City of Marysville, California

Bounce Back
Vision & Implementation Plan

Draft for City Council, May 2015



City Design Collective

TAECKER
PLANNING & DESIGN

PopupHOOD

MJB
CONSULTING

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Historic fabric. *The scale and quality of historic buildings reflect century-old conditions.*



D Street. *D Street's fabric remained largely intact as the highway and economic change shifted to E Street. Many motorists on SR 20 & 70 are not aware of this extraordinary street.*



Tale of Two Bridges. *The bridge across the Feather River used to cross at D Street with its remants in distant construction of the E Street bridge deprived D Street of prior activity.*

Introduction

Purpose

New Reasons for Vitality

The recent history of central Marysville has seen prolonged weakening of its economy. Multiple forces have been at work. Small town central business districts have generally been in decline across the nation as economic activity has become increasingly auto-centric. Furthermore, Marysville's fixed geographic boundaries have limited growth, while Yuba City's expansion has allowed it to capture the latest commercial formats.



Marysville Hotel. *The size of Marysvillle Hotel speaks of boom-times that have passed.*

Marysville advantages were once pre-eminent, as the northernmost point accessible by paddleboat on a route between San Francisco and Sierra gold fields. The local economy boomed as goods critical for mining moved from river to road, fueling banking and provisioning. Post-paddleboat, investment and boosterism sustained Marysville until post World War highway expansion dispersed economic activity. For decades, Marysville has struggled to adapt to this new economic reality.



E Street. *While some historic buildings remain, E Street has become increasingly oriented to motor vehicles.*

Today, Central Marysville must remake itself to become a vibrant city center, but in new ways.

The Bounce Back Initiative was initiated to address this challenge, with this "Vision and Implementation Plan" as its cornerstone. The Initiative targets five districts in central Marysville, which have experienced decline but also present extraordinary opportunities. The area's unique advantages include, but are not limited to:

- Marysville's small town lifestyle and sense of place;
- a large calendar of events and strong potential for cultural tourism;
- high traffic volumes on SR70 & SR20;
- large employers, such as Rideout Medical Center and Caltrans;
- extraordinary recreational resources;
- easy access from Yuba College and Beale Air Force Base;
- connections to surrounding agriculture;
- continuing recognition as a center of culture and government; and
- motivated citizens, merchants and community leaders.



E Street. *Arrival from the south greets visitors with a largely strip commercial experience and hides from view Marysville's historic main street.*



Economic Challenges. *Retail vacancy rates increased as new retail formats grew in other locations.*



Guardian angels. *Central Marysville's revitalization is a shared community aspiration.*

Building on Prior Efforts

The Vision and Implementation Plan builds on and integrates relevant prior studies and plans. The 2004 "Downtown Economic Development Strategic Plan" illustrated how new real estate investments properly configured might stimulate revitalization, with a strong emphasis on "catalyst" development projects and streetscape improvements. But while some street improvements have been made, most catalyst projects have largely remained unrealized because of insufficient market support. Still, the 2004 Strategic Plan offers a noteworthy vision comprised of the following elements.

- Downtown Marysville celebrates its historic character, provides a unique sense of place, and reflects the needs of both local residents and visitors.
- Downtown is active throughout the day and evening with a wealth of cultural venues and entertainment activities....
- [Marysville] ... draws visitors to the area and makes the Downtown hub easy to navigate.
- Attractive tree-lined streets, well-defined sidewalks, and calmed traffic make the area a pleasant place to walk and bike.
- Trail linkages and pedestrian-friendly streetscape connections to Ellis Lake [and other] ... nearby open space.
- Mixed uses ... support 24-hour vitality[,while new] housing for professionals, families and seniors creates a true "neighborhood ambiance."
- A strong core of civic and hospital-related uses supports meaningful employment opportunities ....
- People who live and work in Downtown take pride in their community and actively participate in decision-making efforts to shape the City's future.

The 2005 Downtown Marysville Marketing Plan promoted downtown by recommending resources and strategies organized around seven principal goals:

- Increase awareness of Downtown as a visitor's destination
- Improve the image or community perception of Downtown

- Strengthen existing businesses and recruit new ones to develop a viable economic base in Downtown.
- Consistently promote Downtown to attract consumers to enhance economic activity.
- Improve Downtown's visibility.
- Build a stronger business network.
- Improve organizational activity and operations within the Downtown business community.

Prior plans have also focused on pedestrian safety, such as the "Pedestrian Safety, Mobility and Context Improvement Study" for State Routes 20 and 70, and the "Marysville Safe Routes to School Plan."

Community Process

The Bounce Back Vision and Implementation Plan was developed with extensive community input. Two intensive community workshops, or "charrettes," were held. The first charrette asked participants to explore strengths and weaknesses in each District and explore possible directions for their revitalization. A second charrette introduced draft goals and themes, and asked participants to help identify potential actions for their implementation.

A Steering Committee met eight times to guide the development of the Plan. Committee membership included diverse interests and perspectives. The committee began by considering challenges and opportunities associated with each District. Subsequent meetings , developed a clear vision by examining what Bounce Back areas should ultimately become. Strategies and paths to implementation were developed next, followed by review and recommendation of a draft Plan.

Finally, City Council considered the draft Plan and the Steering Committees recommendations. After making refinements, City Council adopted the Plan in ### 2015.





Small town feel. *Marysville's unique historic charm has remained in large part and distinguishes it from other places.*



Lake Ellis Park. *Marysville parks present important assets, as lifestyle choices increasingly influence where people chose to live and work.*



Center for the Arts. *By building existing initiatives, Marysville can become an even more attractive cultural destination.*



Access to open space. *Central Marysville is surrounded by scenic river edges and recreation opportunities.*



Medical Arts District. *Rideout Medical Center continues to invest in Marysville and can be capitalized on for growth of related uses.*

Linking Vision and Implementation

Five Districts

This Plan goes beyond prior plans in that it presents a comprehensive vision for central Marysville's "five districts," and connects the vision to realizable strategies and implementation measures. The five districts include:

- **Downtown,** including the historic D Street and Chinatown commercial areas, along with a mix of uses to the east;
- **E Street Corridor,** a defining feature for over thirty thousand motorists each day, which divides the community but presents untapped commercial opportunities;
- **Medical Arts District,** which focuses on Rideout Medical Center and complementary new uses;
- **Lake District,** which is centered on Ellis Lake Park but also includes opportunities for reuse and redevelopment west of the Park and along B Street; and
- **River and Recreation District,** including Riverfront Park, the Levee, and associated trails and recreational amenities.

The Bounce Back Vision and Implementation Plan has been conceived to fully leverage the economic and social potential of these districts. As a "vision" the Plan is aspirational and sets a framework for understanding opportunities, setting sights on goals, and linking goals to implementation. The Plan's goals describe desired "end states" as summarized here.

Summary of Goals

General Goals

- A strong revitalized commercial destination.
- A vibrant culturally-rich attraction and place.
- A unique desirable lifestyle choice for residents and employers.
- Growing numbers of residents and employees.
- Clear convenient access to destinations.
- Economic growth.
- Coordination and accountability.

E Street Corridor

- A strong sense of arrival and gateway to destinations.
- A pedestrian-friendly district that knits the community together.

Downtown

- A popular and thriving retail-entertainment "main street."
- Best use of Downtown's largest opportunity site.
- Recognized destination known for its unique history and culture.
- Downtown housing.

Medical Arts District

- A thriving medical and employment center with complementary uses and amenities.
- A residential neighborhood housing local health care workers and professionals.

Lake District

- An active welcoming Ellis Lake Park with a notable identity.
- An active mixed-use B Street boulevard.
- Residential and employment west of Lake Ellis.
- An ecologically healthy lake.

River and Recreation District

- Widely-used and well-promoted riverfront features and events.
- An attractive levee as edge to urban districts and Riverfront Park.

Using the Plan

Guidance

The Vision and Implementation Plan provides a road map for setting City policies and actions, and for encouraging cooperation and engagement of merchants, property owners, community members, and other stakeholders.

The Plan is comprised of three levels of guidance.

- Vision statements describe future "end state" aspirations
- Strategies suggest general paths for action without presuming specific tools for implementation.
- Implementing measures describe programs, improvements, and other tools for realizing strategies and the community's vision.

Outline of the Plan

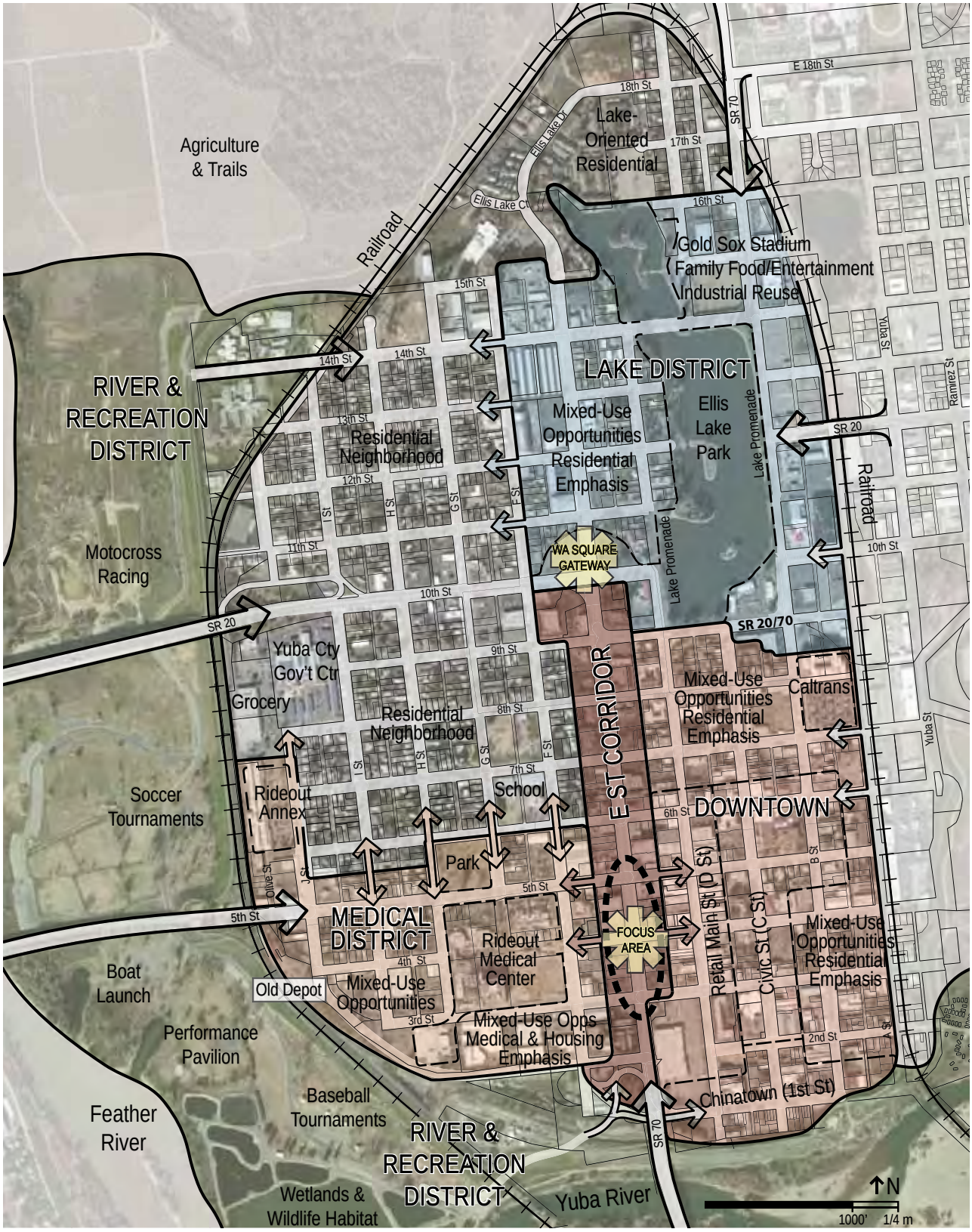
The Vision and Implementation Plan follows the following outline:

- **General Goals** contains vision statements, strategies and implementing measures, which are overarching and apply to all five districts;
- **District-specific** provisions include vision elements, strategies and implementing measures for each of the five districts: E Street Corridor, Downtown, Medical Arts District, Lake District, and River and Recreation District;
- **Priorities** emphasizes those strategies and measures that have the potential to accelerate revitalization by leveraging change while recognizing limits on available resources; and
- **Implementation Programs** pull actions together within functionally related domains addressing: Commercial Revitalization, Cultural Marketing, Private Development, Parking, Street Improvements, and Parks and Trails.

The Plan also includes two appendices containing notes from the two major community workshops, or "charrettes", that were held.



Regional context map. *Marysville lies at the center of the Yuba-Sutter metropolitan area and at the intersection of two State highways.*



Five Districts Diagram. *The planning area is comprised of "Five Districts": the Downtown District, the E Street Corridor, the Medical Arts District, the Lake District, and the the River & Recreation District. Each district offers special opportunities and contributes to unique synergies in Central Marysville.*

General Goals

The General Goals section contains vision elements, strategies and implementing measures, which apply to all five districts. General Goals include broad overarching concepts that are foundational.

A strong revitalized commercial destination.

Increase Marysville's relevance in the regional marketplace by acknowledging demographic realities and targeting underserved submarkets in the trade area.

GG-1 **New submarkets.** Target prevalent submarkets within Marysville's trade area, with a special focus on submarkets that do not appear to be adequately served by the current retail mix. While individual consumer submarkets will typically patronize many of the same stores as the general population, they often also exhibit certain tastes and preferences specific to their respective backgrounds, lifestyles and sensibilities. Promising submarkets are described below. *See IP-1 through IP-14.*

- **Notable Ethnic Groups.** Latinos comprise 17% of Marysville's population and over 50,000 Latinos in the trade area as a whole. In addition, the Yuba City has become a hub of one of the nation's largest Sikh communities. In addition, while the number of Chinese-American residents of Marysville is relatively small, Sacramento and Bay Area metro regions are home to large Chinese-Americans, who may be drawn to Marysville's Chinatown and Gold Rush history, particularly during each year's Bok Kai Festival.
- **Lifestyle Submarkets.** Lifestyle submarkets find interest in vibrant places with restaurants, live entertainment, cafes, and retail shops. Yuba-Sutter lifestyle submarkets like Yuba College students and Beale Air Force Base singles and families now have few options. Marysville's daily workforce represents another important lifestyle submarket to target and includes Rideout Medical Center, Caltrans, County Courthouse, and other major employers.
- **Gateway to the Sierras.** Students and visitors to Chico, Grass Valley and other destinations pass through Marysville in large numbers. Consider the demographic characteristics of motorists and target these submarkets.



Small town charm. *Marysville offers a unique sense of place communicated through its small shops, historic architecture, porchfront homes, tree-lined streets, and easy access to riverfront recreation.*



Lifestyle Submarkets. *Lifestyle amenities appeal to demographic submarkets from around the region.*



Motorists passing through. *Motorists who travel on Route 20 and 70 represent potential commercial patrons.*



Retail Clusters. *Retail clusters allow comparison shopping among multiple stores with similar retail offerings, such as antiques or western wear.*

- **Youth.** Children and young adults presently have few shopping and entertainment options. Recruit a cluster of youth-oriented attractions, such as a game arcade, youth-oriented café, artificial rock climbing wall, or skate park. Improve transit options to and from Yuba College and Marysville High School.
- **Greater Bay Area Region.** Targeted itinerary based marketing beyond Sacramento could represent a significant visitor base that is currently untapped and have expressed a willingness to travel up to two hours for a unique experience around the cultural and historical attractions and themes previously outlined.

GG-2 **Value-Oriented Retail.** Target value-oriented retail that features low-to-moderate pricing. The median household incomes in both Marysville and Yuba-Sutter are quite modest, and the affluent households are concentrated far away in Yuba City's northwestern quadrant, suggesting a retail mix that is primarily oriented towards low or moderate pricing. This would not preclude, however, concepts specializing in "affordable luxuries" that cost relatively little to the consumer (on a per-unit basis) yet provide high margins (and handsome profits) to the merchant, such as discount variety stories, sports equipment, pet supplies, and family clothing stores.

GG-3 **Retail Anchors and Clusters.** As a general rule, recruitment efforts should build on Marysville's existing strengths. Review sales tax data to identify high-performing categories and businesses that could then be leveraged to attract complementary tenancies, such as existing "retail clusters" where multiple businesses have come together to create a retail destination for comparison shopping, such as with antiques, art galleries, jewelry, and western wear.

