang violence. The class researched programs and strategies implemented by other cities around the country to present possible solutions to the residents. The residents had a chance

to discuss the strategies and prioritize those that they thought would work the best in the community.

### 2.2.4 WORKSHOP/PICNIC 3 – WHO SHOULD CARRY OUT STRATEGIES?

The third community workshop and picnic was also held at the Jefferson Senior Center. The planning exercise was to designate the responsibility of implementing the previous meeting's prioritized strategies. Residents were asked to answer three questions about the strategies from the

worried about housing?  
asking for cleaner streets?  
thinking about more jobs?  
want better parks?  
wish there was more to do in downtown?  
... asking for a better Delano?

concerned about childcare?  
want better public transport?  
thinking about safety?

come share your ideas with us in our...

# DELANO COMMUNITY GET-TOGETHER! DELANO

CAL POLY STUDENTS AND PROFESSORS ARE WORKING WITH THE COMMUNITY DEVELOPMENT DEPARTMENT FOR A BETTER DELANO.

free hot dogs!  
free soda!  
free snacks!

you can win a \$25 gas card!

KIDS ARE WELCOME! (we have crayons and a lot of paper)

WHERE?  
Jefferson Senior Center  
436 Jefferson St.  
(off Garces, one block from the Hospital)

WHEN?  
Sunday November 23, 2008  
1 - 3 PM

let's gather for a better Delano

piensa en seguridad?  
quiere calles limpias?  
mas trabajos?  
quiere mejores parques?  
le gustaria que hubiera mas cosas que hacer en el centro?  
... preguntando por un mejor Delano?

preocupado sobre cuidado de ninos?  
quiere mejor transporte publico?  
preocupado sobre vivienda?

comparten sus ideas en nuestra...

# DELANO REUNION COMUNITARIA! DELANO

ESTUDIANTES Y PROFESORES DE CAL POLY ESTAN TRABAJANDO CON EL DEPARTAMENTO DEL DESARROLLO COMUNITARIO PARA UN MEJOR DELANO.

hot dogs gratis!  
sodas gratis!  
bocados gratis!

Puede ganar una tarjeta de \$25 para el gas!

NINOS TAMBIEN SON INVITADOS!  
(tenemos muchos colores y papel para dibujar)

EN DONDE?  
Jefferson Centro de Asilo  
436 Jefferson St.  
(se baja en la calle Garces, una cuadra del Hospital)

Cuando?  
Domingo Noviembre 23, 2008  
1 - 3 PM

let's gather for a better Delano

previous workshop. The three questions were:

1. What is the first step to take?
2. Who should take the first step?
3. How will it be funded and from where would funding be obtained?

The workshop made the residents aware of the difficult task of delegating responsibility and obtaining funding should come from.

## 2.2.5 COMMUNITY EVENT – CHRISTMAS PARADE AND STRATEGY POSTERS

The fifth community outreach event was held at the conclusion of the Delano Christmas Parade. The class had been working with the residents to formulate a list of strategies that addressed the concerns residents had about future development. The class took the information from the previous workshops and identified the eighteen most popular strategies/ issues.



The strategies identified were:

Poster 1:

Barrios Unidos for youth  
Multiple agency task force for safety  
Neighborhood improvement program

Poster 2:

After school activities  
Architectural design guidelines  
Commercial expansion

Poster 3:

Rethink how city funds are spent  
More park maintenance and activities  
New zoning for more commercial

Poster 4:

Affordable housing  
City/State/Federal housing funding  
More land for housing

Poster 5:

A Downtown Business Association to promote commercial business  
Fix-up important buildings  
Re-build run-down areas

Poster 6:

On-the-Job training  
More educational opportunities  
Educational advising programs

What should Santa bring **Delano** for the Holidays?

*Barrios Unidos for youth / Barrios Unidos para la juventud*

Place Your Stickers Here  
Ponga Sus "Stickers" Aqui

*Multiple Agency Task Force for safety / Más agencias de seguridad*

Place Your Stickers Here  
Ponga Sus "Stickers" Aqui

*Neighborhood Improvement Programs / Programas para mejorar los vecindarios*

Place Your Stickers Here  
Ponga Sus "Stickers" Aqui

¿Que deberia traer Santa Claus a **Delano** para los dias festivos?

What should Santa bring **Delano** for the Holidays?

After-school activities /  
Actividades después de la escuela



Place Your Stickers Here  
Ponga Sus "Stickers" Aquí

Architectural design guidelines /  
Guías para el diseño arquitectónico



Place Your Stickers Here  
Ponga Sus "Stickers" Aquí

Commercial expansion /  
Expansión comercial



Place Your Stickers Here  
Ponga Sus "Stickers" Aquí

¿Que deberia traer Santa Claus a **Delano** para los dias festivos?

What should Santa bring **Delano** for the Holidays?

Rethink how city funds are spent /  
Repensar como la ciudad usa sus fondos



Place Your Stickers Here  
Ponga Sus "Stickers" Aquí

More park maintenance and activities /  
Más mantenimiento de parques y actividades



Place Your Stickers Here  
Ponga Sus "Stickers" Aquí

New zoning for more commercial /  
Nueva zonificación para más area comercial



Place Your Stickers Here  
Ponga Sus "Stickers" Aquí

¿Que deberia traer Santa Claus a **Delano** para los dias festivos?

What should Santa bring **Delano** for the Holidays?

Affordable housing /  
Viviendas a bajo costo



Place  
Your  
Stickers  
Here

Ponga  
Sus  
"Stickers"  
Aqui

City / State / Federal housing funding /  
Fondos ciudades/estados/federales para viviendas



Place  
Your  
Stickers  
Here

Ponga  
Sus  
"Stickers"  
Aqui

More land for housing /  
Más tierras para construir nuevas viviendas



Place  
Your  
Stickers  
Here

Ponga  
Sus  
"Stickers"  
Aqui

¿Que deberia traer Santa Claus a **Delano** para los dias festivos?

What should Santa bring **Delano** for the Holidays?

A Downtown Association to promote commercial businesses /  
Una asociación de "Downtown" para promover negocios



Place  
Your  
Stickers  
Here

Ponga  
Sus  
"Stickers"  
Aqui

Fix-up important buildings /  
Reparar edificios importantes



Place  
Your  
Stickers  
Here

Ponga  
Sus  
"Stickers"  
Aqui

Rebuild run-down areas /  
Reconstruir areas en mal estado



Place  
Your  
Stickers  
Here

Ponga  
Sus  
"Stickers"  
Aqui

¿Que deberia traer Santa Claus a **Delano** para los dias festivos?

# What should Santa bring **Delano** for the Holidays?

*On-the-job training /  
Entrenamiento en el trabajo*



Place Your Stickers Here

Ponga Sus "Stickers" Aquí

*More educational opportunities /  
Mas oportunidades educacionales*



Place Your Stickers Here

Ponga Sus "Stickers" Aquí

*Education advising program  
Programa de Consejería educacional*



Place Your Stickers Here

Ponga Sus "Stickers" Aquí

# ¿Que deberia traer Santa Claus a **Delano** para los dias festivos?

The class marched in the Delano Christmas Parade up to City Hall, joining Santa Claus and the City Council for some hot chocolate. Outside of City Hall there were six poster boards displaying the issues and concerns voiced at community workshops. Each event participant was given six stickers and asked to place the stickers next to the strategies/issues that she/he felt were most important. After the event the class took the information from the poster boards and prioritized the top strategies.





## 2.3 WINTER QUARTER OUTREACH PROCESS

During Winter Quarter 2009 the class made two presentations to the Delano City Council and Planning Commission and held one community event. The first presentation gave the class an opportunity to present the findings of the Technical Background Report and the strategies for the Strategic Plan. In between the two presentations, the class' final community event, the Plan Van, was held.

### 2.3.1 PRESENTATION 1—THE TECHNICAL BACKGROUND REPORT

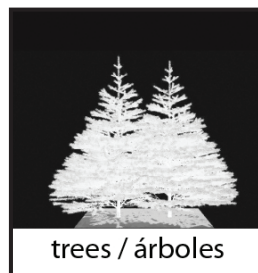
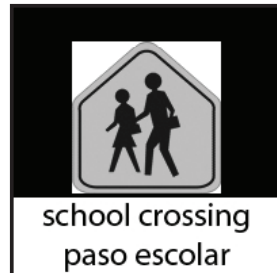
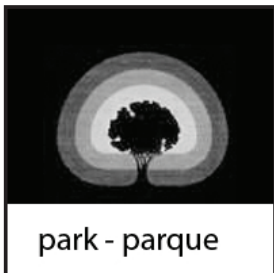
The first formal presentation to the City was a discussion of the background

research compiled in the Technical Background Report (TBR). The TBR is a compilation of research completed by students and driven by the concerns of residents. The presentation was an opportunity for the City Council and community members to hear and comment on the findings of the TBR. It also gave the class a chance to ask further questions about the City of Delano.

### 2.3.2 PLAN VAN

The Plan Van exercise utilized the Delano's busy Ranch Market as a prime location for a planning workshop. The Ranch Market is located in the downtown area and is a busy community center on the weekends. The Plan Van was an exercise in planning the physical layout of Delano.

Community members were given stickers with symbols representing different community facilities, amenities, residential areas, commercial areas, and entertainment uses. The residents were asked to plan their “Ideal City Scenario”. In addition to the stickers, markers were provided for the community to map out ideal routes for transit and pedestrian paths throughout the city. The Plan Van was a successful planning workshop that engaged Delano residents in an interactive exercise to help plan their city.



### 2.3.3 PRESENTATION 2—THE DELANO STRATEGIC PLAN

The second formal presentation to the City Council and Planning Commission shared the most important action strategies developed for the Strategic Plan, as well as the strategies for updating the General Plan and for land use and design guidelines. Students also showed a video they had made during the course of the project. The video covered the Delano Strategic Plan community outreach process and featured community members speaking about their wishes and concerns for the community of Delano.

### 2.4 FINDINGS

The remaining chapters of the Strategic Plan include details regarding the community input received during Fall and Winter Quarters and the ways that input influenced the strategies developed. The following sections include a brief summary of some of the major issues raised by community members during the outreach process.

#### 2.4.1 SMALL TOWN FEEL AND HISTORICAL PRESERVATION

The City of Delano has rapidly grown from a small, rural farming town to a regional commercial and service destination. Through the workshops community members expressed many positive aspects of the city as well as concerns regarding land use and urban form. One of the main concerns expressed was regarding the balance between growth and the preservation of agricultural land. Maintaining the small town character of Delano was also a high priority issue. Land use and urban form incorporate many different aspects of the natural and built environment, creating a unique sense of place where residents can develop and find an identity.

The residents emphasized the importance of the following positive qualities/aspects of Delano:

- The Small town, agricultural character
- Mellow, family atmosphere
- Diversity and liveliness of downtown
- Stores and activities
- Public transit
- The community center and the library
- Clean parks and streets
- Available land for infill development
- Great schools
- Community leaders that listen

The following wishes for the future of Delano were emphasized by the community:

- Seeing some of the plans and visions for Delano become realities
- Additional entertainment, shopping, and sports activities for families, kids, everyone
- Inexpensive activities for families and kids
- More affordable housing
- More and better job opportunities
- No additional prisons
- Road and freeway improvements
- Safer pedestrian streets
- Additional street vending
- Neighborhood walkability
- Preserving historical buildings
- Mixed-use zoning in downtown
- Infill development (smart growth)
- Better street maintenance
- More parks and recreation facilities
- Additional educational opportunities

## 2.4.2 ADDITIONAL SERVICES

The local community expressed concerns about community services including water, medical care, and transportation. Recently the cost of water in Delano has gone up. Since many residents live on a limited budget, a rate hike had a drastic impact on their lives. More and more water is needed for both farming and for new developments. Due to the forces of supply and demand, demand is increasing and supply is decreasing. The limited amount of water has resulted in higher prices. Citizens also stated that the limited medical services in Delano are forcing many to travel to Bakersfield. Limited transportation options make it challenging for citizens to receive proper medical care.

## 2.4.3 BETTER TRANSPORTATION ROUTES WITHIN THE REGION

Due to high population projections for the entire Central Valley the need for efficient and effective circulation systems within Delano are in high demand. The City's future circulation system must provide for the increase in travel by developing a balanced transportation plan. Another community concern was the lack of bicycle and pedestrian routes. There are currently no designated bicycle routes within the City of Delano. This will also need to be included in a future transportation plan.

## 2.4.4 HOUSING ISSUES

Population and housing were both high priority topics among Delano residents, resonating throughout all of the workshops. Related to housing issues, the positive qualities of Delano that residents appreciate included:

- Family atmosphere and big families
- Available areas to develop

The housing concerns that community members would like to see addressed included:

- Dilapidated buildings
- More affordable and low-income housing
- Lack of transitional housing and homelessness awareness
- Lack of senior housing and care homes
- More neighborhood improvement programs
- More land for housing to be developed
- Stricter architectural guidelines

#### **2.4.5 MORE YOUTH ACTIVITIES TO PREVENT GANG ACTIVITIES**

The community stressed the importance of local safety. The community wants more support for the youth, including jobs and activities to do within the city. There was support for trying to involve more young people in after-school activities in an effort to keep kids out of gangs. The community also wanted more support from local clubs and groups.





# Fundamental Strategies





## 3.0 FUNDAMENTAL ACTION STRATEGIES

As do many municipal agencies in California, the City of Delano needs additional resources for new programs and activities desired by community members. Because City funds are limited, the fundamental strategies proposed in this chapter provide no-cost or low-cost programs to supplement current resources and to act as the starting point for future strategies. After researching other cities with similar resource-funding challenges, several new ideas emerged. Strategies successfully used by other cities, are the basis for the fundamental action strategies recommended by Cal Poly students. These strategies are meant to provide Delano with the resources to maintain current programs while developing and funding new programs.

### 3.1 RECOMMENDED ACTION STRATEGIES

#### 3.1.1 GRANT WRITER

A grant writer would help the community obtain funding needed to expand existing services and to provide additional services and programs within the City.

##### 3.1.1.A Description

A grant writer for the City of Delano would have knowledge and experience working with grant application processes and be able to provide information on various sources of grant programs. Having an experienced grant writer on Delano's staff would allow the City increase funding sources.

One full-time grant writer would be sufficient to run a program in Delano. The City would use the services of a grant writer to obtain grants to benefit community members.

Grants are often difficult to locate and obtain. An experienced grant writer has the skill set to track down and properly apply for a variety of grants. Other tasks a grant writer would be involved in include:

- Identifying and researching funding opportunities
- Monitoring deadlines of all Delano's grants
- Developing and maintaining contacts with local, State, and federal funding agencies
- Providing information to various City departments about grant sources
- Collaborating with departments, City officials, non-profit agencies, and the community
- Helping community organizations and other institutions in completing grant proposals
- Developing timetables, establishing deadlines, and arranging meetings to expedite timely submissions
- Working with the appropriate personnel to expedite internal processing of proposals
- Writing and editing grant proposals

The grant writer would assist the City in obtaining State, federal, and privately funded grants. These grants would help fund capital improvement projects, community maintenance, after school programs, non-profit activities, and other important new programs and projects.

##### 3.1.1.B Implementation Steps

Some cities choose to hire a full-time or part-time grant writer; others contract these responsibilities out to a private firm. Delano's City Council would initiate this program by creating a new staff position for a grant writer.

### **3.1.1.C Timeframe for Implementation**

The City must first make room in the budget to fund the grant writer position. This position could be funded for the 2009-2010 fiscal year. The hiring process may take anywhere from three to six months.

### **3.1.1.D Costs**

The average annual salary for a full-time grant writer ranges from \$44,000 to \$66,000.

### **3.1.1.E Responsible Parties**

The City Council would be the responsible party for funding the position. A City department, most likely the City Manager's Department, would be responsible for hiring and overseeing the grant writer.

### **3.1.1.F Examples and Resources**

City of Wasco, California:

The City of Wasco employs a full-time grant writer that works under the Department of Finance. The current grant writer has been employed with the City since 2001 and estimates that she has brought in two to three major grants each year.

City of Garden Grove, California:

The grant writer for the City of Garden Grove oversees and coordinates preparation of grant requests. She also identifies grant needs within the City and works collaboratively with staff to define needs and seek appropriate grants. She is responsible for prioritizing tasks and meeting all deadlines for preparation, submission and implementation of grants and grant related reports. During 2006, her first year of work, she was able to bring in over \$400,000 in grants, with continued success the next year, bringing in just over \$300,000.

## **3.1.2 VOLUNTEER COORDINATOR**

The City's current budget limits the amount of services the City can provide. By establishing volunteer opportunities the City would be able to expand programs with little to no cost. The creation of a major volunteer program requires the oversight of a staff person. Filling a Volunteer Coordinator position is one of the most urgent strategies suggested in this Strategic Plan. Volunteers recruited and overseen by the Volunteer Coordinator would be able to provide assistance for many of Delano's current programs, as well assist with the establishment of new programs. During the community input process, citizens expressed a strong desire to volunteer and give back to their community.

### **3.1.2.A Description**

The Volunteer Coordinator would be a new City position designed to generate and manage volunteer opportunities within the City. Additional volunteer opportunities also allow residents to help improve their community. The Volunteer Coordinator would be responsible to recruit and staff new volunteer programs. The Volunteer Coordinator would establish and maintain a database of individuals and clubs who want to volunteer for City programs.

Programs in need of volunteer services would contact the Volunteer Coordinator, whose job it is to fill these particular positions. The Volunteer Coordinator would recruit new volunteers through websites, postings and other means particular to the community. Departments which are interested in starting a program can utilize the service of the Volunteer Coordinator to recruit people for their particular program.

### **3.1.2.B Implementation**

In order for the strategy to be implemented, the City would first need to fund, establish, and fill a Volunteer Coordinator position. The City would

then need to fill the position. Once in place, the Volunteer Coordinator would need some initial time to establish the volunteer programs and volunteer database.

### **3.1.2.C Timeframe for Implementation**

The position could be funded in the 2009-2010 or 2010-2011 fiscal year. According to a volunteer coordinator interviewed, hiring and initial organization of the programs and database would require at least six months to a year.

### **3.1.2. D Costs**

The starting salary for a full time Volunteer Coordinator ranges from \$29,000 - \$34,000 annually.

### **3.1.2. E Responsible Parties**

The City Council would be the responsible party for funding the position. A City department, most likely the City Manager's Department, would be responsible for hiring and overseeing the Volunteer Coordinator.

### **3.1.2. F Examples and Resources Available**

- The City of Sacramento, California
- The City of San Rafael, California
- The City of Tempe, Arizona
- The City of Chula Vista, California
- The City of Monterey, California
- The City of Stockton, California

These cities all have extensive and successful volunteer programs. They utilize Volunteer Coordinators to run many of their City programs. They also run websites where the public can gather information about volunteering

opportunities and about the successes of the current program.

## **3.1.3 HUMAN SERVICES COMMISSION**

### **3.1.3.A Description**

This strategy proposes creating a seven-member volunteer commission, The Human Services Commission, to act as a forum for local citizens to come forward and address social issues within the community. The Commission would be responsible for reporting citizens' goals and visions to the City Council. Citizen members, not currently acting as officials within the City, would be appointed by the City Council. After its creation, the Human Services Commission would meet regularly, with the schedule established by the City Council. The Commission would also work with the Volunteer Coordinator to organize volunteers recruited to address issues deemed under the purview of the Human Services Commission. In addition, the Human Services Commission would make recommendations to the City Council regarding social services to receive funding.

The Delano City Council and City Manager would be responsible for establishing the responsibilities of the Commission and deciding how it would be run. (This information can be included in the Municipal Ordinance, if desired.) The City Council could grant discretionary authority to the Human Services Commission on certain issues, such as determining the usage of community facilities. The Commission would ensure that these facilities are being utilized fairly and efficiently. The Commission could also support and provide assistance to City agencies and local nonprofits, working with the Grant Writer to apply for grants related to bettering social aspects of the City.

### **3.1.3.B Implementation Steps**

The City Council and City Manager would develop the rules and regulations for the Commission's establishment, meetings, and purview.

The City Council would then appoint at least seven members of the community in order to provide different perspectives on social issues. The City would periodically accept applications for new Commission members in the event that a commissioner is either dismissed or resigns.

### **3.1.3.C Timeframe for Implementation**

The Commission could be appointed once the City Council approves regulations for the Commission and accepts applications from community members. This could be completed within six months.

### **3.1.3.D Costs**

Members of the Commission would serve without compensation, but reimbursements may be given as compensation for various meeting expenses. Funding for programs overseen by the Commission could come from community grants such as Community Development Block Grant funds.

### **3.1.3.E Responsible Parties**

The City Council would be responsible for overseeing the Commission and appointing new members when necessary. One of the City's existing departments would likely provide some staff support for the Commission. The Volunteer Coordinator or another staff member would be responsible to attend Commission meetings and forward any necessary reports to the Commission. In some communities the Community Services Department provides the staff support for the Commission. In other communities, particularly ones in which the Human Services Commission deals with housing issues, the Housing Coordinator provides staff support to the Commission.

### **3.1.3.F Examples and Resources Available**

#### **City of Hayward, California:**

In Hayward, the Human Services Commission serves as an advisory body to the City Council on social issues. Mainly, the committee coordinates human and financial resources for City sponsored volunteer groups, reviews applications for social service funds, and makes recommendations to the Council. Additionally, the Hayward Human Services Commission takes an active stance against preventing discrimination in the City. The Commission appoints a liaison to all funded programs to report back to the Commission. Finally, the Commission acts as an advising body to the City's paratransit program.

#### **City of Livermore, California:**

Livermore's Commission is an eleven-member committee that advises the City Council on how to utilize community spaces. Other duties of this commission include: (1) assuring public participation in public process, (2) advising the City Council on social issues, commenting on legislation that would affect social conditions, (3) working with the community to prioritize goals, (4) providing a forum for citizens to discuss pertinent social issues, (5) aiding local city government and nonprofits with grants from public and private sources, and (6) advising the City Council on the spending of funding from the U.S. Department of Housing and Community and Urban Development including money from the Community Block Grant Program and the Home Investment Partnership Program.

#### **City of Vacaville, California:**

The Vacaville Human Services Commission focuses on reducing prejudice and promoting acceptance of all citizens. One of the Commission's main duties is to assist groups in the community, who are aiming at reducing discriminatory processes against groups or individuals. Other duties of the City of Vacaville's Human Services Commission include: (1) recommending the City Council enact legislation to improve human relations; (2) aiding City departments concerned with human relations; (3) meeting with County agencies facing the same issues; and (4) researching, educating and studying policies of acceptance. Although the City of Vacaville has

established rules regulations for a commission in their municipal code, the City has yet to initiate a commission.

### **3.1.4 YOUTH COMMISSION**

The community of Delano shared multiple concerns regarding the City's youth. Community members discussed their willingness to volunteer to address the needs of young people. Workshop participants frequently mentioned that there are not enough stimulating extracurricular activities for children. This reoccurring concern regarding a lack of activities for youth prompted this recommendation for the creation of a Youth Commission. The Youth Commission would give local youth a voice in their community.

#### **3.1.4.A Description**

The creation of a Youth Commission would allow a greater number of community members and young people to be involved with the City in a positive way. The Commission encourages youth involvement in the decision making process, helping to close the gap between the community and government officials. The Commission is a way to reach out to the youth and incorporate them in implementing new ideas that cater to their needs.

The Youth Commission is made up of adults and youth members. Youth members would be able to present new and exciting opportunities for their community. The youth commissioners would advocate for the needs and wants of childrens and teens, and would oversee, promote, and organize youth activities and events catered towards local young people. Adult members of the Commission would advocate on behalf of and advise younger members.

#### **3.1.4.B Implementation Steps**

The City Council and City Manager would develop the rules and regulations for the Commission's establishment, meetings, and purview. The City Council would then appoint three adult advisors and a minimum of seven kids and/or teens from members of the community in order to provide different perspectives on youth issues. The City would periodically accept applications for new Commission members in the event that a commissioner is either dismissed or resigns.

#### **3.1.4.C Timeframe for Implementation**

The Commission could be appointed once the City Councils approves regulations for the Commission and accepts applications from community members. This could be completed within six months.

#### **3.1.4.D Costs**

Members of the Commission would serve without compensation, but reimbursements may be given as compensation for various meeting expenses. Funding for programs overseen by the Commission could come from grants obtained by the Grant Writer.

#### **3.1.4.E Responsible Parties**

The City Council would be responsible for overseeing the Commission and appointing new members when necessary. One of the City's existing departments would likely provide some staff support for the Commission. A staff member or the Volunteer Coordinator would be responsible to attend Commission meetings and forward any necessary reports to the Commission. If not the Volunteer Coordinator, it is likely that the Community Services Department would be the most appropriate department to provide staff support for the Commission.

#### **3.1.4.F Example and Resources Available**

The City of San Francisco, California

The City of San Francisco's Youth Commission is a diverse group of 17 youth from across the City. Members' ages range from 12 to 23. Members



of the Board of Supervisors and the Mayor appoint one member to the Commission. Each commissioner is expected to have illustrated leadership in their community through involvement in grassroots efforts, school organizing, or other advocacy for the benefit of their peers and community. The Youth Commission gathers information from the youth community to create engaging extracurricular activities. Using input from the community and information obtained through youth voting, the Commission works to ensure that the San Francisco youth community has a voice to represent their concerns.

The City of Paso Robles, California

The City of Paso Robles Youth Commission was established in 1999. The Commission was originally established to help teens have a voice in the community. It is an advisory body to the City Council. Youth members are selected through an application process and are involved in activities such as community service projects, youth conventions, and providing additional special activities to the teens of Paso Robles.

## 3.2 FUNDAMENTAL STRATEGIES FOR UPDATING THE DELANO GENERAL PLAN

### 3.2.1 DRIVING FACTORS

The residents of Delano voiced many concerns throughout the six months of community outreach. Discussions focused on the need for organization and the desire to see things accomplished. The following recommendations regarding fundamental changes to Delano's General Plan are designed to clarify the actions necessary and parties responsible for achieving the goals, policies, and implementation measures established in the General Plan.

### 3.2.2 RECOMMENDATIONS

The Delano General Plan has many important and useful goals,

policies, and objectives; however, the plan does not include the detailed implementation programs necessary to achieve the vision outlined in the General Plan goals. As part of the General Plan update, students recommend that a detailed implementation programs be included for major goals, objectives, and/or policies. Each implementation program would include:

- A description of the implementation program, including the necessary steps to initiate and complete the program;
- Estimated costs of the implementation program;
- Estimated funding sources for the implementation program;
- A timeframe for implementing the programs;
- An assignment of parties responsible for initiating, funding, and completing the program.

As the General Plan goals, policies, and objectives are updated, detailed attention to and clarification of the implementation programs should increase the likelihood of accomplishing the visions established in the General Plan.





Land Use  
and  
Urban Design

4



## CHAPTER 4: LAND USE AND URBAN DESIGN

This section contains strategies for future land use that reflect Delano's community values, values expressed during the community outreach process for the Strategic Plan. Successful strategies were researched and tailored to the community's desires and available City resources. These strategies aim to create a vibrant and pleasant community without hindering future growth. Strategies for achieving this include:

- Historic Resources
- Mixed-Use Ordinance
- Sustainable Design Guidelines
- Walkability Design Guidelines
- Incorporating Public Open Spaces

There are also recommendations for Delano's General Plan update. These recommendations include the addition of a new element addressing historic resources and their preservation. There are also recommendations to amend existing elements—the Parks and Recreation Element, Land Use Element, and Community Design Element.

### 4.1 STRATEGIES

#### 4.1.1 DRIVING FACTORS

##### 4.1.1.A Population Growth

The City of Delano's expected population growth will create several issues the City will need to address. Assembly Bill 32 (AB 32) and Senate Bill 375 (SB 375) have made it mandatory to address issues concerning sprawl and sustainable development. The impacts of future growth can be accommodated through the adoption of the recommended strategies—historic preservation, walkability guidelines, mixed-use ordinance,

sustainable design guidelines, and more plazas and open spaces.

##### 4.1.1.B Community Input

Residents enjoy the City's small town character, the family atmosphere, and the liveliness of the downtown area. Community members like the diversity of stores and activities in the City. The public transit is also something the community likes. The clean parks, community center, and library are something the community would like more of. Residents also responded positively to the idea of infill development for new housing and commercial uses.

The community discussed improvements that were most important to them, including more affordable housing, better street maintenance, safer pedestrian streets, a more walkable Delano, and more bike lanes. The community also wants street vending and rebuilding in dilapidated areas. More road and freeway improvements, mixed-use zoning for downtown, and architectural design guidelines were also discussed. These issues can be addressed and enhanced through improved aspects of Land Use and Urban Design.

