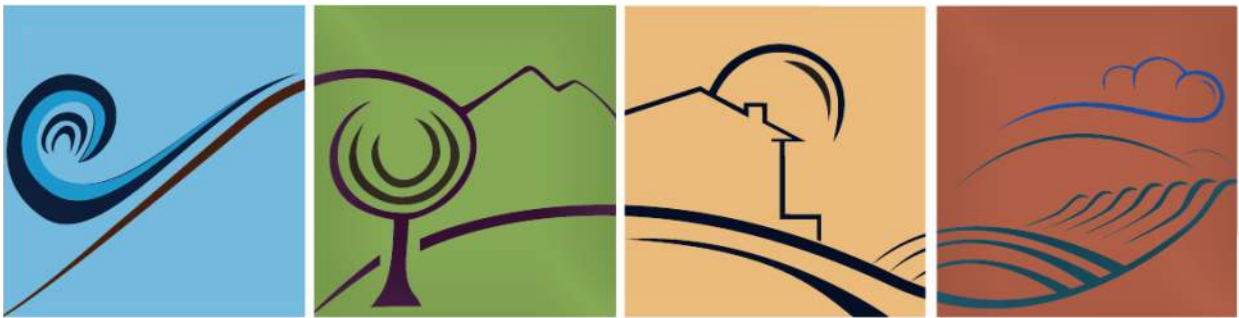
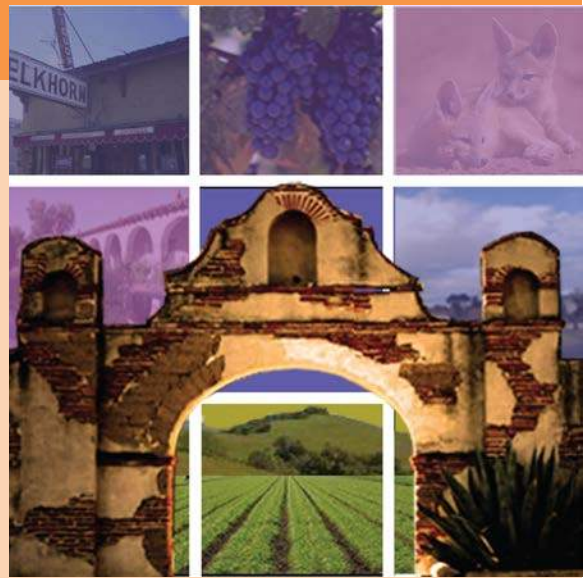


# SAN MIGUEL

## Community Plan



PLANNING & BUILDING  
COUNTY OF SAN LUIS OBISPO

# **San Miguel Community Plan**

**ADOPTED BY**

**THE COUNTY OF SAN LUIS OBISPO BOARD OF SUPERVISORS**

**December 6, 2016 – RESOLUTION NO. 2016-306**

# County of San Luis Obispo

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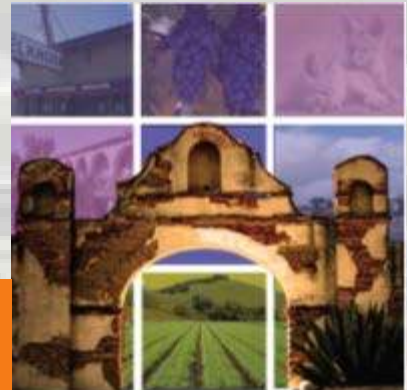
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# 1

# INTRODUCTION



**San Miguel Community Plan**





# Chapter 1: Introduction

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## 1-1: Purpose

The San Miguel Community Plan establishes a vision for the future that will guide development through the year 2035. The vision described in this plan was started with a comprehensive outreach process conducted by California Polytechnic State University, City and Regional Planning students in 2010 and 2011. The resulting vision statement was then refined by San Miguel Forward Collaborative, which formed in 2012 to provide consensus-based input from residents of San Miguel. San Miguel is a diverse community with diverse viewpoints, opinions, wants, and needs. Nonetheless, this outreach process suggests that the community is united in a common vision of a healthy, prosperous, and orderly future for San Miguel. This Plan contains policies, programs, and guidelines to help achieve that vision and implement the goals and principles of the General Plan.

The San Miguel Community Plan seeks to balance the needs of the growing population with preservation of natural and historic resources, while allowing sufficient flexibility to accommodate changing economic conditions.

The San Miguel Community Plan serves as a bridge between countywide goals in the San Luis Obispo County General Plan and the specific needs of the community. Based on San Miguel's physical, demographic, and economic characteristics, the Community Plan provides a basis for land use decisions and other related actions.

For implementation, the Plan relies on tools such as the San Luis Obispo County Land Use Ordinance, including Community Planning Standards in Article 10, land division regulations, capital improvement programs, and a variety of special purpose ordinances and programs. This plan also incorporates the 2003 San Miguel Design Plan. Development requiring County approvals such as land divisions and land use permits must be consistent with the San Miguel Community Plan and its associated standards.

## 1-2: Summary

**The role of the Community Plan.** This Community Plan brings together policies, programs, and guidelines previously contained in the Salinas River Area Plan (1996) and the San Miguel Design Plan (2003). The goal of a community plan is to bring together all applicable aspects of land use and circulation planning in a community for consideration in one single planning document. Community plans allow each community to address land use and circulation issues in their own way, based upon the vision, wants, and needs of that community.

**A change in focus.** Community plans are typically updated for a 20-year time frame. As time passes, the major community planning issues also change. This Plan was initiated by the Board of Supervisors in 2011. At that time, the Board authorized particular focus to be placed on making San Miguel a healthy, economically viable community with complete infrastructure and public facilities.

**A healthy community** – As of 2016, concerns over healthy living are increasingly common. Public health professionals agree that the built environment plays a role in our ability to maintain our well-being. In order to encourage walking, biking, and other outdoor recreation, a community must have sufficient parkland, trails, sidewalks, bike lanes, and other infrastructure. Amenities like shade trees, park benches, and street lighting can also make outdoor activities a safer and more pleasant experience.

**An economically viable community** – In 2016, San Miguel qualifies under state law as a disadvantaged community, based on its average per capita income. Few head-of-household jobs exist in the community, and many residents commute to Paso Robles or beyond for employment. San Miguel’s historic resources and location make it suitable for further tourism-oriented development. Additionally, targeting growing business sectors, such as small-scale manufacturing, may help bring jobs to the community, providing more opportunities to live and work in San Miguel.

**A “complete” community** – Growth cannot be considered “strategic” if there are insufficient public facilities or infrastructure to support that growth. To ensure that communities are complete in terms of public facilities and infrastructure, this Plan seeks to take a more proactive role in planning for new public amenities. Chapter 8 of this plan contains a Public Facilities Financing Plan, which shows how the facilities and infrastructure needed for growth can be funded and phased in alignment with new development.

**San Miguel in 2035.** This Plan is based on a horizon year of 2035. In 2035, San Miguel is projected to have about 3,650 residents. Although there are new areas where development can happen, most new growth will occur as infill development in existing neighborhoods and new cluster subdivisions and mixed housing developments east of the railroad.

## Guiding Principles

### COUNTY MISSION

*Serve the community with pride to enhance the economic, environmental, and social quality of life in San Luis Obispo County.*

### COUNTY VISION

*Create and maintain a place that is safe, healthy, livable, prosperous, and well-governed.*

### PLANNING AND BUILDING

#### DEPARTMENT MISSION

*Promoting the wise use of land;  
Helping to build great communities.*

## 1-3: Setting

The unincorporated community of San Miguel, as defined by the Urban Reserve Line (URL), is home to approximately 2,400 residents (2010 Census) and is located in the Salinas River Valley of central California, approximately seven miles north of the City of Paso Robles. The community lies near the confluence of the Estrella and Salinas Rivers, adjacent to the site of the historic Mission San Miguel Arcangel.

### 1-3.1: Study Area

In 2011, the County Board of Supervisors approved a study area that includes all lands within the 2011 Urban Reserve Line (URL), as well as areas for potential community expansion beyond the URL, but still within the Community Services District's boundaries. In preparing this Plan, the County limited its planning efforts to this study area.

### 1-3.2: San Miguel Urban Area

In 2016, San Miguel's urban area, which is identified by its Urban Reserve Line (URL) on the County's official maps, includes all areas between Highway 101 and the Salinas River, between the northbound Mission Street off ramp and 20<sup>th</sup> Street. A portion of the urban area extends west of the highway to include the area along Cemetery Road south of 10<sup>th</sup> Street to the cemetery. East of the river, the urban area includes the Power Road area and the western portion of the San Lawrence Terrace tract.

This Community Plan includes a proposal to expand the URL to encompass an approximately 50-acre portion of the former landing strip property located between Indian Valley Road and the Salinas River. This Plan also expands the URL to include roughly 110 acres located north of 20<sup>th</sup> Street, generally between Mission Street and the Salinas River. This area is intended to remain in agricultural use as a "holding zone" until access problems are resolved and the appropriate amount and type of urban development is determined through a future amendment to this Plan.