Actively support and recruit complementary new retail.

GG-4 **Retail Recruitment.** Actively recruit retail to: promote Marysville as a cultural and recreational destination, draw from demographic submarkets, capitalize on regional thru-traffic, complement Marysville's small town character, etc. *See IP-1 through IP-14.*

Maintain active, safe, and inviting shopping streets.

GG-5 **Retail Presentation.** Maintain and further enhance a high-quality sidewalk shopping experience for residents and visitors along "Pedestrian-Oriented Retail Streets". *See "Priority Corridors Diagram" and IP-17 through IP-22, IP-69 through IP-74*

Communicate and reinforce Marysville's historic and human-scaled ambiance.

GG-6 Please refer to related goals and strategies throughout this document.

Encourage Marysville as a recreation destination.

GG-7 **Bicycle Hub.** Establish Marysville as a "bicycle hub." Make improvements and promote Marysville as a "bicycle hub" for touring clubs, bicycle races, bike rallys, and other bike-related activities. *See IP-100.*

River-Oriented Recreation. Support use of the Yuba and Feather Rivers for watersports, and market the availability of these activities. *See RD-1 – RD-4; IP-109.*

Tournament Sports. Consider upgrades to Riverfront Park playing fields, which would allow them to be used for tournament level sports. Once established, encourage tournament participants and spectators to patronize Marysville businesses and lodge overnight in town.

A vibrant culturally-rich attraction and place.

Capture and communicate Marysville's unique themes and advantages.

GG-8 **Cultural Themes and destinations.** Promote Marysville by using narratives that describe Marysville's unique cultural themes and destinations. Principal themes include:

- **living history** – authentic intact historic sites, buildings, heritage, cultural traditions, craftsmanship, and festivals – the history of Marysville is the history of California;
- **unique cultural traditions** – with a centuries of Chinese-American and Hispanic history and relatively recent emergence of Sikh and other ethnic populations in the region;



Living history.



Unique cultural traditions.



The arts.



Agricultural hub.



The great outdoors.



Health and lifestyle.



The American West.

- **a place for art** – home to a burgeoning art scene as artists recognize the value of authentic places early on, and to encourage cultural events, particularly as they appeal to college students, Beale AFB households, hospital employees, and area residents;
- **agricultural hub** – surrounding orchards, vineyards and farmlands offer scenic panoramas and "farm-to-fork" programs, including tours, retail and a taste of Marysville;
- **the great outdoors** – access to unparalleled recreational and natural assets, including fishing, boating, trails, fishing, a lake, a motocross, soccer fields, archery, and many other things to do;
- **the American West** – a culture rooted in local rodeos, western wear stores, saddle-making artisans, Central Valley ranchlands, and historic connections to mining; and
- **health and lifestyle** – a small town lifestyle offering healthful connections to urban amenities, good food, exceptional recreation, and sense of community, where residents stroll along the lake, see farmlands and the hills, enjoy minor league baseball, jog along scenic levees, and bird watch.

GG-9 Marysville is also home to extraordinary cultural attractions that should be emphasized through cultural marketing. Cultural attractions include but are not limited to:

- **Mary Aaron Museum** *(www.maryaaronmuseum.com)*. The museum of the town's namesake Mary Aaron, the sole survivor of Donner Pass, reveal much about the town's history, and pictures and artifacts with in the home communicate a personal sense of family and connect to the present day.
- **Chinese American Museum of Northern California** *(www.chineseamericanmuseum.com)*. Marysville boasts the last Chinatown of California's Gold Rush era, and includes the oldest Buddhist temple in America, a historic Chinese school building, three Chinese associations, and Marysville's annual Bok Kai festival. The museum describes the unique history of Chinese immigration to and settlement of the Central Valley, and showcases a fascinating intact settlement-era interior that reveals the story of Chinese-Americans in California.



Arts and entertainment. *Marysville is a home to several museums and theaters, and can continue to grow as a cultural attraction.*

- **Packard Library of Yuba County.** Housed in a grand historic building, the Packard Library features The California Room, a unique and extensive collection of books and documents about the state's history.
- **Heritage Architecture.** Marysville's heritage architecture and historic buildings add visual cues to Marysville rich past. Central Marysville also has notable cultural landmarks, such as the Bok Kai Temple, the Silver Dollar Saloon and Victorian-era buildings.
- **Art and Entertainment.** Marysville has hundreds of artists represented in exhibitions per year, a significant number of which are from the Community College. Several art venues are concentrated along E Street, such as the Yuba Sutter Arts Council and "420 E Street" art community. Encourage live music and performance as both commercial and cultural uses. *See IP-1 – IP-14.*
- **Farm-to-Fork.** Sacramento has begun a regional campaign to brand the Central Valley as "America's Farm-to-Fork Capital." Marysville is in the heart of a region that produces a cornucopia of wine, olive oil, peaches, walnuts, honey, dates, and almonds. *See IP-1 – IP-14.*

Maintain an engaging events calendar with diverse local themes.

GG-10 **Marketing Events.** Maintain Marysville's impressive calendar of events, and encourage tours, museum visits, and other forms of cultural tourism. Connect visitors and residents to traditions, skills, and past-times which small town life and Marysville's living history. *See IP-41 – IP-46.*

Accommodate overnight stays with diverse lodging options.

GG-11 **Hotel Recruitment.** Encourage visitors to stay overnight by providing quality accommodations. Recruit a hotel (tourist-class or better) that targets cultural tourists and hospital-related visitors, as well as SR 20/70 motorists. Encourage Rideout Medical Center to participate and possibly lead in recruitment efforts. Gather information on hotel demand, such as the leakage of hotel business to surrounding communities. Assign responsibility for hotel recruitment to a recruitment manager. *See IP-23 – IP-27.*

Work with owners of parcels suitable for a hotel. Along E Street, a hotel would benefit from visibility and proximity to Rideout Medical Center. In the Downtown, encourage adaptive reuse of historic buildings, such as the Marysville Hotel and Silver Dollar – a former brothel well-suited to become a tourist attraction and possible hotel.

GG-12 **Bed & Breakfasts.** Promote new bed & breakfasts (including new "airbnb" formats) to increase lodging options. Continue to streamline the approval process for bed & breakfasts.

A unique desirable lifestyle choice for residents and employers.

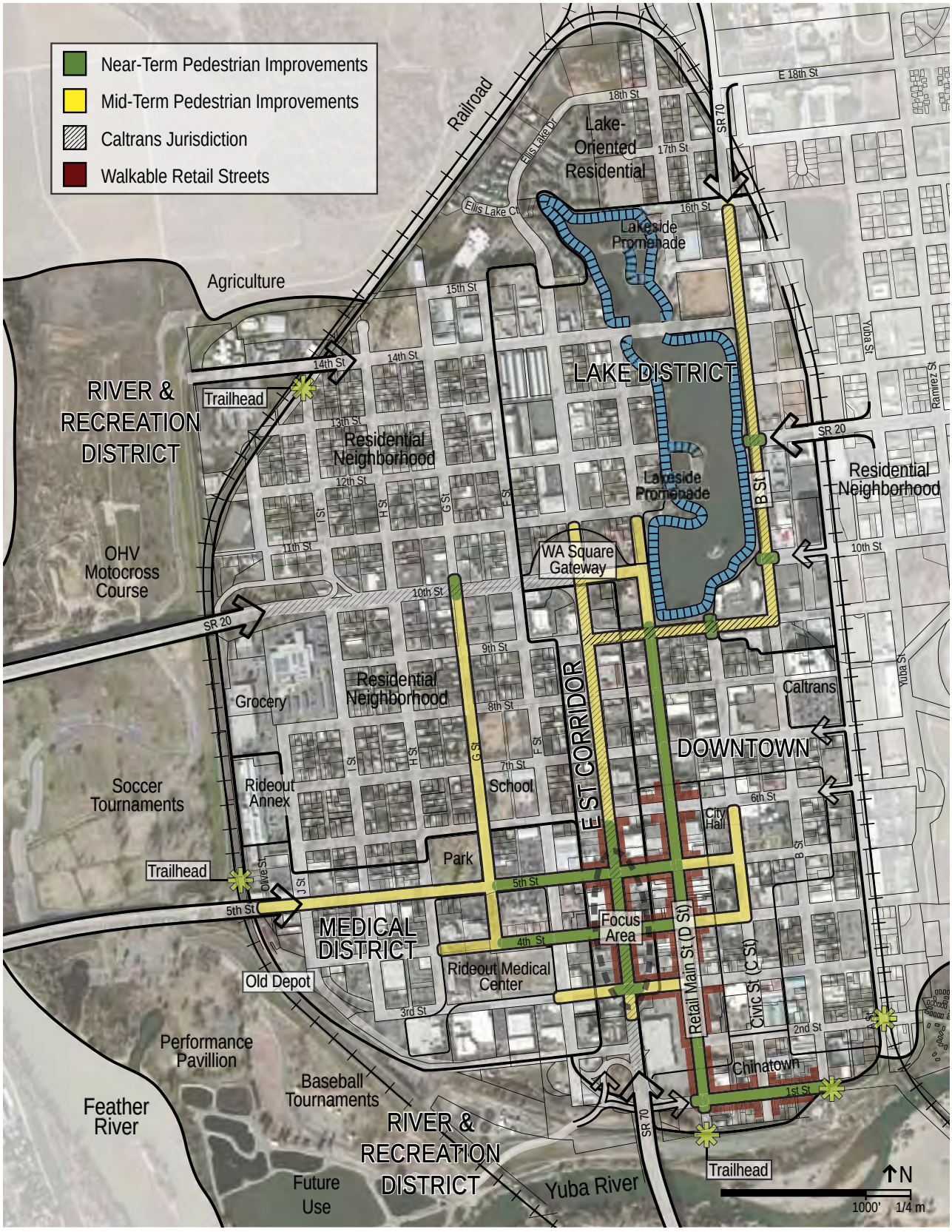
Reinforce Marysville's appealing human-scaled and pedestrian-oriented environments.

GG-13 **Form-Based Development.** Maintain Marysville's traditional pattern of street-oriented pedestrian-friendly buildings. *See IP-56.*

GG-14 **Patterns of Development.** Ensure that all new development reinforces Marysville's historic walkable street network and traditional street-oriented buildings. Ensure that new development within the Bounce Back Districts gives priority to the pedestrian experience. *See IP-55 – IP-59.*



Limited lodging options. *Large numbers of motorists and visitors suggest demand for a tourist class hotel.*



Priority Corridors Diagram. *Street improvements will make Marysville a more desirable place to live, work and visit. Target street investments to promote pedestrian safety and connectivity.*

GG-15 **Pedestrian Priority.** Maximize walkability in central Marysville by giving pedestrians priority generally and especially along Priority Corridors indicated in "Priority Corridors Diagram" and IP-70 – IP-76.

Provide easy access to local open space, recreation and amenities.

GG-16 **Complete Streets.** Establish a connected network of "complete streets" for pedestrians and bicyclists linking neighborhoods, commercial nodes, parks, and trails. *See IP-67 – IP-74.*

GG-17 **Recreation Facilities.** Improve and maintain parks and trails to be more active and attractive by making improvements and increasing wayfinding. Create a continuous interconnected trail network for hiking and bicycling. Provide significant opportunities to see and enjoy the natural environments associated with the Yuba and Feather Rivers. *See IP-91 – IP-98.*



Pedestrians crossing crosswalks. *With street improvements, heavy traffic on E Street and 9th Street need not present a barrier when walking Downtown.*



Pedestrian connections. *Storefronts, street trees, and canopies are among ways to make sidewalks pedestrian-friendly.*



Bicycle connections. *By capitalizing on its existing trails and street network, Marysville can become an extremely "bikeable" place.*







Housing options. *Marysville can offer a range of attractive housing options for people of different ages and incomes.*

Promote Marysville as a healthful and advantageous place to live and work.

GG-18 **Attractive Housing Options.** Work with residential developers to construct new housing in central Marysville. Give special attention to housing demand associated with the following demographic groups, and emphasize Marysville as a "lifestyle choice" that offers walkable access to recreation, shops, cultural destinations, and other amenities. Maintain flexible development standards that allow for a range of possible housing types. *See IP-56.*

- **Baby Boomers.** Recognize that baby boomers remain the largest age cohort in America and that, as they pass their childbearing years, large numbers of baby boomers are giving up single-family homes and moving to "in town" locations. As they retire, baby boomers may find Marysville's combination of charm and affordability particularly attractive.
- **Health Care Professionals.** Nurses, doctors and other health care workers generally work long hours and are short on time. Decent housing options that are only a short walk from work may be attractive to these individuals. Central Marysville can also be presented as a healthful choice, as walkability and access to recreation can to reduce rates of obesity and mental stress.
- **Senior Housing.** Senior citizens can remain independent longer in walkable locations where daily needs can be met on foot, such as in central Marysville. Furthermore, central Marysville offers extraordinary access to medical care, making it an advantageous location for assisted living apartments and assisted care facilities.
- **Beale Air Force Base.** Marysville's downtown neighborhoods may also offer an attractive lifestyle choice for single personnel, veterans, and families living off-base. Subdivision communities currently attract many airmen but offer none of the vibrancy, independent retail, nightlife, and entertainment choices that Marysville will increasingly offer.

- **Outreach.** Educate demographic groups who may be interested in housing on Marysville's strengths. Partner with Rideout Medical Center and Beale AFB Housing Management Office to provide access to Marysville housing listings, transportation options, and brochures on cultural and retail amenities to their workforce. Conduct surveys and focus groups so the development community can better understand needs and preferences of these important demographic groups.

GG-19 **Families and Youth.** Emphasize central Marysville as a family-friendly and youth-oriented community by emphasizing and continuing to expand recreation, commercial and cultural offerings. Encourage a family-oriented waterfront restaurant adjacent to Ellis Lake and the Gold Sox stadium. Make Downtown an attractive place for youth by offering retail and food options where students can study, gather and socialize. Connect central Marysville to Yuba College and Marysville High School, such as employing talents associated with Yuba College's Culinary School or young persons' aptitude for website development and social media. Sponsor events and classes of interest to youth, such as photography, cooking or job skill building. Connect youth to community partners to tap into their skills and energy in marketing, volunteering, and assisting with cultural events. Work with the transit agency to increase transit service to Yuba College and Marysville High School.

GG-20 **Employer and Entrepreneur Attraction.** Market Marysville to medical-related and other employers. Emphasize the lifestyle that it affords, access to cultural and commercial amenities, housing affordability, regional accessibility, and pro-business policies. Also recognize demand for shared work spaces by connecting with small businesses, creative entrepreneurs, students, and people who live locally but typically commute long-distances to work. *See IP-1 – IP-14; IP-23 – IP-27.*

GG-21 **Healthy Community Networks.** Solicit interest in Marysville from government and non-government agencies focused on building healthy communities. Consider resources made available by the Local Government Commission (LGC), Congress for New Urbanism (CNU), Smart Growth America (SGA), and others healthy community organizations.

Growing numbers of residents and employees.

Encourage infill development on underutilized land.

GG-22 *See IP-49 – IP-54.*

Clear convenient access to destinations.

Maintain an interconnected network of streets and enhanced pedestrian-environments.

GG-23 *See IP-70 – IP-76.*

Highlight and guide people to major destinations.

GG-24 *See IP-76.*

Make parking convenient while maintaining pedestrian-supportive environments.

GG-25 **Parking Wayfinding and Management.** Improve signage to available parking. Make parking convenient while recognizing that: the supply of public parking in more intensely developed settings is typically limited; parking demand varies by location, time, and price; large parking lots can be detrimental to walkability; and that parking garages are expensive to construct and difficult to finance. *See IP-61 – IP-68.*

GG-26 **Visual Impacts from Parking.** Maintain attractive pedestrian-supportive environments by screening parking lots as seen from the street, such as with low walls, landscaping, pop-ups, and concessions. *See IP-61 and IP-62.*

Provide frequent reliable bus service for seniors and youth.

GG-27 **Bus Service.** Work with the local transit agency to adjust bus service to better serve area youth, college students and senior citizens – recognizing that these groups are important patrons and/or employees. Advocate for more frequent and evening bus service between Downtown and Yuba College.