Completion of new commercial development such as the Marketplace is another wish of the community. Outreach participants also indicated that they want more stores like Costco and Target, so they would not have to drive to Bakersfield to shop.

Another issue brought up during community workshops was the feeling that the City needs to be spending money on the right issues and supporting development projects. There were some community members that felt as though too much money was being spent on Environmental Impact Reports (EIRs). There was concern for protection of the City's historic resources. Residents also expressed concern for the condition of drinking water. Residents also asked for better lighting to make the City safer at night, and more parks to serve a variety of needs.

## 4.1.2 RECOMMENDED STRATEGIES

### 4.1.2.A Historic Resources Survey

Impacts from the increase of population will affect Delano's historic resources. New development may impact existing historic buildings and could result in demolition or conversion. Without appropriate policies or guidelines to address preservation of historic structures, these assets could be lost.

The City has a variety of historic resources, including the Sierra Theater, Delano Hotel, and the Weaver House. However, the City has no historic reference list that recognizes and would support protection of its heritage. Residents expressed desires to rehabilitate historic structures to preserve the City's atmosphere and culture.

#### Description

The completion of an Historic Resource Survey and List would preserve city heritage by creating a list of all the historic resources within city limits. Historic resource identification can lead to significant cultural and community impacts.

#### Implementation Steps

The first step in implementing this strategy is the completion of an Historic Resource Survey by a qualified architectural historian. The survey documents all the resources in the community that have the potential to be designated as historic and provides detailed information regarding these structures and their history. As part of the survey, the architectural historic can develop the criteria used to judge structures in terms of their national, state and local significance. From this survey, a list of "qualified" historic structures can be created. The criteria for the list can be obtained from the Secretary of the Interior's Standard for Rehabilitation. Criteria include

buildings, structures, or objects that:

1. Are at least fifty years old
2. Possess integrity of location, design, setting materials, and workmanship, and meet one or more of the following;
  - a. Are associated with events that have made significant contribution to the pattern of local, state, or national history
  - b. Are associated with the lives of persons or with institutions significant in local, state, or national history
  - c. Embody the distinctive characteristics of an architectural style, type, material or the use of indigenous material or craftsmanship, or are the work of an architect, designer, or builder significant in local, state, or national history
  - d. Retain character-determining architectural features and materials

#### Timeframe for Implementation

The time frame for completion of the survey would include the time necessary for the City to designate funds to hire an architectural historian and to complete the hiring process. The architectural historian will then need time (estimated to be approximately 6 to 9 months) to complete the research of structures, develop criteria and a list, and then meet with the community to discuss findings. Finally, the City Council may wish to officially adopt the criteria, the list, and an ordinance regarding how the City will amend the List in the future.

#### Costs

Start-up: The average rate to hire an architectural historian to survey a city the size of Delano is estimated at \$15,000-17,000.



### Responsible Parties

The City Council (allocation of funding, approval of contracts, and adoption of criteria, list, and ordinance) and the Community Development Department (staff support of these efforts) would be the responsible parties.

### Examples and Resources Available

The City of Pasadena Historic Resource Survey

In the City of Pasadena, theme-based citywide historic context statements have been prepared to guide survey work.

The City of Los Angeles Historic Resource Survey

The City's survey outlined a systematic but flexible framework of

research and documentation of resources, identification and evaluation of properties using professional standards, engagement of the public, and access to survey results for both community agencies and city agencies.

The City of San Clemente Historic Resources Survey and List

The City of San Clemente completed the implementation measure being recommended for the City of Delano.

### 4.1.2.B Mixed-Use Ordinance

Sprawl is often a by-product of rapid population growth in a city, but Delano has limited areas to grow outward because of preserved agriculture land. Therefore, it is crucial the City develop land judiciously



to preserve agriculture land and prevent sprawl. Accommodating mixed-use developments within the City would allow for compact and diverse developments that are convenient for commuting and pedestrian and bicycle access.

During workshops for the Strategic Plan, residents expressed desires to live in a walkable city with a vibrant downtown. Mixed-use developments provide compact places, improved walkability, and an active downtown.

### Description

The purpose of creating a mixed-use zone is to help revitalize the downtown core and generate compact areas with a variety of uses.

The Community Development Department (CDD) would initiate and develop the proposal of the mixed-use zone. The CDD staff would write the regulations and guidelines, or hire a consultant.

The Mixed-Use Ordinance would provide the community with a variety of uses, commercial, housing, and office, within the downtown area along main commercial areas. The ordinance would accommodate New Urbanism concepts into the guidelines (Refer to Strategies for the Delano Walkability Design Guidelines and Sustainability Design Guidelines).

### Implementation Steps

Creation of a mixed-use area in the City would require amendment of the General Plan's Land Use Element to accommodate a mixed-use land use designation and amendment of the City's Zoning Ordinance to include a mixed-use zone. To accomplish this, it is recommended that the City Council work with a Citizens Advisory Committee, who will represent the community's input on the development of mixed-use land use designation and zone. The Citizens Advisory Committee, made up



of community members with different occupations—developers, bankers, business owners, would provide information from a variety of community sources. The Committee could provide detailed input regarding what uses to integrate into mixed-use areas and where the mixed-use zone would be located, as well as the specific requirements for the mixed-use zone. The CDD and Citizens Advisory Committee would hold community workshops to broad community input regarding proposed mixed use areas and zoning. .

### **Timeframe for Implementation**

The development, public review, and adoption of the mixed-use zone will probably require one to two years.

### **Costs**

**Start-up and Ongoing Costs:** The start-up costs would be additional staff time required to work with the public and develop the ordinance. The Citizens Advisory Committee would be a volunteer effort, with no associated costs.

### **Responsible Parties**

The responsible parties are the Community Development Department and Citizens Advisory Committee.

### **Examples and Resources Available**

**The City of San Luis Obispo, California Mixed-Use Overlay**  
According to the City of San Luis Obispo’s Zoning Ordinance, the mixed-use overlay, “in combination with any other zone, requires a mix of residential and nonresidential uses on the same site.” The mixed-use overlay is “intended to promote a compact city, to provide additional housing opportunities (including affordable housing opportunities)...and

to reduce auto travel by providing services, jobs, and housing proximity (Ord. 1438 § 5 (part), 2003).” The standards for the overlay address:

1. Objectives of design considerations
2. The mix of uses
3. Maximum density
4. Site Layout and Project Design
5. Performance standards
6. Requirements for Use Permit projects

#### *The City of Visalia Mixed-Use Zone*

The City of Visalia is currently in the process of developing mixed-use zoning.

### **4.1.2.C Sustainable Design Guidelines**

Delano is currently experiencing a long session of drought, as are the rest of the cities in California. Ground water recharge supply through the well system in the City is dwindling; the supply of water through the Kern-Fraint Canal is also limited. The projected growth of population by year 2020 will drastically increase demand for water supply to accommodate additional businesses, facilities, and residents; as well as to maintain existing and increased agricultural production.

Moreover, in recent years, there has been a growing global concern for the deteriorating state of the environment due to climate change. Cities are experiencing shortages of natural resources, poor environmental quality, and expensive rates of energy consumption. California has begun to address the growing global concern for climate change through existing mandatory State regulations AB 32 and SB 375. The Global Warming Act of 2006, known as Assembly Bill 32 (AB 32), requires the State’s greenhouse gas emissions be reduced to the 1990 levels by the year 2020; approximately a 25 percent reduction. Senate Bill 375 (SB 375) aims to reduce greenhouse gas emissions by curbing sprawl through

transportation and land use planning.

### Description

The purpose for developing Sustainable Design Guidelines is to encourage developers to incorporate elements of sustainability into new neighborhood and building design. Defined by the United Nations World Commission on Environment and Development, sustainability is the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs. A sustainable neighborhood provides diverse housing choices for families and households that are located close to public spaces, commercial centers, recreational facilities, and civic and cultural activities; while encouraging walking, bicycling, and social interaction. These design principles focus primarily on creating neighborhoods and buildings that enhance quality of living for residents and reduce consumption of resources. Examples of design elements addressed by sustainability guidelines include, but aren't limited to:

- Building placement and orientation
- Site drainage
- Renewable and natural materials (bamboo, wool, cotton insulation)
- Drought tolerant landscaping
- Window design to maximize daylighting and views
- Natural ventilation and passive cooling

### Implementation Steps

The steps recommended for implementation of sustainability are similar to those recommended for the development of mixed-use zoning: 1) Creation of a Citizens Advisory Committee; and 2) Workshops with the general public to develop and receive input regarding proposed guidelines.

Workshops with the community are intended to provide the residents with

a better understanding of Sustainable Design Guidelines and to provide staff and the Citizens Advisory Committee with an understanding of the types of guidelines desirable and appropriate for the City of Delano. These interactive sessions would present how the design guidelines would benefit the City atmosphere and neighborhoods. Workshops should be accessible and available to all residents, and translated into both English and Spanish. Outreach sessions should include topics addressing:

- Education and information about the concept of sustainable development
- How the sustainable design guidelines will physically and visually affect the community
- Description of how guidelines will be implemented by developers on a new project
- Practical sustainable methods and materials residents can apply to their home
- Questions, comments, and concerns

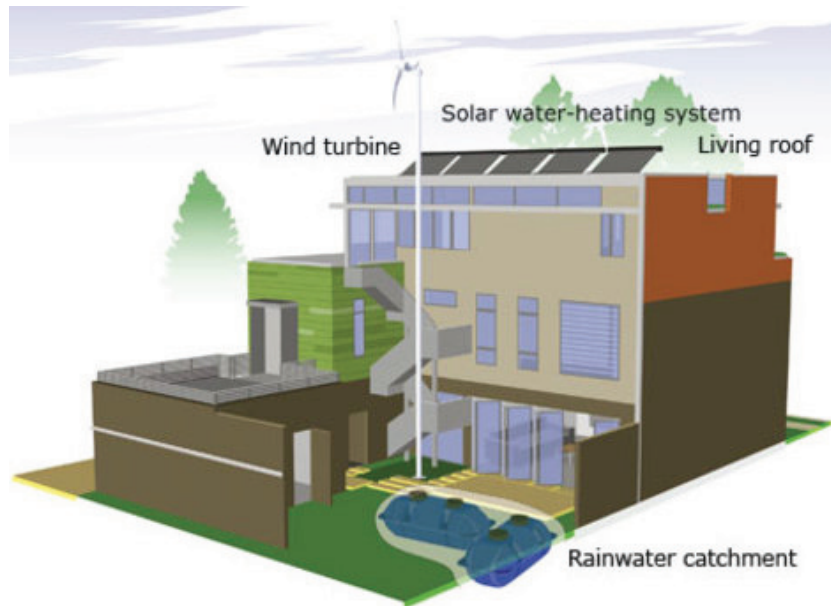
Ultimately, the Committee would make recommendations to the Planning Commission and City Council regarding the adoption of specific design guidelines.

### Timeframe for Implementation

The timeframe to develop and adopt Sustainability Design Guidelines would be similar to the timeframe for the development and adoption of a mixed-use ordinance: one to two years.

### Costs

Start-up and Ongoing Costs: The costs to develop and adopt Sustainability Design Guidelines would be similar to the costs for the development and adoption of a mixed-use ordinance: Staff time.



### Responsible Parties

The Community Development Department and the Citizens Advisory Committee would be responsible for this effort.

### Examples and Resources Available

The following resources include examples from existing cities that have developed and implemented similar sustainable design programs and guidelines, as well as informational websites of organizations that provide useful tools, checklists, and other resources for creating sustainable buildings and neighborhoods.

#### *Scotts Valley Town Center Specific Plan: Sustainable Design Guidelines*

The City of Scotts Valley, California provides Sustainable Design

Guidelines that address Site Planning and Design, Landscaping, and Building Design. These design guidelines suggest methods, materials, and techniques that produce natural daylighting and retain water through landscape design features. Guidelines are attached to the appendices.

#### *Santa Monica Green Building Program*

The City of Santa Monica's Green Building Program offers a resourceful website of suggested practices for developing sustainable residential and commercial developments. The guidelines are organized by different elements including: Site Location and Form, Landscape, Transportation, Materials, Water Systems, and Construction Management. Each element includes descriptions of specific practices that can be implemented and evaluated on Environmental Effectiveness, Ease of Use, Benefits, and Capital Cost. An example summary table from the Site Location and Form element is attached to the appendices.

#### *San Mateo Countywide Guide: Sustainable Buildings*

San Mateo County, California provides a comprehensive Sustainable Building Guide that is user-friendly and easy to read. This booklet is organized in the style of a typical construction project, which provides design guidelines for specific construction periods—starting with site work through foundation work to interior finishing. Also included are checklists, checklist illustrations, and thorough descriptions for individual strategies. This is a practical booklet that will help identify the benefits, implementation steps, and partnerships to achieve sustainable design and development. An example checklist is attached to the appendices.

#### *LEED ND Rating System*

The LEED (Leadership in Energy and Environmental Design) ND (Neighborhood Development) Green Building Rating System was developed by the U.S. Green Building Council (USGBC). The USGBC is a non-profit organization committed to expanding sustainable building practices. The program is a voluntary, consensus-based, national rating system for developing sustainable buildings. It is a third-party

certification program that evaluates the impact and performance of buildings in five key areas: human and environmental health; sustainable site development, water savings, energy efficiency; materials selection; and indoor environmental quality. LEED for Neighborhood Development (ND) is a new addition to the LEED program. LEED ND integrates principles of smart growth, urbanism, and green building. A finalized version of the rating system will be available to the public in the Spring of 2009.

#### **4.1.2 D Delano Walkability Guidelines**

Walkability is a strategy that can alleviate the impacts of sprawl and avoid transportation conflicts. The Delano Walkability Design Guidelines were written to help the City avoid sprawl and traffic conflicts. Many of the wishes the community has expressed during the workshops, relate to the idea of making the City more walkable. The community would like to have more street lights, more parks, more activities on the streets (i.e. vending), and bikes paths. Currently the streets are very wide, not all of them have sidewalks, and there are no bike lanes. The Delano Walkability Guidelines cover many of the wishes expressed for Land Use and Urban Design improvements.

##### **Description**

The Delano Walkability Guidelines are suggestions of how to make Delano more walkable. By using these guidelines, the City can work with developers to create a safer and more enjoyable place to walk, bike, and drive.

The CCD staff would use these design guidelines to review plans for changes to existing neighborhoods, as well as plans for new neighborhoods. Residents and visitors to Delano would benefit from a more walkable community. Increased activity could improve the health of the community. A safer pedestrian environment is particularly important for Delano's children. Guidelines from several different cities were used to develop

the recommended guidelines. The guidelines include provisions for the design of:

- Bike paths
- Green Areas (parks)
- Roundabouts
- Chicanes
- More street lighting
- More bus stops
- Mixture of urban features and natural elements on sidewalks (i.e. planters and public seating)
- Consistent street signage
- More activities on the sidewalks (i.e. vending)

##### **Timeframe for Implementation**

The timeframe to develop Walkability Guidelines would be similar to the timeframe for the development and adoption of a mixed-use ordinance: one to two years.

##### **Costs**

Start-up and Ongoing Costs: The costs to develop and adopt Walkability Guidelines would be similar to the costs for the development and adoption of a mixed-use ordinance: Staff time.

##### **Responsible Parties**

The Community Development Department and the Citizens Advisory Committee would be responsible for this effort.

##### **Examples and Resources Available**

Cities all over the world are employing sustainability guidelines. Many

cities have successfully implemented guidelines, and have been awarded or given honorable mentions for being walkable communities.

Examples include:

- Arlington, Virginia
- South Bronx, New York
- Bogotá, Colombia
- Austin, Texas
- Portland, Oregon
- Boulder, Colorado
- Boston, Massachusetts
- Clayton, California
- Madison, Wisconsin

Portland's Design Guidelines were used as the basis for Delano's Guidelines. Portland's Guidelines were developed by transportation engineers and includes very specific information regarding materials and measurements. Delano's Guidelines are more flexible and allow for wider interpretation in the design and development of projects.

#### **4.1.2.E A New Public Space—Cesar Chavez Plaza**

An increase in population will raise community demand for open space, parks, plazas and other recreational facilities. Existing and future population will need more public spaces to accommodate and encourage outdoor activities, community gatherings, and cultural events. Potential concerns for providing open spaces include funding, locating appropriate lands, conflict of types of uses, and accommodating the diverse cultural needs of the community.

The citizens of Delano requested more plazas and parks to socialize and engage in community activities. Open spaces could serve as a place for a Farmers Market or community gathering.

#### **Description**

Cesar Chavez Plaza would be a place that provides various uses for people of different ethnic backgrounds and ages. It would follow concepts developed by the Project for Public Spaces—a non-profit devoted to the study, promotion, and design of public spaces. These concepts address qualities necessary to create successful public places: sociability, uses and activities, access and linkages, and comfort and image.

A plan has been developed for Cesar Chavez Plaza. There would be a beautiful garden for people to relax, walk around, and get away from the action of the busy downtown. There would also be a dog park for families to bring their dogs to run and play. A playground would be provided for community children to enjoy. A centralized gazebo would be a wonderful gathering place, or a place for parents to get shade and relax while children play.

There would be various water features that would help provide an aesthetically pleasant place. There would be plenty of trashcans to ensure that the place is properly maintained and people do not litter. It would be a well-lit area so that people feel safe to enjoy it at night. This place would follow sustainable practices, including the use of energy efficient lights, recycled materials for the plaza area and walkway construction, plenty of trees for a shady environment, and recycled water running in the fountain.

Cesar Chavez Plaza would be a gathering place for existing festivals, such as Cesar Chavez's birthday celebration and the celebration of Mexican Independence Day. The Dingyang Festival, a Filipino holiday with choreographed parades of costumed tribes, could also take place here. It would be a place for vendors to sell food and other merchandise. Music performances, plays, and art displays could also take place in this plaza. These types of activities would attract community members, visitors, and Delano residents to the area.



Farmer's market for social gathering.



Attractive water fountain for sense of welcoming.



Amphitheater seating area for music and other entertainment events.



Dog park as the concerns of too many dogs on the streets in Delano.



Playground with mosaic design.



Providing trash cans as one of the community concerns.

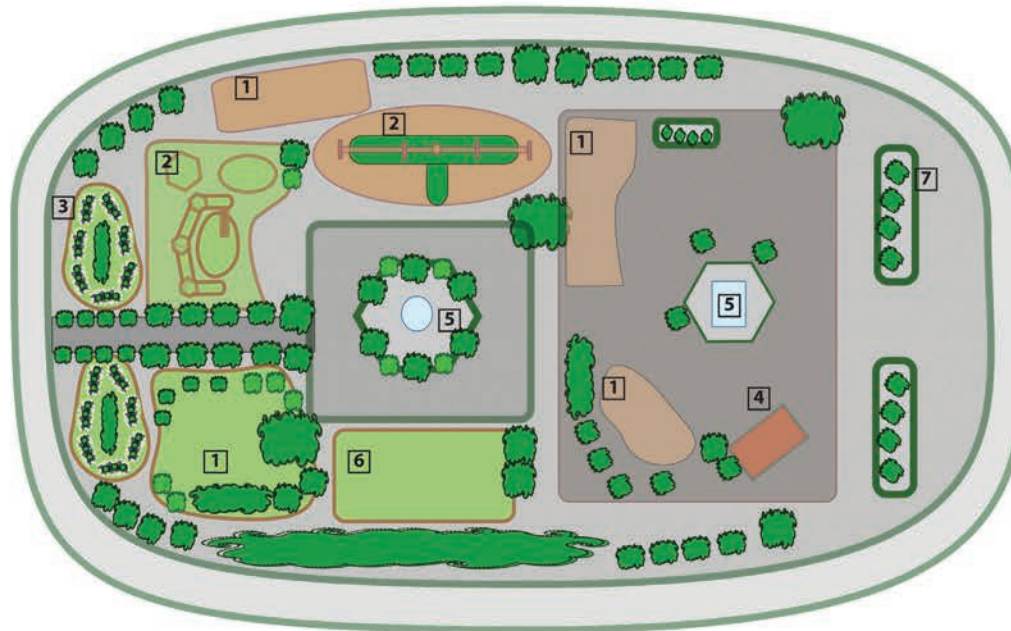
## DESIGN IDEAS FOR PLAZA/PARK



Convenient place for relaxing.



Incorporate accessible and sittable place for the community.



### LEGEND

1. Sitting area/relaxing
2. Playground
3. Landscaping
4. Farmer's market area
5. Water fountain
6. Dog Park
7. Waterfront



Water splash for the youth.



Water fountain that influenced from a Latino community.



Incorporate waterfront for sustainability.

STRATEGIC PLAN  
CRP 411: CAL POLY SAN LUIS OBISPO

The Plaza would be easily accessible by transit, pedestrians, and bicyclists. There would be a transit hub located near the entrance of the plaza. Pedestrian pathways would be colored to properly identify the walking areas while simultaneously adding to the plaza's aesthetics.

Community members would benefit from the plaza's variety of uses and activities. The site would be properly maintained and patrolled to remain a safe place for anyone to use, day or night. There would be easy and convenient access to the site. The Community Services Department would be responsible for the plaza's maintenance and upkeep.

### **Implementation Steps**

The first step would be for the City to hold community-based workshops to provide the community with opportunities to respond to the proposed plan or to develop an alternative plan. Public workshops should attract a variety of people of different ages, genders, backgrounds to come up with a common vision.

Once the community's input has been received, a concept plan would need to be developed and reviewed. Once the concept plan was approved, a detailed site plan would need to be developed. Funding for the construction and on-going maintenance of the Plaza would need to be identified.

### **Timeframe for Implementation**

It would take approximately two years for development of plans and construction of the Plaza.

### **Costs**

Start up: Costs would depend upon the amenities included in the Plaza.

On-going: The cost of maintaining the Plaza would depend upon the amenities in the Plaza.

### **Responsible Parties**

The Community Services Department, with the assistance of the Community Development Department, would be responsible for initiating the process.

### **Examples and Resources Available**

Plaza de la Constitucion de Oaxaca (Zocalo)- Oaxaca City, Mexico:  
The Zocalo is considered the heart of the City of Oaxaca, Mexico. The Zocalo has benches, water fountains, spaces for children to play, vendors, and live music playing every night. Vendors gather around the zocalo selling corn, chapulines, and fruit. At the center of the plaza is a kiosk surrounded by four fountains. On Thursday nights the Banda Musica del Estado performs popular Mexican songs. The plaza provides activities for all ages in the plaza area, which is one of the key reasons why this space has always been a primary social area. The successful plaza design was laid out by Juan Pelaez de Berrio and Alonso Garcia Bra.

The zocalo serves as a space for social and religious gatherings. There are numerous restaurants, hotels, and shops that surround the area. Filled with rich Oaxacan history, this place draws both Oaxacans and tourists. The plaza is easily accessible via bus or on foot. Project for Public Spaces worked with this plaza to ensure it elaborated the city's rich culture and history, and make sure its function remained as a social gathering place for religious, social, and political events. It is a gathering place both day and night and all ages enjoy using this space.

*Mission Plaza, The City of San Luis Obispo, California*

San Luis Obispo's Mission Plaza is a public open space in the heart of



the downtown. Mission Plaza has an amphitheater, cultural amenities, and pathways that run alongside the San Luis Obispo creek. There are numerous traditions, such as Children’s Day in the Plaza, Taste of San Luis, Concerts in the Plaza, and Chalk Art Contest, which take place annually. It is conveniently located near restaurants, shopping areas, and public transit stops.

The local Farmers Market, that takes place on Thursday nights, is a great tradition that attracts residents from throughout the city, tourists and visitors, and people from surrounding communities. The Farmers Market is a convenient place for people to come and purchase fresh local fruits and vegetables. There are also live bands playing, entertainment for children, and a variety of foods. It is conveniently located near a plaza lined with seating areas, places to eat, drink, shop, and hang out in a good family atmosphere.

*Plaza de los Martires- Morelia, Mexico:*

This Mexican plaza is in the center of the community of Morelia. The kiosk in the Plaza is surrounded by gardens and walkways filled with trees and flowers. The trees create shady areas for café tables and crafts displays. There are vendors selling food and drinks, flowers, and other items.

### **4.1.3 CONCLUSIONS**

Creation of a Mixed-Use Ordinance is of the highest priority. The City of Delano is expected to grow, but has limited areas to grow outward because of designated agriculture land. Accommodating mixed-use developments is beneficial because it allows for compact and diverse developments.

Writing Sustainability Design Guidelines is the second highest priority because the City will need to prepare for the increasing demands for amenities to accommodate future growth. Moreover, there is state-wide

concern for climate change, and the City of Delano, like other cities in California, will need to comply with mandatory State regulations AB 32 and SB 375.

A Historic Resource Survey should be the next strategy implemented. Future development will put pressure on the existing historic resources and could potentially cause destruction of these historic properties and their historic value.

The Walkability Guidelines would be the next priority. The strategy will provide ways to make Delano more walkable, balancing the needs of vehicles, pedestrians, and bicyclists. The guidelines will create a safer and more pleasant place to spend time.

Finally, Cesar Chavez Plaza should be designed and constructed. The Plaza would provide a much needed gathering place for the community.

All of the recommended land use strategies can benefit from the work of the Grant Writer and the Volunteer Coordinator. All of these strategies could benefit from federal, state, or private grants for funding and support. The Volunteer Coordinator could gather volunteers to help maintain the public open spaces and plan and run community events. The Youth Commission could work to educate the community on the importance of utilizing alternative modes of transportation and to support the importance of practicing sustainable lifestyles.

## **4.2 STRATEGIES FOR UPDATING THE DELANO GENERAL PLAN**

### **4.2.1 DRIVING FACTORS**

The driving factors affecting the pattern of land use and transportation development in Delano are the same as those driving the land use

strategies, include population growth, concern for sprawl, state regulations AB 32 and SB 375, and community input.

## 4.2.2 RECOMMENDATIONS

### 4.2.2.A New Elements

#### Historic Resources Element

The current General Plan does not include detailed goals, objectives, and policies related to historic resource preservation, which is why the addition of a Historic Resources Element is suggested. Creating a separate additional element will stress the importance of preserving historic resources, and present it in a clear and concise manner. An Historic Resources Element will guide the preservation, protection, restoration, and rehabilitation of historic and cultural resources. This element improve the quality of the built environment, encourage appreciation for the City's history and culture, maintain the character and identity of communities, and contribute to the City's economic vitality through historic preservation.

The goals of this element are to address identifying the City's historic resources, preserving them, and integrating historic preservation in the larger planning process. Strategies of the element would address

#### Examples and Resources Available

- City of San Diego General Plan: Historic Resources Element

### 4.2.2.B Elements to be Amended

#### Parks and Recreation Element

The Parks and Recreation Element addresses objectives promoting open space and a variety of recreational opportunities for the community. It presents standards to distribute and locate adequate parks and facilities for the residents. Table 11.1 \*image displays parks and community standards, and projected 2025 demands for extra facilities needed per number of residents. This element supports the strategy of providing passive and active uses for each park type, ensuring that all parks provide the potential for restful relaxation.

The City of Delano will experience demand for more open space, parks, plazas, and recreational facilities to accommodate the increase of population. Providing adequate open space and plaza areas will encourage outdoor enjoyment as well as support civic of cultural activities and events. It is recommended that policies listed in the Parks and Recreation Element of the General Plan be amended to specifically address the impact of future population growth. Existing Policies 1, 3, 5, 8, 9, and 10 will be amended to include these aspects:

- Accommodate future population growth by providing additional open space as well as improving existing parks and public open spaces.
- Distribute adequate public open spaces including plazas, gathering places, and open spaces to provide opportunities for multiple uses throughout the City.
- Provide and design parks and public spaces that embrace the City's cultural heritage.
- Improve parks to incorporate sustainable landscape design

features to conserve energy and water resources.

- Update the ratio of open space to residents from three acres per 1,000 residents to five acres per 1,000 residents.
- Provide routes and linkages between parks and public open spaces to make them accessible by walking, bicycling, and transit. Establish a transit stop within a quarter mile of every neighborhood park.

The recommendation to amend the Parks and Recreation Element relates to the proposed Public Open Spaces strategy by emphasizing the need to identify and increase open space designation, while applying the four major characteristics of open space, Sociability, Uses and Activities, Access and Linkages, and Comfort and Image.

### Land Use Element

It is recommended that the Land Use Element in the General Plan be amended to include a Mixed-use zone. This will help revitalize the downtown core by allowing more compact development that integrates a variety of uses to serve the community of Delano. Upon amending the General Plan, the Zoning Ordinance must also be updated to include land use regulations for the Mixed-Use zone. New policies to be addressed in the amendment of the Land Use Element will include:

- Create a mixed-use zone to allow residential usage within the downtown core to economically and socially enhance community vitalization and fabric.
- Allow mixed-use zones to accommodate a variety of land uses including residential, commercial, business, and civic designations.