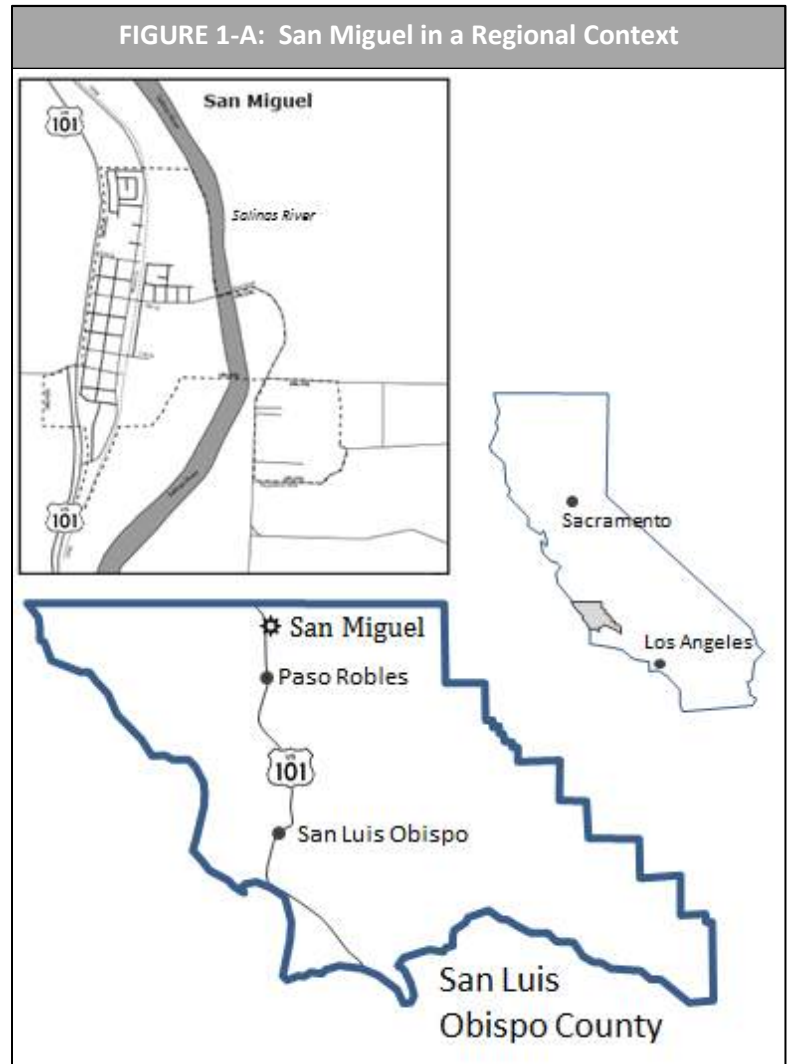
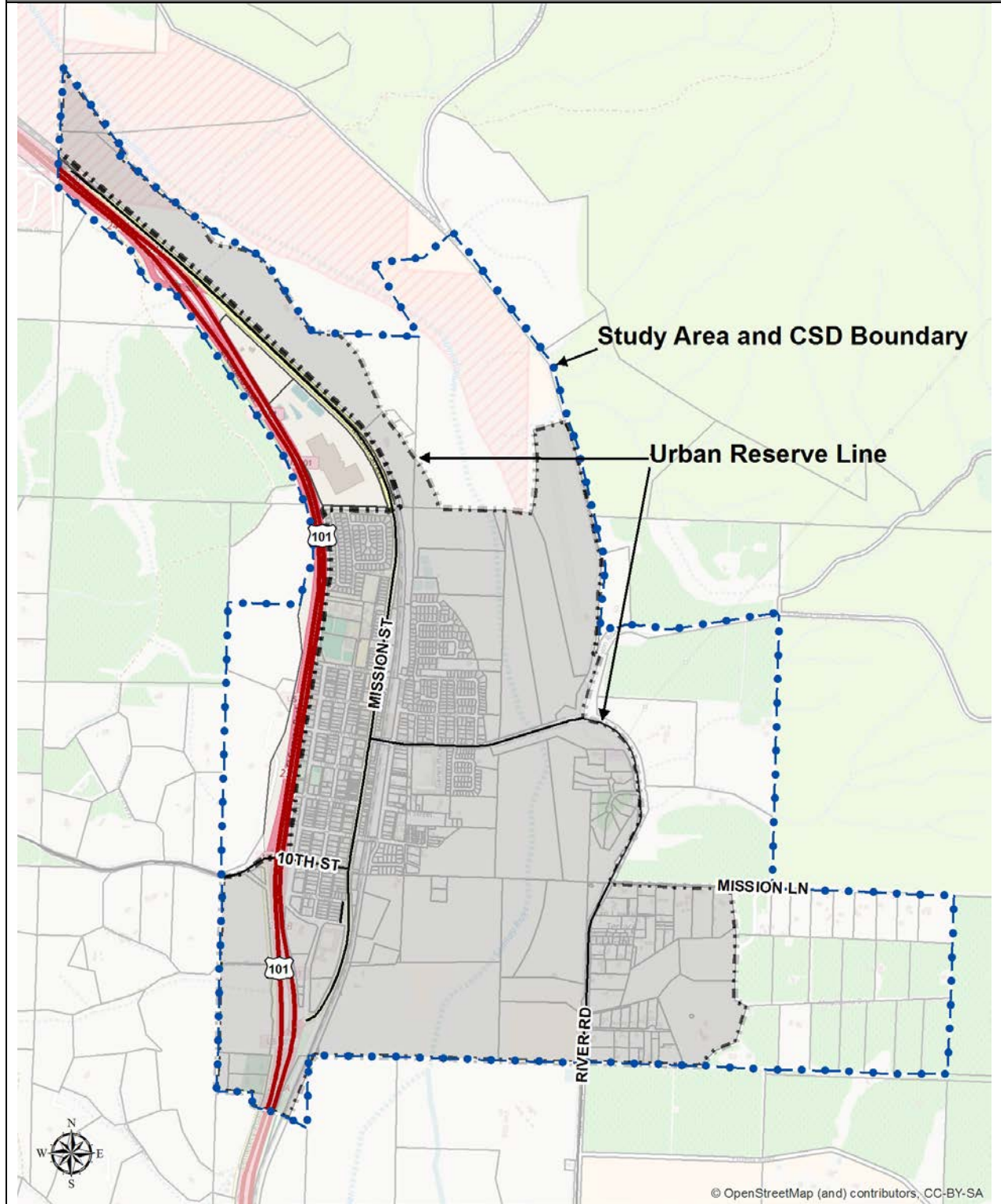


Figure 1B: San Miguel Community Plan Study Area



## 1-4: Plan Structure and Organization

### 1-4.1: The Plan's Structure

A community plan is both a policy document and an implementation document. Accordingly, this Plan includes a vision statement, goals, and policies. Policies are more descriptive statements that expand on and implement the goals in this Plan and in the County General Plan. The policies, in turn, are implemented through programs, standards, and guidelines.

**Goals** are the targets that this Plan seeks to achieve. While there may be many ways to achieve a goal, future actions are guided by plan policies.

**Policies** are guiding principles that help to inform decisions made by the County and other government agencies concerning future growth in the community. Policies are located at the end of each chapter and are summarized in Section 1-10 at the end of this chapter.

**Programs** are recommended actions, rather than mandatory requirements. A program may be initiated by the County or another agency or group. Since many recommended programs involve making public expenditures or securing other funds, their initiation will depend upon the availability of funding. Programs are located at the end of each chapter of this Plan.

**Standards** are requirements that must be complied with and included in the design of development projects, as applicable. Standards assure consistency throughout the community or within a particular land use category or combining designation. Standards are found in Article 10 of the Land Use Ordinance, Title 22 of the County Code. Draft standards are contained in Chapter 9.

**Guidelines** are recommended development features or techniques that help achieve a desired effect through alternatives to precise or fixed standards. Guidelines are found in Chapter 9.

### 1-4.2: The Plan's Organization

**The Plan's Organization** is as follows:

**Chapter 1 (Introduction)** describes the purpose of the San Miguel Community Plan, setting, plan structure and organization, vision, community plan goals and principles, community participation, and authority.

**Chapter 2 (Population and Economy)** provides details regarding the population, economic policies and programs, and economic development for the community.

**Chapter 3 (Land Use and Neighborhood Design)** describes land use policies and programs for land uses such as residential, commercial, industrial, recreational, institutional, agricultural, flood plains, and historic areas. It also includes a vision for the Mission Street commercial corridor.

**Chapter 4 (Natural Resources, Cultural Resources and Energy Conservation)** outlines policies and programs that deal with natural and cultural resources. This includes archaeological, historical, water and biological resources, as well as energy conservation.

**Chapter 5 (Transportation and Circulation)** describes the circulation pattern throughout the community for all types of transportation, including vehicles, pedestrians and bicycles. This chapter establishes transportation and circulation policies and programs. It includes street classifications and street sections; public street improvements; traffic calming; bicycle, pedestrian and recreational trail facilities; and public transit.

**Chapter 6 (Public Facilities and Services)** describes the key services and facilities needed to serve the community, including schools, parks, fire protection, law enforcement, a library, a health clinic, and solid waste disposal.

**Chapter 7 (Infrastructure and Utilities)** discusses the major infrastructure and utilities needed to serve the community. This chapter addresses water systems, wastewater, stormwater, flood management, and utilities.

**Chapter 8 (Public Facilities Financing Plan – PFFP)** estimates the tentative costs and identifies financing methods for the major public facilities needed to support the community. The major public facilities include streets, sidewalks, water and sewer systems, drainage, parks, and libraries.

**Chapter 9 (Implementation)** describes how the Community Plan is administered and how its policies will be implemented. The chapter also includes development guidelines, and a table that identifies where and when mitigation measures from the Environmental Impact Report (EIR) are applicable.

## 1-5: Vision

The Community Plan reflects the community’s preferences for building upon its cultural and historic significance and drawing in new business, residents, and tourists. At the same time, it embraces common-sense approaches to make San Miguel a sustainable community. To achieve this, the community seeks to pursue strategies such as: enhancing local commerce, building a sense of community pride and responsibility, and sharing unique historic and cultural resources with others.

The Community Plan serves as a guide for directing and coordinating planning decisions and physical changes within the community of San Miguel. This Plan also defines the desired character and quality of development and directs the process for how development should proceed. The policies, programs, and guidelines in this Community Plan and the standards found in Article 10 of the Land Use Ordinance define the manner in which San Miguel’s priorities and visions will be achieved.

### ***Terminology Defined***

*Low Impact Development* – Construction or improvement in a way that minimizes impacts on the environment. Example: using pavers rather than concrete on a driveway to allow groundwater percolation.