Shuttle Service. Explore creation of a lunch time shuttle bus that connects major employers, such as Rideout Medical Center and Caltrans, to Downtown eateries. Also consider shuttle and/or bus service providing frequent trips between central Marysville and Beale Air Force Base.



Public transit. *Downtown can benefit from more frequent and evening bus service, as many Yuba College students rely on transit to access downtown.*

Economic growth

Foster a dynamic and potent business environment through coordination and entrepreneurship.

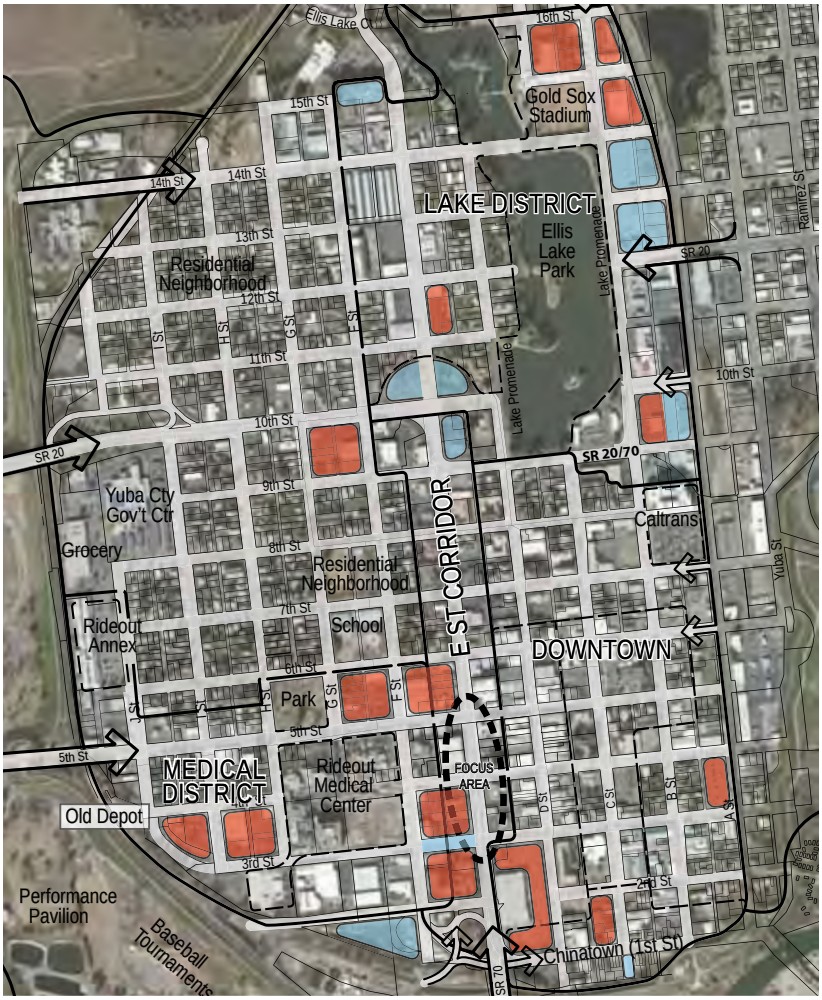
GG-28 **Business Associations.** Encourage and support the creation of business associations, which would coordinate marketing efforts, promote business recruitment, manage installations of "temporary" retail, and engage in other economic development activities, in collaboration with the City.]Maintain an online directory of local and regional businesses. *See IP-3 and IP-4.*

GG-29 **Entrepreneur Space, Amenities and Support.** Actively support and recruit businesses *(see IP-5 – IP-7)* and promote adaptive re-use and construction of new urban space. *See IP-52 and IP-55.* Encourage enhancements and programs that add to Marysville's amenities and sense of place. Offer financial and technical assistance to lower barriers-to-entry for fledgling retail entrepreneurs, making sure to provide for non-English speakers as well.

GG-30 **Public Investments.** Recognize the role that public investments, such as attractive pedestrian-oriented streets, can make in strengthening Marysville's business environment. *See IP-70 – IP-76 and IP-93 – IP-95.*

Encourage redevelopment of underutilized private property.

GG-31 **Development Recruitment.** Encourage development as described in IP-1 – IP-31 and IP-49 – IP-54, including adaptive re-use of existing buildings, and infill and redevelopment of underutilized parcels. Continue to offer low barriers to entry, as compared with other cities, while exploring additional ways to minimize barriers.



Development Opportunity Sites. *With numerous "development opportunity sites," the planning area has the potential for significant infill development -- and with it increased economic activity. Sites shown are illustrative and include private sites (red) and publicly-owned sites (blue).*

Leverage public assets.

GG-32 **Underutilized Land Assets.** Encourage redevelopment of underutilized publicly-owned property. Implementation vehicles include developer "requests for proposals," public-private partnerships, commercial concessions, and/or sale to adjacent property owners. Allow a range of land uses that respond to contemporary investor preferences, while maintaining the traditional pedestrian-friendly character of central Marysville, as is provided under IP-49 – IP-60.

GG-33 **Rights-of-Way.** Allow bay windows and balconies to project into public rights-of-way, where no setback is required. Allow colonnades (where balconies supported with posts cover sidewalks) on shopping streets, if signage visibility, utility access and other needs can be adequately addressed. *See IP-55 – IP-57.*

GG-34 **Streetscapes.** Recognize street improvements and other public amenities enhance real estate interest in Marysville and can leverage development on adjacent properties. *See IP-68 – IP-74.*



2nd Street right of way just west of E Street. *This right of way has little traffic and may be a candidate for redevelopment.*

Coordination and accountability.

Develop and execute economic development programs relating to cultural marketing, commercial revitalization, and private development.

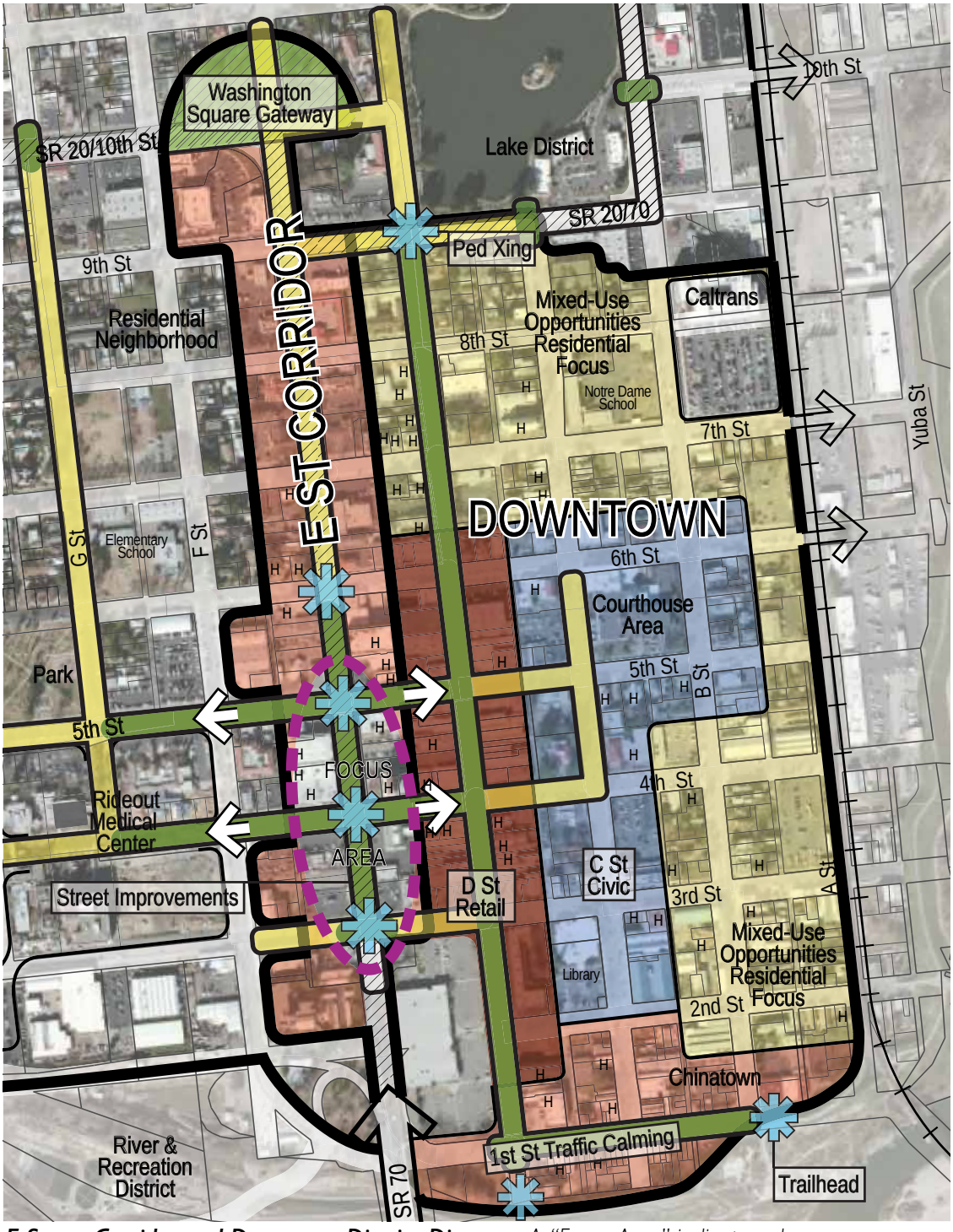
GG-35 **Program Management.** Assign a City staff manager with developing and helping to execute implementation programs, in close consultation with Marysville stakeholders. Manager domains include: cultural marketing *(see IP-32)*; commercial revitalization *(see IP-1)*; parking *(see IP-61)*; and private development *(see IP-49)*. While multiple managers might be assigned these domains separately, a single manager is preferred to manage multiple programs to maintain a consistent focus and integrate Plan goals, priorities, and implementing actions.

GG-36 **Outreach and Collaboration.** The City should coordinate with and actively enlist the support of Marysville stakeholder including property owners, business owners, residents, government agencies, and others. Communicate with and invite participation from groups who have an interest in central Marysville but tend to be underrepresented, such as area youth, seniors, and ethnic minorities, such as Latino, Sikh, and Chinese populations. Consider multilingual outreach and literature to broaden participation and support entrepreneurs who may fill the needs of underserved submarkets.





Outreach and collaboration. *Success of the Plan must rely on cooperation among business owners, property owners, residents, government agencies, and other stakeholders.*



E Street Corridor and Downtown District Diagram. *A "Focus Area" indicates where resources should be targeted in the near term. Also shown are priority street improvements, important pedestrian connections (as asterisks), and distinct subareas.*

E Street Corridor

"It all begins on E Street," remarked one Bounce Back Steering Committee member. Not only is the corridor a defining feature for over thirty thousand motorists each day, it is also the highly-visible gateway to Downtown and the whole of Marysville. Whether approached from the south on the E Street Bridge or from the north on the 10th Street curve, E Street needs to communicate that Marysville offers extraordinary cultural assets, small town charm, and urban vitality. Special attention should be paid to making improvements and attracting investments to the E Street "Focus Area" from 3rd Street to 5th Street, which is highly visible, serves as a "gateway to businesses of D Street, and contains intersections critical for easy pedestrian access between the Medical Arts District and Downtown.



E Street Corridor. *Historically, E Street was a center for community life -- as evidenced by the State Theater, Hotel Marysville and Hart Building. In the last fifty year, much historic fabric has been removed for auto-oriented businesses and highway improvements.*

A strong sense of arrival and gateway to destinations.

Prioritize improvements within the E Street "Focus Area" with an emphasis on high-impact "quick wins."

ES-1 **"Focus Area" Street Improvements.** Target the E Street "Focus Area" – between 3rd Street and 5th Street – for near-term place-making and pedestrian safety improvements. (The "Focus Area" presents unique advantages including: its visibility as a southern gateway, a significant collection of historic urban buildings, the 4th Street connection between Rideout's hospital and Downtown, Yuba City traffic arriving on 5th Street, and the major Habitat for Humanity redevelopment opportunity at 3rd Street. *See IP-80 – IP-86.*





Architectural lighting. *Dramatic lighting can instantly draw attention to a place. Architectural gems along E Street could be showcased this way.*



Roof-mounted lighting. *Roof-mounted lighting can communicate "urban center." Such lighting should be considered in and near the "Focus Area" but not allowed elsewhere.*



Canopy of lights. *While ambitious, extending a canopy of lights over E Street would create a dramatic gateway and vibrant sense of place.*

ES-2 **Public Art.** Organize and find sponsors for murals, while recognizing that some mural locations may be covered by future construction. Consider initiating an annual art exhibit featuring large-scale sculptures. Encourage other ideas for street art by asking for proposals or a hosting a competition, such as for unique bicycle rack designs, gateway art, etc.

ES-3 **Architectural Lighting.** Solicit proposals for dramatic lighting of E Street historic buildings, such as with colored flood lights, projections and installations. Works with property owners to allow installation and seek funding as part of cultural marketing efforts. *See IP-48.*

ES-4 **Roof-Mounted Lighting.** Allow and encourage roof-mounted lighting in the Focus Area, for dramatic visual impact and as an expression of a vibrant downtown. *See IP-57 and IP-58.*

Leverage E Street's traffic and visibility to attract food, entertainment and lodging.

ES-5 **Food, Entertainment and Retail Priority.** Make E Street a top priority for attracting attention-getting retail, food and entertainment perspective, in recognition of its high traffic counts and visibility – and its central location between the historic Downtown and Medical Arts District. *See IP-2.* Encourage attention-getting formats capable of drawing metro-area residents past the commoditized offerings that already exist closer to their homes, as well as prompting visitors and pass-through motorists to reconsider their perceptions of Marysville. Implement short-term lease and permitting assistance for 'pre-vitalization' efforts targeting vacant and underutilized shopfronts and parking lots. Limit ground floor land uses to commercial users that support pedestrian activity throughout the Focus Area. *See IP-80 – IP-86.*

In recognition of its high traffic counts and visibility as well as its central location between the Downtown core and Medical Arts District, the E Street Focus Area should be the top priority for encouraging and attracting retail – specifically, unique and attention-grabbing food, drink and entertainment uses. Allow merchants freedom to develop signage that is also visible to and grabs the attention of motorists.

ES-6 **Lodging.** Strive to diversify and upgrade lodging options along and near the E Street corridor that target cultural tourists, hospital-related visitors, and SR 20/70 motorists. *See GG-11 and IP-23.*







Reuse and Family Restaurants. Precedents exist for historic buildings and gas stations re-used as restaurants.

Utilize Washington Square Park as attraction and gateway.

ES-7 **Washington Square and 10th Street Curve Gateway.** Transform Washington Square Park into an active attraction and distinct landmark seen clearly from E Street and SR 70/SR 20. The "10th Street Curve" is where SR 70 turns onto E Street and should be considered in tandem with Washington Square Park because of limited access for motorists and pedestrians along the curve. Identify and evaluate possible ways to reuse the Park to create one or more attractions, such as a permanent farmers market, a large signature play area, a botanical garden, or weekly "music in the park." Consider private uses that would be viable given difficult access to the Park from some directions, as well as quasi-public uses, such as a larger relocated YMCA. *See ES-7, Priority 7 and IP-106 – IP-108.*



Washington Square Park. *Located on E Street and just one block from Ellis Lake, this park receives little use and might be developed to create an attraction.*





Pedestrian-friendly frontage. *Walking feels safe and inviting when sidewalks are lined with windows and entrances rather than blank walls or parking lots. Awning and street tree canopies further enhance the pedestrian experience.*





Planters. *Planters placed over concrete increase greenery without much expense.*

A pedestrian-friendly district that knits the community together.

Transform E Street into a boulevard that functions well for pedestrians as well as motorists.

ES-8 **E Street Improvements.** Make pedestrian-oriented and beautification improvements along E Street from 3rd Street to the Washington Square Park. *See IP-80 – IP-86.*

ES-9 **Pedestrian-Friendly Buildings.** Encourage adaptive re-use and infill development that lines E Street with storefronts and active courtyards/forecourtes. *See IP-56.* Consider concept plans for the State Theater and Marysville Hotel described in the 2004 Downtown Marysville Strategic Plan. Reduce visual blight where parking lots and auto-oriented uses face E Street by requiring low walls or landscaping at the edge of sidewalks. *See IP-57.* Consider a program to offer low-interest loans or tax abatements for retrofitting existing uses, provided that they line E Street with active pedestrian-oriented uses. *See IP-80 – IP-86.*

ES-10 **Multimodal Access.** Accommodate motorists' access and ease of travel, but not at the expense of central Marysville's walkability and revitalization. Pair significant pedestrian improvements and traffic calming with technologies that help maintain motorists' travel times. Prioritize wayfinding signage on E Street. *See IP-80 – IP-86.*

ES-11 **Precise Plans.** Consider generating block or multi-block urban design studies that show how pedestrian, motorist, and community preferences can be addressed through comprehensive planning. Precise plans should address the arrangement of buildings and parking, and should target uses that are ready to be received by the marketplace.