As suggested by the Mixed-Use Ordinance strategy, the amendment of the Land Use Element to include a Mixed-Use zone will allow appropriate land uses and activities to be located more compactly; thus encouraging vibrant social interaction and promoting economic vitality.

### Community Design Element

The Community Design Element would be amended to address Walkability and Sustainability.

Because the General Plan does not address walkability, the City will have to develop policies and standards to promote design that enhances the walkability of communities and the use of alternative modes of transportation. Addressing the dimensions of building setbacks and outdoor lighting placement, can improve sidewalks and pedestrian areas. In addition, the encouragement of planting trees in commercial and residential areas brings vitality and encourages walkability. Section 6.6 policy 3 enforces zoning codes for street and alley maintenance that prohibit the use of public alleys for storage. Improved alleyways could be used to encourage the circulation and walkability within neighborhoods and commercial areas.

Mandatory State regulations AB 32 and SB 375 require individual cities to participate in utilizing land use design techniques to curb sprawl and reduce green house gas emissions. It is recommended that the City amend the Community Design Element to include sustainable design implementation objectives and policies; thus re-titling the element the Community Design and Sustainability Element. Existing policies within the Community Design Element of the General Plan emphasize the aesthetic value of landscape design and building architecture in gateway and streetscape; residential; and commercial and industrial development. The amended element would apply sustainability concepts derived from the Sustainable Design Guidelines

throughout each community, neighborhood, and building design. It would also include aspects of the Walkability Design Guidelines by setting objectives and policies to create a safer neighborhood community. Policies related to walkability and sustainability would include:

- Increase circulation design elements, including bike paths, parks, roundabouts, street lighting, bus stops, planters, seating areas, and consistent street signage
- Develop specific objectives and policies to address topics including: Siting and Form, Landscape, Transportation, Materials, and Building Design and Placement.
- Provide standards and design techniques that address new development as well as reconstruction of existing buildings.
- Emphasize long-term cost savings and environmental, social, and health benefits in applying sustainable practices within community design.
- Provide clear visual illustrations and examples of sustainable design being successfully implemented elsewhere.
- Establish practical time frames for implementation and identify specific areas and locations to begin redesign efforts.

### 4.2.3 CONCLUSIONS

As the City of Delano is about to undertake a major update to its General Plan, all of the recommended amendments can take place, should the staff and community find it appropriate, with the upcoming update. The amendment to the Community Design Element includes sustainable design implementation objectives and policies. Although the

community did not voice opinions about sustainability, AB 32 and SB 375 are State regulations requiring mandatory action addressing the concern for global climate change. Therefore, this recommendation is of the highest priority. Also a high priority, the amendment of the Parks and Recreation Element is meant to increase the amount of parks to five acres per 1,000 residents to accommodate for the future population growth. In addition, the amendment addresses adequately distributing public open spaces to include plazas, and gathering places.

## 4.3 DELANO CONCEPT PLAN AND DESIGN GUIDELINES

### 4.3.1 COMMUNITY INPUT

From the outset of the Delano Strategic Plan process, the Community Planning Laboratory worked with community members regarding the changes they would like to see in the form and design of the City of Delano. The community members that participated in the Strategic Plan process emphasized the importance of maintaining the following:

- The small-town atmosphere of the community;
- The family-orientation and atmosphere of the community;
- The vibrancy, diversity of uses, and walkability of downtown;
- The rural “feeling” of the community.

Concerns and wishes that affect the urban form were frequently a topic of discussion with staff and with the community, including population growth, economics, housing, transportation, community service, and other issues.

### 4.3.1.A Population Growth Issues

Population growth of an additional 23,000 to 30,000 people could be expected based on recent growth rates in the community (2% and 3.7% respectively). Based on existing patterns of development in the community, this additional population could require another four to five square miles of development, including the following acreages for specific types of uses:

- 150 acres for parks;
- 360 acres for schools;
- 60 to 80 acres of commercial development; and
- 250 acres of industrial development;

Population growth might be accommodated on the west side of the City. It was frequently mentioned that the west side:

- holds great potential for additional growth;
- offers the possibility, through planning, to bridge the divide between the two sides of town. If there are shops and activities on the west side, the community from the east side will travel to the west side to shop; and
- does not currently have the critical mass (nucleus) of businesses to attract other businesses. A nucleus or core is needed for the area;

### 4.3.1.B Economic Issues

The following economic issues were mentioned frequently in workshops:

- Expanded retail opportunities are needed; and
- Expanded employment and business opportunities are needed;

There are several important land use issues impacting economic development:

- There is inadequate land zoned for commercial development. There is very little land designated for commercial in the northwest portion of the City. Most of the commercial development is along Cecil Avenue. The other major area zoned for commercial uses is to the southwest, at the Delano Marketplace site; and
- The community needs a balance of commercial uses throughout Delano;

### 4.3.1.C Housing Issues

The City currently does not have the acreage necessary to accommodate medium density residential development that will be required in the upcoming Housing Element update;

### 4.3.1.D Transportation Issues

Related to transportation, the following issues were noted:

- The grid system in the City is working well;
- The City wishes to avoid the appearance of a “walled city”, created by large subdivisions, surrounded by walls, and fronting major arterials;
- The bus system could be better utilized by community;

### 4.3.1.E Community Service Issues

The following community service issues were mentioned:

- Fifty percent of Delano's population is under 21 and, hence, there is a strong interest in parks;
- Currently, the City is underserved in terms of parks;
- The City is interested in an additional community center:

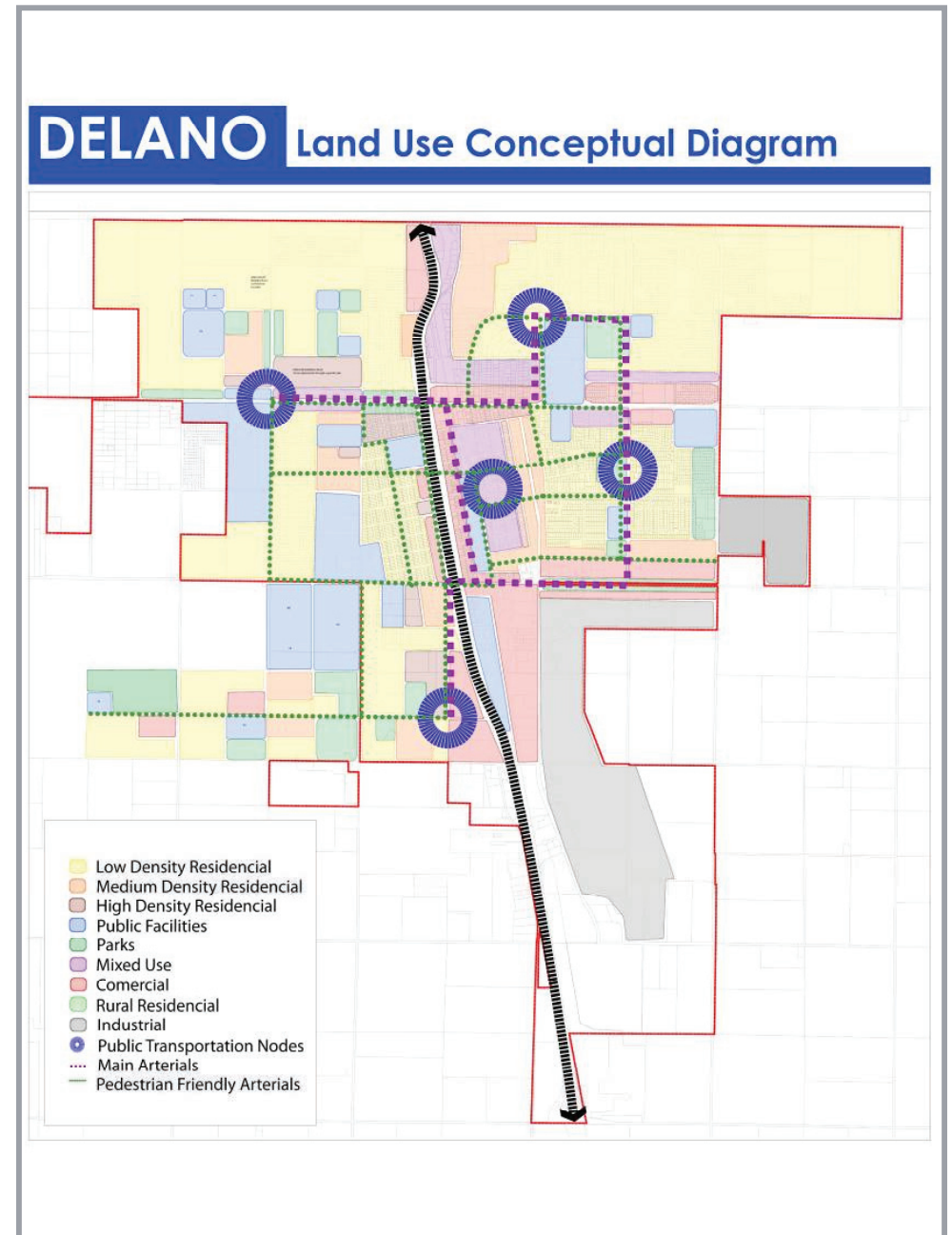
### 4.3.1.F Additional Issues

A number of other issues came up frequently during workshops:

- The community is facing significant challenges related to health and quality of life that could be addressed through better land use patterns;
- Pedestrian and bike paths are needed in the community. Walkability is a very desirable quality for both existing and new parts of Delano; and
- The agricultural land surrounding Delano is preserved through Williamson Act, contracts, making development into those areas difficult.

### 4.3.2 THE CONCEPT PLAN

The Delano Concept Plan was developed to address many of the issues and concerns listed previously. The Plan encourages future growth designed around five major districts—the Downtown, the Northeast, the Northwest, the Southeast, and the Southwest. These districts each contain a neighborhood center located as close to the



geographical center of the district as existing development will allow. Each neighborhood center has the combination of a variety of uses of schools, parks, businesses and spaces that bring people together. The centers are also designed to be transit stops for the City's future bus routes and are connected by arterials that include bike paths and extensive landscaping. Because the neighborhood centers contain a combination of important community uses, are central stops on the City's transit routes, and are located at the geographic centers of relatively small districts, they can be pedestrian-oriented.

Each district/neighborhood center is meant to have its own unique character. The Downtown district's current vibrant pedestrian-oriented character is maintained and enhanced through a mixed-use land designation that would encourage compact development of commercial and office uses that also accommodate residential uses.

The Northeast district's character also remains essentially the same, enhanced by additional commercial near the existing school and open space areas. The Southeast district, which includes the airport, has become a center for business park and industrial development.

The two western districts have been designed to handle a majority of the additional growth in the City. The Northwest District has become a college/education center. It includes a mixed-use development along its major arterial. The mixed-use district is surrounded by medium and low density residential zones. The Southwest District also includes medium density and low density residential. Its neighborhood center contains the Marketplace, schools, and parks, which together, form its neighborhood center.

To provide the amenities needed to accompany the additional residences, acreage has been added for new schools, parks, commercial and industrial/business park development. Except for the new business park on the east side of town and small schools and parks

which need to be distributed in residential areas, the acreages for these new amenities have been added to the neighborhood centers in order to create cohesive and vibrant focal points for the community.

### **4.3.3 THE DESIGN GUIDELINES**

To accompany the Concept Plan, the Community Planning Laboratory developed design guidelines that can be used throughout the City of Delano. Guidelines are provided for three different elements of the physical environment:

1. The visual quality and massing of streets,
2. the design of cross sections of streets/corridors, and
3. the design of nodes and landmarks.

#### **4.3.3.A Visual Quality and Massing**

Design guidelines addressing visual quality and massing are provided for : 1) secondary streets, 2) primary arterials, 3) primary arterials with residential uses, 4) primary arterials with mixed uses and 5) neighborhood streets with residential uses. Guidelines specific to Jefferson Street are also provided. Some of the qualities covered by these guidelines are:

- Minimum/maximum building height
- Main entrance locations
- Allowed land uses (ground and upper floors)
- Allowed uses for rooms facing primary public spaces (ground and upper floors)
- Open spaces - General location and size
- Minimum required landscape
- Ancillary building concept
- Recommended mass composition / character
- Recommended façade opening character
- Parking concept / parking types

## Visual Quality and Massing: Primary Arterials



**Minimum / maximum building height:** The maximum building height should be under 24 feet and no more than two stories tall.

**Main Entrance:** The main entrances for new developments should be alleyways. For the existing buildings, parking should be hidden from street view and if necessary, provide some on-street metered parking.

**Allowed land uses:** The allowable land use should be Mix Use such as retail or offices on first floor and residential on second floor along Cecil St. The allowed land used along the Residential is residential as well as parks/open space (pocket parks).

**Allowed uses for rooms facing primary public spaces (ground and upper floors):** The allowable land use should be Mix Use such as retail or offices on first floor and residential on second floor along Cecil St. The allowed land used along the Residential is residential as well as parks/open space (pocket parks).



**Recommended mass composition / character:** The recommended building compositions shall be linear and the façades should be divided into many compositions that relate to human scale.

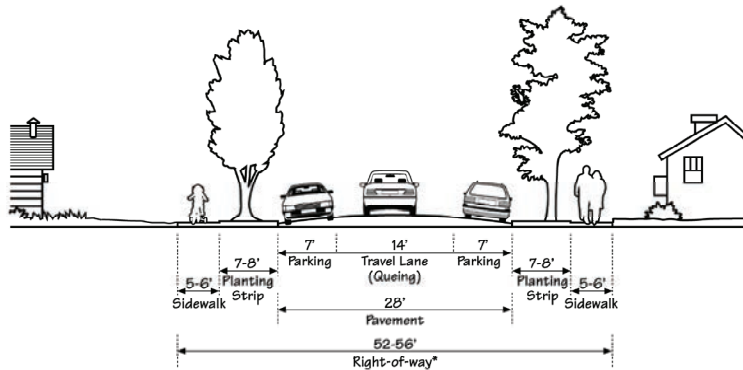
**Recommended façade opening character:** The façade shall match the surrounding areas (possibly some south-west style such as New Mexico). Windows shall be to maximize store frontage.

**Parking concept / parking types:** Parking should be hidden from the streets. There should be parking in the rear and if there is sufficient space loading and unloading can be along the street side.

**Minimum required landscape:** Street trees and or planters along the building facades are the minimum required landscape. The trees and plants should be such that require minimum amounts of water, are native to the area. The trees should provide a canopy for shade during the warmer months and let light through in the colder months. The landscape shall be easy to maintain.



## Visual Quality and Massing: Secondary Streets

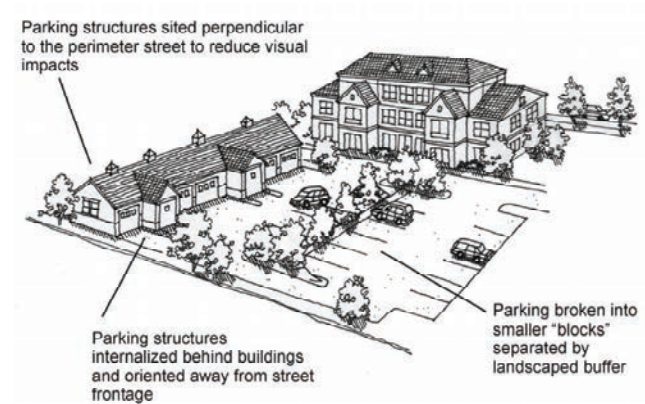


**Minimum / maximum building height:** 2 stories

**Main Entrance:** Street driveway access

**Allowed land uses (ground and upper floors):** Low-density residential and medium-density residential.

**Allowed uses for rooms facing primary public spaces (ground and upper floors):** 1st floor shall be for residential and parking uses. 2nd floor shall be for residential uses only.



**Ancillary Building Concept:** Additional structures on the property shall relate architecturally to the primary residence.

**Recommended façade opening character:** Medium-density shall resemble adjacent, low-density residential. Varied front setbacks to create visual interest.

**Parking concept / parking types:** Parking should be available on-site in a covered or enclosed area. Any detached carport or spaces for medium-density residential uses should be located toward the rear.

**Minimum required landscape:** Thin buffers and winding pedestrian walkways along secondary streets.

## Visual Quality and Massing: Primary Arterials with Residential Uses



**Minimum / maximum building height:** The minimum for residential would be one story and the maximum two stories. In the commercial area the minimum would be two stories and the maximum four.

**Main Entrance:** For the residential area properties should have a front driveway. For commercial areas properties should have street front with parking in the back. There should be some on street parking.

**Allowed land uses (ground and upper floors):** Medium Residential/ Commercial uses.

**Allowed uses for rooms facing primary public spaces (ground and upper floors):** In residential areas the uses for rooms facing primary public spaces would be living rooms and kitchen areas.

**Recommended façade opening character:** The façade shall match the surrounding buildings, maintaining a consistent style (possibly some south-west style such as New Mexico).

**Parking concept / parking types:** For residential areas properties should have driveway parking and on street parking. For commercial areas parking should be in the back.

**Minimum required landscape:** There should be street trees and/or planters along the building facades.

## Visual Quality and Massing: Primary Arterials with Mixed Uses



**Minimum / maximum building height:** The maximum building height shall be under 24 feet and no more than two stories tall.

**Main Entrance:** Primary entrance should be facing the street.

**Allowed land uses (ground and upper floors):** The first floor should be used as retail or office space and the second floor only as residential.

**Allowed uses for rooms facing primary public spaces (ground and upper floors):** Display and showrooms should be seen from the public spaces on the first floor. No offices or storage areas to be visible from the public spaces. On the second floor living or family rooms should face the public spaces.

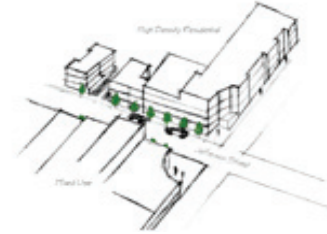
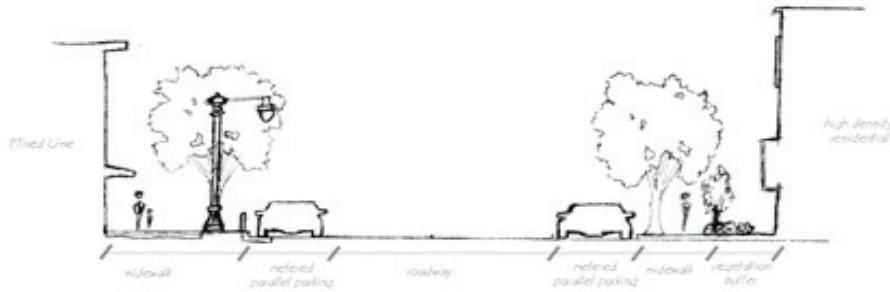
**Recommended mass composition / character:** Facades should be divided into many compositions that relate to human scale

**Recommended façade opening character:** Opening should be consistent with surrounding buildings character and scheme.

**Parking concept / parking types:** All parking will be located behind the building or an off site parking area. No parking in front of the buildings.

**Minimum required landscape:** The only required landscape will be street trees that serve as buffers between the street and mixed-use buildings. Use species of trees that require minimal amounts of water and low maintenance.

## Visual Quality and Massing: Jefferson Street



**Minimum / maximum building height:** The height of new structures should be roughly consistent with those of adjacent buildings. Additions or new constructions should fall within a range of 25 percent of the mean building found within the immediate blocks. No structures should exceed two stories and 24 feet.

**Allowed land uses (ground and upper floors):** High Density Residential-East side Neighborhood commercial Mixed Use-West side

**Allowed uses for rooms facing primary public spaces (ground and upper floors):** Ground floors - residential and commercial uses. Upper floors - residential uses.

**Recommended façade opening character:** Development should avoid blank walls on any façade. Colors that are disharmonious with other colors used on the building or found on adjacent buildings should also be avoided. All visible facades should have detailed architectural elements.

**Open spaces - General location and Size:** A pocket park or small public open space shall be provided every three blocks to allow for a break in building massing and retaining a pedestrian scale. Spaces should not exceed a lot size of 60'x90'. The provision of spaces should be consistent with the General Plan.

**Recommended mass composition / character:** Retail and commercial entrance doors should be located on the ground floor and face Jefferson street. In mixed-use centers the development of complex buildings is preferable to a single large structure because the different massing provides visual interest and a more pedestrian scale. Additionally, the spaces created between the various buildings provide opportunities for pedestrian plazas, courtyards and other outdoor gathering areas.

**Parking concept / parking types:** Developments should implement creative solutions in designing alternative parking and avoid large paved parking facilities. Parking lots in front of buildings shall be avoided. Parallel parking with meters should be located directly along Jefferson to alleviate stress on the adjacent downtown district and accommodate for commercial businesses. High Density Residential buildings should incorporate parking within the building (underground or first floor).

**Minimum required landscape:** The Mixed Use is designed to allow for varying setbacks depending on whether new development is commercial or residential. New commercial structures and structures with a mix of commercial/residential uses should be allowed to be built on the front property line. High density residential structures used only as residences should have a 10 foot landscaped setback from the front property line. Jefferson street should be considered a parkway with consistent visual cues such as trees, street lighting, and other architectural element.

## Visual Quality and Massing: Neighborhood Streets with residential uses



**Minimum / maximum building height:** The residential housing should have a minimum of one-story and a maximum of two-story.

**Recommended façade opening character:** Garages should be placed on the side of the house.

**Allowed land uses (ground and upper floors):** Allowed land uses will consist of single-family residential and low-medium residential.

**Parking concept / parking types:** On-street Parallel parking will be provided on major streets

**Allowed uses for rooms facing primary public spaces (ground and upper floors):** Main Street should have patios and balconies. Only see through fencing will be allowed in the alley.

**Minimum required landscape:** There should be trees and use of native plants (ex. Red Coast Elderberry, California Juniper). Benches should be placed on sidewalks.

### 4.3.3.B Corridors

The designs addressing cross sections of streets/corridors include guidelines for primary arterials and neighborhood streets. The design elements covered by these guidelines are:

- Movement type and speed along corridors
- Traffic Lanes
- Bicycle Lanes
- Building – street relationship
- Sidewalks (surface and planters, if any)
- Landscaping principles
- Lighting principles

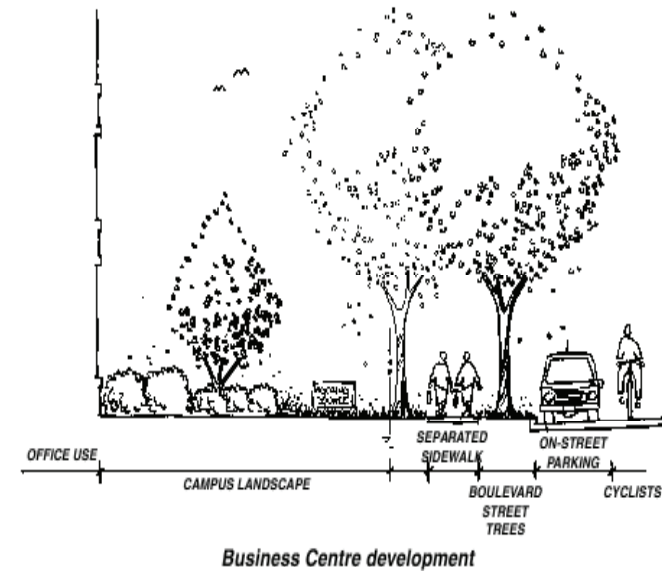
### Corridors: Primary Arterials

**Movement type and speed:** Public Transportation/ Cyclists/ Private Motor Vehicles. Suggested MPH 40.

**Traffic lanes:** 2 lanes per direction, provision of on-street parking as a measure to calm traffic for on-street cyclists and to shield pedestrians from road traffic.

**Bicycle Lanes:** Class II Bike Lanes on both sides of street

**Building – Street relationship:** Business and other commercial services should be oriented toward the street to create a vibrant activity centre between the urban village and business centre. Establishing a consistent setback pattern for buildings to create a unified street frontage; suggested setback, 10ft. A coordinated street design should be pursued and incorporate the following elements: separated sidewalks, street trees,, landscaping, banners, street furnishings, consistent signage, landscaping and public art.

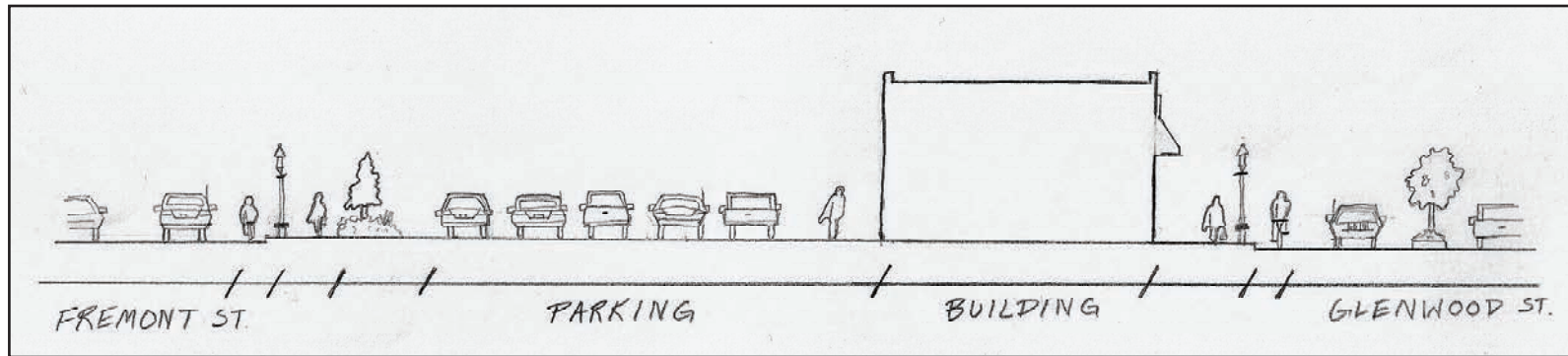


**Sidewalks:** As a large number of pedestrian and cyclists are anticipated, it is critical that a safe, convenient and pleasant pedestrian environment is created. Provision of green strips promoting separated sidewalks on both sides will be mandatory for public safety.

**Landscaping principles:** On-site landscaped areas should be multi-functional, providing environmental, recreational and aesthetic benefits. Native plants only to reduce maintenance and promote sustainability.

**Lighting Principles:** Lighting will be located along Fremont and Glenwood Streets and within parking lots. Extra lighting will be provided at intersections and along pedestrian corridors within the commercial uses.

## Corridors: Primary Arterials, Highway Fronting Commercial



**Movement type and speed:** Vehicles travel at moderate to low speeds along Fremont and Glenwood Streets. There is limited bicycle and pedestrian activity because of the larger scale commercial uses being provided in the space.

**Traffic lanes:** Fremont and Glenwood are two lane streets with one lane going each direction. Designated turn lanes will be provided at major entrances and intersections. A narrow landscaped median will be included to assist pedestrians crossing the roadway and to provide visual relief along the streetscape.

**Bicycle Lanes:** Class two bike lanes will be located along all streets bordering the commercial area with one lane going each direction.

**Building – Street relationship:** Because the commercial uses will be larger and more regional in the types of goods and services they provide the buildings must be easily seen from the highway to attract customers. No major structures will be located between the buildings and the freeway. To promote pedestrian accessibility from the downtown center, buildings will have a smaller set back along Glenwood Street with parking located behind the buildings along Fremont Street.

**Sidewalks:** Sidewalks will be located along all adjacent streets and within the commercial space. However, because regional uses primarily attract automobiles available pedestrian amenities will be limited in scale, street decoration, and landscaping.

**Landscaping principles:** Large parking lots located along Glenwood will have a twenty-foot setback from the public right-of-way. This setback will include attractive landscaping that will enclose the lots from view along Glenwood to increase aesthetic appeal. Trees and landscaping will be included throughout the parking lots at ten parking spaces intervals to improve visual quality of the paved area. Large signage will be allowed to advertise the stores to vehicle travelers along highway 99. Other signage displaying entrances, exits, and store locations will be placed along Fremont and Glenwood to assist vehicle and pedestrians into the site.

**Lighting Principles:** Lighting will be located along Fremont and Glenwood Streets and within parking lots. Extra lighting will be provided at intersections and along pedestrian corridors within the commercial uses.

## Corridors: Neighborhood Streets



**Movement type and speed:** Movement through this area will be slow to allow safety for pedestrians.

**Traffic lanes:** There will be one lane in each direction to accommodate local traffic.

**Bicycle Lanes:** Class bicycle lanes will be provided on the edge of the street to safely encourage bicycle traffic.

**Building – Street relationship:** Along this corridor there should be single family homes set back from the street to create the traditional American small town feel.