*Resource Conservation* – Preserving or restoring a natural resource (e.g. water, open space, air quality, etc.) to prevent loss, damage, or deterioration.

# San Miguel in 2035

*“We wish to preserve the rich history of San Miguel with respect to its surrounding rural and agricultural environment, by supporting its schools, and by purposely strengthening and motivating its vibrant, prosperous, forward-looking and unified community. San Miguel is a friendly, welcoming place where people come to visit, shop, and enjoy special events. San Miguel balances local, social, cultural, and economic needs while providing public facilities and encouraging sustainable low-impact development and resource conservation.”<sup>1</sup>*

## 1-6: General Plan Goals and Principles

This Plan is part of and consistent with the San Luis Obispo County General Plan. The County of San Luis Obispo’s General Plan outlines a number of goals, principles, objectives and policies designed to guide the physical, economic and environmental growth of the County. The following is an overview of the key policies and principles from the General Plan that provide the starting point for the San Miguel Community Plan.

### 1-6.1: Environment and Agriculture

FRAMEWORK FOR PLANNING, LAND USE AND CIRCULATION ELEMENTS	
Strategic Growth Principles	Preserve open space, scenic natural beauty and sensitive environmental areas. Conserve energy resources. Conserve agricultural resources and protect agricultural land.
AGRICULTURE ELEMENT	
Policy 11	Maintain water resources for production of agriculture.
Policy 17	Protect land designated Agriculture and other lands in production agriculture by using natural or man-made buffers where adjacent to non-agricultural land uses.
Policy 24	Discourage the conversion of agricultural lands to non-agricultural uses.
CONSERVATION AND OPEN SPACE ELEMENT	
Policy BR 1.1	Protect sensitive biological resources such as wetlands and wildlife movement corridors.
Policy E 2.3	Promote water conservation for all water users in the county to reduce the amount of energy used to pump and treat water and wastewater at public water and wastewater treatment and distribution facilities.

<sup>1</sup> This vision statement was synthesized by Cal Poly students in 2011 and refined by San Miguel Forward Collaborative in 2013.



Policy WR 1.12	Accurately assess and mitigate the impacts of new development on water supply.
Policy WR 1.14	Avoid a net increase in water use.

### 1-6.2: Population and Growth

FRAMEWORK FOR PLANNING, LAND USE AND CIRCULATION ELEMENTS	
Strategic Growth Principles	Strengthen and direct development towards existing and strategically planned communities.
CONSERVATION AND OPEN SPACE ELEMENT	
Policy AQ 1.1	Encourage compact land development by concentrating new growth within existing communities and ensuring complete services to meet local needs.
Policy OS 1.7	Protect open space resources by guiding development away from rural areas to more suitable areas.
ECONOMIC ELEMENT	
Policy EE 1.2	Maintain and enhance the quality of life for county residents by pursuing economic development activities.
Policy EE 1.3	Balance the capacity for growth with the efficient use or reuse of available resources (energy, land, water, infrastructure) and reasonable acquisition of new resources.

### 1-6.3: Land Uses and Community Design

FRAMEWORK FOR PLANNING, LAND USE AND CIRCULATION ELEMENTS	
Strategic Growth Principles	Foster distinctive, attractive communities with a strong sense of place.
	Encourage mixed land uses.
	Create a range of housing opportunities and choices.
	Take advantage of compact building design.
CONSERVATION AND OPEN SPACE ELEMENT	
Policy VR 6.1	Ensure that new multi-family residential, mixed-use, and commercial or other non-residential development in the urban and village areas is consistent with local character, identity, and sense of place.
HOUSING ELEMENT	
Policy 1.1	Designate a sufficient supply of land for housing that will facilitate balanced communities, including a variety of housing types, tenure, price, and neighborhood character.
PARKS AND RECREATION ELEMENT	
Policy 2.1	Provide parks which are aesthetic and consistent with community needs.

### 1-6.4: Circulation

FRAMEWORK FOR PLANNING, LAND USE AND CIRCULATION ELEMENTS	
Strategic Growth Principles	Create walkable neighborhoods and towns.
	Provide a variety of transportation choices.

### 1-6.5: Administration

FRAMEWORK FOR PLANNING, LAND USE AND CIRCULATION ELEMENTS	
Strategic Growth Principles	Make development decisions predictable, fair, and cost-effective.
	Encourage community and stakeholder participation.

### 1-6.6: Healthy Communities

FRAMEWORK FOR PLANNING, LAND USE AND CIRCULATION ELEMENTS	
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Strategic Growth Principle 1, Policy 1	Maintain and protect a living environment that is safe, healthful, and pleasant for all residents.
Strategic Growth Principle 2, Policy 11	Provide adequate community amenities, parks, natural areas, and trails in support of new development, which will support a high quality of life and compact form of community development.
Strategic Growth Principle 4, Policy 1	Plan communities with schools, parks, public spaces, transit stops, and commercial districts located as focal points within convenient walking distances of neighborhoods.
Strategic Growth Principle 4, Policy 4	Provide parks, natural areas, and recreation facilities with new urban development to enhance a community's quality of life and improve health.
Strategic Growth Principle 5, Policy 5	Make communities more bicycle- and pedestrian-friendly with safe and attractive routes.
Parks and Recreation Element, Policy 3.2	Provide recreation at the County's parks consistent with community needs.

## 1-7: Community Participation

### 1-7.1: Partnership with Cal Poly

Community involvement in the planning process is vital for gathering relevant information about a community's needs and priorities. In 2010, the County of San Luis Obispo enlisted the help of a Cal Poly consulting team in engaging the community of San Miguel, identifying the community's goals and priorities, and developing a conceptual consensus land use plan intended to reflect a consensus of participating members of the community. The consulting team was comprised of students in the fourth-year undergraduate Community Planning Laboratory of the City and Regional Planning Department at Cal Poly, under the advisement of Professor Zeljka Howard.



Cal Poly's community outreach effort was part of a class project intended to simulate the work of professional planners and provide a bridge between theoretical knowledge about planning principles and techniques, and the application of this knowledge to a "real life" planning situation. The students benefitted by gaining experience in working with communities and building consensus. The community benefitted by working together to address priorities and confront tradeoffs and by gaining new perspectives from ideas generated by the students.

In order to actively involve the community in development of the San Miguel Community Plan, an outreach program was developed to engage all segments of the community. The outreach program consisted of three community workshops, a community questionnaire, a visual preference survey, visits to Lillian Larsen Elementary School, and targeted outreach to the Spanish-speaking community.

Over the course of six months, the students engaged the community with three public workshops, each designed to elicit public sentiment about major planning issues affecting San Miguel. The first workshop, held in October 2010, served as a community visioning exercise to identify local issues, the needs and desires of community members, and preferred types of development they would like to see in San Miguel. The second workshop was held in December 2010 to explore opportunities for future development represented by two alternative concept plans that were prepared by the students that were based on comments from the first workshop. The final workshop was held in January 2011, when the community reviewed a “consensus plan” that incorporated the feedback from the previous two workshops.

Further details about Cal Poly’s involvement in the community planning process are contained in Appendix C.

In Winter 2014, the County worked with a landscape architecture class (LA 403, Natural Environments Focus Studio) under professor Beverly Bass to develop conceptual designs for the N Street neighborhood. The class produced over a dozen separate development concepts for the community. The concepts were reviewed at a final design studio by County staff, Cal Poly professors, and members of the San Miguel Forward Collaborative. The concepts and ideas that best fit in with the community have been incorporated into the Concept Plan for the N Street Neighborhood (see Section 3-3.3).

#### **1-7.2: San Miguel Forward Collaborative**

The San Miguel Forward Collaborative is a sub-committee of the San Miguel Advisory Council that was initially formed in October 2012. This sub-committee was primarily comprised of residents within the Community Services District boundaries, and includes individuals representing a wide range of community organizations. The Collaborative’s mission was to refine the work completed by the Cal Poly students, and ensure that the community’s overall voice is reflected in the goals, community priorities, policies, and programs in this Plan. A key to the Collaborative’s success was to build community consensus around their ideas. The comments compiled by San Miguel Forward were reviewed by the San Miguel Advisory Council. Language of the comments, including the edits provided by the San Miguel Advisory Council, are contained in Appendix D.

### **1-8: Community Plan Goals**

The goals for the San Miguel Community Plan derive from the Framework for Planning, a component of the Land Use and Circulation Elements of the County General Plan. Through the visioning workshop process, the specific goals of this Community Plan were developed and refined. These goals are a link

between the community vision and the policies designed to manage growth, stimulate the economy, preserve the community's identity, and provide sufficient housing and transportation options.

- A. Manage community growth according to the County's General Plan Principles.
- B. Promote and stimulate a vibrant local economy centered around a strong downtown and tourism industry.
- C. Preserve all natural, cultural, historical, and agricultural resources that give identity to the community and are important to the residents.
- D. Provide a wide range of transportation and housing opportunities for all types of residents in the community.

## **1-9: Community Priorities**

Through the visioning workshops, the following community priorities were identified. These priorities are addressed in this Plan through policies, programs, and guidelines.

### **Community Character**

- 1. Maintain San Miguel's historic character by guiding architectural style and limiting density in outlying areas.

### **Residential Development**

- 2. Balance housing types, so the future mix of housing remains proportionate to the community's needs.
- 3. Encourage sufficient housing options that meet the needs of San Miguel's workforce.
- 4. Buffer residential development from highway-related impacts.
- 5. Maintain low residential densities in the San Lawrence Terrace area.
- 6. Locate higher density residential areas closer to the Central Business District, with lower density development near the edge of town.