Downtown

Downtown includes Marysville's historic D Street, a remarkably intact historic "main street." Along D Street buildings and storefronts line the street and civic pride is evident from the extraordinary arches at D Street intersections. One block to the east, Maryville's City Hall, Yuba County's Courthouse and Library, and other civic uses address C Street. The Downtown District also includes Chinatown, where many commercial uses face First Street. The Downtown contains a mix of commercial, civic uses and residential uses, and can become a great place to live, as well as shop and work.





Downtown cafes. *Cafes offer important focal points that generate activity and support community life. "The Brick" and its outdoor courtyard are particularly notable.*

Popular and thriving retail-entertainment "Main Street."

Expand and reinforce a retail mix on D Street that is clearly differentiated from Yuba City's Plumas Street

DT-1 **Downtown Retail and Entertainment.** Promote a retail and entertainment mix that

- carves out a unique position in the regional marketplace and capitalizes on underserved submarkets;
- adds "mini-anchors" and other destination-type uses capable of driving foot traffic to other nearby businesses;
- builds on existing retail categories and niches;
- differentiates D Street from Plumas Street in the minds of metro-wide consumers; and
- emphasizes Downtown's history and ambiance.

Give special consideration to destination uses, "farm-to-fork" venues, and live music and entertainment. *See IP-1 – IP-27.*



Antique stores. *Downtown Marysville has a unique concentration of antique stores.*

Showcase Downtown as a pedestrian-friendly place.

DT-2 *See GG-5 and IP-15 – IP-22.*





Habitat for Humanity's Restore. *While ReStore succeeded in giving new life to a vacated Mervyn's department store, it does not generate high levels of use. Consider development on its parking lots, especially along D Street.*

Best use of Downtown's largest opportunity site.

Take advantage of and integrate the "Mervyn's site" into the fabric of Downtown.

DT-3 **Reuse and Redevelopment.** Encourage development of the Habitat for Humanity site as a mixed use project that redevelops the entire site or only its parking lots. Work with Habitat for Humanity to find an attractive development program, which would provide significant revenues and could advance the organization's mission, such as with the development of affordable housing. New development should maintain a ground-floor retail frontage along D Street, with an emphasis on Downtown retail and entertainment types noted above. *See IP-10.* Upper story uses like housing are encouraged. Consider a parking garage as part of redevelopment to take advantage of easy access from E St via 3rd St, if funding for construction has been identified. *See IP-62 – IP-65.*

DT-4 **Public Art.** Encourage art on the retail box façade facing E Street, such as with a mural, sculpture, or light installation. Public art in this location could go a long way towards way finding signage as motorists enter Marysville on SR 70.



Historic assets. *Downtown has numerous historic assets that should be preserved, while allowing reuse and intensification.*

Recognized destination known for its unique history and culture.

Strengthen Downtown as a cultural destination.

DT-5 **Downtown Destinations.** Downtown's vitality benefits from its many cultural destinations, including historic D Street, Chinatown and Chinese Museum, the Mary Aaron Museum, the Bak Kai and Buddhist Temples, etc. *See IP-32 – IP-40.* Downtown is also home to many houses of worship, which brings many people into the area on Saturdays and Sundays.



Chinatown. *Chinatown offers a unique collection of buildings but presently enjoys relatively little commercial activity.*

Encourage multi-family housing in the Downtown area.

DT-6 *See GG-18 – GG-21.*

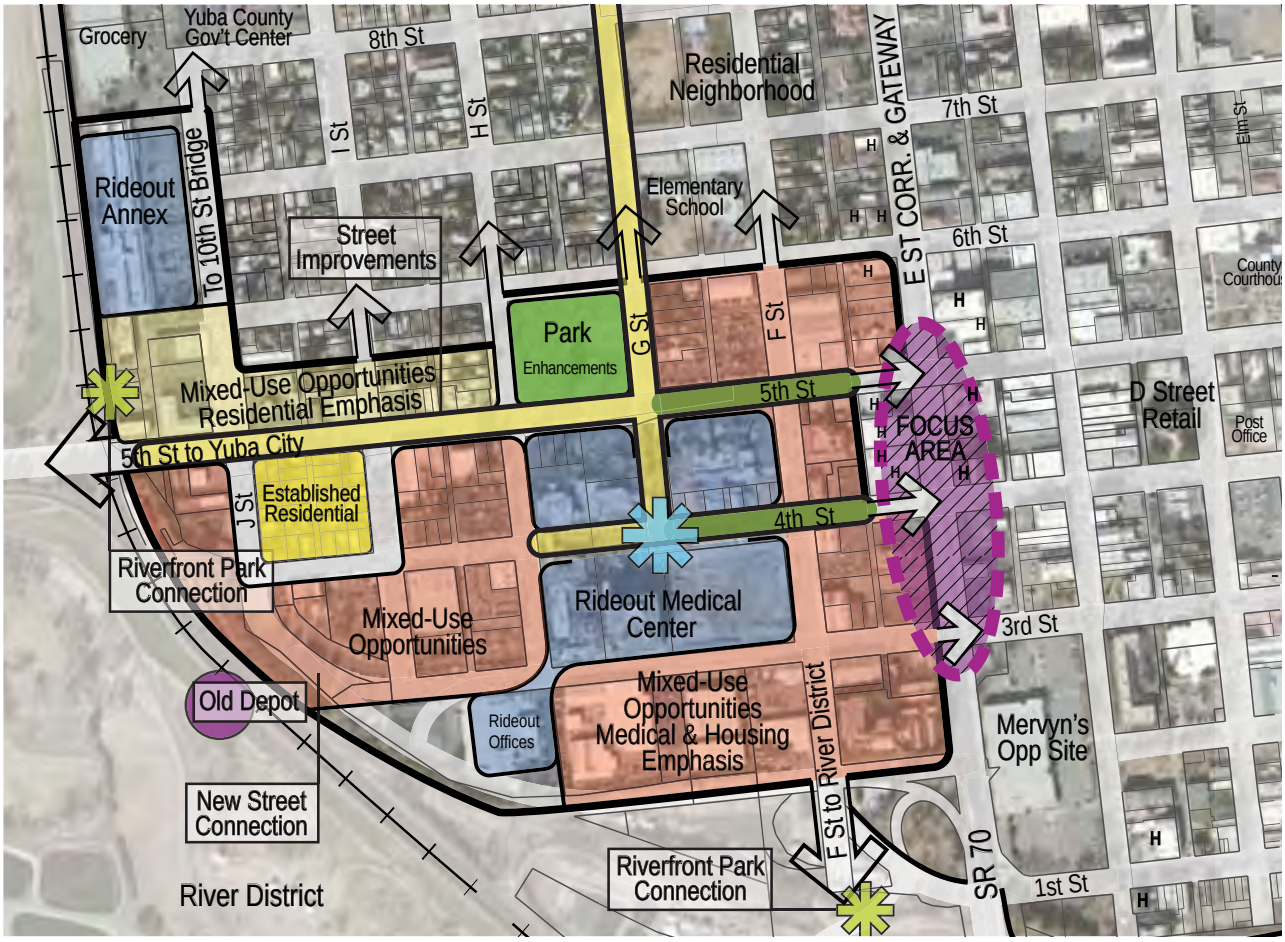


Habitat for Humanity site proposal. *As part of the 2005 "Downtown Marysville Economic Development Strategic Plan," planning firm MIG illustrated one scenario for how this site might be redeveloped. In this scenario, the "big box" remains, while a new parking garage is built on 3rd Street and lines D Street with retail. Ideally, building fronts would line as much of D Street as possible.*





Rideout hospital. *Rideout Medical Center's new high-rise hospital will bring significant new activity to the area and might leverage complementary real estate development.*



Medical Arts District Diagram. *A variety of uses can take advantage of proximity with Rideout Medical Center. The high-rise hospital's entrance and traffic to / from Yuba City make 4th and 5th Streets key east-west streets. G Street connects the hospital's entrance with resiential neighborhoods to the north.*

Medical Arts District

Medical Arts District is focused on Rideout Medical Center, one of Marysville's largest employer and perhaps its most promising economic engine. A constellation of medical-related uses are possible, such as labs, lodging, and research facilities, resulting in investment and increased demand for retail and housing. The Plan focuses on potential synergies within the District and among the "Five Districts," such as supporting E Street and Downtown vitality, increasing housing demand, and encouraging new lodging options.

A thriving medical and employment center with complementary uses and amenities.

Encourage complementary medical-related uses and activities.

MD-1 **Medical-Related Employment.** Recruit new medical-related employment, such as medical office, R&D, and laboratories, particularly through the redevelopment of underutilized parcels. *See IP-23.*

MD-2 **Comprehensive Master Plan.** Develop a comprehensive master plan illustrating what the Medical Arts District can become with short term and long term investment. Develop the master plan in consultation with Rideout Medical Center, UC Davis, and other potential development partners. Consider land use flexibility, form-based standards, street improvements, deferring taxes and/or fees, and other incentives.

MD-3 **Places for Healing.** Encourage the creation of places that emphasize the healing mission of the Medical Arts District, such as a healing garden for hospital patients and guests, community gardens for residents, or other contemplative places.

Encourage complementary commercial uses, while reinforcing economic revitalization along E Street and in Downtown.

MD-4 **Complementary Retail.** Encourage retail uses that cater to hospital guests and employees, such as quick-service food and drink concepts, a florist/gift shop and a dry cleaners. Such businesses, however, should be steered towards retail spaces along the southbound frontage in the E Street "Focus Area" *(see ES-5)*, with sufficient, readily visible off-street parking, so that they could more easily capture the attention and patronage of motorists.



Sullivan development opportunity site. *Situated within an easy walk of Rideout Medical Center, this site offers a unique opportunity for new housing or other complementary new uses.*







Existing residential. *Attractive residences occupy the neighborhood just north of the Medical Arts District, and should become increasingly attractive to hospital staff and others.*

MD-5 **Lodging.** Encourage a quality hotel in the vicinity of the Medical Arts District, such as in the E Street "Focus Area." *See GG-11.*

MD-6 **E Street Parking Strategy.** Prepare a parking management strategy for the Medical Arts District in collaboration with E Street property owners. Develop the strategy in conformance with parking management principles described in *IP-61 – IP-68.*

Improve walking and bicycle connections to urban amenities in Downtown and recreation opportunities in the River and Recreation District.

MD-7 *See IP-69 – IP-76 and IP-93 – IP-101.*

Strengthen walking connections between Medical Arts District, the residential neighborhood just north, and Downtown.

MD-8 *See "Priority Corridors Diagram" and IP-70 – IP-76.*

A residential neighborhood housing local health care workers and professionals.

Promote residential development opportunities.

MD-9 **Complementary Housing.** Encourage construction of new for-sale and rental housing north of 5th Street. Identify development opportunities and solicit interest by residential developers. Work with Rideout Medical Center and developers to survey staff and professionals and conduct focus groups to understand residential product preferences and build confidence. *See IP-49 – IP-54.*

Strengthen walking connections between Medical Arts District, the residential neighborhood just north, and Downtown.

MD-10 *See "Priority Corridors Diagram" and IP-70 – IP-76.*

Lake District

The Lake District is centered on Ellis Lake Park, an extraordinary scenic and recreational resource in the heart of Marysville. This asset has the potential to better serve community members and visitors. The Lake District also contains the B Street corridor, where vacant and underutilized properties present opportunities for reuse and redevelopment. West of Ellis Lake, housing, commercial and public uses present synergies and possibilities for new investment.



Ellis Lake Park. *Ellis Lake Park offers unique recreational amenities -- and notable civic architecture -- in the heart of Marysville.*

An active welcoming Ellis Lake Park with a notable identity.

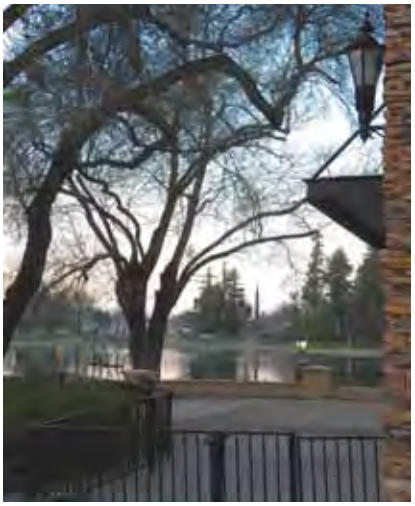
Increase opportunities for Park use and modernize facilities.

LD-1 *See IP-102 – IP-105.*

Provide strong walking connections to Ellis Lake Park.

LD-2 **B Street Improvements.** Enhance pedestrian crossings where across B Street. *See IP-68 – IP-74.*

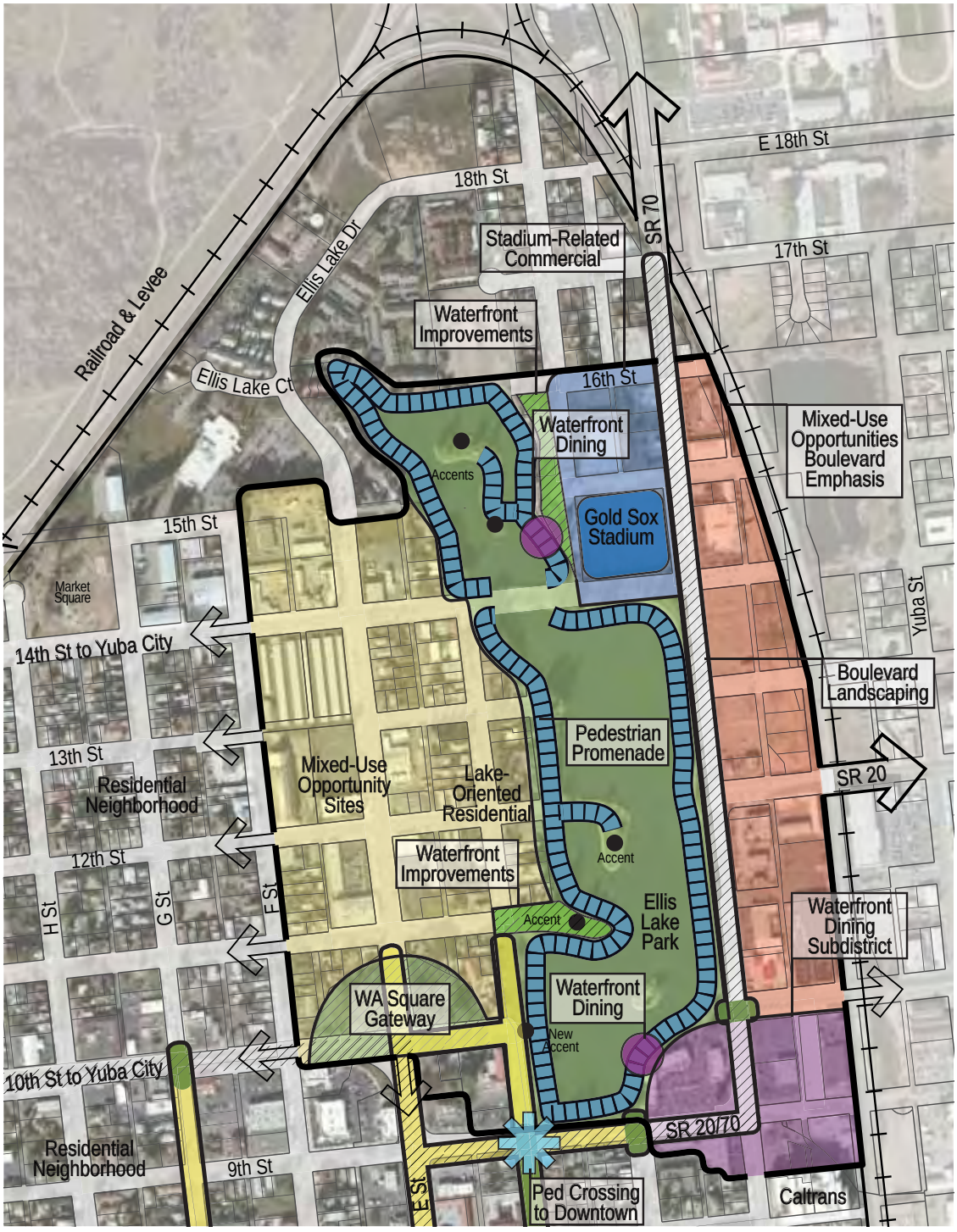
LD-3 **Washington Square Park.** Enhance the pedestrian environment on 10th Street between Washington Square Park and Ellis Lake Park. *See IP-106 – IP-108.*







Lake Promenade. *A continuous necklace of lights and waterfront dining opportunities would make Ellis Lake Park a more attractive destination.*



Lake District Diagram. *Ellis Lake Park needs to be reinforced as a destination by transforming its trail into an active promenade with better lighting, waterfront dining, and signature activities. Connections to the Park are critical, such as where D Street crosses 9th Street. Development opportunities surround the park, including the possibility of outlet stores and other "production retail" along B Street.*

LD-4 **Connections to Downtown and Neighborhoods.** Improve pedestrian access to Ellis Lake Park by enhancing crosswalks across 9th Street and B Street, as indicated in Figure ##, Priority Corridors. *See also IP-70 – IP-76.*

Enhance the real and perceived safety of Ellis Lake Park.