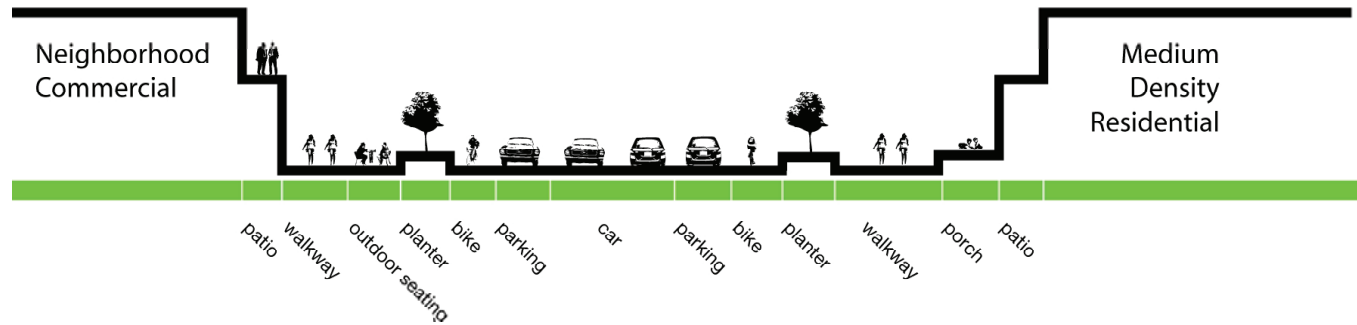
**Sidewalks:** Sidewalks will be providing on both sides of the street in order to provide safe walking space for pedestrians.

**Landscaping principles:** Large shrubs should be planted along the street front to create an enclosed canopy. Residents should maintain their individual properties.

**Lighting Principles:** Small scale traditional style street lights should be provided along each side of the street. They should be spaced no more than every 50 feet, alternating on each side of the street.



## Corridors: Neighborhood Streets, Lexington Street



**Movement type and speed:** Vehicles will travel at low speeds no greater than 25 miles per hour along Lexington Street. Bikers will have designated lanes, and pedestrians will move along the separate sidewalks.

**Traffic lanes:** There will be two lanes of vehicle traffic, with one lane for each direction. There will be parallel car parking along the street, serving as a buffer for the bike lanes. Pedestrian crosswalks will be indicated at every intersection with contrasting paving materials.

**Bicycle Lanes:** The street will have two Class II bicycle lanes, with one lane for each direction. The lanes will run on either side of the vehicle parallel parking, and will have landscaping medians buffering them from the pedestrian sidewalks.

**Building – Street relationship:** The street will maintain a pedestrian scale throughout. Mixed-use buildings will be two-story, and medium density housing will have no more than two stories. The buildings will incorporate “eyes on the street” design elements that encourage interaction between building inhabitants and people on the sidewalk.

**Sidewalks:** Wide sidewalks will allow for restaurants to incorporate outdoor seating options. Planters will buffer the sidewalk from the bike lanes, and will also serve as a seating option for pedestrians.

**Landscaping principles:** Landscaping within the planters will serve mainly as a buffer between traffic and pedestrians. The planters will contain a mixture of shade trees and drought-tolerant, low-lying shrubs that add greenery to the streetscape. The planters will double as a seating option for pedestrians.

**Lighting Principles:** Lamp posts will run the length of Lexington Street, allowing for the streetscape to serve a 24-hour purpose. During holidays and special events the City will hang banners from the lamp posts.

### 4.3.3.C Nodes and Landmarks

The designs addressing nodes and landmarks include guidelines for neighborhood parks, buffers between neighborhoods and agricultural land. Guidelines for a park at the City's railroad station are also provided. Proposed locations, sizes, activities, and general characteristics of the nodes or landmarks are covered by the guidelines.

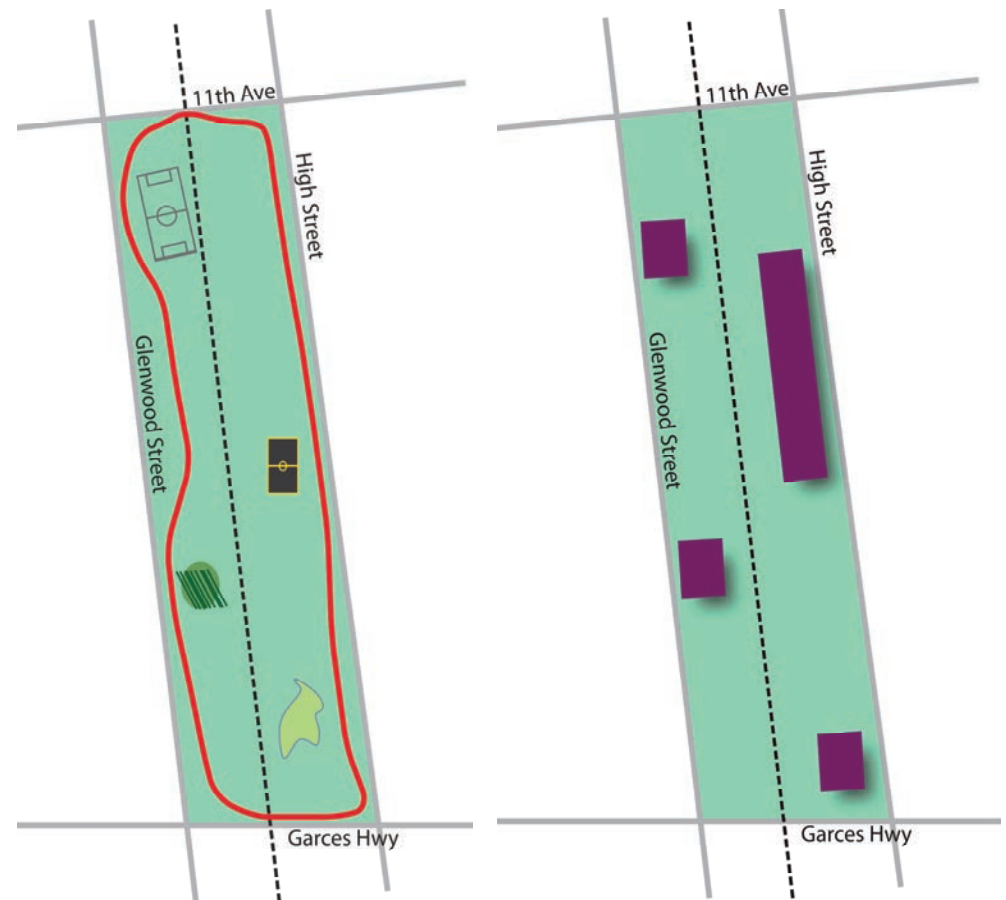
### Nodes and Landmarks: Neighborhood Park Railroad-Station Central Park

**Proposed Location:** All area between 11th street and Garces street, and all area between Glenwood street and High street.

**Size:** Open space park would be all spaces not developed for the recreation center and all area that is not within the rail buffer.

**Activity Type:** Playground, lighted athletic fields, basketball courts, community centers, community gardens, snack bars, a large promenade loop and mini plazas that have movable benches that can be used for both recreational uses and neighborhood flea markets and festival activities

**General Character:** Diverse, pedestrian-oriented, social gathering spaces, and athletic spaces



## Nodes and Landmarks: Neighborhood Park



**Proposed Location:** The area is located on Randolph Street and 20th Street, located near an existing high school and elementary school.

**Size:** Size should be approximately 36,000 square feet.

**Activity Type:** Recreational activities such as soccer fields, and playground activities and community activities.

**General Character:** The area provides recreational opportunity for the surrounding neighborhood and can be accessed by local schools as well.



## Nodes and Landmarks: Neighborhood Park

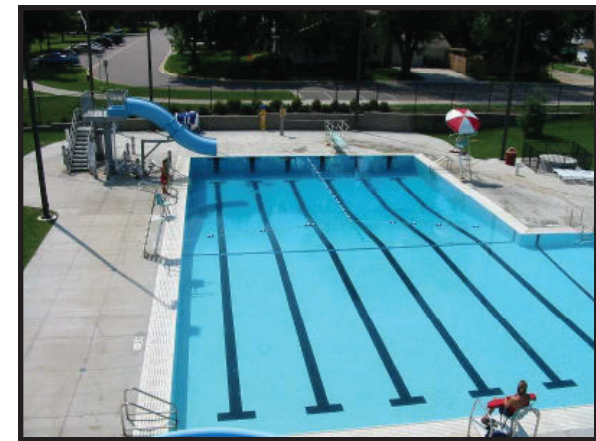


**Proposed Location:** This neighborhood park shall be located in a residential neighborhood in the South West region of Delano. The proposed site is approximately 12 acres.

**Size:** Neighborhood parks generally range in size up to 30 acres depending on what uses are included.

**Activity Type:** The proposed park shall provide relief from the built environment for residents and offer a range of facilities. The park shall provide greenscape, recreation centers, sports fields, or playgrounds. Other amenities include: barbecues, soccer fields, baseball fields, basketball courts, picnic tables, restroom facilities, swimming pool, and water slide.

**General Character:** Neighborhood parks serve as social and recreational focal points for residential neighborhoods.



## Nodes and Landmarks: Neighborhood to Agricultural Buffer



**Proposed Location:** Agricultural buffer planters shall be located between the outer rim of urban development and agricultural land.

**Size:** Agricultural buffer zones should range from 50 – 200 feet wide depending on the agricultural use and operational aspects.

**Activity Type:** The agricultural buffer zone should be a landscaped area that can be used for multi-use trails along the border of the urban development of the city while providing wildlife corridors.

**General Character:** Buffer zones are well-defined strips of land located between farmland and urban development used to minimize possible conflicts between these uses. Agricultural Buffers should provide “space” for typical farming practices to continue even when development occurs in or near farm operations. Buffers should protect both farming operations from nuisance complaints and to protect the health and safety of the general public from farm operations noise, dust, odor, legal pesticide use and the other normal activities that are part of the art and business of farming and ranching.



#### 4.3.4 CONCLUSIONS

The Community Planning Laboratory recommends that the Concept Plan Guidelines be considered as part of the upcoming General Plan update process. The outreach efforts for the Delano Strategic Plan were extensive and, through events such as the Delano Christmas Parade and the Plan Van, reached a significant number of people; however, additional public input is needed. The Concept Plan and the Guidelines were developed at the end of the strategic planning process; thus, the community has not had the opportunity to see and respond to them.



Economic  
Development







## 5.0 ECONOMIC DEVELOPMENT

Economic development in Delano is a key area of focus as the City grows, and the community has expressed concerns about Delano's economic future. An assessment of economic trends indicates Delano's potentials for economic growth and setbacks to economic development. Impacts of economic growth must also be recognized.

This chapter includes proposed economic development strategies for the City, as well as recommendations for General Plan updates to address the issues related to the proposed strategies. The proposed strategies were developed based on driving economic factors as well as community input related to economic development. The proposed strategies for economic development are:

- Bakersfield Community College Sustainable Agriculture Program, Delano Campus
- Delano Farmer's Market
- Community Supported Agriculture
- Delano Adult School Expansion
- Prosperity for Delano
- Merchant's Association
- Delano Marketplace Revival Association
- Vamos a la Sierra

This chapter also includes recommendations to amend the Land Use Element and Economic Development Element of the City's General Plan. Recommendations for amending the Land Use Element include addressing agriculture preservation and creating more flexible zoning regulations. Recommendations for amending the Economic Development Element include addressing revitalization of the City, focusing on the downtown core, as well as improving job training and availability.

## 5.1 STRATEGIES

### 5.1.1 DRIVING FACTORS

Future growth in Delano will have significant impacts on the economic conditions of the City. Growth will increase job opportunities and economic activity, however, an increase in economic development has impacts. An analysis of the following projections identifies the impacts associated with future growth:

- Population
- Employment Trends
- Household Income Trends
- Retail Trends
- Leakage
- Community Input

#### 5.1.1.A Population

##### Existing Conditions

Delano's total population in 2008 was 54,000. Of this population, approximately 11,000 were prisoners, making the 2008 household population in the City of approximately 43,000 residents (California State Department of Finance, 2007). The City is currently growing at a 2- 3.7 percent growth rate. According to the U.S. Census of Population and California Department of Finance, the percent growth from 1990-2005 for Delano was 72.2 percent as opposed to 23.9 percent in Kern County and 23.9 percent in the State of California. Delano's median age is 29 years old, making it a fairly young population.

##### Projections

If Delano's population grows at a rate of two percent per year, the

City's projected population for 2030 is estimated to be approximately 65,000. Population growth trends will have a significant impact on the City's economy.

### **Issues and Impacts**

With the projected increase in population, there will be a need for more housing developments. This could lead to agriculture land conversion. Additionally, there may be the need to re-zone areas. This may cause controversy between citizens and property owners. Additional development of housing will encourage people living outside the City to buy homes within Delano, assuming that these homes are offered at lower prices than neighboring cities.

A growing population increases the demand for additional services. Additional service industries require the need for additional workers, which includes having the available job training for such positions. Delano may benefit from having a skilled workforce that would better meet resident's needs.

### **5.1.1B Employment Trends**

#### **Existing Conditions**

Thirty percent of the labor force works in agriculture, making it the dominant industry in the City. Agriculture is followed by education and health, with 17.2 percent of the labor force, and retail, with 10.7 percent (2000 Census). Only 43 percent of the working population lives and works in Delano, which means over half of the population commutes to work outside the City (2000 census).

The unemployment rate in Delano is approximately 26 percent. Kern County has an unemployment rate of about 10 percent. The unemployment rate in Delano in 2007 was 22 percent. In one year the rate has increased

by 15 percent.

### **Projections**

Census data reveals employment in agriculture, and education and health have decreased while employment in retail has increased from 2000 to 2007. Trends show that agriculture jobs may decrease as the population increases. In turn education and health jobs will decrease as long as the state and country are in economic crisis. As population increases there is a higher demand for goods and services, resulting in an increase of jobs available in this sector.

### **Issues and Impacts**

As the population continues to grow in Delano more residents will be in need of jobs and job training. As the population grows, agricultural land may be converted to house the new population; this will account for a further decrease in agriculture jobs. As more people begin to compete for non-agricultural jobs in Delano, job training becomes crucial. Delano residents need access to job training and placement programs in order for them to compete for jobs in various sectors.

### **5.1.1C Household Income Trends**

#### **Existing Conditions**

Median household income provides a basic indication of the consumption ability of Delano residents. In 2000, Delano's estimated median income was \$28,143 while Kern County averaged around \$34,446. Delano did not show significant income growth between 1990 and 2000, but median household income grew significantly between 2000 to 2007. During this time period, median household income increased from \$38,143 to \$37,248 (U.S. Census Bureau, 1990-2007).

In 2007, residents with incomes below the poverty level accounted for 23.1 percent of the total population. This number is very high in comparison to the national average of 7.2 percent. Residents with income levels at 50 percent of the poverty level account for 9.4 percent of Delano's population (U.S. Census Bureau, 2007).

## Projections

In general, Delano households are making more money while the rate of poverty is decreasing (US Census Bureau, 2005-2007). This may be a result of the shift from agriculture jobs to service jobs. The percentage of people with at least a high school diploma or equivalent degree has increased since 2000. This means that more people are qualified for better paying jobs.

In 2000, the median household income was \$28,143 with 28.2 percent of the population living at or below poverty levels. As high school drop-out rates continue to decrease and more people receive a high school degree or equivalent, the income levels will also increase. The 2005-2007 Census shows that the median household income was \$37,248 with 23.1 percent of the population being at or below poverty levels.

Delano's household income will continue to increase as education and skill levels increase, allowing residents to compete for higher paying jobs. If Delano's education levels remain low, the skilled workforce necessary to provide higher paying jobs will not be there.

## Issues and Impacts

As the household income increases due to higher paying jobs and increased job availability, residents will have more money to spend. In order to encourage residents to spend their money in Delano rather than neighboring competing cities, additional retail and service stores are needed within the city.

Planners in Delano will have to take into account that there will continue to be a population with low levels of education. To accommodate this, the City should continue to provide programs for those that need help in order to advance in society. Delano residents may be forced to shop and work elsewhere unless education levels rise and higher paying jobs come to Delano.

### 5.1.1.D Retail Trends

#### Existing Conditions

According to the Delano Downtown Improvement District Feasibility Study, Delano captures about \$220 million in retail sales. Eighty million dollars of this is generated by the automotive industry. Grocery stores generate \$44 million a year, second behind car sales.

Delano's top earning grocery stores are the Ranch Market and Save-Mart. Currently, 63 percent of Delano's household income is being concentrated within three retail stores: K-Mart, Wal-Mart, and Target (Delano Technical Background Report, 2008). K-Mart is the only one of these stores located in Delano. Currently businesses in Delano are being replaced by 99 Cent stores.

#### Projections

Delano merchants are losing significant consumer dollars to out-of-town stores. Bakersfield and Tulare County have been popular attractions for shopping. Unfortunately, because Delano residents are not offered the shopping opportunities that they prefer, they are forced to shop elsewhere. The Delano Marketplace is planned to include a Wal-Mart, which will provide another place for residents to shop.

Even with several big box grocery stores in Delano, the Ranch Market

still makes the most sales. This indicates Delano residents like to shop at locally owned stores.

### **Issues and Impacts**

As population grows in Delano, there will be an even greater demand for additional retail within the city. Because of this, Delano residents are in need of more variety in shopping opportunities. The presence of too many big box stores may negatively impact small local shops. Existing shops will not be able to compete with the low prices of big box retailers or one-stop shopping stores. However, big box retail has the capacity to capture a significant amount of sales. Capturing sales is extremely important to the City. Sales tax revenue could be used to increase the livability of Delano.

As more businesses are brought into the City of Delano, the sales tax funding the City's General Fund will increase. General Funds can be used for projects such as revitalizing the downtown. An increase in businesses can diversify the tax base and may reduce the tax burden on current property owners in the city. Also, additional retail stores will allow for the City to capture current sales leaking out of the area.

Although additional retail provides positive opportunities for the City, it also results in the possibility of negatively affecting local retailers. As discussed previously, big box stores put economic pressure on small "mom and pop" stores, causing them to either lose money or be put out of business. Because local businesses will be affected as the City continues to grow, it is important that those business owners have a strong connection to each other through something like a business association.

#### **5.1.1.E Leakage**

### **Existing Conditions**

The City of Delano is facing a leakage in its retail market. Leakage occurs when the demands of the consumer are not met by the local supply, forcing consumers to spend their money elsewhere. Delano is currently facing a leakage of about \$16 million per year, according to the Delano Downtown Improvement District Feasibility Study.

As previously mentioned, about 63 percent of household spending among Delano residents is concentrated among three retail stores: Kmart, Walmart, and Target. Residents spend \$36.5 million at these department and discount stores. In addition, residents spend another \$35.5 million at grocery stores and supermarkets, most of which are national and regional chain stores. Because these stores are not offered in Delano, residents spend a significant portion of their total retail dollars at shopping centers in Bakersfield, Porterville, Tulare, and other communities with a greater variety of retail stores that are not available locally. Although Delano has a diverse base of retail stores, several of the retail sales by existing stores fall short of meeting household demand.

### **Projections**

The Marketplace EIR shows a leakage of \$16 million per year, however, this number may not be completely accurate. The actual leakage may be greater due to the fact that Delano is a cash economy, which means not all earnings and spending are accurately reported.

Upon development of the Marketplace and other commercial/mixed use areas, Delano will have the ability to capture a portion of these leaking sales. Conducting leakage studies is an informative tool that local officials and the private sector can use to identify necessary steps to capture money leaving the City.

### **Issues and Impacts**

Future economic growth is a very important opportunity for the City to capture lost sales tax revenue due to leakage. With the addition of

stores such as Wal-Mart, Delano will capture a significant amount of the sales it is currently losing.

- Create more downtown opportunities for youth
- Make downtown Delano more visually appealing
- Lack of job opportunities

### Commercial Expansion

#### Mixed Use Commercial

Delano residents strongly support integrated mixed uses into the downtown area. Flexible zoning standards in the downtown area will provide for a diversity of uses, while promoting a bikeable and walkable Delano. The following uses were the most frequently requested in community feedback:

- Apartments
- Commercial
- Offices
- Restaurants
- Movies
- Light Residential

Mixed use buildings providing a diversity of services brings opportunity for new commercial growth, which was a major issue brought up during community feedback.

#### Built Up areas

The future site of the Wal-Mart is expected to sustain rapid build-up within the next few years. The next most common area residents continually expressed concern for was the West side of Delano. Community input revealed a strong concern to increase commercial build up and other related uses on the West side of Delano due to the site's ability to accommodate several major public and private uses.

City of Delano's Sales Leakage Analysis				
Retail Group	Household Spending	Sales Captured by Delano Retailers	Sales Leakages	Regional Capture
<b>Total</b>	\$168,507,242	\$220,380,571	\$16,603,713	\$68,360,041
<b>Apparel Store Group</b>	\$7,277,380	\$2,464,400	\$4,812,980	\$0
<b>General Merchandise Group</b>	\$44,879,489	\$39,704,155	\$6,674,386	\$1,499,051
<b>Specialty Retail Group</b>	\$8,273,329	\$8,101,506	\$1,210,961	\$1,039,138
<b>Food, Eating, and Drinking Group</b>	\$49,175,505	\$79,574,919	\$113,258	\$30,512,672
<b>Building Materials and Home Furnishings</b>	\$11,320,509	\$9,693,885	\$3,792,128	\$2,048,504
<b>Automotive Group</b>	\$47,581,030	\$80,841,706	\$0	\$33,260,676

Source: (Delano Technical Background Report, 2008)

### 5.1.1.F Community Input

Several issues and concerns have been identified by the Community. The most commonly expressed concerns include:

- Commercial expansion
- Need to enhance community connections

### *Where to Expand, Vertically vs. Horizontally*

Strong opposition was expressed by residents to expand vertically, however, there was also concern regarding horizontal expansion. Residents responded most positively to infill development, specifically in downtown to encourage economic vitality.

### **Community Connections**

#### *Support for Small Business*

Although the general population expressed excitement at the possibility of a Wal-Mart in Delano, there was a significant amount of concern raised for the economic well-being of downtown. Many residents showed strong concern over protecting small business owners from corporate pressures such as Wal-Mart.

#### *Follow Through of Existing Plans*

Several community members have expressed concern over why “nothing” ever seems to get done in Delano. Many plans have been constructed to stimulate the Delano economy, such as the Business Improvement Feasibility Study, the Action Plan, and the Façade Program. However, due to fiscal constraints, coordinators have yet to implement many of them.

### **Downtown Opportunities**

#### *Diversity*

Diversity is one of the many factors that can help contribute to a lively downtown core. Delano has many locally owned downtown businesses, however there are some key components residents feel would further promote economic vitality:

- More Restaurants
- Movie Theaters
- Less 99Cent Stores
- More Department Stores

Providing Delano’s downtown with diverse businesses will give the community the economic base it needs, while encouraging a healthy downtown real estate market.

#### *Visually Appealing Downtown*

A downtown filled with a diversity of uses was at the top of the list of economic concerns for Delano residents. Improved aesthetics including building facades, parks, and landscaping were also mentioned as important for promoting downtown commerce.

#### *Job Opportunities*

Delano residents expressed a great concern over the lack of employment opportunities, specifically in regards to the youth population. While the Wal-Mart coming to Delano will create more jobs for the youth and local residents, many residents expressed a desire for employment opportunities that can be fulfilled by further education or trade-work.

## **5.1.2 RECOMMENDED STRATEGIES**

### **5.1.2.A Bakersfield Community College Sustainable Agriculture Program, Delano Campus**

The purpose of the Bakersfield Community College Sustainable Agriculture Program is to give Delano residents the opportunity to learn about sustainable agriculture techniques that contribute to the health, well being and economy of the community.

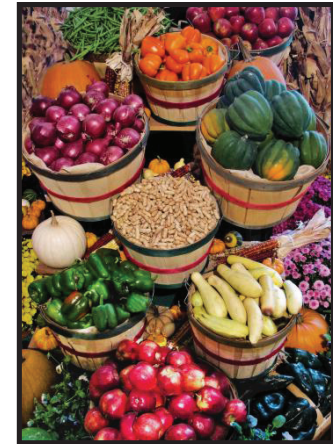
## Description

The Bakersfield Community College Sustainable Agriculture Program offers courses on sustainable agriculture. The program teaches the skills needed to face many environmental challenges in Delano related to agriculture in the 21st century.

The program would be implemented and run by the Bakersfield Community College Agriculture and Natural Resources Department. The program would be used by farmers and community members interested in using sustainable techniques to improve the health and economy of the community. The program would offer hands-on sustainable agriculture classes and emphasize the how-to aspects of organic gardening and farming.

## Implementation Steps

Interested faculty members must first propose the sustainable agriculture program to the rest of their department, and it has to be approved by the majority of the faculty within the department. Then the program must be approved by the College Curriculum Committee and proposed to the College Academic Senate for consideration. The Senate then reviews the proposed program and forwards it with the recommendations to the Vice President of Academic Affairs. The Vice President forwards his recommendations along with the Senate's to the College President for approval. The proposal then must go to the Board of Trustees for approval and recommendations. After the Board gives approval, the Chancellor has to sign the application, and the Instructional and Student Support Division would forward the proposal to the State Chancellor's office for final approval.



## Timeframe for Implementation

The time to initiate this program varies depending on the community college district.

## Costs

The cost for the program would include new faculty salaries, departmental operating expenses, library resources, student services, and new facilities. Funding would come from state appropriations, local tax revenue, student tuition and fees, reallocation of existing funds, grants and contributions from business and industries.



## Responsible Parties

Responsible parties include the City of Delano, the University of Bakersfield and Delano Community College.

## Examples and Resources Available

Santa Rosa Community College Sustainable Agriculture Program

### 5.1.2.B Delano Farmer's Market

The Delano Farmer's Market would provide local farmers a place to sell their products directly to the community. It would also promote social interaction by providing a place where the community can gather and enjoy themselves.

## Description

The program provides farmers a place to sell their products and a chance to get closer to consumers. It also offers consumers the opportunity to get fresh, quality produce while supporting local farmers.

Organizers in Delano would create a Farmer's Market Association to run the program. Local farmers and farmers from surrounding areas would benefit from the program, as well as the local community.

The Delano Farmer's Market Association would be a mutual benefit, non-profit organization. There would be a specific number of Directors running the Board of Directors. The Directors can be farmers that serve a specific term in office. The Board of Directors establishes policies governing the program and also coordinates and decides how the markets should run and grow. The Board of Directors would hold regular, scheduled meetings. The Farmer's Market would have a manager to enforce all regulations regarding farmer's markets of the State of California, County Health

Department requirements, weights and measures standards and the Delano Farmer's Market association rules and policies.

## Implementation Steps

According to California law, a certified farmer's market must be operated by a non-profit organization, a local government agency or a farmer. The Delano Farmer's Market Association would find an appropriate location to establish the Farmer's Market. The Farmer's Market would recruit growers from all over the region. Finding the right location for the Farmer's Market is crucial for the success of the market. Community support is also important, in addition to start up funding.

## Timeframe for Implementation

It will take around six months to initiate a farmer's market. During the first month a group of interested people is gathered and specific goals and tasks are determined. Another month is needed to look for and settle on a location, gain community support, raise funds and check into legalities. Publicity to farmers should start and continue until a month before the start of the market. One month is needed to promote the farmer's market concept and another month for organization and market management. And finally, one month before the start, publicity efforts targeting consumers should begin and continue through the season.

## Costs

Start-up: A first year budget for a farmer's market may include salaries for a manager and an assistant, costs for promotion, licensing and insurance, equipment and supplies and equipment storage.

- manager \$15,000
- assistant \$4,000
- promotion \$3,600
- licensing and insurance \$3,500

- equipment and supplies \$1,000
- equipment storage \$600
- total \$27,700

Operating costs are usually paid by the market users through membership fees, stall rental fees and commissions on gross sales.

On-going: \$23,000.

### Responsible Parties

Delano Farmer’s Market Association

### Examples and Resources Available

- Merced, CA – Farmers Market
- Sanger, CA – Farmers Market
- Modesto, CA – Farmers Market
- Reedley, CA – Farmers Market

### 5.1.2.C Community Supported Agriculture

The purpose of this program is to offer a direct link between farmers and consumers. There would not be a middleman so farmers can get more money for their products. This program would also build a regional food supply and stronger local economy. Members in the community benefit from the fresh and healthy products the farm offers and the farmers would get money from their members before the crops are planted so they do not rely on banks and loans.

#### Description

The program ensures local farms in Delano are connected to the consumers

and that consumers are allowed to get fresh and quality produce from a place they trust. The program makes produce more available to consumers by providing delivery services or establishing accessible pick-up locations for members.