### **Circulation and Public Facilities**

- 7. Reconfigure the 10<sup>th</sup> Street southbound Highway 101 onramp to reduce traffic flow on Cemetery Road.
- 8. Create pedestrian links and aesthetic improvements between the Mission and the downtown core.
- 9. Construct a multi-use recreational trail along the west side of the Salinas River with lateral connections into adjacent neighborhoods.
- 10. Designate an historic walking trail, with placards.
- 11. Locate landmarks or gateways at the northern and southern ends of the community to identify the community.

### **Downtown District and Commercial Uses**

- 12. Encourage mixed use along Mission Street, but ensure that the blocks from 11<sup>th</sup> to 14<sup>th</sup> Streets remain predominantly commercial.

13. Plan for adaptive reuse of the barn at 11<sup>th</sup> and Mission Streets to allow for events, art galleries, a farmers’ market, or wine tasting.
14. Name alleyways to reflect the community’s history.

**Economic Development**

15. Focus development within the Urban Reserve Line (URL). Expansion areas may be needed to accommodate passive recreation, commercial services, or agricultural distribution.
16. Attract tourism and create business opportunities as a strategy for economic growth.
17. Explore opportunities for agritourism and recreation.

**Natural Resources**

18. Ensure a resource-sustainable future for the community.
19. Conserve water resources.
20. Provide better access to locally-grown foods.

**1-10: Community Plan Policies**

<b>Table 1-A: San Miguel Community Plan Policies</b>	
<b>Number</b>	<b>Policy</b>
<b>Economic Development Policies</b>	
<b>Policy 2-1</b>	Attract new residents. Promote San Miguel’s historic and cultural heritage as a way of attracting prospective residents.
<b>Policy 2-2</b>	Support downtown enhancement. Support private efforts to enhance San Miguel’s downtown area.
<b>Policy 2-3</b>	Invest in infrastructure. Seek out grant funding opportunities and prioritize infrastructure spending towards improvements that increase and enhance the quality of life in San Miguel.
<b>Policy 2-4</b>	Support agricultural operations. Support the maintenance and enhancement of agricultural production in the rural areas surrounding San Miguel.
<b>Policy 2-5</b>	Plan for retail and service commercial. Provide opportunities for appropriate commercial goods, services, and employment to serve the community’s growing population.
<b>Policy 2-6</b>	Provide a range of housing types. Encourage development that provides housing types for all incomes, age levels, and family structures.
<b>Policy 2-7</b>	Bolster small businesses. Create a climate in which small businesses can develop and prosper.
<b>Policy 2-8</b>	Increase head-of-household employment opportunities. Designate land for new agricultural support and specialty manufacturing businesses.
<b>Policy 2-9</b>	Enhance community character. Enhance San Miguel’s most attractive features – small town ambiance, cultural resources, environmental setting, and affordable housing – to attract additional economic development.

**Table 1-A: San Miguel Community Plan Policies**

<b>Number</b>	<b>Policy</b>
<b>Policy 2-10</b>	Support live-work arrangements. Create flexible regulations that allow someone to operate a business and live on the same property.
<b>Communitywide Land Use Policies</b>	
<b>Policy 3-1</b>	Encourage economically balanced, high-quality development, with new growth prioritized based on location, as follows: <ol style="list-style-type: none"> <li>1. Within the current Urban Reserve Line.</li> <li>2. Within the Community Services District boundary (as of 2016)</li> <li>3. Beyond the 2016 Community Services District boundary.</li> </ol>
<b>Policy 3-2</b>	Promote community health by: <ul style="list-style-type: none"> <li>• Focusing on “quality-of-life” improvements, such as ensuring sufficient play area for children nearby housing.</li> <li>• Increasing access to and availability of recreational facilities and open space.</li> <li>• Encouraging and promoting uses that would give San Miguel greater access to healthy foods.</li> <li>• Planning for “complete streets” that collectively address the circulation needs of pedestrians and vehicle and bicycle users.</li> <li>• Encouraging land use patterns that are conducive to public transit services.</li> <li>• Pursuing improvements to the community that will increase the overall feeling of safety and well-being for the residents.</li> </ul>
<b>Policy 3-3</b>	Encourage a balance of land uses to meet daily shopping, recreational and social needs, while providing opportunities for businesses, employment, and tourism.
<b>Policy 3-4</b>	Provide for adequate parks and public spaces. Open space and parks should be useable and closely accessible to the residents they serve. Small, private, passive parks placed along the margins of a residential development do not fulfill recreational needs.
<b>Policy 3-5</b>	Chapter 4.1 of the Camp Roberts Joint Land Use Study (JLUS) describes a mutual commitment between the County, Camp Roberts, and the San Miguel community to collaborate regarding compatibility of land use. When considering land use category changes, the County shall ensure that resulting development or use would comply with the policies of the JLUS. San Miguel appreciates Camp Robert’s commitment to reciprocate by apprising the community of changes in base operation.
<b>Policy 3-6</b>	Enhance the community’s aesthetic identity that is characterized by an eclectic mix of mission-themed, Victorian, and railroad-era architecture.
<b>Policy 3-7</b>	Capitalize on the presence of historic resources.
<b>Policy 3-8</b>	Provide pedestrian and bicycle connections between the Central Business District, the mission, and other parts of town.
<b>Policy 3-9</b>	Consider community safety and site security in subdivision development and site design.
<b>Policy 3-10</b>	Expansion of Urban Reserve Line. Identify suitable land for community and neighborhood parkland when the Urban Reserve Line.
<b>Commercial Land Use Policies</b>	
<b>Policy 3-11</b>	Encourage uses and activities that will bring visitors into San Miguel.

**Table 1-A: San Miguel Community Plan Policies**

<b>Number</b>	<b>Policy</b>
<b>Policy 3-12</b>	Encourage, but don't mandate, a combination of retail commercial, office, and residential uses (mixed-use development) along Mission Street, while keeping developments predominately commercial nearest the proposed "Town Square" (13th and Mission Streets).
<b>Policy 3-13</b>	Allow mixed use developments to convert excess space back and forth between commercial and residential uses as market demand fluctuates to have more than 50 percent of their floor area dedicated to residential use, as long as ground floor spaces fronting Mission Street are retained for commercial use.
<b>Policy 3-14</b>	Provide sufficient land to allow for a variety of commercial and commercial services and light industrial uses, including those that will serve employment and visitor needs.
<b>Policy 3-15</b>	Enable "adaptive reuse" of culturally significant structures. Adaptive reuse is the conversion of a building designed for an old use (e.g. bank) to a new use (e.g. restaurant/brewery).
<b>Policy 3-16</b>	Within the Town Center area (Figure 3-L), encourage floor area ratios consistent with those found in small downtowns rather than suburban settings.
<b>Policy 3-17</b>	Allow vacant lots in the downtown to be used for parking or as public gathering areas on an interim basis until they are ready for development.
<b>Policy 3-18</b>	Primary uses of the Union Pacific land along the west side of N Street should include centralized parking and drainage facilities.
<b>Policy 3-19</b>	Lighting installed as part of any project shall be designed to be minimally disruptive to wildlife. This may be accomplished through the use of hoods to direct light away from natural habitat, using low intensity lighting, and using as few lights as necessary to achieve the goals of the project.
<b>Residential Land Use Policies</b>	
<b>Policy 3-20</b>	Developments where all units are the same size and type are discouraged. New subdivisions and multi-family developments should be designed to provide a mix of unit sizes and types.
<b>Policy 3-21</b>	Plan for neighborhoods to be mixed-income. Concentration of low-income housing in a small area does not promote an integrated sense of community.
<b>Policy 3-22</b>	Areas within the Flood Hazard (FH) combining designation should not apply towards density, lot coverage, and open space requirements.
<b>Policy 3-23</b>	Retain historical architectural styles throughout the old town.
<b>Policy 3-24</b>	Retain and enable development of a variety of housing types, including attached dwelling units, detached small-lot development and mobile home parks. Single family residential infill development should be designed for compatibility with the existing pattern of development. New subdivisions should provide a setting that can comfortably accommodate a variety of housing sizes and designs for residents of all income levels.
<b>Policy 3-25</b>	Improve residential areas that show signs of physical and economic decline.
<b>Policy 3-26</b>	Carports are favored over garages in multi-family developments, in order to ensure that the covered area is used for parking rather than storage.

**Table 1-A: San Miguel Community Plan Policies**

Number	Policy
<b>Natural Resources Policies</b>	
<b>Policy 4-1</b>	Where possible, leverage environmental mitigation requirements for projects to create economic benefits for the community. Examples include a San Joaquin kit fox education center or a museum on Salinan heritage.
<b>Policy 4-2</b>	Provide adequate buffers between urban development and the following: sensitive biological habitat, agricultural land and stream banks.
<b>Policy 4-3</b>	Maintain the Salinas River in a natural state. Avoid major land alterations within the flood plan, except as needed to accommodate flood control projects, recreational projects, and infrastructure.
<b>Policy 4-4</b>	Preserve areas within the flood plain of the Salinas River in their natural state as open space, while allowing modifications as needed for flood management. Retain these lands in private ownership with an open space easement or acquire in fee essential properties for addition to the County parks system.
<b>Policy 4-5</b>	Prevent water pollution, consistent with federal and state water policies and standards, including but not limited to the federal Clean Water Act, Safe Drinking Water Act, and National Pollutant Discharge Elimination System (NPDES). Development project shall use Low Impact Development strategies to the greatest extent practicable.
<b>Policy 4-6</b>	Address bluff retreat on the east side of the Salinas River when considering new development.
<b>Policy 4-7</b>	Preserve oak trees and other native or historically significant trees. Design development to incorporate these trees to the maximum extent feasible, giving highest priority to avoiding impacts to the trees. If it is determined that construction may impact trees protected by the County, the applicant shall procure all necessary tree removal permits. Trees protected by the County include any existing trees within urban or village reserve lines with the exception of those stated in Section 22.56.020.A of the Land Use Ordinance. A tree protection plan shall be developed by a certified arborist as appropriate and in conformance with County standards regarding oak protection. The plan shall include, but would not be limited to, an inventory of trees to within the construction site, setbacks from trees and protective fencing, restrictions regarding grading and paving near trees, direction regarding pruning and digging within root zone of trees, and requirements for replacement and maintenance of trees. If protected trees will be removed, replacement tree plantings of like species in accordance with County standards. If a protected tree shall be encroached upon but not removed, a certified arborist shall be present to oversee all trimming of roots and branches.
<b>Policy 4-8</b>	Consistent with state water efficiency standards, require the use of native, drought tolerant plants in landscaping for new development, including private and public projects.