LD-5 *See IP-102 – IP-105.*



Signature attractions. *Unique recreational destinations could dramatically increase use of the Ellis Lake Park, such as climable mosaic art (upper left), a climbing tower (upper right), pedal boats (lower left), or castle-like climbing structure. Such attractions would leverage tourism and development in the area.*





B Street redevelopment and reuse. *The Bounce Back Plan promotes revelopment of vacant and reuse of underutilized parcels along B Street.*



Gold Sox stadium. *Colusa Casino Pack (the "Gold Sox" stadium) is home to minor league baseball and attract numerous people to the area. These visitors should be encouraged to stay after the game to enjoy Ellis Lake Park, waterfront dining, and local attractions.*

An active mixed-use B Street boulevard.

Remake the B Street corridor through reuse, redevelopment and street improvements.

LD-6 **B Street Boulevard.** Note that B Street is a Priority Corridor slated for street improvements. *See IP-70 and IP-78.* Consider near-term improvements to make the corridor into an attractive "boulevard," such as street trees and pedestrian-scaled street lights. Make pedestrian-oriented street improvements as developer interest in redevelopment begins to be expressed.

LD-7 **Flex Use and Production Retail.** Develop a strategy for attracting production uses that also offer with retail outlets, tasting rooms, or other visitor-oriented commercial. Consider uses that can leverage B Street as a "gateway" to Sierra agriculture and distinations. Also capitalize on high traffic volumes and proximity to the Gold Sox market. As reuse occurs, edge sidewalks with low hedges or walls, and encourage street-facing building entrances to the extent possible.

LD-8 **Boulevard-Facing Redevelopment.** Encourage new street-oriented development on underutilized parcels. Establish flexible land use regulations and align recruitment efforts to attract and support retail and workplace uses along the ground floor while allowing for residential uses on upper stories. At the same time, establish site development guidelines to transform B Street into a mixed-use boulevard. *See IP-56.*

LD-9 **Railroad Noise.** Adopt construction techniques to mitigate noise near the railroad as needed. Avoid uses for which noise may be difficult to mitigate.

Increase activity that complements the Gold Sox stadium.

LD-10 **Gold Sox Synergies.** Recruit one waterfront restaurant or food concessionaire adjacent to Ellis Lake and the Gold Sox stadium, to cater to families and game goers. Avoid direct competition with Downtown and E Street restaurants.

LD-11 **Gold Sox Retention.** Meet with Gold Sox management regularly to consider issues associated with the stadium's setting and to encourage Gold Sox' continued presence in Marysville.

Residential and employment west of Lake Ellis.

Pedestrian-friendly mixed-use development.

LD-12 **Lake District Development.** Allow a variety of uses west of Ellis Lake, such as office uses, multi-family and small-lot single-family residential, and live-work townhouses and lofts. Encourage adaptive reuse of architecturally noteworthy buildings. Maintain pedestrian-friendly street-oriented buildings with architectural guidelines and form-based standards. *See IP-56 and IP-57.* Retail uses are discouraged west of the Lake and north of 10th Street, to focus limited retail market demand to E Street and Downtown.

LD-13 **Street Improvements.** Make pedestrian-supportive street improvements generally but especially along Priority Corridors. *See "Priority Corridors Diagram" and IP-70 – IP-76.*



Adaptive reuse opportunity. *The Lake District has architecturally notable buildings that make excellent candidates for adaptive reuse, such as for residential lofts.*



Existing residential. *The Lake District has numerous residential homes with character but in need of repair and reinvestment.*

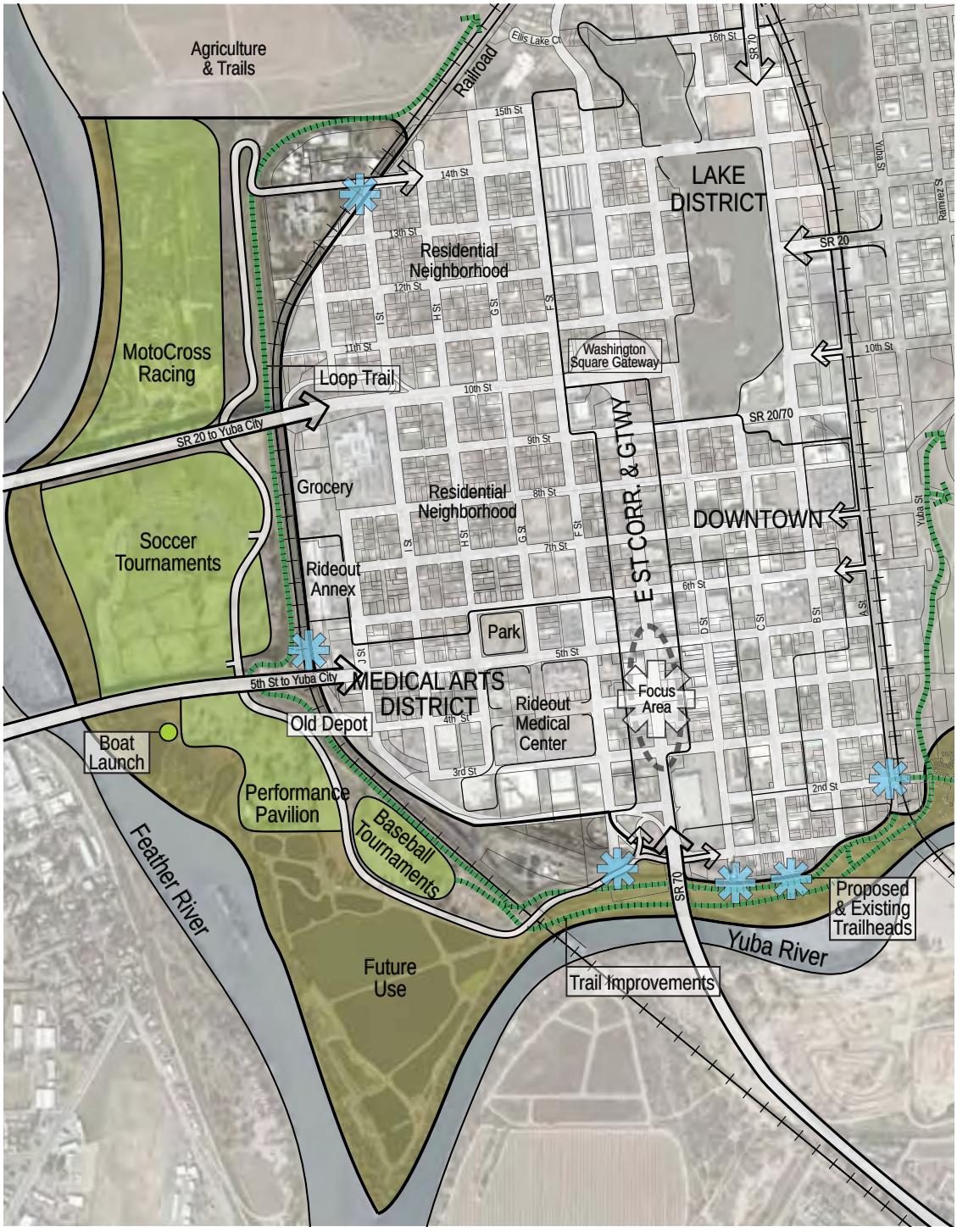
An ecologically healthy lake.

Promote Ellis Lake's ecological health and value.

LD-14 **Ecological.** Enhance water quality and natural areas associated with Ellis Lake. *See IP-102 – IP-105.*



Lake ecology. *Most of Ellis Lake is lined by concrete "rip rap," which prevents the lake from supporting greater biodiversity and negatively effects water quality.*



River and Recreation District Diagram. *The River and Recreation District offers extraordinary recreational amenities and destinations, but it remains largely "out of site" because it is separated from the town by levees and limited access points. Public information and visible "trailheads" are important for increasing use.*

River and Recreation District

The River and Recreation District includes Riverfront Park, open fields, river levees, and associated trails. The District is already a destination for many forms of recreation, including ballfields, an amphitheatre, and motocross. The Yuba and Feather Rivers – and the water sports that they afford – deserve special emphasis as activity generators and as features that make Marysville truly unique.



Feather and Yuba Rivers. *The Feather and Yuba Rivers offer scenic vistas and water sport opportunities.*

Widely-used and well-promoted riverfront features and events.

Take advantage of riverfront recreation opportunities, unique attractions, and events.

RD-1 **Park and Trail Access.** Provide safe, convenient and easy-to-find access to Riverfront Park, the Feather and Yuba Rivers, and Marysville's trail network. *See IP-93 – IP-95.*

RD-2 **Attractions and Events.** Enhance and promote Riverfront Park attractions and events. River sports and activities include fishing, boating, tubing, and community events like "regattas" and "rubber duck races." Active recreation can be expanded to accommodate tournament play, such as for soccer, baseball, and archery. Riverfront Park is also a destination for passive recreation, such as hiking, picnicking, and birding. Continue and encourage music and theater performances at Riverfront Park's pavilion. Consider food and other sorts of concessions during periods of high use. *See IP-109.*

RD-3 **Illegal Camping.** Continue to enforce municipal no camping laws. Encourage Yuba County to adopt and enforce no camping laws in river floodplains outside of Marysville's jurisdiction. Help connect homeless persons to social services.



Playfields. *The River and Recreation District includes numerous soccer and baseball fields. Tournament-level play could attract more visitors to Marysville if investments in bleachers and other facilities were made.*

Attractive levee as edge to urban districts and Riverfront Park.

RD-4 **Levee Beautification.** The edge of Marysville and the edge of the River and Recreation District are formed by levees. While some stretches of levee are landscaped, others are barren. Beautify barren parts of the levee. *See IP-100.*

Priorities

Resources Readiness

As its name implies, the "Bounce Back" planning effort must emphasize strategies and measures that accelerate revitalization in central Marysville. The near-term priorities are based on leveraging significant positive change while recognizing limits on available resources. The first step is to capitalize on existing resources, including:

- cultural attractions and events;
- Downtown's sense of place;
- large traffic volumes on SR70 & SR20;
- large employers (Rideout Medical Center, Caltrans and government);
- underserved consumer submarkets;
- extensive calendar of events; and
- connections to recreation and agriculture.

Near-Term Priorities

Near-term priorities comprise a "must do" list that focuses on catalyst projects necessary to set the stage for long-term economic growth. Taken together, near-term priorities highlight a "must do" list, which is limited in recognition of an old adage: "if most things are a priority, then nothing is a priority."

Near-term priorities should not to be confused with things that could get started with relatively little effort (or may have already gotten started). While every increment of improvement is vital to success, near-term priorities describe what should not be put off. This is not to diminish the importance, however, of progress needed across all areas of concern.

Priority 1 **Cultural Marketing.** Marysville offers extraordinary cultural themes that will be of interest to visitors from not only surrounding communities, but also Sacramento and the Bay Area. Articles, news releases, a website, social media, videos, and itineraries should be developed to communicate Maryville's themes and assets. *See IP-32 – IP-41.* Materials should be distributed to news organizations and tourist organizations throughout California, as well as to organizations and media outlets connected to the region's most promising submarkets. *See IP-1, IP-3 and IP-4.* Continue to host and advertise larger events, and maintain a complete and regularly updated calendar of events.

Priority 2 **E Street Corridor and Focus Area.** As a heavily traveled gateway opportunity: make "Focus Area" Street Improvements, recruit a family-style restaurant to E Street, and reduce vacant buildings and storefronts. Improve E Street's appearance, such as with public art and dramatic architectural lighting. Install attractive but prominent directional signage for D Street, Chinatown, Rideout Medical Center, and public parking. Approach Caltrans about sharing the cost of improvements and maintenance to mitigate increased traffic volumes. *See IP-1 – IP-14, IP-77, IP-80 – IP-86 and IP-88.*

Priority 3 **Active Vibe.** Promote frequent farmers markets, live music, art shows, weekly or monthly food truck fairs, and sidewalk concessions, especially when they reinforce Marysville's connections to agriculture (such as with local produce) and other themes. Encourage temporary use of vacant storefronts and lots, and parking fields. Work with merchants to keep display window lights on late and make display windows visually interesting. Encourage evening entertainment and businesses to stay open later. *See IP-15 – IP-22.*

Priority 4 **Retail Recruitment.** Retail recruitment activities should be initiated by working closely with merchants, landlords and brokers, as a marketing and recruitment manager is brought on board. The recruitment manager should begin by engaging stakeholders to understand issues and concerns, discuss strategies, and previewing recruitment ideas. Initial tasks should also include development of an "information clearinghouse" and a retail leasing brochure. A comprehensive suite of inducements and incentives should also be developed. *See IP-1 – IP-14.*

Priority 5 **Medical-Related Development.** Actively recruit medical-related uses and development to the Medical Arts District, in partnership with Rideout Medical Center and UC Davis. *See IP-23.* Develop a vision describing what the District can become at "build out." Focus on potential synergies, near-term market opportunities, and street improvements to enhance the area. *See MD-1 – MD-9.*

Priority 6 **Habitat for Humanity Site.** Encourage development of the Habitat for Humanity site as a mixed use project that redevelops the entire site or only its parking lots. Work with Habitat for Humanity to find an attractive development program, which would provide significant revenues and could to advance the organization's mission, such as with the development of affordable housing. *See DT-3 – DT-6.*

Priority 7 **Washington Square Gateway.** Transform Washington Square Park into an active attraction and distinctive landmark as seen from E Street and 10th Street. Allow for privately developed retail use, clearly visible from SR 70/SR 20, for a portion of the park, as a way of activating the space and paying for improvements. *See ES-7 and IP-106-108.*

Implementation Programs

The following programs organize implementing actions to correspond with how they are likely to be administered. While many goals and strategies are organized by District, many implementing actions will cut across district boundaries and fall within functional areas. Implementation programs highlight and integrate related activities.



Existing retail strengths. *Downtown Marysville continues to have some strong retail attractions.*





Need for retail revitalization. *Vacancy rates have increased over recent years.*

Commercial Revitalization

Retail-Entertainment Recruitment

IP-1 **Recruitment Manager.** Working in partnership with Marysville stakeholders, a recruitment manager should be assigned with identifying, screening, and pursuing "catalytic" and "synergistic" retailers (rather than rely solely on property owners and leasing professionals who advertise and then wait passively for prospective tenants). Ideally, the manager would manage other programs recommended by this Plan. *See GG-35 and GG-36.* The recruitment manager should have command of retail demand factors, including but not limited to:

- promoting Marysville as cultural and commercial destination, in terms of marketing and incentives *(see GG-10, GG-20 and GG-21)*;
- drawing from analogous markets elsewhere and demographic submarkets (s*ee GG-1: New submarkets);*
- delivering value-oriented retail (s*ee GG-2: Value-oriented retail);*
- assembling a compelling collection of mutually-reinforcing commercial uses (*see GG-3: Retail anchors and clusters)*;
- capitalizing on regional thru-traffic *(see GG-15 and GG-16)*;
- working to pre-empt loss of existing shops. *See IP-14: Business Retention;*
- attracting college students and youth with cafes and activities that allow them to socialize and study *(see GG-19: Families and Youth)*;
- complementing Marysville's small town character *(see GG-6)*; and
- bring a track-record with similar projects and dedication to collaboration and partnership.