The program would be run by a core group of local farm owners and consumers in Delano. Farmers and non-farmers in the community would benefit from the program.

The core group coordinates the distribution of the products. They also collect payments, organize festivals, prepare budgets and pay the farmers. The core group also deals with any legal issues. Everyone involved in the program is responsible to support the farm financially and make sure that all the produce is consumed.

#### Implementation Steps

The program would be specially tailored to meet the needs of the Delano community. Farmers would first establish the type of products they are going to offer and find out the initial demand in the community. Farmers would designate pick-up points throughout the community and the price per share after figuring out the cost of seeds, machinery and labor. Farms should try to become certified organic farms.

#### Timeframe for Implementation

Three to six months. Farms generally take the winter season to make a detailed plan for the next season.

#### Costs

The costs depend on the budget for the season and the number of shareholders. Farms divide the budget evenly among the number of consumers to arrive at the average price of a share. Full shares should

get consumers a twice per week pick-up.

### Responsible Parties

- Delano Chamber of Commerce (start)
- Delano Farmers (start and continue)

### Examples and Resources Available

- La Finca Organic Farm
- Cal poly Community Supported Agriculture

### 5.1.2.D Delano Adult School Expansion

Currently, less than half of the working population in Delano has education higher than a high school diploma, and only a small portion received higher education. Additionally, because Delano is an agricultural community, its unemployment rates have reached up to 25 percent. It is crucial that Delano residents have the education and training required to qualify them for available jobs. Specific education and training programs will allow residents to have access to a greater variety of jobs within the City.

### Description

Expanding the Delano Adult School will improve the availability of education for Delano's residents. Advancing education for Delano residents will allow them to obtain jobs in various fields and increase economic development within the City.

The Delano Adult School is currently run by its director, Jesus Gonzales, and is a part of the Delano Joint Union High School.

An expansion of Delano Adult School would be focused on:

- Increasing the number of locations for classes
- Increasing the number of classes offered
- Increasing the number of staff (approximately 1 additional teacher per 150 students)

### Implementation Steps

In order to increase the number of locations for classes, locations willing to provide space for classes must first be identified. Places to consider include other schools, churches, community centers, recreation centers, and senior centers.

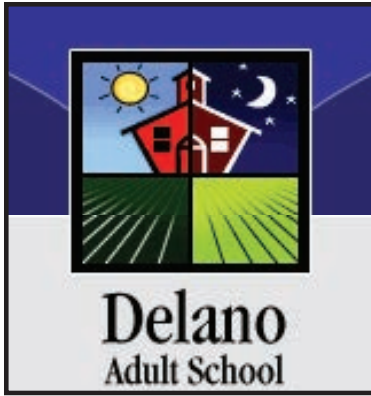
To increase the number of classes offered, efforts should be made to increase public awareness of classes through the distribution of pamphlets and flyers, and through other forms of advertisement. Once public awareness is improved, the demand for classes should be determined. A survey of the community should be conducted to obtain information on what classes the community is interested in, and what their availability is. Finally, sources for additional funding must be established.

In order to increase the number of staff, there must be sufficient demand for new classes. Funding to pay the salaries of new staff must also be found.

Based on student-to-teacher ratios at The Visalia Adult School and The Delano Adult School, an estimated ratio for an effective program would be 150 students to one teacher. Therefore, as the demand for classes increases along with the number of students attending, the addition of one teacher would be needed for every 150 new students.

### Timeframe for Implementation

The timeframe for implementation is less than six months. However, this



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timeframe may vary depending on community demand for classes.

### Costs

Start-up: No start-up costs necessary given that the Delano Adult School is already established.

On-going: Dependant on how great of an expansion is demanded, increased funding for additional staff would be needed (one additional staff member for approximately every 150 new students).

### Responsible Parties

- The Delano Adult School
- Future facility owners such as churches, community centers, recreation centers, etc. to allow space for classes to be offered throughout the community

### Examples and Resources Available

- Visalia Adult School
- San Mateo Adult and Community Education

Visalia Adult School provides educational programs for the community of Visalia to enhance their knowledge and skills in preparation for various career options. The school offers vocational training courses, certification programs, and basic academic classes. Classes include auto body repair, welding, cosmetology, vocational nursing, certified nurse aide, ESL, adult basic education, and GED/high school diploma.

Visalia Adult School is run through the Visalia Unified School District. Over 7,000 students in the Visalia area use the school services, making it the 20th largest adult school in California. The school itself is led by Principal Jill Rojas, with the help of three assistant principals, and 55 instructors, supervisors, and counselors.

The Visalia Adult School addresses the needs of adults in the community by offering the education and training necessary for them to excel in the workforce and compete for quality jobs.

The students at Visalia Adult School are offered classes in one location, at 3110 East Houston Avenue. Classes are offered from 7:30am to 9:30pm Monday through Thursday and 7:30am to 4:00pm on Friday. Many programs are year round, and are open-entry/open-exit. Most classes are free. Childcare is offered at the center for a fee of \$500 per month for a full time child and assistance for low-income families is available.

San Mateo Adult and Community Education offers classes designed to “improve the lives of individuals and...communities” and advance individuals economic circumstances and personal lives. Their classes include ESL, vocational training programs, GED/high school diploma programs, fee-based classes, basic skills classes, home economics courses, parenting enrichment, and health and safety classes.

San Mateo Adult and Community Education is run through the San Mateo Union High School District. It offers classes for residents of San Bruno,

Millbrae, Burlingame, Hillsborough, San Mateo, and Foster City. The school is led by its director, Lawrence Teshara.

Like the Visalia Adult School, San Mateo Adult and Community Education addresses the needs of adults in the community who desire further education and training in order to excel in the workforce and compete for quality jobs.

Over 14,000 students attend classes offered by San Mateo Adult and Community Education from nearly 40 locations throughout the area including schools, churches, community centers, recreation centers, and senior centers. The variety of class locations has contributed to the success and student turnout for San Mateo Adult and Community Education.

### **5.1.2.E Prosperity for Delano**

Delano businesses are in need of an organization that is looking out for their interests. The creation of some type of business association would provide a way for businesses to organize their ideas and have them implemented in a timely and efficient manner.

#### **Description**

Through community meetings, the program will identify industry clusters that are important to Delano’s economic growth. The clusters can include agriculture, auto related businesses, retail and other industries. After identifying the clusters, members of the organization should identify areas needing more help than others. This will lead to better communication between the different industries, and can lead to different industries helping one another for the benefit of all.

The program will be initiated and run by the economic development department. Though there will be a need for many volunteers to set up and help with the meetings, there is no need to hire any new staff

members to start and maintain the program. Members of each cluster will be responsible for keeping in touch with one another to discuss growth and development.

### Implementation Steps

To start the program the economic development department must get city staff together to set up meetings with the public and business owners. This will require many meetings to identify the industry clusters that are important to Delano. The meetings should set up the parameters of the program, covering everything from dues to how often meetings should occur. There is no limit to how many clusters can be in the strategy. These can include agriculture, business, education, tourism, arts and culture and others the community identifies. Once clusters are formed, participants can start to generate strategies that fit with each cluster while maintaining the overall goal of the program.

After clusters are identified, representatives are chosen from each cluster to attend more meetings and identify needs and concerns. The meetings will continue until all clusters are content with the direction of the program and they start to implement strategies proposed in earlier meetings.

### Timeframe for Implementation

Six months to one year.

### Costs

Start-up: Start up costs include salaries for staff who will set up meetings with the public and industry leaders. Private donations from stakeholders are expected.

On-going: After the program is running there will not be much need for an economic development staff member except as a contact for the

program representatives. The program will require dues from its members in order to fund meetings and strategies.

### Responsible Parties

- Economic Development Department staff member- Initial organizer for start up
- Industry leaders- Organizers after the program is started
- Community- Included in every part of program

### Examples and Resources Available

- Humboldt County, CA: Prosperity Network of Humboldt County- Program from which Prosperity from Delano is based.

### 5.1.2 F Merchants Association

There are many driving factors that result in the need for a Merchants Association. Establishment of a Merchants Association offers potential for new business opportunities as well as gives existing businesses a chance to collaborate during economically straining times.

A Merchants Association promotes economic vitality in downtown Delano, and it is important for a community to have a strong economic structure. Higher service levels are provided by business owners themselves, rather than by the City or Chamber of Commerce.

While there are many driving factors for establishing a Merchants Association, the following community input was some of the most important:

- Expand commercial uses
- Enhance community connections
- Create more opportunities for youth downtown

- Make downtown Delano more visually appealing

Formation of a Merchants Association contains many driving factors as well as offers a resolution to many of these concerns expressed during community workshops.

## Description

A Merchants Association is comprised of business and professional leaders throughout the community who share a common interest in promoting a strong retail and service economy through advertising, sponsorship of local events, social activities, and offering a strong support system to its membership.

A Merchants Association is an innovative revitalization tool for commercial neighborhoods such as shopping malls and regional business districts. Established by law in the late 1980's and early 1990's, a Merchants Association is a public/private sector partnership that performs a variety of services to improve the image of their jurisdiction and promote individual businesses within a given area. They also carry out economic development services by working to attract, retain and expand businesses. Some common goals of example cities (provided below) are as follows:

- Beautification programs including streetscape improvements and murals.
- Promotion and advertizing through media.
- Retention and recruitment of current and future business.
- Operations systems, including trolleys and other public transportation services

## Implementation Steps

Because a Merchants Association is organized and run by downtown stakeholders, not the City, a volunteer coordinator must be in charge

of collaborating the program. First someone dedicated to the project must organize all businesses potentially included within the Merchant's Association area, and then an initial meeting should be held to establish membership and generate a set of common goals. For successful establishment of the association a partnership must include at least 80 percent of downtown stakeholders.

Another purpose of the program's initial meetings is to establish common goals and set priorities. A head council, chosen through a voting system, is usually appointed at this time to handle the organization of meetings and carryout program goals.

The "Sunset Law" of the State of California makes review of all Merchants Associations mandatory every three to six years.

An optional implementation step, depending on available resources, is to hire a full or part time Association Coordinator.

## Timeframe for Implementation

The timeframe for establishing a Merchant's Association often depends on issues such as economic pressure. Most often establishment, from the initiation stage to full development of the association, takes between one and two years. The timeframe for establishment also fluctuates depending on the amount of time dedicated by volunteers and individual enthusiasm to collaborate.

## Costs

Start-Up: \$3,000 – \$15,000

It is recommended Delano seek state grants and utilize the aid of federal funding to cover start up costs. Initial costs can vary according to the type of organization the Merchant's Association is (a pro-bono system is



recommended), as well as accounting costs.

**On-Going:** A merchants association can operate very successfully on a conservative budget financed by state grants and other means of city funding. Fees from all Associated Merchants are paid monthly, and the amount of the fee is established during initial meetings. It's usually a monthly fee of \$100 or an established annual amount. Annual costs vary according to revenue and priorities, however on average the case studies listed in this section operated on a mean cost off \$110,000.

**Optional:** Hire a full or part time Association Coordinator. \$18,000 – \$36,000 annually

**Optional:** Funds raised through membership fees and grants are

often matched by the Merchant Association's jurisdiction. This varies depending on common goals (for example streetscape improvements) and organization agreements.

Various forms of generated income include:

- Fundraisers
- Grants
- Membership Fees
- City Matched Funds

### **Responsible Parties**

It is recommended Delano follow the operating structure of Gridley,



California. A head council directs the Merchants Association of Gridley, and each member of the association is a stakeholder in the downtown area. The association structure is determined by a voting system, where the costs of district projects are assessed against land in accordance with the benefits accruing to each particular property.

Once established, the Delano Merchants Association should operate out of the downtown area and be run by one full-time and one part-time staff member. Association meetings should be held monthly or quarterly to discuss priorities and define targeted goals.

Starting the Program:

Volunteer Coordinator

Downtown Stakeholders

Running the Program

Voted upon Head Merchants Council

Optional: Hire full or part time association coordinator

Example Cities Currently Employing the Program

- Visalia, California (559) 713-4300
- Gridley, California (530) 846-3687
- Grass Valley, California (530) 274-4330

### Resources Available

- The Office Of Economic Development, Ca  
[www.edd.ca.gov](http://www.edd.ca.gov)  
(707)-725-9261
- California Tax Data  
Nice Resource for the financial incentives, and additional organization outline for Merchants Association available.

[www.californiataxdata.com](http://www.californiataxdata.com)

- Delano Chamber of Commerce  
<http://www.chamberofdelano.com>.  
(661) 725-251
- California State Grants for Business Improvement  
<http://www.ca.gov/Grants.html>

### 5.1.2.G Delano Marketplace Revival Association (DMRA)

The City has an established Downtown corridor where a majority of local commercial industries exist. Population projections show a significant increase in the consumer base for the local industries. Successful expansion of the Delano's Downtown district and adjacent commercial areas will require collaboration among stakeholders to restore and promote economic vitality.

#### Description

The Delano Marketplace Revival Association (DMRA) strategy involves working with local business owners through an independent organization of stakeholders. The organization would use City and organizational funds to promote local economic vitality through regional advertisement, local events, and aesthetic improvements.

The existing Chamber of Commerce, or similar business organization established at a later time, would run the DMRA program. Some events and public improvement projects would involve collaboration with the City or other local organizations, but the DMRA would manage all implementation efforts.

Once established, the DMRA would inform local residents and outside communities about local industries, businesses, and events. Having this information available to a large audience would increase the size of Delano's consumer base, bringing outside revenue into the City.

## Implementation Steps

City leaders would need to work with the Delano Chamber of Commerce to create a basic structure and initial funding plan. Once organized, DMRA would become an independent organization collaborating with the City and other local agencies to conceptualize and implement creative approaches to marketing local businesses.

## Timeframe for Implementation

Six months to one year. The initiation of DMRA would be relatively uncomplicated. The City would be the initiating body, so there should be no government struggle. Additionally, the Chamber of Commerce is already in place. Once decided on by the City Council, the program should take about a year to initialize, because it would have to wait for the allotment of funds in the City Budget.

## Costs

Initial start-up costs should vary greatly from future costs, as the program has the potential and likelihood to grow and improve. The main sources of funding for DMRA projects would include vendor fees, donations/grants, ticket sales, City revenue, membership dues, and business sponsors.

Start-up: The original budget would be \$45,000 with the City contributing \$40,000. The other \$5,000 would come through membership fees.

On-going: The above budget reflects minimum ongoing costs, depending on potential program expansion (in which case, funds should be self-sustaining).

## Responsible Parties

- City of Delano
- Delano Chamber of Commerce

- Local Business Owners/Stakeholders
- (Proposed) Grant-writer
- (Proposed) Volunteer Coordinator

## Examples and Resources Available

- City of Encinitas, California – Downtown Encinitas Mainstreet Association (DEMA)

The program is a long-term approach meant to maintain and enhance the downtown area. Enhancement includes visual improvements, local business promotion and restructuring, and events planning to attract outside business to Encinitas and be a pleasing experience for local residents.

- National Trust for Historic Preservation – MainStreet Program

MainStreet is a revitalization strategy used in over 1,200 cities and 40 states. Developed by the National Trust for Historic Preservation's National MainStreet Center, the program encourages imaginative use of business and government resources to support local downtown and neighborhood commercial district revitalization efforts

### 5.1.2.H Vamos a la Sierra (VALS)

Vamos a la Sierra (VALS) is an initiative designed to revitalize downtown by bringing the Sierra Theatre back to life. The strategy encourages residents to create a grassroots organization to revitalize the downtown area.

## Description

VALS is a catalyst project intended to help with downtown revitalization. Other business owners may follow by example and upgrade their

facilities. The purpose of reopening the theatre is to encourage residents to see a movie, play, or performance downtown. Revitalization of the theater has the potential to increase activity downtown and increase interaction among community members.

Because there is a large Hispanic influence in Delano, a “Teatro Campesino” would be an important stepping stone to bring young Hispanics as well as the general population to the acting stage. Schools may use the theatre for plays and other activities as well.

### **Implementation Steps**

Community feedback reveals a strong desire by residents to have access to a large, multi-purpose theater. Making this known to City officials is an important step in implementing this project.

Community Development should promote the creation of a grassroots organization that will be in charge of setting goals for the Sierra Theatre. VALS will work to develop a set of financial and regulatory incentives to promote the use of the Sierra Theatre and see what other types of businesses would benefit from the reopening of the Theatre.

Additional meetings or public workshops should be held to gather information on what people want to see happen with the theatre as well as to gather volunteers. Getting a volunteer coordinator to take on this task will be valuable, because the majority of work will be done through volunteers. Pursuing outside funding to help with renovations will also be necessary.

### **Timeframe for Implementation**

This strategy will be set in phases. In the short-run, it will take about one to two years. The short-to-mid range plan would take about five years. The long-range plan would be on-going.

### **Costs**

Start-up: The cost of restoring the theatre is unknown. Start-up costs include staff time needed to help volunteers. There is also the cost of staff time to gather grants and outside funding.

On-going: The costs to keep the theatre operating will be the on-going costs.

### **Responsible Parties**

- Development Department- will be in charge of spreading the word to Redevelopment Agency, City Council, Chamber of Commerce, and especially to the general public.
- Volunteer coordinator- important for all aspects of production.
- Volunteers- Painting, fixing, and maintaining of theatre in on-going fashion.

### **Examples and Resources Available**

- Visalia, California: The City of Visalia has been extremely successful with its “Friends of the Fox” strategy. This is the basis for the VALS strategy.

### **5.1.3 CONCLUSIONS**

Future economic development in Delano will bring growth, but along with this growth comes some concerns. Implementation of the proposed strategies address community concerns for protecting the livelihood of Delano’s residents while allowing economic growth and development.

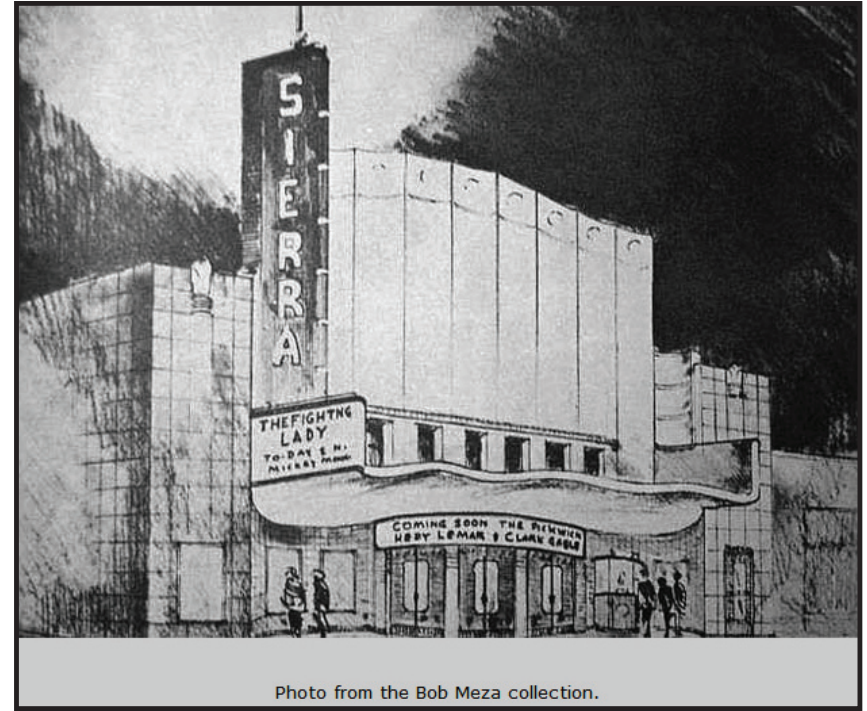


Photo from the Bob Meza collection.

## 5.2 STRATEGIES FOR UPDATING THE DELANO GENERAL PLAN

### 5.2.1 DRIVING FACTORS

The following driving factors relate to the Economic Development in the City of Delano:

- Agriculture Industry
- Population Growth
- Retail Trends
- Employment
- Community Input

An Economic Development Element currently exists in the Delano General Plan. This plan proposes amendments to the Land Use Element and the Economic Development Element.

#### 5.2.1.A Agriculture Industry

According to the U.S Census, agriculture makes up more than one quarter of all industry in Delano. For this reason, the preservation of farmland and the creation of viable farmland for the future is essential to preserving a large portion of local employment and industry.

### 5.2.1.B Population Growth

With population expected to reach over 83,000 by 2030, there is a need to plan for the change now in order to not be overwhelmed later. This projected increase will bring in more tax revenue for the City. It also influences the need for housing.

### 5.2.1.C Retail Trends

Delano merchants are losing significant consumer dollars to out-of-town stores. The City of Bakersfield and Tulare County have been popular attractions for shopping with local residents. Delano generates about \$315 million in retail sales annually (Board of Equalization). The strategies introduced in the General Plan should address these issues and the effects they will have on the economy.

### 5.2.1.D Employment

According to the U.S Census, only 43 percent of Delano residents work within the City. The seasonal unemployment rate in the City is around 26 percent, where as Kern County has an average unemployment rate of about 10 percent (Delano General Plan 2005). With more job opportunities presented to the public, there is potential to lower the unemployment level to one that is comparable to Kern County.

### 5.2.1.E Community Input

Delano residents shared concerns about a lack of diversity of retail opportunities, the importance of historic building restoration and preservation, and the need for more jobs and more commercial space. These issues can all be addressed through amendments to the General Plan.

## 5.2.2 RECOMMENDATIONS

### 5.2.2.A Elements to be Amended

#### Land Use Element

##### *Agricultural Preservation*

Section 2.9 of the Land Use Element should designate areas of agricultural preservation within Delano's sphere of influence in order for the city to maintain the integrity of farming activities.

Delano has designated land within the sphere of influence for the preservation of agriculture, however the policy is listed within the standards for residential density designations. The agricultural preservation approach is limited to those regulations set forth in the zoning ordinance under "exclusive agriculture."

The General Plan should further expand on opportunities available with existing agricultural land designations. Many of these opportunities, including education and community involvement, do not fall under the land use category, however, more elaborate strategies are possible within the scope of agricultural preservation as a land use designation.

##### *Zoning Regulations*

The Land Use Element should add a policy supporting flexible zoning regulations for the core downtown district of Delano.

The Land Use section of the General Plan designates a specific use for all parcels within City Limits. This is difficult, expensive and time consuming for residents and city officials to change. Allowing zoning flexibility in key commercial districts invites various commercial uses to locate in a more integrated pattern.

#### Economic Development Element

### *Revitalization for Downtown*

Section 10.5.2 of the Economic Development Element should address the preservation of the downtown business district as the heart of the community, as well as support existing and future revitalization efforts. This may include programs or strategies that employ a Merchants Association or a collection of stakeholders to generate income and ideas for local commercial projects.

### *Revitalization for Delano*

Section 10.5 of the Economic Development Element should address maximizing the use of existing infrastructure, underutilized sites, and vacant properties in order to use redevelopment as a catalyst for future revitalization. Through a redevelopment agency, Delano can explore the existing budget and outside grant monies to better provide for various improvements.

### *Job Availability*

Section 10.4 of the Economic Development Element should target specific industries compatible with the community and labor force for recruitment, as well as establish cluster industries vital to Delano's economic growth.

### *Job Training*

Section 10.4 of the Economic Development Element should address job training and job placement programs for Delano residents, which will allow residents to compete for higher quality jobs.

## **5.2.3 CONCLUSIONS**

“Delano Revitalization” and “Job Training” are the priority General Plan amendments recommended for Economic Development. Both

recommendations are potentially low-cost and address specific community concerns expressed by local residents. Due to national and state economic circumstances, it is recommended that decision makers assess the priority of a strategy not only based on its potential for success, but also on the necessary financial investment required. The previously mentioned General Plan recommendations most closely address community concerns and are also the most cost effective of the proposed amendments.

Land Use, Housing, and Health and Safety strategies would benefit from flexible zoning policies and various forms of City revitalization efforts. Similarly, Health and Safety and Youth strategies would blend well with adult education opportunity recommendations for the Economic Development of the General Plan.

Delano has the infrastructure and initial resources in place to realistically move forward with some of the aforementioned strategies. Structured organization, careful allocation of funding, and community involvement will be key elements to achieving a city-wide vision.

These General Plan recommendations directly affect the success of the proposed strategies for the improvement of Economic Development in the City. The enactment of the above listed amendments would provide a policy-based skeleton for which community-driven strategies may build on and succeed.



Housing

6





## 6.0 HOUSING

Delano currently has housing problems relating to affordability, variety in housing stock, and design quality of residential neighborhoods. These problems will continue as the City's population grows and housing demands increase, unless effective and appropriate strategies are implemented. This chapter recommends housing programs and policies tailored to Delano and based on driving factors and community input. These strategies include Housing Design Guidelines, an Accessory Dwelling Unit (ADU) Program and an Inclusionary Housing Ordinance. The chapter also recommends changes to the General Plan. These changes would support the development of suitable housing by updating land use, increasing neighborhood densities, and incorporating the suggested programs into the General Plan.

### 6.1 STRATEGIES

#### 6.1.1 DRIVING FACTORS

The following factors were determined based upon student research and interviews with Delano residents. The factors serve as the key components that shaped the housing strategies, and touch upon population growth, housing conditions, housing affordability, overcrowding, and lack of multiple-family housing.

##### 6.1.1.A Population Growth

Delano is expected to increase from a current population of 42,549 to 64,490 by the year 2030. This projection assumes an annual growth rate of two percent and excludes the nearby prison population. This growth will substantially affect the City's existing housing stock, specifically affordable, special needs, and farm worker housing.

##### 6.1.1.B Housing Condition

Many of the City's existing housing units are in need of repair and rehabilitation. In 2000 over 50 percent of the City's housing stock had been built before 1980, and 26 percent was in need of major or extensive repairs according to the United States Census Bureau (2000). Over time, housing units will continue to age and experience wear and tear. These aging and worn-down units will need to be replaced or rehabilitated in order to adequately serve the growing population. Without widespread updates to the existing housing stock, the number of residents living in unsafe and unhealthy housing structures will increase.

##### 6.1.1.C Housing Affordability

Delano will need to add units available to households in all income levels between the years 2006 and 2013 to sufficiently provide for the growing City (Kern Council of Governments, 2007). Table 6.1 displays the number of units needed for each income level. Income levels are defined by the California Health and Safety Code.

Table 6.1: Projected Number of Housing Units Needed by 2013 per Income Level

Income Level	Number of Units Needed	% of Total Units Needed
Very Low	442	24.3%
Low	300	16.5%
Moderate	331	18.2%
Above Moderate	744	40.9%
<b>Total</b>	<b>1,817</b>	

Source: California Department of Housing and Community Development, 2007

Federal standards define housing as affordable when a household pays no more than 30 percent of its annual income towards housing costs. Using

this definition, Table 6.2 displays the ranges of maximum annual housing costs that a household can pay in order for the unit to be considered affordable. Units added within the four different income levels must maintain the ranges specified in Table 3.2 to be considered affordable for Delano residents.

Table 6.2: Maximum Annual Housing Costs for Affordable Units per Income Level

Income Level	Maximum Annual Housing Costs
Very Low	\$0 - \$5,317
Low	\$5,317 - \$8,507
Moderate	\$8,507 - \$12,761
Above Moderate	above \$12,761

Source: California Health and Safety Code

### 6.1.1.D Overcrowding

Large household sizes, like those in Delano, can often be an indicator of overcrowding. It is unclear how overcrowded the housing units in Delano currently are. According to California and Federal standards, housing units occupied by more than one person per room (not including kitchens, bathrooms, and halls) is considered overcrowding, while units with more than 1.5 persons per room is considered “severe” overcrowding (City of Delano, 2005). With high housing costs, large family sizes, and a lacking supply of housing units, overcrowding is likely. If the needed housing supply is not met, overcrowding in Delano will continue.

### 6.1.1.E Lack of Multiple-Family Housing

Multiple-family housing can benefit households in a variety of ways, including lower housing payments. Multiple-family housing can also serve

as a halfway point for families interested in saving money and resources to move into a larger, single-family home at a later time. In 2008 only 19.2 percent of the City’s existing housing stock was classified as multiple-family (California Department of Finance, 2008). If unemployment continues to rise, and Delano’s job supply continues to offer mainly low-wage positions, there will continue to be a demand for more affordable housing. Multiple-family housing that is located near goods and services, and alternative transportation routes will benefit a variety of household types. Delano’s need for affordable housing could encourage housing developers to build new multiple-family housing units, bringing in new construction jobs for the City’s work force.

### 6.1.1.F Community Input

Most Delano residents stated the lack of affordable housing as a concern. Many residents said housing prices are too high, forcing them to rent or to live with other families in a single unit. Because the average household size is high and the average household income is low, affordable single-family housing is needed.