**Table 1-A: San Miguel Community Plan Policies**

Number	Policy
<b>Policy 4-9</b>	Maintain a sustainable water supply by: <ul style="list-style-type: none"> <li>a) Encouraging water conservation programs;</li> <li>b) Maximizing groundwater replenishment by increasing the infiltration of runoff in public and private spaces;</li> <li>c) Considering the use of recycled water for landscaping of parks, streetscapes, and open space areas in new developments;</li> <li>d) Seeking supplemental water;</li> <li>e) Obtaining necessary permits to allow extraction of Salinas River underflow as a source for the municipal water system.</li> </ul>
<b>Policy 4-10</b>	<b>Special Status Species Habitat Loss Minimization.</b> The County encourages preservation or enhancement of upland habitat for wildlife species to the maximum extent feasible on parcels containing suitable habitat (e.g. areas used for foraging, breeding, dispersal, etc.). To the extent feasible, habitat preservation and enhancement should promote regional connectivity and discourage isolated habitat.
<b>Policy 4-11</b>	In order to mitigate for the loss of San Joaquin kit fox (SJKF) habitat by applying compensatory impact, the following mitigation ratios shall apply, based on the location of development (Figure 4.4-6): <ul style="list-style-type: none"> <li>a. Low quality SJKF habitat value of within Developed-Urban areas: No ratio</li> <li>b. Developed-Rural areas: 1:1</li> <li>c. Agricultural areas currently in vineyard production: 1:1</li> <li>d. Agricultural forage production areas: 2:1</li> <li>e. All other areas consisting of medium quality habitat associated with the property. Salinas River: 2:1</li> <li>f. High quality habitat: 4:1</li> </ul>
<b>Policy 4-12</b>	<b>Trail Development - Sensitive Communities Minimization.</b> To the maximum extent feasible, trail development should be designed to avoid impacts to willow-cottonwood riparian forest.



**Table 1-A: San Miguel Community Plan Policies**

Number	Policy
<b>Cultural Resources Policies</b>	
<b>Policy 4-13</b>	<p>Rather than mitigating for disturbed or destroyed cultural resources, give priority to development projects that avoid impacts and protect and preserve archaeological resources and significant historic resources to the maximum extent feasible.</p> <p>a. <b>Disturbance of Historical Resources.</b> Where preservation is not feasible, the significance of each resource shall be evaluated according to current professional standards and appropriate mitigation measures shall be implemented prior to County approval of any development. Mitigation may include, but not be limited to, data recovery and graphic documentation (photographs, drawings, etc.).</p> <p>Alterations and/or the adaptive reuse of historical resources shall conform to the Secretary of the Interior’s Standards. Prior to a project’s approval, the County should confirm that a proposed project that contains a historical resource will conform to the Secretary of the Interior’s Standards, or implement other feasible mitigation measures such that significant adverse impacts on historic resources will be reduced or avoided.</p>
<b>Policy 4-14</b>	Protect and preserve significant landscape features, including native trees, riparian vegetation, and trees with significant aesthetic or historic significance related to the community’s cultural heritage.
<b>Energy Conservation Policies</b>	
<b>Policy 4-15</b>	Encourage energy-efficient retrofit of existing structures throughout the community.
<b>Policy 4-16</b>	Work with commercial property owners and small business owners to reduce energy usage and improve the energy efficiency of their buildings.
<b>Policy 4-17</b>	Conserve water indoors and in landscaping, and use water recycling.
<b>Policy 4-18</b>	Implement “green building” techniques and sustainable design throughout San Miguel.
<b>Policy 4-19</b>	Encourage building and site designs that take advantage of solar exposure and energy, particularly with larger development projects.
<b>Policy 4-20</b>	Encourage the use of landscape features that aid in regulating the temperature of buildings and that in parking lots reduce “solar gain” in summer and allow “solar gain” in winter.
<b>Policy 4-21</b>	Support the use of renewable, locally-sourced and environmentally superior building materials and products.
<b>Policy 4-22</b>	Encourage site design and circulation patterns that enable reducing vehicle trips.
<b>Transportation and Circulation Policies</b>	
<b>Policy 5-1</b>	Provide for a safe and efficient circulation network for the movement of people and goods for motorized vehicles, pedestrians, bicycles, and buses.

**Table 1-A: San Miguel Community Plan Policies**

<b>Number</b>	<b>Policy</b>
<b>Policy 5-2</b>	Establish an interconnected circulation system between various land uses and neighborhoods within the community, discourage dead-end streets, and encourage use of alternative transportation modes that result in reduced vehicle miles traveled, and to minimize emergency response times.
<b>Policy 5-3</b>	In support of efforts to promote “complete streets,” make public streets, trails, and bikeways an essential component of community life by: <ul style="list-style-type: none"> <li>• Encouraging structures to have their primary entrances along street frontages.</li> <li>• Separating vehicle and pedestrian traffic.</li> <li>• Planning for open space and public amenities along the street frontage</li> <li>• Discouraging “walled off” developments.</li> </ul>
<b>Policy 5-4</b>	Discourage single-occupant vehicle trips and encourage a mix of land uses that will reduce vehicle miles traveled.
<b>Policy 5-5</b>	Create bicycle, pedestrian and recreational paths. These paths should be interconnected and, where feasible, independent of roadways. Utilize traffic controls and traffic calming features, as appropriate, to help create a safe and enjoyable environment.
<b>Policy 5-6</b>	Rather than planning for fractured sidewalk improvements throughout town, priority should be given to developing a network of pathways that connect community facilities and visitor-serving destinations.
<b>Policy 5-7</b>	Maintain adequate levels of service and pavement conditions on public roads.
<b>Policy 5-8</b>	Require new development to safely accommodate anticipated traffic volumes, off-street parking, and drainage.
<b>Policy 5-9</b>	Plan for transportation infrastructure and multi-user connectivity to be extended to the proposed community expansion areas (refer to Chapter 3).
<b>Policy 5-10</b>	Improve safety along the railroad corridor.
<b>Policy 5-11</b>	Take sight distance into consideration when planning the location of truck loading zones.
<b>Policy 5-12</b>	Prioritize circulation projects that also achieve other goals of the community plan. For example, infrastructure spending should be focused in areas that support safe routes to school or development of the community’s historic walking trail.
<b>Policy 5-13</b>	Discourage private roads in new subdivisions and developments, unless a robust parking enforcement program is included.
<b>Policy 5-14</b>	Support CalTrans’ efforts to upgrade US Highway 101 between San Miguel and Paso Robles to freeway standards by planning for a frontage road connection from Cemetery Road to San Marcos Road.
<b>School Policies</b>	
<b>Policy 6-1</b>	Coordinate early with the San Miguel Joint Union School District and the Paso Robles Joint Unified School District on the planning, location, and construction of new schools to identify and resolve any planning and land use issues and to ensure that the facilities are constructed in a timely fashion relative to the phasing of residential development.

**Table 1-A: San Miguel Community Plan Policies**

<b>Number</b>	<b>Policy</b>
<b>Policy 6-2</b>	New campuses should be located within walking distance of the maximum number or residences possible.
<b>Policy 6-3</b>	New elementary schools should not be located on an arterial road.
<b>Policy 6-4</b>	Work toward providing educational facilities that adequately serve the growing population.
<b>Parks and Recreation Policies</b>	
<b>Policy 6-5</b>	Provide a variety of park and recreation facilities for all residents in order to promote a healthy community.
<b>Policy 6-6</b>	Provide community and neighborhood parkland at a minimum ratio of 3.0 acres per 1,000 residents.
<b>Policy 6-7</b>	Ensure that new residential neighborhoods have sufficient area for children to play in an easily accessible and visible location.
<b>Policy 6-8</b>	Involve the County Sheriff early on in the design process for new parks and recreational facilities, particularly those located in the Salinas River floodplain. Measures the Sheriff recommends should be incorporated into the design of the project to ensure crime prevention.
<b>Fire and Emergency Policies</b>	
<b>Policy 6-9</b>	Provide adequate levels of service as the population increases.
<b>Policy 6-10</b>	Ensure that San Miguel Fire Department has an opportunity to provide adequate input into fire safety requirements for individual development projects.
<b>Policy 6-11</b>	Plan an interconnected street system to minimize emergency response times.
<b>Policy 6-12</b>	Minimize the risk of personal injury, property damage, and environmental damage from fire, hazardous chemical releases, natural and human-made disasters through subdivision and development design.
<b>Law Enforcement Policies</b>	
<b>Policy 6-13</b>	Provide adequate levels of service as the population increases.
<b>Solid Waste Disposal Policies</b>	
<b>Policy 6-14</b>	Ensure that adequate capacity for solid waste is available for the community.
<b>Policy 6-15</b>	Maximize opportunities for waste reduction and recycling.
<b>Community Facilities Policies</b>	
<b>Policy 6-16</b>	Provide public and cultural facilities that contribute to the community's positive image, enhance community identify, and meet the civic and social needs of the community.
<b>Policy 6-17</b>	Upgrade and revitalize community facilities to serve the local population in a timely manner relative to the phasing for residential development.
<b>Policy 6-18</b>	Support development of health care facilities and the provision of safe, affordable, and quality elder care and child care facilities and services for families who reside and work in San Miguel.
<b>Policy 6-19</b>	Where feasible, locate community facilities on sites shared with other public facilities such as a school.