The recruitment manager should work closely with merchants, landlords and brokers, to cultivate support and align interrelated activities. The retail recruitment manager should begin by engaging merchants, landlords and brokers to understand issues and concerns, discuss strategies, and previewing recruitment ideas. To assist with outreach and coordination, forming business associations is encouraged. *See GG-28 – GG-32.*



Existing marketing. *Commercial revitalization initiatives should build on existing efforts.*

IP-2 **E Street Priority.** Make attracting food, entertainment and retail uses to E Street a top near term, priority. Recruitment manager outreach should focus on those with holdings on or active along the E Street Focus Area and D Street. Emphasize family food and entertainment as being the most promising catalysts, particularly by targeting reginal "chainlets" rather than national chains. Push for unique, attention-grabbing concepts to entice visitors and communicate Marysville's revitalization. Start a pop-up program to incubate local or regional entrepreneurs.

IP-3 **Leasing Brochure and Website.** Publish a leasing brochure and website that highlights Marysville's advantages as a retail location and programs that support new businesses. Develop persuasive narrative that presents compelling data, cites relevant analogs, shares local merchant success stories, and informs prospective tenants of local retail programs and resources.

IP-4 **Information Clearinghouse.** Compile, analyze and offer easy downloadable access to information of interest to prospective tenants, including information that is not readily available to or easily obtainable by prospective tenants, leasing professionals or property owners, such as a database of all available spaces, number of daytime workers, new projects and initiatives, specifics on permitting procedures process, and available programs and resources, such as façade improvements and merchandizing programs.

IP-5 **Retail-Entertainment Prospects.** The retail recruitment manager should devise and pursue a list of targets, focusing on ones that would be transformative for Marysville yet too risky and time-consuming for property owners and leasing professionals to spend time and resources trying to attract. These include:

- **Unique, attention-grabbing food, drink and entertainment concepts** (including live music/performance venues) for the E Street Focus Area, concentrating on regional and local chain-lets that have

previously opened and thrived in other analogous districts at roughly similar points in their respective evolutions.

- **Modestly sized "mini-anchors"** for larger spaces along D Street like, for instance, an outdoors outfitter, discount variety retailer, family clothing store, Latino-oriented grocer, medical clinic, etc.
- **Other in-line tenancies along D Street** that cater to underserved sub-markets and/or synergize with existing niches, like, for example, a café that doubles as a "Third Place" for area students and young adults, "farm-to-fork" businesses that feature locally-grown foods (e.g. peaches, nuts, honey, rice, wine, etc.), consignment/vintage stores that appeal to a similar customer as the antique dealers, etc.
- **Additional locations of well-established and popular businesses** from Chico, Grass Valley and other destinations along SR 70/20, for the retail component of the new Washington Gateway Park.

In developing this list, the recruitment manager should use as a starting point the enclosed table indicating"Initial List of Promising New Retail Types" and should continuously update it as trade area demographics and retail industry trends evolve. Avoid prospects that cannot be accommodated in available space controlled by willing landlords.

IP-6 **Mini-Anchors.** Try to attract "mini-anchors" that use compact urban formats, such as discount variety retailers, sporting equipment, or family clothing stores. Identify larger development opportunity sites, such as vacant lots, parking lots, and underutilized buildings (low-rise and non-historic), and seek developer and retailer interest in these sites for mini-anchors. Examples include the 27,000 sf parcel at 520 D Street, the 12,000 sf parcel at 519 D Street, and "Mervyn's" parking lot.

IP-7 **Retail Incubation.** Actively support existing cottage industry, nano and micro-entrepreneurs, vendors, local crafts and makers with a program that outlines what the path to business growth looks like in Marysville. The businesses that are relate to the historic and cultural themes would do especially well; manufacturing of tech and sensors relating to agriculture, crafts and gifts to support visitors and the ride out hospital patients and families, and retail that offers a unique service or skilled workshop related to the themes outlined above, like saddle making or cooking classes. Encourage new

Initial List of Promising New Retail Types

Marketing strength of promising uses has not been validated through research. Some uses may need to be combined to become economically feasible.

FOOD SHOPS

Wine shop & tasting room
Olive oil shop & tasting room
Local nuts and honey
Local fruit
Cheese shop
Specialty foods
Ethnic grocery stores

FOOD SERVICE

Family Restaurant
Family entertainment restaurant
Brewpub & restaurant
Coffee house / cafe
White tablecloth restaurant
Student-serving wi-fi cafe

GOODS AND SERVICES

Apparel
Sporting goods
Recreational outfitters (fishing, camping, ect.)
Leather and western goods
Candles and other wax products
Florist, gifts & greeting cards
Toys and games (all ages)
Kitchen & culinary supplies
Household items
Fabrics & other soft goods
Taxidermy
Electronics
Computers & repair
Salon & Beauty products
Art galleries
Art supplies

NEAR HARDWARE STORE

Architectural lighting
Gardening supplies
Home decorating

ENTERTAINMENT

Multiplex cinema
Bar-restaurant with live music
Game arcade
Indoor shooting range
Riverfront Park amphitheater
Heritage crafts and education

PRODUCTION RETAIL *(B Street)*

Coffee roasting
Winery
Brewery
Apparel and leather goods
Motorcycles & off-road vehicles
Architectural salvage
Micro manufacturing
Agricultural equipment and technologies

WATERFRONT / STADIUM AREA

Restaurant
Ice cream
Bicycle rentals
Boat rentals

VISITOR SERVICES

Visitor center
Visitors resources
“Merchant ambassadors” program
Itinerary assistance



Live music. *Live music and performance should be encouraged to add vitality and attract more visitors.*

restaurants, tasting rooms, market halls, and outlet stores, which feature locally grown foods, such as peaches, nuts, honey, rice, and wine.

IP-8 **Live Music and Performance.** Encourage live music and performance, particularly as might appeal to Marysville submarkets and regional submarkets, such as Beale Airforce Base residents. Encourage near-term "pop ups," such as short term events in an otherwise vacant storefront. Also pursue long-term growth in music and performance, such as by restoring the State Theater and other performance space.

IP-9 **Incentives for Retailers.** Support retailers by helping to maintain a high-quality shopping experience, especially along pedestrian-oriented retail streets. *See IP-15 – IP-22.* Develop a package of inducements so to incentivize a desired retail mix with, for example, low-interest loans to help with build-out costs or façade improvement, expedited or "concierge" permitting to accelerate store openings, and ways to lower build-out and move-in costs.

IP-10 **Habitat for Humanity Site.** Approach Habitat for Humanity, the current owner of this site, about the potential for redeveloping all or part of the site. Work with Habitat for Humanity to find and reach agreements with development partners. Maintain a ground-floor retail frontage along D Street, and try to recruit "mini-anchors." Upper story uses are encouraged, and upper story housing would fit well with Habitat for Humanity's mission. Consider a publicly-accessible parking garage as part of redevelopment, to take advantage of easy access from E Street via 3rd Street. *See IP-64.*

IP-11 **Non-Retail Magnets.** The City should support and continue to lure non-retail destinations that attract large numbers of visitors, such as community theaters, art galleries, libraries, museums, a visitors center, pop-up events, large educational institutions, etc.

IP-12 **Pop-Ups and Temporary Retail.** Allow occasional use of vacant lots and surface parking lots by food trucks, sidewalk florists, and other concession carts. Consider commercial concessions in public parks. *See IP-102, IP-106 and IP-109.*

Allow and encourage low-cost, short term use of existing buildings, vacant lots and parking lots, such as use of vacant storefronts for art shows and music events. The recruitment manager should devise a program for "temporary retail" program to offer low-cost/low-risk opportunities for a range of businesses and uses.

IP-13 **Reluctant Landlords.** Engage property owners who control vacant retail space to understand and help address obstacles to leasing, such as with short term lease templates, graduated rents, facade improvement programs or other incentives. Help connect prospective tenants with these opportunities.

IP-14 **Business Retention.** Try to preempt loss of existing shops. Work with existing merchants to identify businesses at risk and connect them to education and other assistance. *See IP-15 and IP-17.*

Retail Presentation

IP-15 **Merchandising.** Provide training and information to retail businesses on how to improve the physical presentation of goods and services, in the store and from the street. Emphasize display windows as seen at night by offering low-cost low-energy display lighting (possibly with assistance from PG&E), along with technical design assistance. Allow retailers freedom to develop signage that can grab attention.

IP-16 **Technical assistance workshops.** Sponsor workshops open to all merchants and required of those receiving financial assistance from the public sector, these seminars, to be designed and conducted by local service providers and/or industry experts (if not already), would cover a wide range of subjects, including aesthetics and cosmetics, merchandising and pricing, marketing and social media, operational standards, etc.

IP-17 **Façade Improvements.** For existing buildings with retail, establish a low-cost revolving loan fund or matching grant program for improvements including architectural lighting, awnings and signage. With new construction or major renovations, encourage architectural lighting along shopping streets. To guide such improvements, solicit and offer free or low-cost technical assistance from design professionals. Consider incentives and/or fines to motivate property owners to clean and fix broken awnings, signs and windows. clean and fix broken awnings, signs and windows.



Retail presentation. *Many merchants give careful consideration to how merchandise is displayed and lighted, which should be encouraged among all merchants.*



Retail at night. *Merchandise can be made more appealing by how it is lighted. Retail streets are more attractive when most retailers light merchandise at night.*



Empty storefronts. *Work with property owners to properly maintain buildings and make them more attractive, particularly at night.*

IP-18 **Nighttime and Weekend Presence.** In an effort to encourage later opening hours and improve perceptions of safety, the City should work with PG&E and design professionals to offer low-cost, low-energy lighting of window displays that would remain on until 10 pm or later, even when the business itself is closed, starting with a demonstration project that focuses on certain blocks and times, so as to concentrate and test the impact. Encourage store owners to stay open in evenings and/or weekends.

IP-19 **Empty Storefronts and Lots.** Improve the presentation of empty storefronts by working with property owners to create immediate visual interest with a turn-key flexible space that is clean, painted, and well lighted during evenings. Consider how to allow and encourage improvements to empty storefronts and lots, such as direct grants, low-cost loans, tax abatements, and technical assistance. Allow occasional (weekly or monthly) use of vacant lots and surface parking lots by food trucks and merchandising carts. *See IP-19.* Encourage temporary pop-ups and temporary retail in empty storefronts and lots (see above).

IP-20 **Cleanliness and Maintenance.** Keep shopping streets in pristine condition. *See IP-87.* Provide assistance to merchants and property owners to quickly remove or paint over graffiti.

IP-21 **Public Safety Specialist.** Retain a specialist to work with City officials and law enforcement personnel to improve perceptions of public safety, particularly from the perspective of demographic groups who feel more vulnerable such as women and senior citizens. Emphasize environmental design, community watch programs, and public information, as crime levels are actually low.

IP-22 **Street Improvements.** Maintain pedestrian-friendly sidewalks and amenities along "Pedestrian-Oriented Retail Streets. *See "Priority Corridors Diagram" and IP-70 – IP-76.* Provide generous street lighting along pedestrian-oriented retail streets, especially along sidewalks. Avoid construction activities that could put stores out of business.

Other Commercial Uses

IP-23 **Medical-Related Uses and Lodging.** The recruitment manager should coordinate recruitment efforts for new

medical-related employment *(see MD-1)* and a quality hotel (*see GG-11)* in partnership with Rideout Medical Center.

IP-24 **Entrepreneur Space.** Consider enterprise programs that can help small businesses get started within the local economy. Promote shared work space formats that offer small businesses flexible work stations and shared facilities like conference rooms, printers, and kitchenettes. Flex spaces could also be used for business training and connect to local art and other programs.

IP-25 **Gold Sox Precinct.** Adjacent to the Gold Sox stadium, encourage a waterfront food concession and other complementary uses. *See LD-10 and LD-11.*

IP-26 **B Street Corridor.** Explore the potential for new light industrial and warehouse uses with consumer outlets along B Street, such as wineries with tasting rooms, breweries with brew pubs, food processing and outlets, apparel distributers with retail, etc. Also explore the potential for redevelopment of underutilized parcels by meeting property owners and presenting information on potential development yield and possible financial incentives. *See IP-65 – IP-68.*

IP-27 **Lofts and At-Home Businesses.** Encourage conversion of vacant structures and poorly-performing industrial buildings into live-work lofts, art studios, and other work space. Continue to allow at-home businesses and other live-work arrangements.

Funding for Commercial Revitalization

IP-28 **Grants.** Government and private foundation grants are available for the improvement and maintenance of "main street" districts, local museums, art and performance venues, and historic preservation. Examples include the National Endowment for the Arts' "Our Town" grants and The Knight Foundation's "community initiatives."

IP-29 **Business Improvement District (BID).** While a BID was recently disbanded, a carefully cast BID could be effective at funding cultural marketing and commercial revitalization activities. In a BID, business owners and/or property owners within a specific geographic area agree to pay an annual assessment, which is then used to fund a wide range of services such as enhanced maintenance and security, marketing and promotional support, and special programs and events. Assess-

ments in a BID are usually collected by the City but are frequently administered by a business association or similar nonprofit group. BIDs can only be formed with a majority agreement among those assessed.

IP-30 **Transient Occupancy Tax (Hotel Tax).** Local governments often dedicate a portion of TOT tax revenues for activities that promote the community as a tourist destination (which in turn increases overnight stays and TOT revenues).

IP-31 **Donations and Volunteers.** The donations of labor and cash by service organizations, private groups, or individuals could significantly augment the cost cultural marketing and commercial revitalization activities, but are often insufficient to sustain programs over time.









Calendar of events. *Continue to encourage Marysville's exceptional calendar of events, such as the Bok Kai Festival (shown).*

Cultural Marketing

Marketing Information

IP-32 **Marketing Manager.** Working in partnership with Marysville stakeholders, a marketing manager should be assigned with developing and disseminating information on Marysville's destinations and themes *(see GG-8: Cultural Themes and Destinations)* with specific activities noted below. Ideally, the manager would manage other programs recommended by this Plan. *See GG-35 and GG-36.* Cultural marketing should also highlight attractions and events associated with Marysville's parks and trails. *See IP-98, IP-99, IP-102, IP- 106 and IP-109.* The marketing manager should also help promote consistent branding, support event planning, and encourage tours. *See IP-42 – IP-47.*

IP-33 **Itinerary-Focused Marketing.** Develop an itinerary based marketing plan to encourage visitors to explore Marysville's unique cultural themes and destinations. *See GG-8: Cultural Themes and Destinations.* The marketing plan should include, but is not limited to, the following elements.

IP-34 **Itineraries, Articles and News Releases.** Suggest and encourage itineraries of interest to cultural tourists, and generate articles focusing on Marysville's themes and events, for publication in: travel magazines and travel websites, Bay Area and Sacramento newspapers, and other publications. (For example, identify farms open to the public and local farm-to-fork eateries, and communicate this information within an article of interest to food bloggers.) Assist authors by offering access to archives with articles, press releases, historic research, and digital photos. Before events, generate news releases that also explain cultural context surrounding the event. Cite Marysville's marketing website in materials.

IP-35 **Marketing Website.** Just as Marysville needs to capture the attention of motorists passing through town, it needs to attract the attention of visitors before they "hit the road." Develop an online presence for cultural destinations and local businesses. Maintain a website that connects potential visitors to information on Maryville's many attractions and "must see" recommendations. Website tabs might include: shopping and entertainment, cultural attractions (historic sites, museums, art, and performance, etc.), lodging, outdoor recreation, events, itineraries, tours, links to articles, and a gallery of photos. Make a business directory,

calendar of events, and other literature. Address access to information on smart phones and downloadable as PDF files. Provide detail on travel logistics, such as directions to attractions and parking locations. Frequently update the website with articles on upcoming events and local accomplishments. Drive internet traffic toward the marketing website, such as from on-line publications and tourism organizations. Offer "passport" discount packages and coupons.