Illegal conversions of single-family residences adds to the overcrowding in residential neighborhoods. Residents were concerned with the development of higher density residential areas because of existing issues related to overcrowding.

Community members also expressed the need for more rental units within the City. Because the need for rental housing is high, more rental units need to be developed in order to meet this demand.

Community members were concerned with the lack of multiple-family housing options. Because single-family housing is considered unaffordable, residents would like to see more affordable multiple-family housing options. The large average household size within Delano would require multiple-family housing units to contain more than two bedrooms.

Several community members raised a concern over the homeless population within Delano. Some residents said the homeless sleep in City parks and public areas while others said the homeless live with family members, adding to the existing overcrowded conditions in residential units. The City currently has no homeless facilities in its limits (California Department of Housing and Community Development, 2007).

## 6.1.2 RECOMMENDED STRATEGIES

### 6.1.2.A Housing Design Guidelines

#### Description

The purpose of these design guidelines is to ensure that housing developments within the city connect with the surrounding context, and are built in a structurally responsible and aesthetically pleasing form. These guidelines provide architects, designers, and builders with clear examples of the physical design elements that the City expects new projects to contain.

The standards would appear as a section in the City's Zoning Regulations or as a set of key design examples for developers to use as a reference. If the standards are added to the Zoning Regulations the City's Community Development Department would implement the standards by assessing whether affordable housing projects have sufficiently addressed them in their plans. Topics included in the standards are massing and building facades, low-density residential transitions, project open space, parking design, large (multi-acre) sites, housing variety, sustainable and green building design, building location, and a street "grid" design that promotes pedestrian access.

Figures 6.1 through 6.6 display examples of potential design guidelines that apply to Delano's housing needs.

#### Implementation Steps

The City of Palo Alto, California and the City of Springfield, Missouri have created comprehensive and effective housing design guidelines (see Appendix \*attachment). Both provide a variety of design elements for projects to include. In order for Delano to incorporate its own set of affordable housing design guidelines, the Department of Community Development should determine what elements from the example cities' guidelines are appropriate for Delano. This would be achieved by forming a citizen advisory committee where Delano residents and City staff could come together and determine the best design elements for Delano. Once the chosen elements are finalized, the Department would develop a document that explains the purpose of the guidelines and includes graphic examples of desired design elements. Finally, the guidelines would be brought to the City Council for approval and adoption into the City's Zoning Ordinance.

#### Timeframe for Implementation

The time needed to develop a set of affordable housing design guidelines is largely dependent upon staff availability. The guidelines would be written by city staff, and would take approximately ten to twelve months to develop and adopt.

#### Costs

Start-up: The start up costs for the program would consist of staff time to organize a citizen advisory committee. Staff time would also be required to develop the guideline document for the City.

On-going: Once the guidelines are adopted there are no ongoing costs for the program.

Figure 6.1: Housing that provides visual interest and diversity



Figure 6.2: Transitions that move from low density to high density housing types

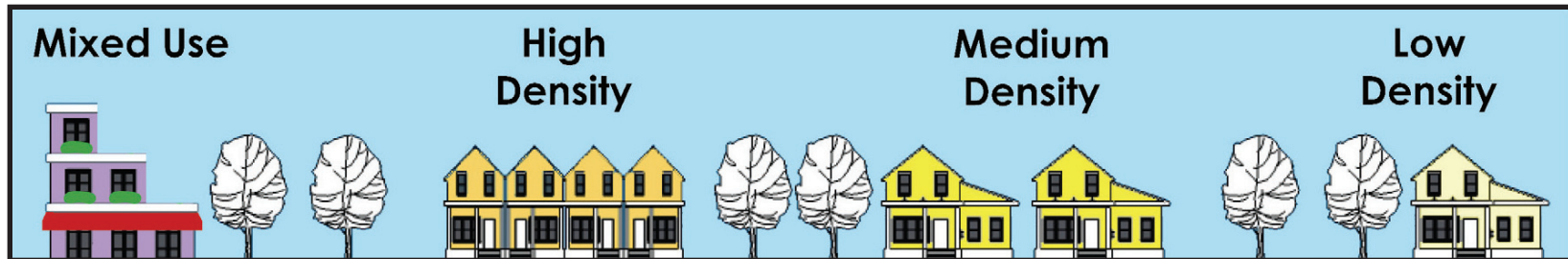


Figure 6.3: Use of porches, front windows and front entrances to display habitation



Figure 6.4: More heavily used rooms in front of house for "Eyes on the Street"

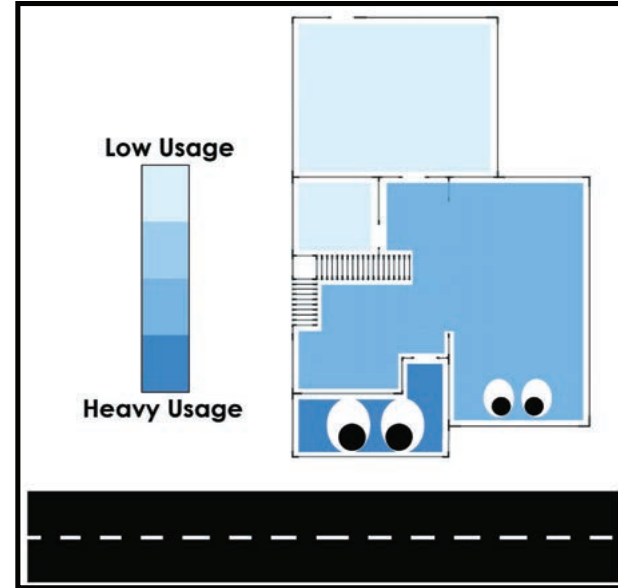


Figure 6.5: Network of open spaces between blocks and density types

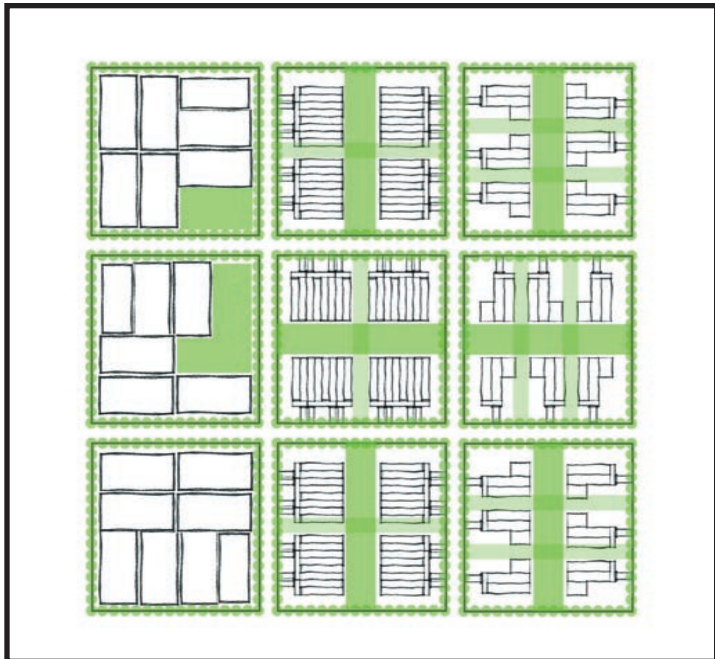
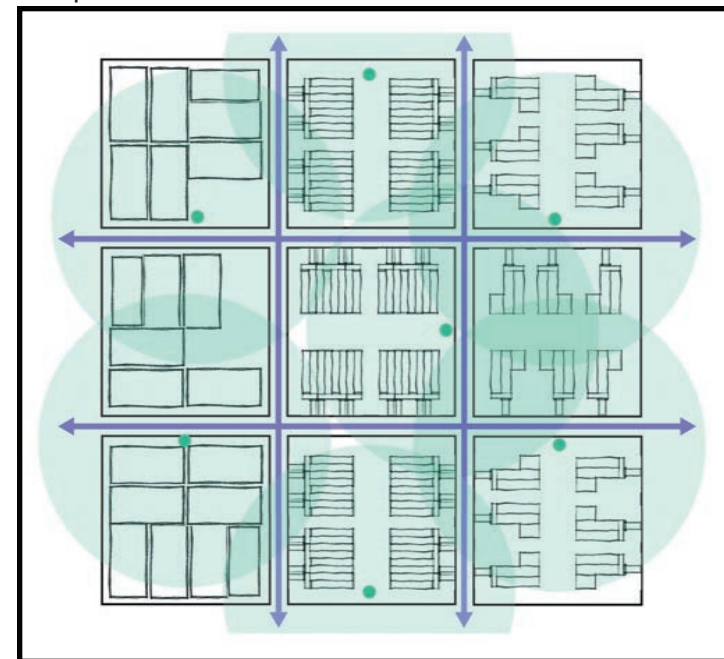


Figure 6.6: Grid street network encourages alternative transit and pedestrian travel



## Responsible Parties

The Community Development Department will be responsible for managing the citizen advisory committee and developing the Housing Design Guidelines. The department should consult the Economic Development and Redevelopment Departments.

## Examples and Resources Available

The City of Palo Alto's Multiple Family Context-Based Design Criteria and the City of Springfield's Affordable Housing Design Guidelines.

### 6.1.2.B Accessory Dwelling Unit Program

#### Description

The purpose of the Accessory Dwelling Unit (ADU) Program is to foster the development of well-designed and legally constructed ADUs in the City of Delano; to provide more rental housing in the developed core of the City; to promote infill development that preserves the existing borders of the City; and to provide affordable housing to residents.

The City of Delano Community Development Department would run the ADU Development Program with input from the Economic Development and Redevelopment Departments. The program would be open to any interested homeowners with single-family lots 5,000 square feet or greater. The ADU Development Program would regulate the design, location, and size of ADUs, and would assist homeowners with the entire building process. An ADU manual for the City would outline the building process step by step, and include pre-approved and ready to use ADU prototypes created by architects.

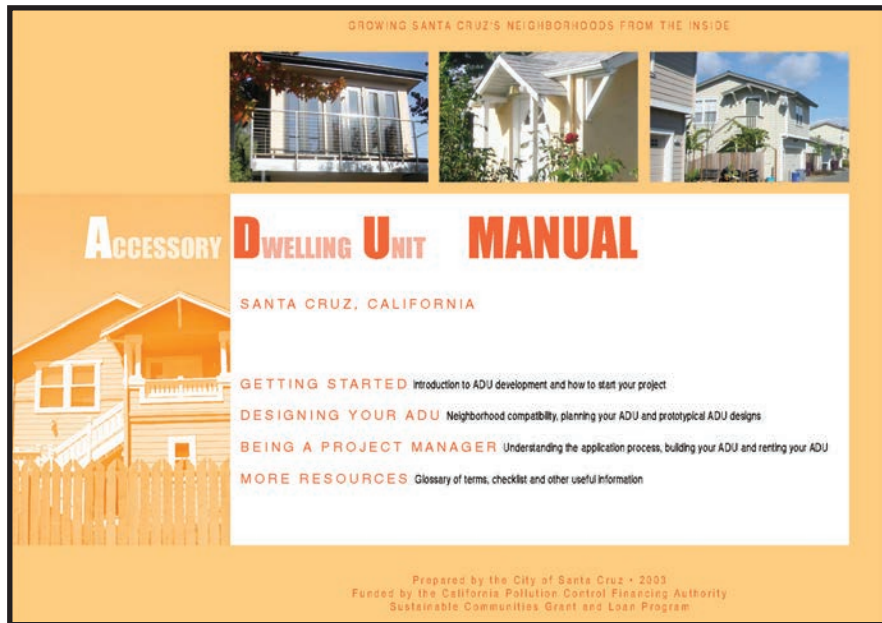
The planning staff would be responsible for a variety of tasks that begin with the creation, implementation, and amendment of the ADU Ordinance.

They would serve as knowledgeable resources for community members regarding ADU Ordinances, and would conduct public workshops to inform and receive input from community members. Additionally, staff would develop an ADU Manual with a step-by-step guide on planning, designing, and navigating the permit process. This manual would include an ADU plan book with desirable and feasible ADU prototypes.

ADU project applicants would generally follow a timeline beginning with a meeting with the Planning Department to discuss ADU options for their existing lot. Next, applicants would determine a design for the ADU. The design could be one of the City approved prototypes or another design that meets the Ordinance requirements. Applicants would then apply for necessary permits, hire a contractor if necessary, and schedule building inspections. Once finished, ADUs can be used for a variety of purposes. Homeowners could find tenants to rent out the unit. The City would create an ADU Manual outlining the renting process. The manual would include a sample residential lease agreement for the homeowners to use. Homeowners could also place their ADU in an Affordable Housing Program, which requires occupancy by low-income tenants and limits the amount of rent that can be charged. In exchange for listing the ADU as affordable, the City would provide the homeowners with financial incentives. Creating an Affordable Housing Program is included as a General Plan Recommendation. Some homeowners, possibly senior citizens, may choose to live in the ADU themselves and rent out their main house.

#### Implementation Steps

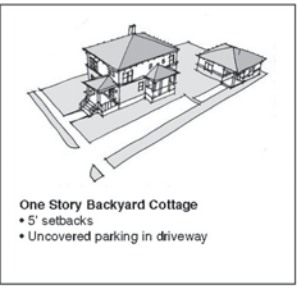
The Director of the Community Development Department would initiate the ADU Program by assembling an advisory committee made up of City officials and local builders. The committee should develop its ADU Program and manual based upon the existing City of Santa Cruz ADU Program and manual (see Appendix). \*attachment



**Detached ADUs**

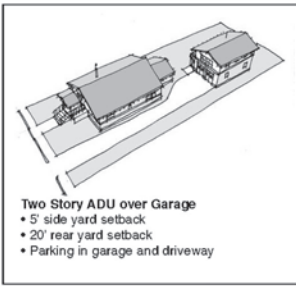
How can detached ADUs be in scale with the neighborhood and architecturally compatible with the existing house?

- In what ways is the ADU architecturally compatible with the primary structure and other houses in the neighborhood?
- Is the ADU subordinate in scale and size to the primary house?
- How is the ADU designed to reduce the impact on privacy of neighbors?
- Does the lowest side of the ADU roof face adjacent properties to reduce the visibility of the ADU from the adjacent property?
- Are ADU entries oriented towards rear alleys, the main house, or yard rather than the neighboring house or yard?
- Are ADU windows either oriented or glazed to ensure privacy for neighbors?



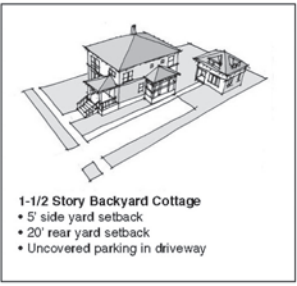
**One Story Backyard Cottage**

- 5' setbacks
- Uncovered parking in driveway



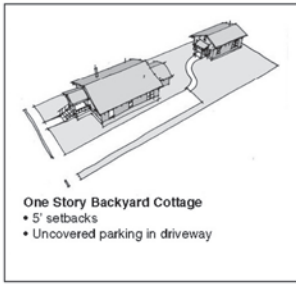
**Two Story ADU over Garage**

- 5' side yard setback
- 20' rear yard setback
- Parking in garage and driveway



**1-1/2 Story Backyard Cottage**

- 5' side yard setback
- 20' rear yard setback
- Uncovered parking in driveway



**One Story Backyard Cottage**

- 5' setbacks
- Uncovered parking in driveway

*Sketch of Two Story ADU over Garage*

## Timeframe for Implementation

The entire process of developing an ADU program and manual would take between ten to twelve months, depending upon staff availability, and the procurement of a grant for funding purposes.

## Costs

**Start-up:** The initial start-up fees for the City depend upon the availability of City staff time. Existing Community Development and Economic Development and Redevelopment staff would run the program, and costs would include staffing fees, the production of outreach materials, and any public outreach workshops. The City should look into applying for

grants as a source of funding.

**On-going:** Estimates from the City of Santa Cruz (2003) list the total construction costs (including permit fees) at roughly \$85,000 for a 500 square foot ADU (City of Santa Cruz).

## Responsible Parties

The Community Development Department will be responsible for developing the ADU program, with input from the Economic Development and Redevelopment Department.



## Examples and Resources Available

City of Santa Cruz Accessory Dwelling Unit Design Manual.

### 6.1.2.C Inclusionary Housing Ordinance

#### Description

An Inclusionary Housing Ordinance, also referred to as Inclusionary Zoning, mandates the development of affordable housing units in new residential and mixed-use projects. Writing this type of ordinance expands the affordable housing stock in a community with little cost to the City. Under the ordinance, projects with five or more units must set aside a percentage of units as affordable for qualified low- and moderate-income households. Requirements in other jurisdictions range from ten to 35 percent (California Coalition for Rural Housing, 2003). It is recommended that Delano adopt a conservative ten percent requirement to minimize the deterrence of new projects.

In an attempt to appeal to developers, the City may decide to provide incentives to offset the costs of constructing the units and attract residential projects to Delano. These incentives could include density bonuses, zoning variances, relaxed parking requirements, design flexibility, fee waivers, and expedited permits. For projects that exceed the minimum requirements more incentives may be granted at staff's discretion. Incentives will be granted incrementally and projects that provide the most affordable housing units will receive the greatest development incentives.

Developers can meet the requirement by providing the number of required units or by paying in-lieu fees. In-lieu fees will enter an affordable housing fund that the City uses to build affordable units on other sites. The fee is determined by staff and is equivalent to the units estimated costs of construction at another location. Statewide in-lieu fees range from \$7,340 per unit in the City of Patterson to \$272,889 per

unit in Santa Cruz County (California Coalition for Rural Housing, 2003). The City of Livermore's fee of \$122,720 per unit is more suitable for the City of Delano. The developer may also decide to meet the requirement through a combination of constructed units and in-lieu fees.

Once the units are constructed the homes must have an affordable resale value for a designated period of time. Rental units should also be monitored to stay affordable for low- and moderate-income families. While few existing programs require permanent affordability, most require a minimum of 30 years for ownership units and 45 years for rental units (policylink.org, 2008). It is recommended that Delano's Inclusionary Housing Ordinance prescribe a minimum of 30 years for both ownership and rental units to ensure units remain affordable for future generations.

Some statewide inclusionary housing programs are voluntary in nature. However, the vast majority of programs, and those considered the most successful, are mandatory. In 2003 there were 107 programs in California with only six voluntary programs. Of those six, all but one, Morgan Hill, considered their programs unsuccessful at providing affordable housing units (California Coalition for Rural Housing, 2003). It is recommended that Delano implement a mandatory Inclusionary Housing Ordinance. The Ordinance may be amended in the future should the mandatory status of the program significantly deter residential development in the City.

#### Implementation Steps

The Inclusionary Housing Ordinance must be implemented by adopting a resolution. A resolution requires a majority vote from the Delano City Council. The appropriate community participation process and public comment period must also be satisfied before the resolution may be adopted.

Prior to an ordinance being presented to the City Council, Staff must

determine the appropriate requirements, incentives, and in-lieu fees based on the recommendations in this strategic plan and existing community conditions. The determined percentage of required units must reflect the community's need for affordable housing while considering future development trends. In-lieu fees should be set high enough to provide a significant number of affordable units without discouraging new residential projects. Incentives should appeal to builders without jeopardizing the character of the development's design.

Most jurisdictions require developers to submit an inclusionary housing plan with their project plans and development application. The plan would include the number of affordable units being provided, their location, affordability levels, structure types and other related information. The developer may request development incentives in the inclusionary housing plan or express their intent to pay in-lieu fees or attempt to meet the requirements at another site ([inclusionaryhousing.org](http://inclusionaryhousing.org), 2008).

### **Timeframe for Implementation**

The implementation of an ordinance requires the development of a draft ordinance, followed by a community comment period, and finally adoption from the City Council. Drafting an ordinance involves analyzing current and future market trends to set an appropriate requirement and determining the Ordinance's necessary conditions. This process can vary from six to 12 months. Community participation can vary from three to six months depending upon the community's reaction to the proposed program. The complete process may take up to a year or longer.

### **Costs**

**Start-up:** Start up costs includes staff time needed to draft the ordinance and organize community participation events.

**On-going:** There are no direct on-going costs for an Inclusionary Housing

Ordinance. However, if the Ordinance must be amended, staff time will be needed to make the necessary changes. Certain incentives provided to the developer may reduce the City's revenues generated from residential developments. Specific revenue losses will depend on the type and extent to which incentives are granted.

### **Responsible Parties**

City staff, most likely from the Community Development Department, will be responsible for the drafting of the Ordinance and coordinating the necessary public participation. An outside consultant may be employed to perform the studies and analyses needed to determine the appropriate percentage and incentives. The City Manager and City Attorney are responsible for reviewing the legality of the Ordinance before it goes to the City Council for approval. Once approved by the City Council, City staff is responsible for administering and enforcing the Ordinance under the supervision of the Community Development or Economic Development Director.

### **Examples and Resources Available**

Inclusionary housing programs have been successfully implemented in jurisdictions throughout the State. However, few programs operate in the San Joaquin Valley because of aggressive development trends and developer opposition. By providing attractive incentives and flexible approaches to meeting the unit requirement, Delano can create a successful and effective Inclusionary Housing Program. The City of Livermore, California and the City of Davis, California have successful mandatory programs that have provided thousands of new units in each community since the programs were established. Davis' program was established in 1974 and has an ambitious 25 to 35 percent requirement in all new developments (California Coalition for Rural Housing, 2003). While the ten percent recommendation for Delano is much less than Davis', Delano's program has the potential to significantly increase the

availability of affordable single-family homes and rental units in the community.

City Of Davis Inclusionary Housing Ordinance and Mandatory Inclusionary Zoning Programs.

### **6.1.3 CONCLUSIONS**

The strategies addressed above focus on the key components of the housing issues Delano faces, and were chosen due to their proven successes and low-cost characteristics. The Housing Design Guidelines will provide developers and architects with clear examples of what the City expects its housing developments to look like. The Accessory Dwelling Unit Program will enable citizens to safely and legally convert their garages and other secondary units into suitable living spaces, helping to increase the supply of rental and affordable housing options in the City. And the Inclusionary Housing Ordinance will mandate the development of affordable housing units in all new development projects. The strategy will significantly increase the availability of affordable housing units at no cost to the City. These three strategies will give the City effective and low-cost tools for providing its residents with better, safer, more affordable, and more aesthetically pleasing housing options, promoting community cohesion and pride.

## **6.2 STRATEGIES FOR UPDATING THE DELANO GENERAL PLAN**

### **6.2.1 DRIVING FACTORS**

The Housing Element is the only element of the General Plan that is required to be periodically reviewed by the California Department of Housing and Urban Development. As part of the review, the City must assess existing policies and programs and develop a plan to meet the community's housing needs (Delano Housing Element, 2005). The housing

element adequately projects and addresses the needs based on current community trends and the regional housing allocation provided by the Kern Council of Governments. However, the General Plan fails to adequately address the location, type, and phasing of future residential development in the City. The recommended General Plan updates are influenced by several driving factors related to the existing and future housing conditions of Delano. These factors include the current and future affordable housing needs, a need to zone additional land for housing, a need for single family housing options, and a need for improved residential neighborhoods. Community Input also drove the recommended changes to the General Plan related to homelessness, overcrowding, and the issue of housing affordability.

#### **6.2.1.A Current and Future Affordable Housing Needs**

Both the Delano Housing Element and the Delano Technical Background Report address a current and future need for affordable housing in the City. Because of the community's low average household income, the existing housing stock is unaffordable and will remain so without the addition of affordable units. The 2000 Census shows that 35.7 percent of homeowners and 44 percent of renters paid more than 30 percent of their annual income on housing costs (United States Census Bureau, 2000). The recommended strategies and General Plan updates offer ways to provide affordable housing options.

#### **6.2.1.B Zoning Land for Additional Housing**

Delano is bordered by the Kern-Tulare County line, two state prisons and prime agricultural lands. The Land Use and Community Design Sections of this Strategic Plan recommend that development be focused towards the southwestern edge of the City. Development in this location avoids prime farmlands and the County line. However, more locations must be considered and zoned for residential development in order to meet the existing and future housing and affordable housing needs.

### 6.2.1.C Need for Single Family Housing

Demographically, Delano has an average household size of 4.15 persons. This is larger than the State average 2.94 persons and the County average 3.13 persons (United States Census Bureau, 2000). The population needs to increase the number of affordable single-family units or multi-family units that can support larger households.

### 6.2.1.D Community Input

Affordable housing and the need for single-family housing was a major concern at community workshops and events. Community members continuously mentioned the struggle to find appropriate housing in Delano and the lack of affordability of the existing housing stock. They expressed concern over the quality of the existing units and said they pay expensive rent for units without basic amenities. According to the Delano Housing Element, 37 percent of the housing stock needed minor repairs and 20 percent needed major repairs because of continuous degradation. Another six percent required extensive repairs and one percent were considered uninhabitable (Delano Housing Element, 2005).

Another major community concern was the issue of overcrowding and homelessness. Residents said that multiple families may live in single-family units because of expensive housing costs or the recent lose of a home. This leads to overcrowding in residential neighborhoods reducing the overall quality and aesthetic of the community. Community members asked for the development of temporary or transitional housing to assist homeless families in finding permanent homes without having to temporarily reside with other households.

The overcrowding of residential units also leads to the illegal conversion of garages and rear portions of homes. Community members at workshops stated that illegal conversions frequently occur and are not prevented by the City. They requested stronger code enforcement to reduce the

density of residential neighborhoods and the degradation of housing units caused by illegal conversions.

## 6.2.2 RECOMMENDATIONS

### 6.2.2.A Elements to be Amended

#### Housing Element

The Housing Element of the General Plan most directly addresses the housing issues of the City. The Housing Element and the General Plan lack effective techniques and the necessary implementation to enforce the City's goals and polices aimed at providing affordable and adequate housing. The Housing Element contains several potentially successful programs that provide affordable housing options for residents. However, because of staff and resource limitations, the programs are partially implemented or never implemented. The General Plan should recommend strategies that the City has the staff and financial resources to operate. Several programs in the General Plan lack discussion on how it will be started, its funding sources, and who is responsible for operating the program and ensuring its success. The general plan recommends but fails to mandate basic City responsibilities in regards to maintaining the quality and aesthetics of the City's housing stock through regulation and code enforcement.

The Strategic Plan recommendations related to housing include the implementation of an Accessory Dwelling Unit Program and Inclusionary Housing Ordinance to mitigate existing housing concerns. These strategies have been tailored for Delano and require little start up and operating costs. The General Plan should adopt policies that allow the legal conversion of secondary dwelling units as prescribed by the strategy and the mandatory inclusion of affordable housing.

Communities such as Santa Cruz, California have Affordable Housing

programs to support housing strategies like the Accessory Dwelling Unit (ADU) Program. The Affordable Housing Program provides a database of affordable units in a community that assist the public in finding available units. Homeowners list their units on the database and maintain the rents at affordable levels. In exchange for enrollment in the program, owners receive certain incentives including tax credits.

It is recommended as part of the Housing Element Update that the City perform an infill study that identifies sites suitable for residential development. Because of the limited areas of growth surrounding Delano, the City should look at increasing growth and density on underutilized or vacant parcels within City limits.

### **Community Design Element**

The Residential Development section of the Community Design Element is limited in the strategies and recommendations for the design of residential neighborhoods. It focuses on the aesthetics and cosmetic details of individual units rather than the arrangement, orientation, and character of entire blocks and neighborhoods. It is recommended that the Community Design Element be amended to include the proposed Housing Design Guidelines. The Guidelines prescribe design styles suitable for Delano that would improve residential areas by promoting community interaction, walkability, safety, and use of outdoor green spaces.

The Community Design Element should adopt specific policies that promote the legal conversion of secondary units in suitable residential structures. Allowing secondary units increases the availability of affordable housing without requiring additional land and infrastructure investments from the City. However, these units should be regulated in a manner that enhances the character and aesthetic quality of existing neighborhoods. The Accessory Dwelling Unit Program and its prescribed regulations should be included in the update of the Community Design Element.

### **Land Use Element**

The City of Delano should update its Land Use Element to accommodate more residential growth and a greater variety of housing types. Currently, there is little land zoned for medium- and high-density residential development and mixed-use development. It is recommended that a study be completed as part of the Land Use Element update that analyzes potential sites for medium and high-density residential uses. This study would also look at the feasibility of rezoning low-density residential areas into medium or high-density residential zones. Up-zoning residential district would increase the number of units without consuming additional land. The additional units would contribute to the existing housing stock while providing more diversity in housing options.

The recommended Inclusionary Housing Ordinance, if adopted, would require changes to the Zoning Ordinance that mandate inclusionary housing in residential zones. These changes should be included during the amendment of the Land Use Element.