**Table 1-A: San Miguel Community Plan Policies**

<b>Number</b>	<b>Policy</b>
<b>Policy 6-20</b>	Maintenance responsibilities of downtown streetscapes and publicly installed landscaping should transfer from volunteer organizations to the San Miguel Community Services District, through its lighting and landscape district powers.
<b>Water System Policies</b>	
<b>Policy 7-1</b>	Provide an adequate, sustainable water supply and delivery system for the community of San Miguel. The system should have adequate water supply and quality to serve the future needs of the community, including emergency and fire prevention services.
<b>Policy 7-2</b>	As the community expands to the north along the Salinas River, seek to preserve the riparian water rights appurtenant to those properties.
<b>Wastewater Policies</b>	
<b>Policy 7-3</b>	Provide wastewater treatment services to meet the needs of the community of San Miguel. San Lawrence Terrace may continue to be served by individual on-site septic systems, but plans to extend the collection system to the area should be developed.
<b>Policy 7-4</b>	Design upgrades to the wastewater treatment plant, to increase capacity to serve future growth, while at the same time addressing other community plan goals. For example, consider increasing wastewater capacity by adding or expanding percolation ponds in a way that would also maximize groundwater replenishment.
<b>Policy 7-5</b>	Look into the feasibility of combining wastewater treatment activities with Heritage Ranch and Camp Roberts. Such a facility could treat wastewater to tertiary levels and provide it to vineyards for irrigation.
<b>Policy 7-6</b>	Avoid the use of sewage pump/lift stations in new subdivision design.
<b>Stormwater Drainage Policies</b>	
<b>Policy 7-7</b>	Provide comprehensive stormwater management to minimize flooding and property damage throughout the community.
<b>Policy 7-8</b>	Design and construct a stormwater system that minimizes impacts to surface and groundwater and maintains rivers and creeks in their natural state.
<b>Policy 7-9</b>	Require the use of suitable Low Impact Development (LID) techniques and best management practices in site design and development, both on private and public land.
<b>Policy 7-10</b>	Groundwater recharge shall be a priority in stormwater and drainage system design.
<b>Policy 7-11</b>	Develop in a manner that minimizes risks to life and property associated with flooding.
<b>Policy 7-12</b>	Consider options to address changes in flooding hazards should climate change alter historic flooding patterns.
<b>Utilities Policies</b>	
<b>Policy 7-13</b>	Coordinate with utility companies to provide the community with a full array of reliable utility services.
<b>Policy 7-14</b>	Encourage the use of renewable energy sources, such as individual solar systems, in new development projects and remodels of existing structures.
<b>Policy 7-15</b>	Require new subdivisions to install fiber optic conduits as part of their public improvements obligations.

**Table 1-A: San Miguel Community Plan Policies**

Number	Policy
<b>Policy 7-16</b>	Coordinate underground utility work along 10 <sup>th</sup> Street and River Road in order to install fiber optic conduits to serve the commercial areas along Indian Valley Road and Cemetery Road.

## **1-11: Authority**

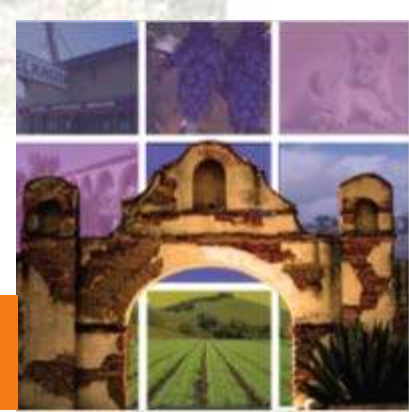
Content, adoptions, and subsequent amendment of a community plan are governed by the California Government and Public Resources Codes. A community plan is adopted as an amendment to the County General Plan, which may only be amended four times per calendar year (California Government Code, Section 65358).

Section 21083.3 of the California Public Resources Code requires a community plan to include or provide reference to each of the seven mandatory elements (Land Use, Circulation, Housing, Noise, Conservation, Open Space, and Safety) of a general plan specified in §65302 of the California Government Code. A community plan need not address all the issues specified in §65302, if the overall general plan, in this case, the San Luis Obispo County General Plan, satisfies these requirements. A community plan, however, must contain specific development policies and identify measures to implement those policies.

Community plans should be updated periodically to conform to changes in California law and other legal requirements, and to reflect changes in local population, land development patterns, and public sentiment. In addition, the conditions and assumptions that form the basis of a community plan may change due to fluctuations in population, the economy, development in the surrounding region, and other factors.

# 2

# POPULATION & ECONOMY



## Chapter 2: Population and Economy

When communities undertake a long-range planning program such as a community plan, a critical part of the entire process is projecting future growth. This chapter profiles San Miguel's population and socioeconomic characteristics, comparing past trends, present conditions and future projections. These projections guided preparation of the economic development policies and programs in this chapter and the other policies and programs found in this plan.

This quote from the 2003 San Miguel Design Plan was still very relevant in 2016:

*"San Miguel's population growth has been relatively modest...when compared to the rapid growth of Paso Robles, a ten minute drive away. Understandably, entrepreneurs looking for market support for new businesses have focused on Paso Robles. San Miguel needs the spark of something "new" to kindle the interest of businesses in locating in the community."*

The policies and programs that follow in Sections 2-2.6 and 2-2.7 are intended to help kindle interest in economic investment in San Miguel.

### 2-1: Population

San Miguel's population, based on the 2010 U.S. Census, was 2,336. This represents an increase of 64.5 percent from 2000, and a compounded annual growth rate (CAGR) of 5.1 percent. The growth in San Miguel between 2000 and 2010 can largely be attributed to the development of two residential projects on the north end of the community. In the previous decade between 1990 and 2000, San Miguel's population grew much more slowly, with an increase of 26.4 percent (2.4 percent CAGR). In comparison, San Luis Obispo County's population as a whole increased 13.5 percent between 2000 and 2010 and 14 percent between 1990 and 2000.

The County's growth rate has been declining since the 1980s, with a greater portion of the growth due to net migration (the difference between those moving into the county versus leaving the county). Net migration accounted for approximately 75 percent of the county's



#### Healthy Communities

A healthy community is also an economically vibrant community. Improvements like street trees and parks create a pleasant experience for residents and tourists alike.




#### POPULATION HIGHLIGHTS<sup>1</sup>

- San Miguel's population is significantly younger than the county as a whole.
- The median age in San Miguel is 28.3 years compared to 41.5 years for the county.
- Children under the age of 15 make up nearly 30 percent of the population in San Miguel but only about 17 percent countywide.
- The percentage of adults between the ages of 25 to 39 is higher in San Miguel than the county as a whole.
- The percentage of senior citizens in San Miguel is only one-third of that found countywide.
- The primary working-age group (25 to 64 years old) in San Miguel is essentially the same as the county as a whole at about 51%.

1. Based on 2010 U.S. Census

growth in the 1990's and approximately 80 percent since 2000. Birth rates have declined along with a decrease in young professionals with families. Population projections on a state and regional level indicate modest growth rates in the coming decades.



Knowing a community's age distribution can aid the community in providing adequate services for the various age groups and household sizes.

San Miguel's annual growth rate is projected to be about 1.8 percent (CAGR) through 2035, resulting in a population of approximately 3,660. Table 2-A shows the population projections for San Miguel. The projected development in the URL could result in 417 additional dwelling units under the Plan's 25-year horizon. The projected population is based on 3.17 persons per household. The actual number of new dwelling units may vary depending on a variety of factors such as actual development density, physical constraints and market demand.

<b>Year</b>	<b>Total Population</b>	<b>Percent Increase<sup>1</sup></b>	<b>Annual Growth Rate (CAGR)<sup>2</sup></b>
<b>1990</b>	1,123	---	---
<b>2000</b>	1,420	26%	2.4%
<b>2010<sup>3</sup></b>	2,336	65%	5.1%
<b>2035</b>	3,658	57%	1.8%

Notes:

1. The percentage increase in population during the 10-year period ending at the year indicated in that row.
2. The compounded annual growth rate during the 10-year period ending at the year indicated in that row.
3. The 2010 population has been adjusted from the information provided by the 2010 Census because the Census Designated Place (CDP) for San Miguel is slightly different than the San Miguel URL.

## **2-2: Economic Development**

San Miguel's history has been marked by boom and bust cycles, often in response to fluctuations in the agricultural economy and the military's use of Camp Roberts. Businesses in the community fall primarily into three categories: agricultural support, visitor services, and neighborhood retail.

Although San Miguel is served by a post office, an elementary school, a branch County library, several restaurants, and two small convenience stores, much of the community's business and service needs are not met locally. This is evident by the number of employees that commute out of San Miguel each day and by the need to drive to Paso Robles or other communities to obtain basic commodities and services.





## **Planning for a Prosperous Community**

The County's economic policies strive for a balance between environmental and social needs and a strong and viable local economy. They also seek to foster an arrangement of development that is concentrated and in close proximity to needed infrastructure and existing development.

Private development investment and infrastructure improvements will help bring more shopping, services and job opportunities to San Miguel. This index provides a guide to the Plan's components that are aimed at helping San Miguel prosper.

- Programs to attract businesses – see Programs 2-1, 2-2, and 2-6 (Section 2-2.7)
- Advance planning for land use permits – See Program 2-9 (Section 2-2.7).
- A variety in commercial zoning – see Section 3-2.3 and Figure 3-G
- A plan for financing public facilities – see Chapter 8

### **2-2.1: Economic Development Issues**

The economic development challenges facing San Miguel residents include:

- High percentage of out-commuting by residents due to the relatively low number of employment opportunities within the community
- Lack of shopping opportunities in San Miguel
- Low population
- Limited visitor-serving uses
- Proximity to the City of Paso Robles

### **2-2.2: Economic Goals**

As part of the 2003 San Miguel Design Plan, residents of San Miguel identified two primary economic goals as the foundation for that plan. Those goals have been incorporated here.