IP-36 **Social Media.** Social media is free and can link to participants of large well attended cultural events in interesting ways. Social media can also connect to state and national organizations and web publications, such as "www.visitcalifornia.com." Develop a social media presence by creating and regularly updating social media pages and posts. Use the internet to offer coupons/discounts at local shops and eateries. Develop videos highlighting Marysville's themes and destinations, and post on YouTube and on the marketing website. Create a series of tags so townsfolk and visitors can participate with pride in marketing Marysville. For example #CA-Goldrush #BokKaifestival #MarysvillisPeachy etc.

IP-37 **Web Assistance.** Encourage businesses to maintain an effective online and social media presence. Work with shops and organizations to build free websites and use social media. Offer website classes and direct assistance free or at low cost, such as by using volunteers (especially youth volunteers). Offer merchants with no-cost access to digital photographs for use on websites.

IP-38 **Historic Plaques and Cultural Signage.** Install historical plaques that reinforce Marysville's cultural themes and resources. Use street pole banners and other opportunities to communicate Marysville's themes, destinations and events. *See IP-81.*

IP-39 **Visitors Center.** Establish a well-lighted well-signed visitors center in a storefront along E Street. Provide information on local destinations, lodging and businesses, in person, on line and with literature. Accommodate the needs of visitors, such as by offering fishing/hunting licenses, and maps locating local farms and recreation. Offer coupons/discounts for local shops, products, publications, and events.

IP-40 **Marketing to Workforce.** Inform Marysville's large workforce of restaurant, retail and cultural offerings, by developing on-line resources and publications. Ask Rideout Medical Center, Caltrans, and other major employers, to make marketing material available.

IP-41 **Branding.** Review and refine marketing logos and tag lines. Consistently incorporate a shared logo and tag line in marketing materials.

Marketing Events

IP-42 **Event Coordination and Creation.** Maintain and continue to expand Marysville's impressive calendar events. Work closely with merchants and organizations to encourage and coordinate events and organizers, and address challenges. Encourage cross-promotions, such as "farm-to-fork" tours connecting to local specialty shops, mural tours connecting to local galleries, and rodeo events that connect to local leather crafts.

IP-43 **Pop Up Events.** Promote temporary activities that add to Marysville's vitality, such as art shows and openings, displays of local photography artifacts, tasting of local food and wine, fashion truck fairs, etc. Consider and reduce potential barriers to temporary events. Reach out to local stakeholders to encourage pop up shops and events. Implement a "windows on history" exhibit with a focus on vacant and underutilized display windows.

IP-44 **Theme-Focused Workshops.** Encourage workshops that offer instruction and participation in Marysville's cultural traditions. *See GG-8: Cultural Themes and Destinations.* Workshops that connect to Marysville assets include culinary workshops focusing on regional produce, and saddle and leather craft.

IP-45 **Museums.** Support and help market local museums. Enlist professional expertise to protect, fund, and market cultural and historical assets at levels that volunteers cannot support. Explore ways to associate local museums to The Oakland Museum of California for assistance with exhibits, curation, publications, and professional practices, and to use The Oakland Museum of California's large network to find and receive grants. *See IP-28 -- IP-31 for additional potential funding mechanisms.*

IP-46 **Walking Tours.** Update self-guided walking tour literature to reinforce Marysville's cultural themes and destinations. Show landmarks and cultural points of interest, such as a "passport to the past" tour. Provide both short and long tour options.

IP-47 **Bus Tours.** Reach out to and encourage tour bus companies from Sacramento and the Bay Area to offer itinerary day trips to Marysville.







Popup events. *Occasional food trucks and use of parking spaces for "parklets" encourage perceptions that a place is fun and hip.*

Funding for Cultural Marketing

IP-48 See IP-28-- IP-31 for potential funding mechanisms.



Investment opportunities. *Marysville offers unique opportunities for the re-use of character-rich older buildings, while simultaneously offering opportunities for new infill development.*

Private Development

Development Recruitment

IP-49 **Development Manager.** Working in partnership with Marysville stakeholders, a development manager should be assigned with identifying, recruiting, and encouraging the completion of development that supports community goals. Ideally, the manager would manage other programs recommended by this Plan. *See GG-35 and GG-36.*

IP-50 **Target Uses.** Recruit developers for commercial uses, as described in IP-1 -- IP-14. Recruit developers for residential uses, as described in GG-18: Attractive Housing Options. Also encourage adaptive re-use of industrial buildings and construction of new urban buildings that appeal to young entrepreneurs.

IP-51 **Local and Real Estate Partners.** Coordinate efforts with Yuba County Alliance for Development (YuCAD), and other economic development partners to attract new investment that supports community goals. Consider participation in commercial real estate networks and organizations, such as the International Council for Shopping Centers (ICSC), Urban Land Institute (ULI), and National Association of Industrial and Office Properties (NAIOP), etc. Consider technical assistance made available to underserved communities by ICSC, Local Government Commission (LGC), and Smart Growth America (SGA).

IP-52 **Profitable Building Types.** Consider development of a "pattern book" of profitable building types by virtue of low construction costs and efficient layouts. The pattern book would present easy-to-adapt building diagrams along with representative financial proformas, and applicable lending programs.

IP-53 **Development Catalysts.** Reduce entitlement risk to incentivize new development. Consider development of master plans for major development opportunities, such as the E Street Focus Area, the Habitat for Humanity site, Gold Sox stadium area, B Street corridor, and the Medical Arts District. Consider efficient and synergistic arrangements for buildings, marketable land uses, and parking, while allowing a wide range

of land uses. Utilize master plans to build political and community support for development projects.

IP-54 **Technologies for Corporate Real Estate.** Utilize technology to reach out to prospective investors. Marysville's current community of investors, developers, and brokers play an outsized role in influencing the community's economic health. Broadcast opportunities as well as local priorities and incentives using Internet tools to enhance visibility and capture while reducing costs, and saving staff time.

Development Practices

IP-55 **Business-Friendly Practices.** Continue planning and project approval practices that encourage private investment, such as no or low on-site parking requirements. Remain watchful for ways to further streamline project approvals and permitting, such as ways to capture targeted retail types, and toencourage temporary "pop-up" use of empty storefronts and lots. Ask developers of larger projects to develop proposals with community input, to avoid community member opposition and reduce entitlement risk.

IP-56 **Form-Based Development Standards.** Consider adoption of form-based development standards. Form-based standards focus on essential building-to-street relationships, while allowing flexibility regarding land use and development intensity. Allow a range of land uses that respond to contemporary investor preferences, while maintaining the traditional pedestrian-friendly character of central Marysville. The following form-based characteristics are critical for enhancing Marysville's character and attracting investment:

- **Street frontage.** Line sidewalks with building fronts and landscaping, and generally avoid parking lots or blank walls along streets. New buildings should be built at or near the street property line. Allow courtyards and forecourts in lieu of building fronts.
- **Retail streets.** "Build-to lines" at the sidewalk are recommended along Walkable Retail Streets *(see "Priority Corridors Diagram").* Storefronts or other active uses should be generally maintained facing sidewalks along Walkable Retail Streets.
- **Pedestrian entrances.** Principal building entrances should be easily accessible from public streets and sidewalks.



Pedestrian-friendly features. *Form-based development standards focus principally on how buildings should help make attractive pedestrian-friendly streets. Like traditional buildings, form-based standards encourage street-facing windows and entrances, as well as little or no front setback.*

- **Fenestration.** Building facades that face streets should have generous windows.
- **Storefronts.** Maintain storefronts with generous windows along "Pedestrian-Oriented Retail Streets" and allow storefronts in other locations.
- **Building Projections.** Allow bay windows and balconies to project into public rights-of-way, where no building setback is required. Allow colonnades (where balconies supported with posts cover sidewalks) on shopping streets, if signage visibility, utility access and other needs can be adequately addressed.
- **Parking Lots.** Avoid large parking lots along Priority Corridors, and especially along Walkable Retail Streets *(see "Priority Corridors Diagram")*. Where parking lots cannot be avoided along sidewalks and streets, screen the parking with low walls and landscaping.

IP-57 **Architectural Guidelines.** Provide development guidance with flexibility to reinforce Marysville's walkability, charm and human scale. Address the character of building facades, entry features, projecting elements, landscaping, lighting, color, materials, etc. Address the potential form of on-site open space, such as courtyards, forecourts, balconies/loggias, and terraces. Adopt context-sensitive guidelines where historic resources or other important characteristics are concentrated, while maintaining creative freedom.



Urban signage. *The recent renovation depicted illustrates how signs can emphasize but not detract. It features window signs, awning signs and a "blade" sign perpendicular to the building's face.*

IP-58 **Signage Guidelines.** Develop signage guidelines to illustrate desirable signage types, such as for blade signs (hanging over sidewalks), wall-mounted signs, window signs, etc. Allow roof-mounted signs along the E Street corridor to strengthen its sense of arrival. Encourage freedom of expression in forms, colors, fonts and lighting.

IP-59 **Pre-Vitalization.** Work with property owners to encourage low-cost, short term use of existing buildings, vacant lots and parking lots. *See IP-12.*

Resources for Attracting Merchants

IP-60 The principal way that government can encourage private development is to help reduce developer risks and upfront development costs. Upfront development costs can be reduced by abating or deferring upfront fees and/or the first years of property tax. Some municipalities offer low-cost loans or "bridge financing" to

make otherwise marginal development projects financially feasible. Developer risk is reduced with straightforward zoning rules and entitlement procedures, and with broad community support for development.

Parking

Parking Management

IP-61 **Parking Manager.** Working in partnership with Marysville stakeholders, a parking manager should be assigned with monitoring utilization of public parking (on-street and off-street) and, as demand exceeds supply, recommending programs for:

- managing demand of on- and off-street public parking *(see IP-62: Public parking)*;
- reducing parking demand by encouraging day-of-event shuttles, walking and bicycle use, transit use, car sharing, and rides-on-demand *(see GG-27, IP-69, IP-71 and IP-72)*; and
- facilitating the financing and construction of public parking facilities *(see IP-64: Shared Parking and Parking Garage)*.

IP-62 **Public Parking (On-Street and Off-Street)**. Manage public parking so it is convenient and generally available. Recognize that, with economic revitalization, demand for parking will grow, and advanced parking management measures may be needed, including:

- directing motorists to underutilized parking lots by using signage and smart-phone apps;
- encouraging mechants and other employees to park in less utilized locations and commute by transit;
- recruiting carsharing operators for occasional car use so households can get by with fewer cars; and
- orchestrating shared parking among different uses to take advantage of different time-of-day demand profiles for different uses (such as noting peak demand for office mid-day, peak demand for restaurants and entertainment late afternoon & early evening, and peak demand for residential late evening to early morning.

Even after demand management measures are applied, parking demand may consistently exceed supply in some locations. Identify these locations by measuring and noting where utilization exceeds 85%, and during what hours of the day. In these high-use locations,



On-street parking. *On-street parking could become less available with infill development and commercial revitalization. To keep parking convenient, consider proactive ways to manage parking.*

price parking so there will usually be an available on-street parking space near every merchant, i.e. by setting parking rates such that an 85% utilization (i.e. 15% vacancy rate) is generally maintained. (Pay-and-display vending machines are recommended to minimize visual impacts and to provide utilization data.) Use a portion of new parking revenues to directly benefit merchants where parking fees are charged, such as to finance street improvements or publicly-accessible parking garages.

IP-63 **Private On-Site Parking.** Continue to make on-site parking optional for new development, in the near-term. Consider minimum on-site parking requirements only after a market for infill development has been established. Even then, on-site parking requirements should be kept to a minimum to reflect lower car ownership rates in walkable mixed-use areas, and in combination with features that reduce demand, such as: on-site "carshare pods;" and "unbundling" the rent for parking from the rent paid for a dwelling or office space, and shared parking (see below).

IP-64 **Shared Parking and Parking Garage.** Share parking facilities where possible by recognizing that different uses have different – and often complementary -- time-of-day demand profiles. For example, most daytime workers have vacated parking spaces before most evening entertainment patrons arrive. Examine the potential for a shared publicly-accessible parking garage, including potential financing strategies. *See IP-65 – IP-68.*

Funding for Public Parking Facilities and Management

IP-65 **Parking Benefits District.** A parking benefits district would raise revenues by charging for parking when parking demand exceeds supply, and use these new revenues for:

- parking information and demand management activities;
- improvements to existing and construction of new parking facilities; and/or
- street enhancements or other benefits for merchants where pay-for-parking is introduced.

IP-66 **Revenue Bonds.** A revenue bond might be sold to cover the cost of garage construction, and would be paid back with future revenue from the parking garage.

IP-67 **Parking Requirements and In Lieu Fee.** While on-site parking minimums are not advisable until the real estate market strengthens, such requirements might be introduced in the future. If on-site parking requirements are introduced, allow developers to pay an "in lieu fee" to opt out of on site requirements. Use in lieu fee revenues to improve and/or construct parking facilities.

IP-68 **Developer Impact Fees.** While most communities require on-site parking, an alternative approach would be to assess a parking impact fee instead. Analysis must provide a reasonable estimate of demand associated with development and provide a "rational nexus" with the cost to the City for addressing that demand through the construction of new parking facilities. On-site parking and/or in kind construction of public parking facilities should be accepted in lieu of paying impact fees.

Street Improvements

Pedestrian & Bicycle Master Plan

IP-69 Note that bicycle-related recommendations appear in "Parks and Trails" below. Use the forthcoming Pedestrian & Bicycle Master Plan to further develop recommendations.

Along All Priority Corridors

IP-70 **Priority Improvements.** Make improvements to streets noted in "Priority Corridors Diagram," which notes locations with near-term or long-term emphasis, and where improvements should or need not be pedestrian-oriented.

IP-71 **Continuous Pedestrian Routes.** Priority corridors indicated as pedestrian-oriented should have continuous sidewalks and street trees between path of pedestrian travel and curb.

IP-72 **Pedestrian Crossings.** Pedestrian crossings should be safe and easy to cross, such as by using curb extensions, pedestrian crossing signage, and pedestrian-activated blinking lights. While all pedestrian crossings should be safe, give emphasis to pedestrian crossings along Priority Corridors.

IP-73 **Street Trees.** Establish a program for planting street trees, using fast-growing open-canopied deciduous trees. Consider developing a street tree master plan to



Street trees. *Continue to encourage trees along all streets but especially along the State Routes that pass through Marysville.*

give streets a consistent and identifiable look. Street trees should be selected and maintained to provide adequate visibility of storefronts and signage.

IP-74 **On-Street Parking.** Allow on-street parking where possible. On streets with high traffic volumes, lengthen parallel parking spaces to allow motorists to pull in without backing up in traffic.

IP-75 **Lighting.** Evaluate illumination levels and, where deficient, add new lights or modify lamps. Replace cobrahead light standards with traditional pedestrian-scaled lighting along E Street, B Street (north of 9th), and 9th Street (between E Street and B Street). If there are locations prone to crime, consider additional lighting and/or police call stations.

IP-76 **Wayfinding.** Implement a wayfinding signage program that:

- considers principal entry points, district boundaries and, decision points (see "Figure #: Potential Wayfinding Signage");
- maintains an attractive yet assertive look, which complements Marysville's themes;
- directs motorists to local destinations and off-street parking options; and
- provides directional signage along major pedestrian routes, such as at trailheads and with map kiosks on D and E Streets.
- Make wayfinding signage on E Street a near-term priority, to direct visitors to public parking, Downtown, Chinatown, Rideout Medical Center, etc.

Caltrans Priority Corridors

IP-77 **Engagement and Potential Funding.** Engage Caltrans in discussions on Priority Corridors under its jurisdiction, and how to make them more attractive and pedestrian-friendly. Seek Caltrans and other transportation-related grants to fund improvements.

IP-78 **Pedestrian Crossings.** Work with Caltrans to enhance pedestrian crossings where pedestrian-oriented priority corridors cross State Routes: especially: as part of the E Street Focus Area (see below), where C Street and D Street cross 9th Street, and where 10th, 12th, and 14th Street cross B Street. Possible improvements include enhanced crosswalk striping, pedestrian activated flashing lights, signage, and curb extensions.

IP-79 **Maintenance.** Presently, the City must fund maintenance associated with pedestrian-oriented improvements along Caltrans corridors. At the same time, pedestrian-oriented improvements are an essential mitigation for steadily increasing traffic volumes that cleave Marysville's historic pedestrian-oriented street network. Approach Caltrans about sharing the cost of maintenance. Research where other California communities have succeeded in receiving Caltrans' accommodations benefiting pedestrians.