### **6.2.3 CONCLUSIONS**

The City of Delano's housing problems can be addressed by adopting the recommended policies and programs included in the suggested strategies and general plan updates. Strategies such as the Housing Design Guidelines and Accessory Dwelling Units Program will improve the aesthetics of residential neighborhoods and maintain the quality of housing structures. Adoption of the Inclusionary Housing Ordinance will provide affordable single-family units for purchase and additional affordable rental options. By updating the Housing, Land Use, and Community Design Elements with the suggested changes, Delano can accommodate additional residential development at new locations and in higher densities. These changes would significantly increase the availability of housing, the affordability of housing, and the variety of housing choices for residents.





Community  
Health  
and Safety







## 7.0 COMMUNITY HEALTH AND SAFETY

The City of Delano's residents have raised various concerns regarding their overall health and safety. Concerns range from poor accessibility of public health facilities to walkability in streets and neighborhoods. In order to address these concerns, the health and safety section of this chapter discusses various driving factors behind the formation of a series of recommended strategies. Driving factors include existing conditions, future growth projections, and community input. Proposed strategies include a community garden program and a bicycle and pedestrian safety coalition. This chapter concludes by offering a thorough analysis of the General Plan as it relates to health and safety. Recommendations include amending current elements and adopting a new air quality element by summer 2009.

### 7.1 STRATEGIES

#### 7.1.1 DRIVING FACTORS

##### 7.1.1.A Police Services

The Delano Police Department (DPD) provides 24-hour law enforcement for the City and is under a mutual aid agreement with the Kern and Tulare County Sheriff's Departments. The DPD is located at 1022 Twelfth Avenue. It consists of three divisions; Administrative Division, Patrol Division, and Investigations Division (City of Delano Police Department, 2007).

According to Chief of Police Mark DeRosia, the current ratio of police officers to population, not including incarcerated inmates, is 1.19 officers per thousand persons, based on 50 officers and a population of 42,000. As reported in the Delano Marketplace EIR, the DPD responded to approximately 36,187 calls for service (about 3,015 per month). According to the Chief of Police, the response time for major crimes

in the City is less than two minutes, and crime is down 20 percent (Kern County Grand Jury Report).

However, the population projections for 2015 show an increase in population by a rate of two percent per year. This equates to 61,862 people by 2015 (City of Delano General Plan, 2005). As population increases and the physical geography of the City expands, the level of service (LOS) for the police department will need to increase.

##### 7.1.1.B Fire Services

For both fire prevention and protection services the City contracts with the Kern County Fire Department (KCFD). The City has two stations located within the municipality: KCFD Station 34 located at 1001 Twelfth Avenue, and KCFD Station 37 located at 132 West Eleventh Avenue. The Safety Element of the General Plan provides for one new fire station for every 14,000 to 15,000 residents. Based on population projections, this indicates at least two additional fire stations will be required.

According to The Delano Marketplace EIR and the KCFD website, Station 34 has a response area of 66 square miles, contains three engines, and houses 3 fire fighters. Station 37 has a response area of 84 square miles, contains one engine, a patrol vehicle, and 2 firefighters (Pacific Municipal Consultants, 2006). Additionally, these stations work in conjunction to external stations in the county, with the nearest external station being in the City of McFarland. These stations are also equipped to handle more sophisticated services such as HAZMAT response equipment and personal (City of Delano General Plan, 2005).

##### 7.1.1.C Parks and Recreational Facilities

The General Plan establishes a standard of five acres of parkland per thousand persons according to the Parks and Recreation Department of Delano. This acreage includes school district property, which is available

for use by the public during non school hours, park ponds, neighborhood parks, pocket parks, community parks and community recreational facilities. Delano has 42.75 acres of parkland and 30.75 acres of recreation facilities including a community center, golf course and a 23,342-sq.ft concrete skate park. However, the City is only providing 16% of its goal of 42.75 acres of parkland, as identified by the General Plan (City of Delano General Plan, 2005). Based on 2015 population projections, 57 additional acres will need to be designated in the City to meet this goal.

#### **7.1.1.D Quality and Access of Recreational and Open Spaces**

Delano needs 226 total acres of parkland to meet city requirements. Currently the City is only meeting 16 percent of the total need for open space and parks. The City also needs recreation facilities such as a soccer field, basketball and tennis court, swimming pool and community center. Many of the City's existing parks operate between certain hours and require a fee to be used. This is partly because of the level of crime expected to take place after dark. As communities become denser, due to population increase and new development, locations and access to park space should increase. In addition, having a park incorporating the presence of people is one of the best safety measures for public spaces.

#### **7.1.1.E Walkable Streets and Neighborhoods**

Future city growth will impact the amount of vehicles traveling on main roadways and the amount of pedestrians in certain areas. However, if new city growth is focused on vertical development as appose to horizontal, there are many benefits that would come related to city-wide health. Compact communities can promote good health by promoting exercise and reducing the risk of obesity, reducing the number of car accidents, reducing greenhouse gas emissions and vehicle-related air pollution, and decreasing resident gasoline bills. Conversely, residents of sprawling

neighborhoods will drive longer distances and spend more time overall in their cars than residents of more compact neighborhoods.

#### **7.1.1.F Need for Additional Health Services**

As the City grows in population, the amount of health services available will become another important issue. A wider variety of health services will need to be brought into the City to meet growing demands. For instance, there is currently no Planned Parenthood clinic in Delano. Also, existing services may need to be expanded depending on need assessment from Delano's communities.

#### **7.1.1.G Increased Need for Public Transit**

Public transportation will become a more significant issue in Delano as services and added development shape the city. Increasing public transportation services will improve resident access to the City's offerings. It will also enhance access to existing jobs and create new jobs. In addition, depending on where future development occurs within the City, public transportation has the ability to be more utilized by school children spread out in different neighborhoods.

#### **7.1.1.H Community Input**

##### **Poor Water and Air Quality**

The residents of Delano expressed a concern over the air quality of the City and surrounding San Joaquin Valley. Water quality and supply were also issues and community members dislike the City's Water Conservation Ordinance. The public wants to insure their water is safe. As of 2005 the city had a higher than average amount of arsenic in the water. This causes concerns and should be addressed promptly.

##### **Poor Condition of Recreational Facilities**



The community's priority for recreational facilities came up several times throughout the community input exercises. Activities centers including Lake Woollomes, the skate park, other recreational parks and the community center were identified as some of citizens' favorite attributes of the City. Though the residents enjoy existing facilities, they feel these facilities should be improved and additional facilities should be built to provide for the needs of the population. In the Holiday Activity sixty-six residents identified more park maintenance and activities as an important strategy that the City should adopt. Specific issues that the community has identified are:

- A lack of drinking fountains on site at various recreational locations

- A lack of clean bathrooms at parks and community gathering spaces
- A problem with trash in the City's skate park
- A need for a more clarified vision for parks and recreation for Delano's future

#### **Fees Required for Some Recreational Facilities/Services**

According to community feedback, residents choose to live in Delano in part because of the family atmosphere and affordability of housing and services. However, residents are concerned about the fees for some recreational facilities and services. Moreover, residents expressed an overwhelming desire for the City to increase after school activities.

Furthermore, residents expressed desires for a sports complex, bowling alley, water park, penny arcade, pee wee football fields, and additional parks and playgrounds. If fees to use these additional services are too expensive for families, then some less fortunate citizens will be unable to participate.

### **No Planned Parenthood or Family Planning Services**

Community feedback revealed a concern there were not enough health facilities to serve the community, even though the City of Delano does have access to many health centers. The citizens of Delano want a greater variety of health clinics, especially a Planned Parenthood facility, or a similar facility providing the same services at the same level of affordability.

### **Streets Unsafe for Bicyclists and Pedestrians**

Though many residents enjoy the fact that Delano is a small town because it provides a walkable community with calmer traffic, many residents feel that the streets are currently unsafe for bicyclists and pedestrians. This has become an increasingly important issue because of high gas prices. Citizens have identified the following needs to make Delano easier to maneuver as a pedestrian or bicyclist:

- Create Neighborhood Improvement Program to provide a medium for individual sub-communities to communicate to decision makers about specific issues in different parts of the city.
- Create a bike paths and bike lanes system throughout the city.
- Provide more uses within a walkable distance from residential areas.

### **Lack of Healthy Food Options**

Though some Delano residents enjoy the current abundance of fast food

and ethnic food options, other residents are unhappy about the lack of variety in food choices that are in the City.

## **7.1.2 RECOMMENDED STRATEGIES**

### **7.1.2.A Community Garden Program**

Healthy food alternatives continue to be an issue related not only to child health but also to the health of all Delano's communities. Due to the amount of fast food restaurants compared to community markets and grocery stores, healthy eating can be challenging for many Delano residents. The city should be conscious in the amount and location of incoming fast food restaurants. Schools can also play a part by offering healthier lunch options in cafeterias. Another alternative is to provide options of residents to grow their own fruits and vegetables in community gardens and for community gardens to be centers where residents can learn about nutrition and healthy eating.

#### **Description**

The mission of the Delano Community Garden Program should be to provide physical and social benefits to residents of the community through education, exercise, nutrition and increased community solidarity. The gardens will not only help improve social aspects of the community but also aid in beautifying the neighborhoods in which they are placed.

The Delano community garden program will help families living in the city to learn how to grow their own fruits, vegetables, herbs, and flowers as well as save money on their food bills. These gardens will help beautify neighborhoods and help bring communities closer together. They will also attempt to serve as tools to reduce neighborhood crime, provide safe recreational green space, educate younger generations, and keep urban air clean in the city.



The gardening program will be initiated through local churches in Delano. Community members will work with these churches to implement the gardening program. These groups will establish a coalition to organize the program tasks. A program director and treasurer should be elected among the group and future elections should be held annually. Other positions should be established as needed once the coalition begins to take shape.

When families or community members become interested in starting a community garden, a church-community coalition will be formed and set up meetings to start a planning process for a new community garden. The coalition will work together in locating private land to dedicate as space for the garden. The land should be privately owned either from

an agreeable citizen or on church property. The actual plot of land should be large enough to support the largest number of community participants interested. Once a plot of land is found suitable for the program, contracts will be developed between the land owner and the coalition in order to lease the space. "Hold harmless" waivers should also be included in the lease and in gardener agreements for any liability issues that may arise.

### Implementation Steps

To start the program, churches and other interested community member groups should be identified as potential participants. The next step would be to acquire the private land to start the garden. At least 10 to 15 plots of land should be assigned to community members in the coalition. A tool shed or some other communal space near the garden should be established in order to store gardening tools. Members of the coalition divide up the plots and are given ownership of a section to garden on. A schedule will be set up for site cleanup workdays, where everyone is expected to help with the maintenance and clean up of the overall site.

### Timeframe of Implementation

It should take roughly six months to form the coalition and locate space within the City for the garden. If the private land is confirmed early, it can take as few as three or four months to get the gardening started.

### Costs

The costs associated with the community gardens will vary based on the coalition, size of garden, and use. However, start-up costs for community gardens, based on cost estimates of other similar cities, will typically be between \$2,500 and \$5,000. The coalition should solicit to local and regional businesses in order to obtain donations for the program. The fundraising will be the most difficult step in the development of a

community garden. On going cost will typically be between \$200 and \$500 per year.



### Responsible Parties

The Delano program will be overseen by community volunteers who support the goal of establishing a community garden space within the City. Ideally a church or multiple churches will also have responsibility in organizing and maintaining the garden program. The program should also work closely with the Delano Parks & Recreation Department as well as any other agriculture, gardening, and health services organizations.

The garden will be used by members of the coalition that express interest in gardening. Plots will be divided up on the land and community

members will have their own space to grow their choice of fruits and vegetables. When there are more people that wish to become a part of the committee than the plot of gardening land has room for, another coalition should be started. Since there will be turn-over time on gardens that are started, a waiting list should also be developed in order to keep gardening space occupied.

### **7.1.2.B Pedestrian and Bicyclist Safety Coalition**

Driving factors that have led to the suggestion of a bicycle and pedestrian coalition include the possibility of the City sprawling outwards, a need for alternative transportation resources, and an overwhelming concern from the community regarding a shortage of paths and an overall unsafe feeling when walking and biking on the streets.

Delano is expected to grow significantly in population by 2020 and in turn infrastructure and other services will have to grow along with it. Along with this growth is an overall expectation the City is to sprawl outwards. The locations for physical growth in Delano are limited because the City is surrounded by protected agricultural lands. If the City does not control where growth occurs, Delano will become an un-walkable community and will in turn force its residents towards increased automobile use, further impacting the already deteriorating air quality.

The need for alternative transportation resources is becoming an ever increasing necessity. Bus routes throughout the City exist, and bus routes link Delano to neighboring cities such as Bakersfield and Tulare. However, the need for more buses and stops will increase as the City and its population grows. Bike lanes and sidewalks can be seen throughout parts of the City but have become dilapidated over time and are not ADA accessible. There are many areas of the City where bike lanes don't even exist. Encouraging carpooling, walking, bus-riding, and bicycling would promote alternatives to high automobile use within Delano.

Perhaps the greatest driving factor for the suggestion of the implementation of a bicycle and pedestrian safety coalition comes from direct input given by the community. From the many workshops held, it was clear that adults and children alike felt unsafe on the streets, whether on foot or on a bicycle. Delano's youth particularly expressed concern over the wide streets and lack of bike lanes. Many children use their bicycles as their main mode of transportation and in turn would like to see automobile lanes reduced in size and bike lanes added. Adults would like the City to increase pedestrian and bicycle paths as well as add more crosswalks and traffic lights throughout the City.

### **Description**

In order to address community concern regarding pedestrian and bicycle safety within the City, a proactive safety program run by an overseeing committee is needed. The committee and program would function under the name "Pedestrian and Bicyclist Safety Coalition." The purpose of the Pedestrian and Bicyclist Safety Coalition would be to minimize traffic-related injuries and fatalities involving pedestrians and bicyclists in the City of Delano. The Coalition will offer a proactive approach to prevent injuries and fatalities through multi-cultural public education, distribution of media information, educational programs in local elementary schools, and the use of highly visible enforcement activities. The program would operate through the following components:

- Operations and procedure manuals for pedestrian and bicyclist safety program
- Partnerships with community leaders, neighboring police departments, and other appropriate organizations
- Traffic safety program
- A comprehensive traffic media kit for use in presentations
- An aggressive series of traffic safety checkpoints and other programs



The program would primarily be implemented by the Delano Police Department. The Delano Police Department has various departments within its Police program including a Public Safety Dispatch division and Traffic Division. Both of these divisions would work in a direct relationship to provide for the program. Three School Resource Officers (SRO), one for the Delano Union School District and two for the Delano Joint Union High School District, already exist. The duties of the SROs include providing law enforcement services to students within the district, promoting positive behavior, and enforcing various rules and policies. Incorporating pedestrian and bicycle safety in the existing educational program would be ideal. Should this prove to be too much to handle, another option would be to involve various volunteers in a way that they essentially become staff and simply report back to the Police Department. These volunteers would be drawn from the community and the Pedestrian and Bicyclist Safety Coalition.

The Police Department or set of volunteers running the program would ensure the successful implementation of a safety commission or coalition and ensure various components of the program are continuously updated, maintained, and available.

As mentioned previously, the program will be used by the Police Department and volunteers to inform the public about safety as it relates to bicyclists and pedestrians. Community members will benefit from the program along with a great emphasis placed on the youth. Participation will be on a voluntary basis with the exception of the youth programs being implemented within school curriculums. Users of the strategy listen and actively participate in suggested safety principles and activities.

### **Implementation Steps**

Pedestrian and bicycle safety is of major concern to Delano residents. The lack of bike lanes and appropriate signage are only two examples of Delano's inadequate pedestrian and bicycle safety precautions. In

order to address these concerns, the implementation of a Safety Coalition and Pedestrian and Bicyclist Safety Program would prove beneficial. The program would be initiated by city officials with the responsibilities placed in the hands of the Police Department and its appropriate divisions. The Safety Coalition would be initiated by concerned citizens and community members and would work in direct correlation with the Police Department and other city officials in various departments such as Community Development and Parks and Recreation.

The first implementation step would be to identify clear goals and focus areas. An example of a goal is to provide a comprehensive program of education and enforcement strategies that will improve the safety of all bicyclists and pedestrians. Focus areas for this specific goal could include implementing a bicycling curriculum in all elementary schools throughout the City and/or developing, publishing, and maintaining various safety materials targeting at-risk groups. Once goals and focus areas are determined, the various tools needed to accomplish these goals will need to be identified. The greatest tool within the program will perhaps be the implementation of a curriculum targeted towards the youth. Creating operation and procedure manuals specific to Delano will be a crucial resource. Another crucial resource and next step will be the creation of partnerships between various organizations. Example organizations would include Safe Moves, a non-profit organization, who is recognized as the leading authority in traffic safety education in the country. It has also been credited with saving thousands of children's lives through education, and legislation.

### **Timeframe for Implementation**

The program will take approximately one year to be implemented. Once funding is attained and determined, training of officers and volunteers, creation of materials, and other organizational processes will be able to be put forth. Results should be seen immediately after the program begins implementation. The coalition will be assessed within the first year



to determine any needed changes to the program.

### Costs

Start Up: \$5,000-\$100,000

The Pedestrian and Bicyclist Safety Program in the city of Alhambra is funded primarily by Section 402 of the US department of Transportation, which is a safety fund used to support State and community programs in order to reduce various deaths and injuries. The funds are administered by the State's Governor's Representative for Highway Safety. Because pedestrian safety has been identified as a "National Priority Area," it is eligible for Section 402 funds. The city of Alhambra uses these funds

for a variety of safety initiatives including conducting data analyses, developing safety education programs, and conducting community-wide pedestrian safety campaigns. Because Delano's program would be spearheaded by the Police Department, it is eligible for funds towards pedestrian and bicycle safety.

On-Going: \$5,000-\$100,000

The wide range of programmatic activities (helmet giveaways, traffic safety campaigns, publication of maps and brochures, maintenance of websites, etc) can range from \$5,000 to \$100,000. Because the program would be led by existing city employees and volunteers, no funding will be needed as salary. One hundred percent of the funds will be utilized

for the program itself. Donations from residents and other members of the public should be accepted and directed towards further research and expansion of the program. Possible additions to the program could include Safe Routes to School, Share the Road initiatives, etc.

### **Responsible Parties**

Responsible parties will include the City, the Police Department, and the handful of volunteers offering their time to the program.

### **Examples and Resources Available**

This strategy is primarily based off a similar strategy being used in Alhambra, California. Other similar programs have been implemented in the City of Berkeley, California and the City of Walnut Creek, California. Valuable resources are available through the Federal Highway Administration, the national Safe Moves program, and the National Highway Traffic Safety Administration.

### **7.1.3 CONCLUSIONS**

To most effectively address the health and safety needs of the community, the above mentioned strategies should be prioritized as follows:

1. Pedestrian and Bicyclist Safety Coalition
2. Community Gardens Program

The Pedestrian and Bicyclist Safety Coalition would be the most important to implement because it is most strongly supported by community input. Furthermore, because this strategy would need to be completed in a piecemeal process it can be started first and the other strategies could be implemented in between the Pedestrian and Bicyclist Safety Coalition initiatives.

The Human Services Commission, the Volunteer Coordinator and the Grant Writer would aid all in the formation of these programs. All of these strategies would need a positive recommendation by the Human Services Commission to the City Council to ensure the programs receive the necessary funds from the City budget. The Grant Writer, though necessary for each strategy, would need to aid the relatively expensive Pedestrian and Bicycle Safety Coalition. However, because of federal government grants such as 402, an efficient grant writer would be able to locate and obtain the necessary funds to run the system. Finally, the Volunteer Coordinator would be responsible for ensuring all of these programs are efficiently run and, with the help of the Human Services Commission, make changes to the programs when problems arise in the future.

## **7.2 STRATEGIES FOR UPDATING THE DELANO GENERAL PLAN**

### **7.2.1 DRIVING FACTORS**

The general plan for the City of Delano was last updated in 2005. The chapters that currently address health and safety as well as corresponding community concerns include:

- Open Space and Conservation
- Public Services and Facilities
- Safety
- Parks and Recreation
- and Circulation

Various driving factors, including existing conditions in Delano and community input, provide a strong basis for various changes needing to occur within the Delano General Plan. These changes include altering existing goals, policies, and objectives as well as incorporating and implementing new ones. Major flaws identified with current general

plan elements include a lack of enforcement of various policies and recommendations, a lack of analysis of various existing strategies or programs, and a reoccurring tendency to not address future growth. The following are specific driving factors that have lead to the recommended changes in the General Plan.

### **7.2.1.A Increase in Population**

As the City of Delano continues to grow, there will be an increased demand in Police and Fire services as well as additional Recreation & Open space needs. Various issues and impacts are directly associated with a growth in population. These impacts may include deteriorating quality and access of recreational and open spaces, lack of walkable spaces as the City sprawls outwards, need for additional health services, and an increased need for alternative transportation.

### **7.2.1.B Poor Air Quality**

Air quality in Delano and the San Joaquin Valley is considered poor because of high levels of vehicle emissions and particulate matter caused by agricultural activities. Bakersfield, only 32 miles south of Delano, has the second most polluted air in the nation for annual particulate matter and ozone pollution according to the American Lung association (American Lung association). While recent efforts have improved air quality in the valley over the last decade, the San Joaquin Valley, including Delano, still has some of the worst air quality in the nation.

### **7.2.1.C Lack of Bicycle and Pedestrian Routes**

There are no designated bicycle routes within the City of Delano. A draft bicycle plan from 1980 exists but was never formally adopted. There are 12 miles of proposed routes along Randolph Street, Eleventh Avenue, and Norwalk Street. Most bicycle activity occurs around schools, and arterial bicycle travel is strongly discouraged due to high volumes

of automobile traffic. Overall ridership is expected to rise as both the population and employment levels increase. An extensive bicycle network could encourage alternative transit use, and would also be a source of recreation for the community. (City of Delano, 2005)

Pedestrian facilities within Delano are limited to sidewalks, crosswalks, and pedestrian crossing lights. These elements are located, to varying degrees, throughout the community, and accessibility components like curb cuts and ramps are now required on all new construction in the City. Ultimately, many sidewalks still lack handicap accessible curbs or are in need of repair. Additionally, some streets are still lacking sidewalks altogether. (City of Delano, 2005)

### **7.2.1.D Park Accessibility**

Delano's Parks and Recreation Element establishes a standard of five acres of parkland per thousand persons. Delano currently has 42.75 acres of parkland and 30.75 acres of recreation facilities. With a population of 53,855 the City is only providing 16 percent of its goal acreage of parkland as identified by the General Plan. A good portion of Delano's park acreage is located within schools, where open space is only open to the public when school is not in session. According to a Parks and Recreation Commission meeting, dated Jan 10th 2008, coaches and various members of the community have expressed concern about the lack of enough soccer fields for the kids. The lack of field space has forced some teams to practice in open parking lots (City of Delano, 2005).

### **7.2.1.E Community Input**

Through workshops and interviews performed by Cal Poly students, various concerns were brought to the City's attention by its own residents. The community's priority for recreational facilities surfaced several times. Activities such as Lake Woollomes, the skate park, other recreational

parks and the community center were identified as some of the citizen's favorite attributes of the City. Though the residents enjoy the current facilities, they feel that they should be improved upon and additional facilities should also be built to provide for the needs of the population. Many residents identified more park maintenance and activities as an important strategy that the City should adopt. Specific issues that the community has identified are:

- A lack of drinking fountains on site at various recreational locations
- A lack of clean bathrooms at parks and community gathering spaces
- A problem with trash in the City's skate park
- A need for a more clarified vision for parks and recreation for Delano's future

Though many residents enjoy the fact that Delano is a small town because it provides a walkable community with calmer traffic, many residents feel the streets are currently unsafe for bicyclists and pedestrians. This has become an increasingly important issue because of high gas prices. Citizens have identified the following needs to make Delano more accessible to pedestrians and bicyclists:

- Create a Neighborhood Improvement Program to provide a medium for individual sub-communities to communicate to decision makers about specific issues in different parts of the City
- Create a bike paths and bike lanes systems throughout the City
- Provide more uses within a walkable distance from residential areas

## 7.2.2 RECOMMENDATIONS

### 7.2.2.A New Elements



### Air Quality

The Open Space and Conservation Element in Delano's General Plan extensively discusses the existing air quality in Delano yet only offers three policies or standards addressing the issue. It is recommended that one of the General Plan's optional elements be dedicated to air quality as it is continuously deteriorating and affecting the health of the community. Incorporating local goals, goals of the Federal and State Clean Air Acts, and strict enforcement policies would appropriately address the issues and concerns surrounding air quality both in the present and future. This element should be adopted by Summer 2009.

*Examples and Resources Available*

County of Sacramento, CA-Air Quality Element (Appendix 4)

## 7.2.2.B Elements to be Amended

### Public Services and Facilities

The Public Services and Facilities Element, as it relates to health and safety, discusses law enforcement and health services. Although the City provides future projections in terms of police and fire crews, no objectives or policies are stated in this section of the General Plan regarding a continued high level of service. Rather, the continuation of current services is briefly mentioned in the Safety element. Health Services are also briefly mentioned in the public services element with vague coinciding objectives and policies. For example, Policy 8.5.A.2 states:

“At a time convenient for both the City and the Delano Regional Medical Center (DRMC), these parties shall cooperate on the development of a plan for the DRMC environs, to integrate an expanded hospital facility...”

Rather than at the convenience of both parties, wording should be changed to being centered on a need based analysis and future projection trends. If the City to adopted the suggested strategy of establishing a Human Affairs committee, the committee would be held accountable for determining the various needs both now and in the future, in turn greatly benefiting the City and its residents.

### Safety

The Safety Element primarily discusses natural and environmental disasters. The community expressed no concerns in regards to these as the City adequately addresses the various goals, objectives, and policies. Therefore, no changes are recommended.

### Parks and Recreation

Within the Parks and Recreation Element, topics involving health and

safety include public accessibility to facilities, maintenance, and various requirements related to future needs. The current objectives and corresponding policies are extensive and address many of the community’s concerns. However, concerns still exist because of a lack of enforcement of the existing policies and standards. It is recommended the City incorporate strict enforcement objectives and assign responsible parties and appropriate deadlines. Future needs are acknowledged in the sense that standards are required as population grows (i.e.: five acres of park per 1,000 residents) yet periodic analyses should also be performed to ensure proper allocation and maintenance of services. An objective and corresponding policies addressing the provision of spaces that promote healthful activities and spaces within the City of Delano should also be incorporated within the parks and recreation element. The previously suggested strategy of implementing community gardens within Delano would be consistent with the current objective of providing passive and active recreation spaces and would also successfully provide healthy activities and spaces. It is also recommended the City implement a Parks and Recreation Master Plan.

### *Examples and Resources Available*

City of Davis, CA Master Plan Process Outline (Appendix 5)

City of Davis, CA Parks and Recreation Facilities Master Plan 1998 (Appendix 6)

### Circulation

The Circulation Element addresses pedestrian and bicyclist safety. According to the General Plan, a Draft Bicycle Plan was created in 1980 but was never implemented. Although there is still no bicycle or pedestrian plan currently being implemented, objectives and policies are mentioned in hopes of addressing various issues. Concerns continue to exist, especially as they relate to youth. The City continues to have very few bike lanes, missing sidewalks, and a general lack of ADA compliance.

It is recommended that the City designate responsible parties to ensure proper enforcement of objectives and policies. To facilitate this process, it is recommended Delano adopt the suggested strategy of a Pedestrian and Bicyclist Safety Coalition. The Coalition would not only work in partnership with the City but will also be a valuable resource for the expression of community concerns towards present and future needs.

#### *Examples and Resources Available*

City of Davis, CA Comprehensive Bike Plan 2001 (appendix 7)

City of Visalia, CA Vi-Cycle Plan (appendix 8)

### **7.2.3 CONCLUSIONS**

The above mentioned recommendations will adequately address the health and safety concerns of Delano's residents. Following implementation of these recommendations, continued research and analyses should be performed in order to continue to properly address needs. For maximum efficiency, it is recommended the above suggested changes occur in the following order:

1. Adoption of Air quality element
2. Parks and recreation master plan
3. Other parks and recreation amendments
4. Bicycle Plan
5. Other circulation amendments
6. Public services amendments
7. Adopt suggested strategies (Bicycle and Pedestrian Coalition and Community Gardens Program)

This suggested order of implementation is based on community input and analyses of projected needs. Delano's deteriorating air quality is of utmost importance and the adoption of an air quality element should be seen as the main priority. The next issue of great concern expressed

by the community was the City's lack of adequate, well-maintained open spaces. It is recommended that a master plan be compiled and implemented directly following the new air quality element as well as any other amendments necessary for the parks and recreation portion of the General Plan. The implementation of a bicycle plan for the jurisdiction should occur concurrently. Lastly, the public services element should be reevaluated and written to appropriately address needs.