**GOAL 1: Improve the community's ability to attract commercial development and housing for people of all income levels.**

Residents of San Miguel want to encourage the development of a wider range of housing opportunities for all income levels. Attracting more middle and upper-income housing will require a coordinated effort to "polish" the image of the community in order to provide an appropriate context for new development. The visual impressions created by the condition of private property and by the public streetscape are equally important components of San Miguel's image.

**GOAL 2: Promote tourism to support local business.**

Mission San Miguel is the community’s most significant asset, attracting thousands of visitors annually. Many visitors see only the mission, and resume their travels, unaware that a visit to downtown San Miguel could enrich their historical experience. Promotion of the community’s other historical resources can provide an opportunity for local business owners to capture a larger share of county tourism revenue. Antique shops, cafes and restaurants appeal to the visitor market and add a measure of economic vitality that can encourage the establishment of new businesses to serve local residents as well as visitors.

**2-2.3: Employment**

As highlighted in Table 2-B, San Miguel had a higher percentage of its population participating in the labor force and a higher unemployment rate than the county as a whole. 86.1 percent of that labor force was employed, which was lower than the countywide figure of 92.6 percent. As shown in Table 2-C, a significant portion of the county’s workforce works in a place other than their place of residence. This is also true for San Miguel. Therefore, it is important for the San Miguel Community Plan to provide the opportunity for people to live and work in San Miguel. This is done by providing the land use areas, public services and infrastructure to accommodate economic growth.

**Table 2-B: Labor Force Comparison**

	Labor Force in 2000 <sup>1</sup>				Labor Force in 2010 <sup>2</sup>			
	San Miguel		SLO County		San Miguel		SLO County	
Employment Status	Number	Percent	Number	Percent	Number	Percent <sup>3</sup>	Number	Percent <sup>3</sup>
In Labor Force	765	69.0%	116,869	58.3%	1,190	<b>72.3%</b>	133,542	<b>59.3%</b>
Employed	723	94.5%	109,669	93.8%	1,025	86.1%	123,660	92.6%
Unemployed	42	5.5%	6,911	5.9%	165	13.9%	9,882	7.4%
Not in Labor Force	344	31.0%	83,704	41.7%	457	27.7%	91,655	40.7%
<b>Population over 16</b>	<b>1,109</b>	<b>100.0%</b>	<b>200,572</b>	<b>100.0%</b>	<b>1,647<sup>4</sup></b>	<b>100%</b>	<b>225,197<sup>4</sup></b>	<b>100%</b>

Data Sources: 1) 2000 Census; 2) 2010 Census and 2010 American Community Survey (ACS); 3) 2010 (ACS); 4) 2010 Census

Table 2-C shows that roughly 48 percent of the workers in San Miguel leave town each day for their jobs, which is comparable to the county average. Likewise, the ratio of workers working outside of the county is also lower than the county as a whole.

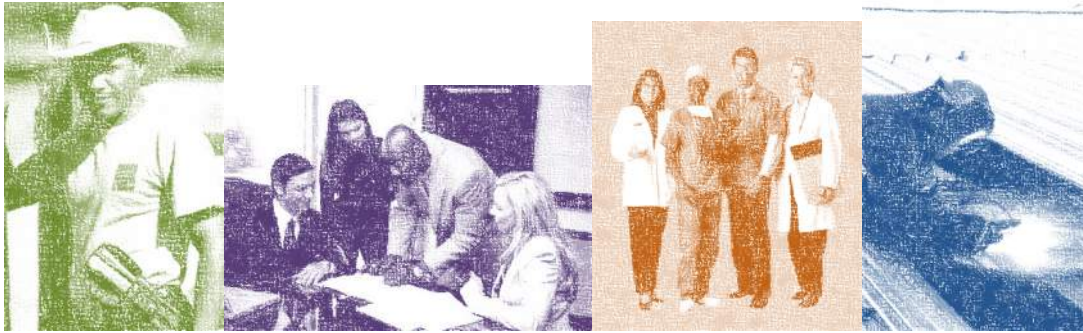
<b>Table 2-C: Estimate of Workers by Place of Work</b>				
<b>Job Location</b>	<b>San Miguel</b>		<b>SLO County</b>	
	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
Work in County of Residence	930	90.7%	109,810	88.8%
Work in Town	439	42.8%	49,959	40.4%
Work out of Town	491	47.9%	59,851	48.4%
Work out of County of Residence	95	9.3%	13,850	11.2%
<b>Total</b>	<b>1,025</b>	<b>100.0%</b>	<b>123,660</b>	<b>100.0%</b>

Source: Based on 2010 American Community Survey (ACS) for San Luis Obispo County and the Paso Robles Census County Division with estimates for San Miguel (2010 ACS information for “workers by place of work” is not produced for the San Miguel Census Designated Place).

Table 2-D shows the distribution of jobs by industry. Thirty-seven percent of San Miguel’s workforce works in agriculture, construction or manufacturing. For the county as a whole, only about 17 percent of the workforce is employed in those industries. The proportion of San Miguel’s workforce in retail trade, professional services and arts, entertainment and recreation is on par with the county as a whole.

<b>Table 2-D: Worker by Industry</b>				
<b>Industry</b>	<b>San Miguel</b>		<b>SLO County</b>	
	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
Ag, Forestry, Mining, etc.	65	6.3%	4,215	3.4%
Construction	185	18.0%	9,418	7.6%
Manufacturing	131	12.8%	7,677	6.2%
Wholesale Trade	0	0.0%	2,968	2.4%
Retail Trade	140	13.7%	15,250	12.3%
Transportation, Warehousing and Utilities	48	4.7%	5,080	4.1%
Information	4	0.4%	2,350	1.9%
Finance, Insurance and Real Estate	10	1.0%	6,935	5.6%
Professional Services	109	10.6%	13,624	11.0%
Educational Services and Health Services	65	6.3%	27,082	21.9%
Arts, Entertainment And Recreation	108	10.5%	14,345	11.6%
Public Administration	14	1.4%	8,162	6.6%
Other Services	146	14.2%	6,554	5.3%
<b>Total</b>	<b>1,025</b>	<b>100%</b>	<b>123,660</b>	<b>100%</b>

Source: Based on 2006-2010 American Community Survey



### 2-2.4: Income

Table 2-E shows the distribution of household income in San Miguel compared to the county as a whole. The estimated median household income in San Miguel in 2010 was about \$42,000. The cost of living and incomes are generally higher in other parts of the county, and for the county as a whole, the median household income in 2010 was about \$57,000.

Table 2-E: Household Income				
Income	San Miguel		SLO County	
	Number	Percent	Number	Percent
Less than \$10,000	52	7.0%	6,015	5.9%
\$10,000 to \$14,999	0	0.0%	5,626	5.5%
\$15,000 to \$24,999	92	12.5%	10,245	10.0%
\$25,000 to \$34,999	69	9.3%	9,807	9.6%
\$35,000 to \$49,999	219	29.8%	13,459	13.1%
\$50,000 to \$74,999	92	12.5%	19,178	18.7%
\$75,000 to \$99,999	161	21.8%	13,388	13.1%
\$100,000 to \$149,999	29	3.9%	14,169	13.8%
\$150,000 to \$199,000	23	3.1%	5,751	5.6%
\$200,000 or more	0	0.0%	4,796	4.7%
Median Household Income	\$42,176	X	57,365	X
<b>Total</b>	<b>737</b>	<b>100.0%</b>	<b>102,434</b>	<b>100.0%</b>

Source: 2006-2010 American Community Survey

### 2-2.5: Housing Market

The housing market in the county has seen generally increasing values, despite a substantial decline in values after about 2006. Table 2-F identifies 2010 values of owner-occupied homes in San Miguel as compared to the county as a whole. According to the American Community Survey, the median owner-occupied home value in San Miguel in 2010 was about \$292,800, while the median owner-occupied

home value in the county as a whole during that time was about \$513,900. In 2016, the median sales price in San Miguel was only \$316,500<sup>1</sup>.

Comparing the 2010 median home values to the values from the 2000 Census, there was an increase in value of about 123 percent in the county as a whole (from \$230,000 to \$513,900) and a 246 percent increase in San Miguel (from \$119,000 to \$292,800).



The increase in home values has made it increasingly difficult for many households to afford buying a home.

<b>Table 2-F: Home Value - Owner Occupied</b>				
<b>Value</b>	<b>San Miguel</b>		<b>SLO County</b>	
	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
Less than \$50,000	13	4.6%	1,534	2.4%
\$50,000 to \$99,999	0	0%	1,327	2.1%
\$100,000 to \$149,999	22	7.6%	1,220	1.9%
\$150,000 to \$199,999	6	2.2%	1,715	2.7%
\$200,000 to \$299,999	108	37.8%	4,551	7.2%
\$300,000 to \$499,999	121	42.6%	20,056	31.9%
\$500,000 to \$999,999	0	0%	26,638	42.4%
\$1,000,000 or more	15	5.2%	5,839	9.3%
<b>Median Home Value</b>	<b>\$292,800</b>	<b>X</b>	<b>\$513,900</b>	<b>X</b>
<b>Total</b>	<b>285</b>	<b>100.0%</b>	<b>62,880</b>	<b>100.0%</b>

Source: U.S. Census Bureau, 2006-2010 American Community Survey

### 2-2.6: Economic Development Policies

- Policy 2-1: Promote San Miguel’s historic and cultural heritage as a way of attracting prospective residents.
- Policy 2-2: Support private efforts to enhance San Miguel’s downtown area.
- Policy 2-3: Seek out grant funding opportunities and prioritize infrastructure spending towards improvements that increase and enhance the quality of life in San Miguel.
- Policy 2-4: Support the maintenance and enhancement of agricultural production in the rural areas surrounding San Miguel.