Lighting and banners. *Marysville distinctive light poles and banners help announce it as a special place. Traditional light poles are preferred over modern "cobraheads."*

E Street "Focus Area"

IP-80 **Landscaping.** Install planters over sidewalks and install street trees where readily attainable.

IP-81 **Banners.** Expand the banner program and coordinate with marketing Marysville's "themes."

IP-82 **Traditional Lighting.** Replace cobrahead lighting with traditional lighting, in the long-term.

IP-83 **Placemaking.** Explore creation of a canopy of catenary lights (suspended between light poles by cables) might be created. Explore other improvements that could help create an immediate "sense of place." These can be temporary installments, and might be sponsored by local businesses or organizations.

IP-84 **Wayfinding.** Plan for and use signage and gateway markers along Routes 20 and 70 to announce and guide motorists to D Street and other destinations, and provide directional signage (with walk times to destinations) along major pedestrian routes. Expedite wayfinding signage along E Street, with directional signage for D Street, Chinatown, Rideout Medical Center, and public parking.

IP-85 **On-Street Parking.** Stripe on-street parking where it is allowed between 3rd and 7th Streets. *See IP-62: Public Parking (On-Street and Off-Street).*

IP-86 **Pedestrian Crossings.** Enhance pedestrian convenience and safety where 3rd, 4th and 5th Streets cross E Street. *See IP-77 – IP-79 for possible improvements.*





Existing wayfinding signs. *Marysville has some wayfinding signage but it is limited and not prominent.*

Cleaning and Maintenance

IP-87 **Welcoming Shopping Streets.** On streets with pedestrian-oriented retail, clean sidewalks and gutters regularly, and remove graffiti quickly. In areas of especially high use, consider supplementing "baseline" cleaning with more frequent cleaning.

Funding for Street Improvements

IP-88 **Grants.** Transportation-related grants are available through Caltrans and most Councils of Government (COGs). Grants for making multi-modal improvements, such as for pedestrian movement and safety, are increasingly available. Caltrans grants (such as Caltrans' Community Development Grants) should be pursued for improvements to E Street, 9th Street and B Street, as indicated in "Figure ##, Priority Corridors" and noted above, particularly since Caltrans' district headquarters is located in Marysville.

IP-89 **Landscaping and Lighting District Assessments.** Street improvements and on-going maintenance could be paid for with an annual assessment on properties that benefit from such improvements and activities. Bonds might be sold to raise funds for capital improvements, and paid off with revenues from landscaping and lighting district assessments. Assessments can also be used as they are received, to cover maintenance and other on-going expenses. Assessment district formation requires a simple majority vote of property owners, with each owner's votes weighted proportionate with the assessed value of the owner's property.

IP-90 **Infrastructure Financing Districts.** The City could establish an Infrastructure Financing District (IFD), which would allow the City to capture a portion of increased levels of property tax revenues as new development occurs. A bond for street improvements could be sold and paid for with "tax increment financing."

IP-91 **Developer Impact Fees.** New development could pay an impact fee for street improvements, which could fund improvements over time or serve as matching funds for receiving grants. For impact fees, a "rational nexus" analysis would estimate the cost of essential street improvements, and calculate a reasonable pro rata fair-share estimate of what new development should contribute toward these improvements.

IP-92 **Community Facilities District.** The Mello-Roos Community Facilities Act enables the formation of Community Facilities Districts (CFDs) by local agencies for the purpose of imposing special taxes on property owners. The City could seek to establish a Community Facilities District (CFD) to help pay for streetscape and landscape improvements within a particular district or citywide. Under either scenario, District property owners must perceive improvements as highly beneficial, since the

formation of a new CFD requires approval by a two-thirds supermajority.

Parks and Trails

Access to Recreation

IP-93 **Connections.** Provide convenient and safe connections to parks and trails with multimodal "complete" street and trailhead improvements (see Street Improvements and Trails"). Address deficient access from the perspective of the "Americans with Disabilities Act" (ADA). Use the forthcoming Pedestrian & Bicycle Master Plan to further develop recommendations.

IP-94 **Improvements.** Improve parks and trails so they will be more fully utilized (see below).

IP-95 **Maintenance.** Increase park and trail maintenance to present safe and welcoming environments. As funding is limited, establish maintenance priorities, such as the Ellis Lake pedestrian promenade and lighting.

Trails and Levees

IP-96 **User Needs.** Address trail users' needs, such as with lighting, directional signage, trashcans, doggie bag dispensers, security call boxes, etc.

IP-97 **Trailheads.** Improve trailheads to levee trails and Riverside Park (as noted in "Figure ##, Priority Corridors and Trailheads") so they are clearly signed, well lighted, follow "crime prevention through environmental design" (CPTED) principles.

IP-98 **Trail Network.** Establish a connected trail network for walking, running and bicycling. Use the forthcoming Pedestrian & Bicycle Master Plan to encourage a continuous trail "loop" trail around Marysville. Market the trail network and other recreation amenities. *See IP-32.*

IP-99 **Running and Bicycling Events.** Allow running and bicycling events, and encourage such events by providing easy-to-find information (see also "Marketing – Events"). Establish a local organization to spearhead a pilot program and connect to regional networks.

IP-100 **Levee Beautification.** Work with the Levee District to enhance the appearance of levees where they are not vegetated and can be easily seen. Consider planting trees at the base of levees and establishing vegetation across visible slopes.







Water sports. *The Feather and Yuba Rivers offer a variety of water sports, such as fishing, canoeing, and swimming.*

Bicycle Hub

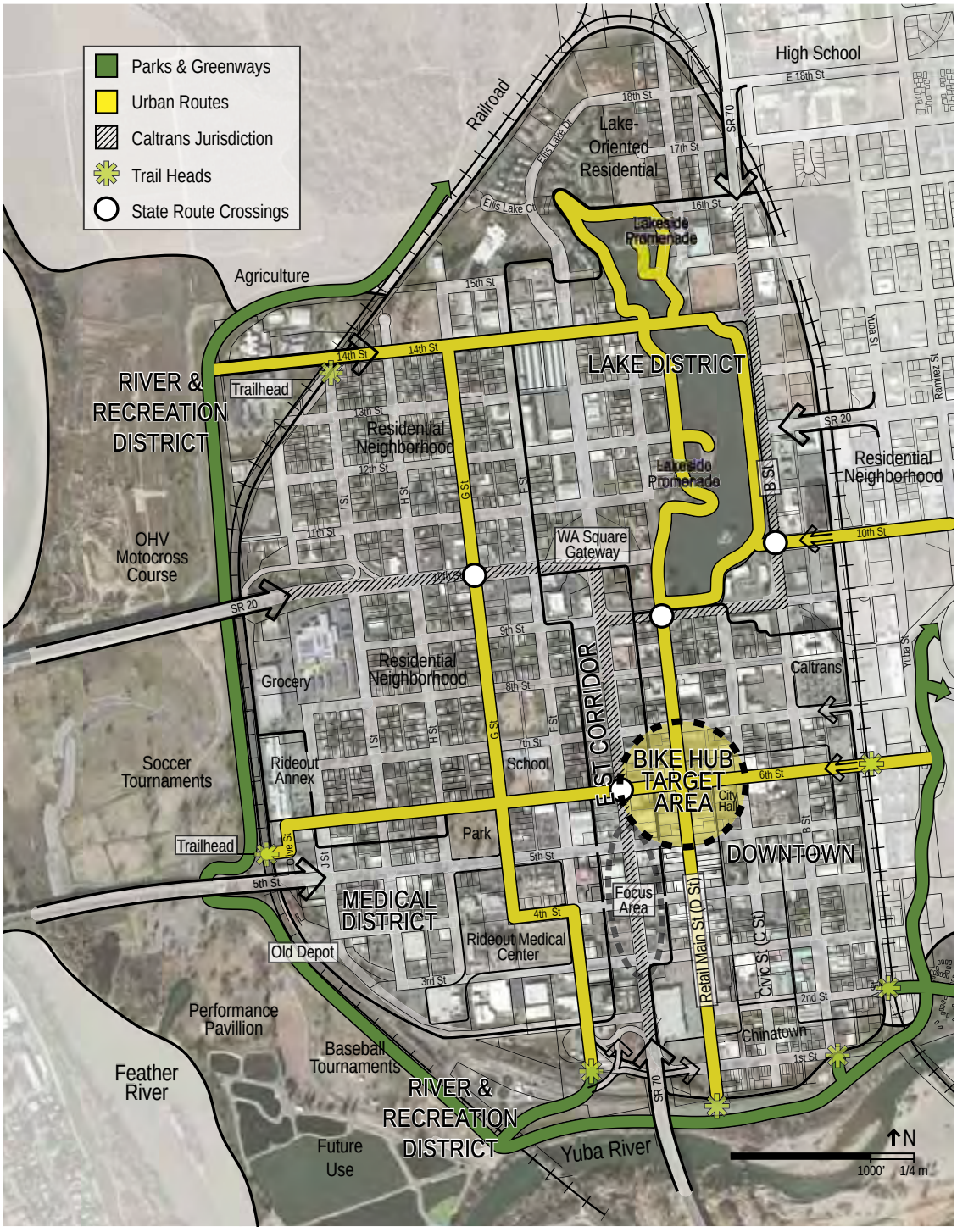
IP-101 **Bicycle Facilities.** Make improvements and promote Marysville as a "bicycle hub" for touring clubs, bicycle races, bike rallys, and other bike-related activities. Improve and expand bicycle trails. Improve in-town bicycle facilities that connect to the larger bicycle network, such as along levees and Riverside Park. *See "Bicycle Hub and Facilities Diagram" (adjacent) and "Trails and Levees" discussion (above).*

Bike-Supporting Uses. Encourage bicycle repair, sales, and event promotions in central Marysville by assigning recruitment of these uses to the recruitment manager. *See IP-49.*

Ellis Lake Park

IP-102 **Attractions.** Improve Ellis Lake Park to be more inviting and attract a wider range of users. The following features are recommended.

- **Waterfront Dining.** Encourage waterfront dining near the Gold Sox stadium and near the commercial center at B and 9th Streets. Allow food concessions and construction dining terraces. Work in partnership with businesses who might finance these in exchange for an advantageous lease. Limit waterfront dining to these locations and to avoid undue competition with E Street and Downtown.
- **Lakeside Promenade and Lights.** Maintain and enhance a continuous sidewalk around the Lake. Address trail users' needs. *See IP-102 – IP-105.* Create a continuous "necklace of lights" lights along the promenade to encourage use and create a strong visual identity as seen from B Street, 9th Street, and other prominent locations. Provide seating and amenities along the promenade.
- **Pavilions.** Highlight the Park's existing temple-like pavilions with lighting and new paint. Consider replacing pavilions in poor repair with architecturally-interesting, and enhanced maintenance.
- **Signature Play Areas.** Construct a large signature play structure in a location that will encourage high levels of activity, such as near the Gold Sox stadium. (see "Public Improvements")



Bicycle Hub and Facilities Diagram. *Marysville can promote itself as a bike-friendly community and destination by connecting and enhancing bicycle trails and routes. This diagram suggests a network that may be refined with an anticipated "Pedestrian and Bicycle Master Plan."*

- **Boating.** Allow and encourage boating and boating concessions, such as paddle boats ("pedalos") and water taxis (such as to connect Downtown to the Gold Sox stadium). Provide facilities to launch watercraft.

IP-103 **Ecological Health.** Identify ways to improve the ecological value of the lake. Solicit UC Davis faculty and students to assess the lake and make recommendations as pro bono or low-cost research. Possible enhancements include diverting urban runoff (containing fertilizer and/or street born pollutants) into vegetated swales or other "green infrastructure," and/or replacing concrete "rip rap" with wetland plants. Seek grants and other funding sources for planning and to make improvements.

IP-104 **Night Use.** Identify places where lighting levels may allow unwanted behavior and increase lighting in these locations. Consider "crime prevention through environmental design" (CPTED) principles.

IP-105 **Park Maintenance.** Evaluate the condition of park monuments and facilities, and develop a program for funding repairs and modernization.

Washington Square Gateway

IP-106 **Attractions.** Transform Washington Square Park from being underused to being an attraction for visitors and residents. Consider program elements to increase interest, such as a rose garden, sculpture garden, picnic area, or large signature play structure.

IP-107 **Gateway Location.** Announce the Washington Square Park and nearby Ellis Lake Park with signage, landscaping, lighting and architectural features. Give special attention to motorists' sight lines when approaching the Washington Square from eastbound 10th Street and northbound E Street. Enhance the pedestrian environment on 10th Street between E Street and Ellis Lake Park."

IP-108 **Commercial Use.** Consider the sale or long-term lease of a portion of Washington Square Park for retail use to increase park usage as well as help to fund improvements. While it would need frontage on SR 20, such retail should also spatially frame and activate the park space that remains, such as with outdoor dining patios.

Riverfront Park

IP-109 **Riverfront Access.** See "Access to Recreation" above.

Attractions and Events. Enhance and promote Riverfront Park attractions and events including, but not limited to:

- watercraft, water sports and other river happenings;
- softball and soccer fields and tournaments;
- the pavilion and live performance,
- informal and competitive bicycling;
- motocross events,
- archery and other target sports;
- informal running and competitive events;
- river ecology hiking and tours;
- food truck fairs and concessions; and
- picnicking and other passive recreation.

Promote Riverfront Park attractions and events as part Marysville's extensive constellation of cultural destinations. *See Cultural Marketing above.*

Funding for Parks and Trails

IP-110 **Grants.** A variety of park- and trail-related grants may be available from State and regional agencies, and private foundations. Funding might be granted to improve recreation facilities, make water quality improvements, restore habitat, or increase bicycle commuting along trails. Grant programs of interest include:

- Land and Water Conservation Funds for **acquisition and development of outdoor facilities.**
- Urban and Community Forestry Grants **for street tree and other urban forest establishment and stewardship.**
- US Fish and Wildlife Service **and** California Department of Fish and Wildlife **technical assistance programs to enhance water quality such as with habitat restoration and often in tandem with flood mitigation.**
- State Bicycle Transportation Account **from California gas tax revenues and for the development of bicycle trails and other facilities.** California Parks and Recreation Department's "Recreational Trails Program" **for construction of new and restoration of existing trails and trailheads.**

- Community Development Block Grant **for improvements that are particularly beneficial to lower income neighborhoods.**

IP-111 **Sale or Lease of Property.** Underutilized park land, such as a portion of Washington Square Park, could be sold or leased long-term to fund park and trail improvements and maintenance. Revenue might also be raised from commercial concessions in parks, such as a waterfront restaurant adjacent to Ellis Lake.

IP-112 **Public-Private Partnerships.** A private business might be relied on to fund, build, and/or operate a public facility. The public agency provides land for the facility and would guarantee payments to the private business for use of the facility over time. Control of the facility might revert to the public agency after a certain period of payments.

IP-113 **Landscaping and Lighting District Assessments.** Park improvements and on-going maintenance could be paid for with an annual assessment on properties that benefit from such improvements and activities. This funding mechanism is further discussed under "Funding for Street Improvements," and could be implemented as a combined "street and open space" assessment.

IP-114 **Developer Impact Fees.** New development could pay an impact fee for park and trail improvements. This funding mechanism is further discussed under "Funding for Street Improvements," and could be implemented as a combined "street and open space" impact fee.

IP-115 **General Obligation Bond.** These are city-wide voter-approved bonds with the assessment placed on real property. The money can only be used for capital improvements. Passage requires a two-thirds majority approval by voters-- a high threshold that generally requires that improvements be made throughout the city.

IP-116 **Donations and Volunteers.** The donations of labor and cash by service organizations, private groups, and individuals could raise sufficient money for specific projects, such as new playgrounds or signature features.

Acknowledgements

Mayor

Ricky A. Samayoa

Council Members

James Kitchen, Dale Whitmore, Chris Pedigo, Bill Simmons

Steering Committe Members

Christina Billeci, Larry Booth, Bruce Buttacavoli, Russ Clark, Randy Fletcher, Cynthia Fontayne, Chris Gill, Theresa Hamilton, Lily Noonan, Scotia Holmes Sanchez, Gordon Tom

City Manager

WalterMunchiemer

Consultants

Community Design Collaborative, Ian Ross: *Prime Consultant and Strategic Planning*

Taecker Planning & Design, Matt Taecker: *Project Director, Strategic Planning, and Urban Design*

MJB Consultants, Michael J. Berne: *Retail Market Strategies*

Popuphood, Sarah Filley: *Cultural Market Strategies*