All of these changes would be greatly supported by the final recommendation of adopting the suggested strategies as well as the implementation of the fundamental strategies of creating positions for a Grant Writer and a Volunteer Coordinator. Should the fundamental strategies not be implemented, it is recommended that the implementation of the Pedestrian and Bicyclist Safety Coalition and Community Gardens be set aside, in order to concentrate on overall general plan amendments. It is highly recommended that implementation of the Grant Writer and Volunteer Coordinator strategies be a priority for the City of Delano as they will aid in addressing many community concerns related to the health and safety of residents.







Youth





## 8.0 YOUTH

This chapter reflects the issues and concerns the residents of Delano have for the community's youth. All of the community's issues and concerns were gathered and analyzed in order to create strategies that will help meet with the youth's needs. The following is a list of strategies described in this chapter:

- Delano's THINK Together: Is an after school program that assists students from 1st through 12th grade with academic support and other recreational activities that will help them stay and succeed in school.
- Delano's Youth Employment Program: Assists Delano's youth to obtain jobs, apprenticeships, and internships from local businesses, government agencies, and non-profit organizations.
- Mayor's Gang Task Force: A gang prevention and intervention program that helps at risk youth from disassociating from gang activities.
- Youth Art and Culture Entertainment: Provides students with skills in theater production, teamwork, and help the youth find a form of entertainment.
- Joint Use Agreement: The purpose is to utilize existing infrastructure of School District during off hours through the organizing and communication of the school's and the City. In order to provide the community with more recreation opportunities.

The following is a list of the general plan recommendations that have been developed in order to support the strategies recommended:

- Youth Element: A new element is recommended for the City of Delano General Plan in order to address the issues and concerns pertaining to youth.
- Land Use: Two amendments are recommended for the Land Use

Element. The first recommendation is to amend the Land Use elements by adding a policy that would emphasize on commercial shopping entertainment activities that are youth oriented. This would address the community concern of not enough commercial business that is youth oriented. An amendment is recommended to the Public and Institutional Land Use section to provide policies for adequate public facilities to serve future growth.

## 8.1 STRATEGIES

### 8.1.1 DRIVING FACTORS

By the year 2020, Delano's population is projected to grow to 83,286. This projection is based on a 3.7 percent annual growth, which has been the growth rate for Delano's population in recent years. Additional services will be necessary to accommodate this population growth, and special attention should be paid to the needs of Delano's youth population. The following are examples of what the City may need to provide for expected growth in the City's youth population.

#### 8.1.1.A Increase in Demand

As the youth population increases, the need for more space and more personnel for educational programs will be required. Demand for internships, apprenticeships, and jobs for youth will increase. More law enforcement officers will be required in order to maintain an adequate ratio of police to residents. Based on existing ratios, Delano will need a total of 116 police officers by 2020.

#### 8.1.1.B Safety

Gang related violence may also increase with the increase in population. Sufficient gang prevention and intervention programs will be very important in keeping the City's youth safe. The City needs to allocate

funds to provide these important services.

### **8.1.1.C Entertainment**

More entertainment and recreational activities will also be required to keep youth active and out of gangs.

### **8.1.1.D Community Input**

Delano residents expressed desires for the following resources and amenities during community workshops:

- More community college courses
- More tutoring programs
- More job opportunities
- More commercial retail that supports entertainment activities, for example a mini golf course.
- More youth entertainment
- Safer parks not dominated by gangs

## **8.1.2 RECOMMENDED STRATEGIES**

### **8.1.2.A Delano's THINK (Teaching, Helping, Inspiring, Nurturing) Together Program**

The City's residents receive educational services through the Delano Union Elementary School District and the Delano Union High School District. Although Delano has eight elementary schools, three middle schools, and five high schools (three major high schools and two with very few students) the majority of the schools have overcrowding issues. Delano residents also have access to Bakersfield's Community College, a two-year college that provides technical and professional skills. Although these services exist, community demands are not being met. Delano has low graduation rates and the Boys and Girls Club is the only after school program

offered. In community workshops residents mentioned they wanted more tutoring programs, more college courses, and more guidance towards obtaining a higher degree.

### **Description**

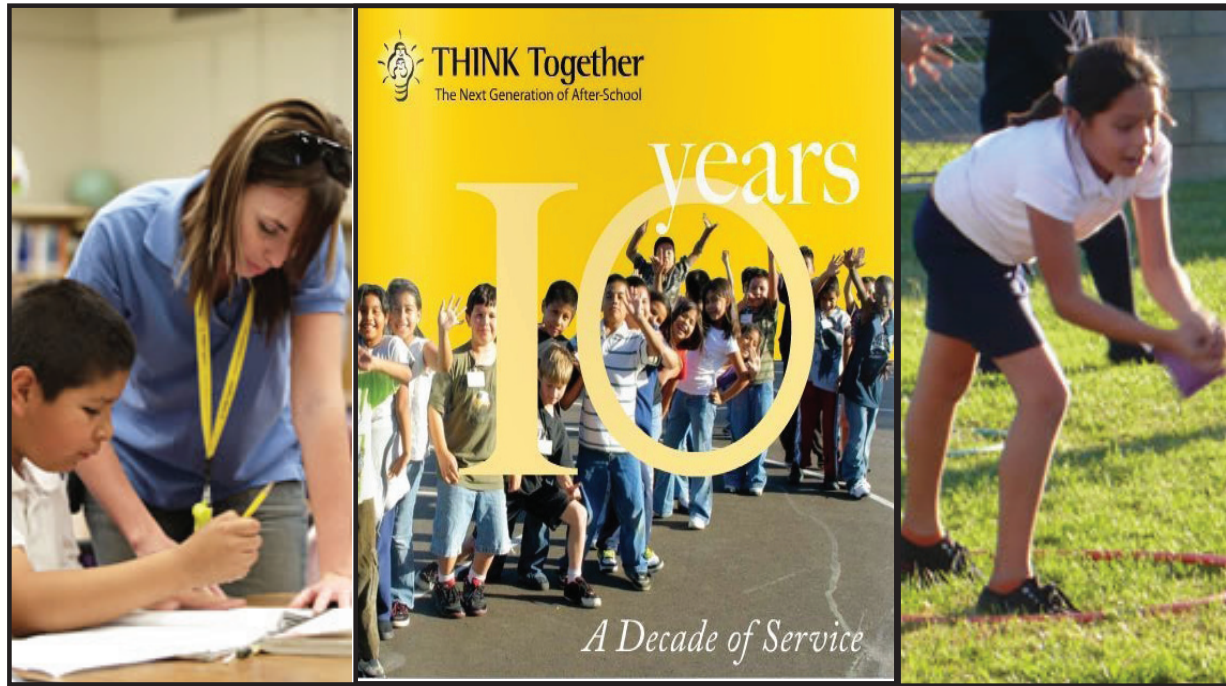
Delano's THINK Together is an after school program that assists students from first through twelfth grade with academic support and other recreational activities. In combination with the student's efforts and Delano's THINK Together Program, students will be able to complete and better understand their homework. They will also have vigorous physical activity for 30 minutes a day and receive nutrition education by Delano's Harvest Holiday/Community Garden. Delano's Harvest Holiday/Community Garden advocates for people to learn how to grow their own vegetables. The program can help educate Delano's youth on the benefits of eating vegetables and teach them how to grow their own food. Incorporating the Delano's Harvest Holiday/Community Garden or any other similar program to Delano's THINK Together program can help Delano's youth by motivating them to learn how to lead a healthier life style.

Students participating in the program would also be provided with academic enrichment through reading and literacy activities. Such activities would help students further build on their vocabulary and communication skills through reading, writing, and other creative activities.

A staff member of the City's Community Service Department would run the program. Delano's THINK Together Program would consist of one full-time employee and several community volunteers that would help operate the program.

### **Implementation Steps**

To implement Delano's THINK Together program, a interested member of



the City's Community Service Department should follow these steps:

- The City of Delano may want to either hire a Program Leader or nominate a staff member from the Community Service Department for this position.
- The Program Leader would obtain a list of existing schools in Delano with the number of attendants and a list of contacts for the School Districts office.
- The Program Leader needs to contact Randy Barth, the Founder of the THINK Together Program, and discuss initiating the program in Delano. Other regions that are currently working with THINK Together are Orange County, Los Angeles, Foothill, and the Inland Empire.

### **Timeframe for implementation**

Delano's THINK Together program can be started in only a matter of a few weeks.

### **Costs**

An estimated cost of \$100,000 per site, per year, is required to start up the program and fund on-going costs. For a detailed breakdown of where costs would be allocated, the City would need to contact Randy Barth directly.

## Start-up costs

Start-up costs are funded through the CDE (California Department of Education), ASES (After School Education and Safety) and 21st Century grants process. Delano USD needs to be the lead agency on ASES, and the school district, the City or a non-profit can be the lead agency on 21st Century grants.

## On-going costs

The estimated amount of yearly cost is approximately \$100,000. Funding can come from CDE, ASES, and 21st Century grants.

## Responsible Parties

The following are suggestions on who could be the responsible parties for the Delano's THINK Together Program. Staff would consist of one full-time employee and several community volunteers. Staff responsibilities may include:

- **Program Leader:** A full time Program Leader would be hired or nominated from existing city staff in the Community Development Department. The Program Leader would manage the overall structure and supervision of the program. The Program Leader would also assist the community if any questions or concerns arose about the program.
- **Community Volunteers:** Community volunteers are adults that give their time to help youth in the program. Adults come from the community and from local colleges and universities (but are not volunteering for a class). Other adults are semi-retired or retired and are often members of partnering faith based organizations and community groups.

- **Youth Volunteers:** These are students from local elementary, middle and high schools who are interested in giving back to the community, and work as volunteer tutors. Youth volunteers are most effective working with students in grades one through five.
- **College Student Volunteers:** These students come from local colleges and universities. They may volunteer in order to complete service requirements or to fulfill an internship.

## Examples and Resources Available

THINK Together Program: a non-profit organization that assists first through twelfth grade students from low-income neighborhoods with academic support and homework that will help them stay in and succeed in school.

### 8.1.2.B Delano Youth Employment Program

#### Description

The Delano Youth Employment Program addresses the three main concerns Delano residents expressed. These concerns are: the lack of employment opportunities for youth, keeping youth occupied by working towards a brighter future, and reducing and preventing gang activity and violence.

The purpose of this strategy is to assist Delano's youth in obtaining jobs, apprenticeships, and internships from local businesses, government agencies, and non-profit organizations. Additionally, this program encourages students to graduate high school and move onto college or trade school. This program rewards students who perform well academically by allowing them to work during the school year and to



work more hours in order to earn more money. Furthermore, this program teaches Delano's youth job-related skills that are necessary to obtain a job in the real world. This program also teaches youth fiscal management and budgeting, which is a very important life skill. Finally, the Delano Youth Employment Program provides job training to make the transition into the work force easier.

Participants in the Delano Youth Employment Program will learn a variety of important skills. These skills include:

- Time management
- Responsibility
- Basic job-related skills like resume preparation

- How to present oneself in an interview and job setting
- Knowledge of basic computer programs (i.e. Microsoft Word, Microsoft Excel, etc.)
- Office machine operation (i.e. copiers, fax machines, etc.)
- How to search for a job, apprenticeship, or internship
- How to search for a college or trade school search that suits youth's personal interests
- Fiscal management and responsibility

Furthermore, participants will be able to put their spare time to good use, and will hopefully be less inclined to get involved in gang activity and other violence.



Although there are numerous benefits to a program like this, there are some limitations. Limitations include:

- Difficult coordination between local businesses, government agencies, and non-profit organizations, Delano Joint Union High School District, and youth
- Limited involvement from local businesses, government agencies, and non-profit organizations
- Limited assistance and participation from Delano Joint Union High School District
- Limited youth participation and interest
- Difficulty in finding business owners or managers, government employees, and non-profit employees to teach workshops

The Youth Commission provides funding for this program, which it cooperatively operates with the Volunteer Coordinator. Both the Youth Commission and Volunteer Coordinator are responsible to initiate the program, to work with local high schools to promote it and use their facilities for workshops, and to find willing business owners or managers, government employees, and non-profit employees to teach workshops. Delano youth who range from age 14 to 21 and are at least freshmen in high school are eligible to participate in this program.

### **Implementation Steps**

There are several essential steps necessary to initiate and implement the Delano Youth Employment Program. These steps are:

- Hire a Volunteer Coordinator
- The Volunteer Coordinator seeks out interested individuals to form Youth Commission (comprised of youth, parents, and concerned/interested citizens)
- Involve the Delano Joint Union High School District to help promote the program and provide facilities for workshops

- Solicit the program to willing and ideal local businesses, government agencies, and non-profit organizations to hire participating youth for jobs, apprenticeships, and internships
- The Youth Commission and Volunteer Coordinator assist each other to find interested, passionate, local business owners or managers, government employees, and non-profit employees to teach workshops.

### **Timeframe for Implementation**

Six months to one year is needed for implementation.

### **Costs**

#### **Start-up**

The Youth Commission's start-up costs are contingent upon the Grant Writer's ability to find grants to fund its budget.

#### **On-going**

The on-going cost for the program is between \$29,000 and \$33,000. This includes the annual salary for the Volunteer Coordinator and future pay raises. There should not be any additional annual costs for the City because the Grant Writer seeks funding for the Youth Commission's budget.

### **Responsible Parties**

- Volunteer Coordinator
- Youth Commission
- Delano Joint Union High School District
- City of Delano

## Examples and Resources Available

*Seattle Youth Employment Program:* This program is a year-round academic support and job-training program for up to 400 youth, ages 14 to 21.

*Humboldt County Youth Transition Action Teams Initiative:* This program matches youth to jobs that “make sense” in terms of the youth’s interest and commitment to work at the job, and the type of job order placed by an employer.

### 8.1.2.C Mayor’s Gang Task Force

The City of Delano has approximately 30 recognized gangs with a total of 1,500 gang members (CRP 411 TBR, 2009, p.72). Gang activities such as gang violence, graffiti, and vandalism have been a significant issue threatening the safety of all Delano citizens. With the ongoing growth of the population, gang numbers are also expected to increase. As a result, an increased demand for law enforcement will be needed to adequately ensure the safety of the community, especially the youth.

The lack of funding for gang prevention and intervention programs in the City has caused some existing gang prevention and intervention related programs to be difficult to implement. In some cases, such programs have been discontinued. In addition, the fragmentation of youth oriented programs and organizations makes it difficult for youth to ask for help and be directed to the right program.

The community expressed the greatest concern about gang violence. The community would like to see gang activities reduced, and feel preventive measures must be implemented by the City.

### Description

The main purpose of the Mayor’s Gang Task Force is to prevent youth



from joining gangs and to assist gang members in disassociating from gang activities. In addition, it aims to reduce juvenile and gang-related crime and violence through partnerships with law enforcement agencies, social services, schools, and youth service providers. The users of this program would be youth ages 10 to 25 years old who exhibit high-risk behaviors related to gang lifestyle. This program proposes a short-term and long-term plan to better achieve the ultimate goal of eradicating gang violence. The short-term plan will help initiate the program and build a foundation to make the long-term program feasible. Ultimately, the Mayor should take a leadership role in initiating and enforcing this strategy.

The short-term plan will be a youth outreach and gang prevention plan

involving collaboration with the community and existing youth oriented organizations in Delano. A volunteer group will work with a part-time coordinator to provide workshops in educating parents and youth regarding positive life choices. Volunteers can range from parents to ex-gang members who have been rehabilitated. The volunteer group and part-time coordinator will also collaborate with existing youth programs in the City to redirect the youth into volunteer programs, jobs, and other after-school activities that suggest a more positive direction in life. The short-term plan will give assistance, mediate, intervene, and provide or suggest positive youth activities to those who want to disassociate from gang activities. It will direct them to community organizations that could help them. An office or center would be needed to use as a meeting place or shelter for those youth who have been victimized by gangs.

Two teams will be formed to run the long-term plan: the policy team and the operation team. The policy team will provide leadership and direction by setting up policies, prevention and intervention programs and will monitor the effectiveness of the effort. The team will be comprised of multiple agencies, including social services, community members, city staff, law enforcement, schools, healthcare, and community-based organizations. Programs such as youth job training, outpatient counseling services, and youth support groups would be implemented.

### Implementation Steps

There are several essential steps in implementing the Mayor's Gang Task Force:

- The local government and the concerned citizens in the community would initiate the Mayor's Gang Task Force, however, the Mayor would be the leading advocate for the program.
- The Mayor and City staff such as the Police department and Parks and Recreation Department will work with the community and school district to develop the specifics of the program and

help the City Grant Writer to apply for grants to fund the program.

- For the short-term plan, the City will hire a part-time coordinator to manage the program and help find grant funding. The part-time coordinator will also help assemble a volunteer group called the Mayor's Volunteer Task Force that will outreach and educate the community about gang prevention and intervention. After finding the right people to help run the program, the Mayor and the Volunteer Task Force will meet on a regular basis to determine priorities and review of the task force's progress.
- For the long-term plan, the Mayor's Gang Task Force will conduct a public meeting involving the community and the multiple agencies to identify gang related issues. After identifying the issues addressed by the public, the City staff will provide assessment and data analysis regarding gang issues. Then, the staff will develop goals, purposes, strategies, and implementation methods for the long-term plan. Lastly, the long-term plan will seek funds by passing tax measures and obtaining available grants.

### Timeframe for Implementation

The short-term plan would take one year to be implemented, while the long-term plan would take approximately one to two years to implement.

### Costs

#### Start-up

There are no start-up costs for the short-term plan. The only possible start-up cost for the City would be the staff time of the Mayor and the City Volunteer Coordinator to find people who will be managing the program, such as the project coordinator and the volunteer group.



Start-up costs for the long-term plan are usually \$100, 000 or more, depending on the proposed additional services needed. However, these costs may be funded by:

- Passing a tax measure for gang prevention
- A collaboration between local businesses and non-profit organizations to raise money
- Receiving grant money
- Asking local businesses to donate their services for incentives

#### On-going

The on-going costs for the short-term plan would be the annual salary of

the part-time project coordinator of approximately \$25,000 to \$35,000. One way the City can compensate for the cost is to find grants that may be applicable for the program (ex. CalGRIP). However, ongoing costs for the long-term plan would still vary depending on the program's needs.

#### Responsible Parties

- Mayor: will initiate and advocate for the program.
- Community Services Department/Parks and Recreation Department: will help develop the specifics of the program and help, find a project coordinator.
- Project Coordinator: will manage the program and help find grants to fund it.
- Volunteer Task Force: will provide the services the program indicates.

#### Examples and Resources Available

*Mayor's Task Force, Santa Rosa, California* – a task force designed to reduce violent youth offences and gang involvement, and to improve academic performance and high school graduation rates.

*Operations Peacekeepers, Stockton, California*- a city-based program run by six youth gang outreach workers and one program manager. The program aims to reduce gang related violence by reaching out to youth through gang prevention classes in schools and weekly home visits to areas with high numbers of gang members.

*California Youth Outreach, Fresno, California*- a non-profit faith-based agency that outreaches to high-risk youth by providing education services, intervention programs, and other resources that would support a positive

and healthy lifestyle to overcome the gang lifestyle.

*Barrios Unidos, Fresno California-* founded as “community based peace movement”, this program encourages youth to leave the gang lifestyle by providing after-school programs, civic engagement and parent support groups.

### **8.1.2.D Youth Art and Culture Entertainment (YACE) Program**

Residents of Delano expressed a need for more entertainment resources for the City’s youth. The Youth Art and Culture Entertainment Program (YACE) is designed to address the needs of youth looking for entertainment resources other than sports.

The YACE Program is also designed to address the lack of facilities for after school and summer programs. In many interviews with residents, the need for facilities was a common concern.

#### **Description**

The YACE Program provides youth with after-school and summer activities focused on the arts. The purpose of the program is to expose students to diverse backgrounds and provide a positive atmosphere for students to learn and grow. The YACE Program will provide students with skills in theater production and will also teach students life skills.

The YACE Program will need to be organized by a volunteer under the City’s Community Services Department. The program can be funded by grants and donations. Through the generated donations and grants, the program will also provide free after-school and summer activities for the community. The YACE program will operate all year round with intense summer training in theater performances. In addition, YACE will produce a show for the community. During the off-season, children under the age of 12 shall have the opportunity to perform in smaller productions in

order learn and enhance skills in the performing arts.

#### **Implementation**

In order to initiate the YACE program, the Community Service Department should follow these steps:

- Search for an individual that has a passion for theater and youth, and is willing to volunteer his or her time.
- Fund the first year through grants, a task which the theater director or Grant Writer shall be responsible for.
- Find a location that will provide facilities for free, where students can practice and develop theater production skills.
- Promote the program and recruit Delano’s youth through the local high schools.
- Provide a successful, high quality production for an affordable price.

#### **Timeframe for Implementation:**

The YACE Program will take a month to design and recruit students.

#### **Costs**

Start-Up:

The cost to start the program with a volunteer director is under \$5,000 dollars.

On-going:

The on-going cost is roughly \$10,000 per year. Funds will be generated through a combination of grants and donations.



### Responsible Parties

- **Community Service Department:** The Community Service Department will be in charge of organizing the program and making sure the program is meeting the needs of the City's youth.
- **Volunteers:** Volunteers will organize the program and program events. They will also be in charge of finding grants and donations to fund the program.

### Examples and Resources Available

Y.E.S. Company: The Y.E.S Company is operated under the Stanislaus

County Office of Education in Modesto, California. Since 1992, the program has been successfully working with youth in Modesto and the surrounding cities of Stanislaus County. For further information and ideas, visit [www.yescompany.org](http://www.yescompany.org).

### 8.1.2.E Joint Use Agreement

In community outreach efforts, residents expressed a need for more after-school and recreational activities, as well as more park land. Park space is highly valued by Latino culture for its leisure area and recreation fields. The total amount of usable park land within the City is three acres per 1,000 persons. This ratio can increase by adding existing school facilities to the amount of usable park land. As the City's population grows, the

demand for park space will likely rise.

## Description

The Joint Use Agreement focuses on the collaboration between the City and the School District to open the use of School facilities and grounds for public use during off-hours and weekends. The facilities can be used by reservation for a small fee. The purpose of the strategy is to utilize the School District's existing infrastructure during off-hours through the organizing and communication of the school and the City. The strategy saves the City money by not having to build new park facilities. The community benefits from having more facilities in close proximity to their homes. The agreement can open gyms, classrooms, and gated fields to the general public. Most indoor facilities will need to be reserved and users may be charged a small fee. The City's responsibilities with regards to this program fall on different city departments. The Recreation Department under will operate the program once it is in place.

## Implementation Steps

Implementation steps for the Joint Use Agreement are:

- Identify a local need that a joint use partnership might address.
- Identify essential joint use partners.
- Develop a positive, trusting relationship with partners.
- Build political support.
- Build a joint use partnership within the context of the local community.
- Formalize the partnership.
- Foster ongoing communication and monitor the progress and impact of the joint use program.

## Timeframe for Implementation

Building and administering joint use programs and/or facilities is complex work and can take six months to a year to implement.

## Costs

The School District has to pay staff overtime to cover the costs of conducting inspections and securing playgrounds at the end of the weekend. Existing staff can implement and run the strategy. The money saved from not acquiring land for new parks and recreation facilities each year is well over \$30,000. The costs will depend on the number of schools participating in the strategy.

## Responsible Parties

- Department of Recreation inspects sites and cleans up after use.
- Department of public works repairs damaged property.

## Examples and Resources Available

Joint Use Agreement

## 8.1.3 CONCLUSIONS

This plan recommends the City implement these strategies in the following order:

- Youth Commission (addressed in Fundamentals Chapter)
- Mayor's Gang Task Force
- Youth Arts and Cultural Entertainment
- Delano's Think-Together
- Youth Employment Program
- Joint-Use Agreement

All of the recommended strategies are important to helping the City's

youth, but to have the greatest affect, it is essential to start by creating the Youth Commission (addressed in the Fundamental Chapter of this document). Youth Commission volunteers will help organize and further prioritize other strategies to make sure the youth's needs are being met. The second strategy recommended to put into affect is the Mayor's Gang Task Force. In community outreach efforts, residents frequently rated gang related problems as a higher priority than other concerns. Most people interviewed said, unless major steps are taken soon, gang problems would increase dramatically, leaving their community in danger. In the Technical Background Report presented to the City, 30 gangs and 1500 gang members were identified, making this a high level priority among all other strategies. The third strategy to implement would be the Delano's THINK Together program. The City's residents shared concerns about the lack of education opportunities the City has to offer. In community workshops, their concerns included a lack of college courses, after school programs, and guidance to achieve higher education.

If the Youth Commission, Grant Writer, and Volunteer Coordinator programs are implemented, the probability of all other strategies being put into affect will increase significantly. For example, by establishing the Grant Writer, Volunteer Coordinator, and Youth Commission, services such as outpatient counseling, mentorship programs and other intervention programs integral for the Mayor's Task Force will be made possible. The Youth Commission will help increase youth participation in the community, and create positive role models to represent the City's youth. The Volunteer Coordinator will help facilitate and organize volunteers, and be part of the Mayor's Gang Task Force staff. A Volunteer Coordinator will also be able to help fund the YACE program, and gather donations and volunteers. The YACE will affect the Grant Writer by providing the program with grants to support it. Overall, all of the strategies described in this chapter would benefit greatly from the implementation of the Youth Commission, Grant Writer, and Volunteer Coordinator.

## 8.2 STRATEGIES FOR UPDATING THE DELANO GENERAL PLAN

### 8.2.1 DRIVING FACTORS

All driving factors were taken into consideration in the formation of recommendations to update the City's General Plan. As the youth population increases, certain demands, such as providing community safety, job opportunities, school programs, entertainment activities, and recreation activities will also increase. To help initiate the strategies, some aspects in the General Plan need to be amended. Although future needs have been taken into consideration, addressing current needs must be prioritized to meet deal with community concerns.

### 8.2.2 RECOMMENDATIONS

#### 8.2.2.A New Elements

##### Youth Element

This plan proposes a new element, the Youth Element, be added to the General Plan. The purpose of the Youth Element is to improve the quality of life for the City's youth.

The goals of the Youth Element are to address all youth-related issues within Delano. Such youth related issues include, but are not limited to: the need for a body of representation for youth, the need for more arts, culture and entertainment, the need for more recreational activities, job, apprenticeship and internship opportunities, gang prevention, and to combat gang violence.

The Youth Element addresses the following strategies:

- Youth Commission (addressed in Fundamentals Chapter)



- Mayor’s Gang Task Force
- Youth Arts and Cultural Entertainment
- Delano’s Think-Together
- Youth Employment Program
- Joint-Use Agreement

Community input relates specifically to the Youth Element in a variety of ways. Delano’s youth voiced their concern for not having a representative body. To address this issue, the Youth Element establishes the formation of the Youth Commission. The community expressed their concern for how gangs in Delano are such a prevalent, powerful force. The Youth Element addresses gang related issues with the Mayor’s Gang Task Froce. Community residents expressed a desire for more arts, culture, entertainment, and recreational activities for youth. The Youth Element provides for these activities by creating new programs to involve youth with more art and culture. Community residents also wish the youth had more job, apprenticeship, and internship opportunities so they could learn basic job-related skills. The Youth Employment Program offers these opportunities for the youth. Finally, citizens voiced concern over the fact there are not many places for youth to play games and sports. The Joint-Use Agreement provides facilities for youth by cooperating with schools to allow youth to use their facilities when school is not in session.

### **8.2.2.B ELEMENTS TO BE AMENDED**

#### **Land Use**

Under the commercial Land Use section, the policy states that the provision of adequate commercial shopping opportunities meet anticipated needs. In order to meet this policy, we recommend adding a policy in this section that emphasizes commercial shopping and entertainment activities that are oriented towards youth.

The objective of the Public and Institutional Land Use section is to provide

policies for adequate public facilities to serve future growth. The Public and Institutional Land Use section lists many policies but does not specifically state a designation of afterschool and summer facilities. This plan recommends adding a policy that coordinates school location and site design with the school districts to ensure that adequate facilities for afterschool and summer entertainment activities meet demands.

### **8.2.3 CONCLUSIONS**

Recommendations to add a Youth Element and amend the Land Use Element are relatively important to implement the strategies proposed in this chapter.

Adding a Youth Element to the General Plan provides a basic foundation for guiding and initiating the strategies proposed in this chapter. Amending the Land Use Element would further support the need for youth activities in the City. The Youth Element will establish the formation of the Youth Commission, which is integral to the success of the other strategies described in this chapter.