<sup>1</sup> Data sources: zillow.com, trulia.com.

- Policy 2-5: Plan for retail and service commercial. Provide opportunities for appropriate commercial goods, services, and employment to serve the community’s growing population.
- Policy 2-6: Encourage development that provides housing types for all incomes, age levels, and family structures.
- Policy 2-7: Create a climate in which small businesses can develop and prosper.
- Policy 2-8: Increase head-of-household employment opportunities. Designate land for new agricultural support and specialty manufacturing businesses.
- Policy 2-9: Enhance San Miguel’s most attractive features – small town ambiance, cultural and historical resources, environmental setting, and affordable housing – to attract additional economic development.
- Policy 2-10: Support live-work arrangements. Create flexible regulations that allow someone to operate a business and live on the same property.

**2-2.7: Economic Development Implementing Programs**

Program 2-1: **Identify and recruit the types of businesses that can succeed in San Miguel.** Work with key industries for the purpose of targeted marketing (on a case-by-case basis) to retain or expand existing businesses and attract new ones. Identify underrepresented industries that may be attracted to San Miguel and actively recruit them. The following strategies should be considered in implementing this program:

- a) **Identify the types of existing and potential businesses that can succeed in San Miguel.**

Some of the types of businesses that provide goods or services to the local population have already been identified in the market study prepared by The Natelson Dale Group (2012). Other businesses provide goods or services to a much wider geographic area (possibly even international), bringing income into the county. These types of businesses have been called “tradable goods and services” by economist Bill Watkins in the 2009 San Luis Obispo County Economic Forecast by the University of California, Santa Barbara Economic Forecast Project. San Miguel is positioned well for a number of business types related to surrounding agricultural operations, Camp Roberts

Military Reservation, the US Highway 101 corridor, and nearby major fiber-optic cables that connect to an international network.

In light of these attributes, San Miguel may be a good location for the following types of businesses (and possibly other underrepresented or unidentified industries):

- Local-serving retail and services (see market study prepared by The Natelson Dale Group, 2012)
- Farm equipment and supplies
- Accounting and payroll services
- Agricultural processing, storage, and distribution
- Agricultural tourism
- Hotels or motels
- Water technology
- Transportation (trucking) and related businesses
- Small business incubator – i.e. an organization established to advise, guide, support, and provide a facility for new business ventures.
- Medical and health care services
- Information technology and related businesses
- Energy technology and related businesses
- Environmentally desirable businesses, such as firms engaged in renewable energy development.

- b) **Solicit information about business needs.** Identify specific businesses consistent with the list above, both in San Miguel and elsewhere, and interview them to solicit information about their needs in terms of sites, workforce, and other businesses they interact with.

This information can help identify potential adjustments to the San Miguel Community Plan, determine whether these business types are appropriate for San Miguel, and identify conditions under which they would consider locating or expanding in San Miguel. These businesses are most likely located in the county or in the nearby portions of the Central Valley.

- c) **Ensure adequate zoning.** Ensure that adequate sites are designated (zoned) in San Miguel for the businesses mentioned above. Certain businesses will need access and visibility from US Highway 101, whereas other businesses may need a pedestrian-friendly downtown where people can walk from one business to another. Some businesses will need larger sites than others. Other characteristics of sites important to

specific types of businesses may be identified during the interviews conducted in strategy b above.

- d) **Reduce start-up costs for preferred businesses.** Minimize the cost and time associated with permitting requirements for preferred types of businesses. Assist with detailed site planning for new commercial development on key sites. Reduce start-up costs for preferred businesses by using public financing to fully improve one or more sites for job-generating businesses.

Using a variety of public financing tools, the County should help construct basic infrastructure in advance of when private developers would request permits for the commercial buildings for which detailed planning was completed. This would provide a strong incentive for the preferred types of businesses to locate or expand in San Miguel, since it would significantly reduce the time and cost associated with establishing a business.

- e) **Market entitled sites to targeted businesses.** Once development sites are entitled, market them to the targeted businesses. Methods to market the sites should include some direct meetings with the businesses interviewed previously, meetings with real estate associations, and direct mail “invitations” to business and trade associations by regular mail and email. The invitations should also be sent to consultants that specialize in identifying sites for specific business clients. The Economic Vitality Corporation (EVC) may be able to help route these invitations to businesses on the EVC distribution list.

Program 2-2: **Assist the community in developing a Business Improvement District (BID).** Assist local merchants and business organizations interested in forming a business improvement district (BID) to promote a definable identity for San Miguel’s commercial areas through coordinated signage, landscaping and streetscape enhancements. Ultimately, a BID could be responsible for on-going maintenance of landscaping, lighting, street furniture, and other amenities, as well as for other business district functions.



Program 2-3: **Develop a “buy local” program in San Miguel.** Establish a program such as “San Miguel Community Marketplace” to connect local business needs with local products and services. This program should encourage all businesses and residents in San Miguel to make purchases in the community whenever possible in order to support the local economy. When local products and services are unavailable, encourage local businesses and residents to increase purchasing power through cooperative purchasing arrangements.

*San Miguel businesses can “multiply” their profits by purchasing goods and services locally.*

Program 2-4: **Establish a weekly farmers market in the community that connects residents with local foods.** Develop a weekly community farmer’s market that showcases local produce.

Program 2-5: **Promote annual community events to draw visitors into town.** Promote cultural amenities and facilitate special events in the community that will draw visitors to the community. Build on existing community events, such as Sagebrush Days and the Christmas Light Parade. Encourage collaboration between local businesses and tourist attractions (e.g. the mission and the adobe) in order to increase interest and attendance. Support events such as arts and crafts fairs, car shows, sports events, parades, and other seasonal events that will draw tourists into the community.



Program 2-6: **Reduce financial burdens for businesses seeking to locate or expand in San Miguel.** Consider the financial implications for businesses seeking to locate or expand in San Miguel. For example, certain desirable businesses for which payment of fees “upfront” may represent a major financial burden, may benefit from fee deferral programs. Explore the potential for adjustments to development standards that allow for more efficient use of sites that are already developed for employment uses.

Program 2-7: **Periodically survey the business community.** Survey the business community periodically to determine their needs and suggestions for improving the local business environment.

Program 2-8: **Promote the use of non-motorized transportation to and within the Central Business District.** Encourage site design that facilitates walking and bicycling. Plan for “complete streets” with street trees, bicycle lanes, and sidewalks. Promote efforts to consolidate parking in the Central Business District.

Program 2-9: **Streamline the permitting process for desired development.**

- a) **Master Conditional Use Permit.** Process comprehensive conditional use permits for certain prescribed development types on key sites in the community, rather than requiring a separate use permit for each individual development. This will help to make development in San Miguel more marketable, as start-up costs associated with entitlements and environmental review will be minimized.

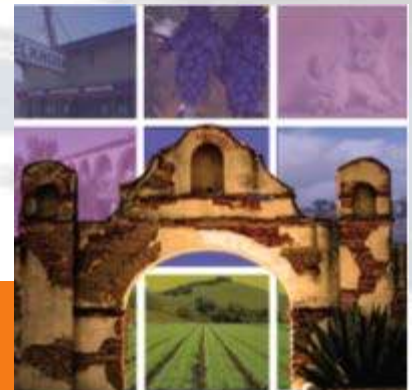
A Master Conditional Use Permit should be based on a reasonably foreseeable project and contain a sufficient level of detail to lessen the extent of permit review for future land development proposals. Future development pursuant to the master permit would be based on specific parameters, which could include: environmental mitigation, conceptual site layouts, parking and circulation plans, drainage plans, architectural themes, and streetscape features. Design guidelines and standards must be consistent with the San Miguel Community Plan.

These plans or entitlements should be prepared in phases for the community, since economic and environmental conditions can change within a few years after being approved. Once a site is so entitled by the County, construction permits could be obtained through a relatively quick ministerial building permit. Additionally, incentives such as deferred impact fees or adjustments to development codes may be considered.

- b) **Tiered environmental review.** Streamline the environmental review process by allowing subsequent development to “tier” off of the Environmental Impact Report for the San Miguel Community Plan. “Tiering” allows an applicant to use the standard mitigation measures adopted with this Community Plan rather than developing specific mitigation measures for an individual project. This would reduce costs and the processing time associated with the environmental review process.

# 3

# LAND USE & COMMUNITY DESIGN



**San Miguel Community Plan**

# Chapter 3: Land Use and Community Design

## 3-1: Introduction

San Miguel residents envision a future for their community that not only maintains the small-town character and cultural heritage, but also thrives by attracting new residents, employees, and visitors. To achieve this vision, the community’s land use plan aims to:



- **Attract new head-of-household employment.** In order to create a better balance between jobs and housing, land use policies should emphasize and plan for the expansion of commercial services that provide the opportunity for head-of-household employment.
- **Plan for a variety of housing.** To serve the needs of large and small families, young professionals, and retirees, planning for a mix of different housing types in the community is essential.
- **Cultivate a positive image for San Miguel.** Land use policies should help to enrich San Miguel’s reputation as a thriving and vibrant community where people want to come to live, work, and recreate.

This chapter is intended to provide a framework to ensure that new development adds value to the community and preserves and enhances the positive features of San Miguel’s character, form and historical resources. The policies and implementing programs found in this chapter, together with the design guidelines found in Chapter 9 of this Plan and the community planning standards found in Article 10 of the Land Use Ordinance, are intended to guide the design and implementation of new development within the community.

The Community Plan will help prospective developers create development plans that are consistent with the community’s intent. The Plan provides the community with a way to measure the value of individual proposals as they are presented



### Healthy Communities

“A high quality environment is essential for children to achieve optimal health and development. Building and land use policies, including the quality and design of a child’s physical environment, can prevent illness, disability and injury, and degrade or preserve natural resources.”

– Centers for Disease Control and Prevention

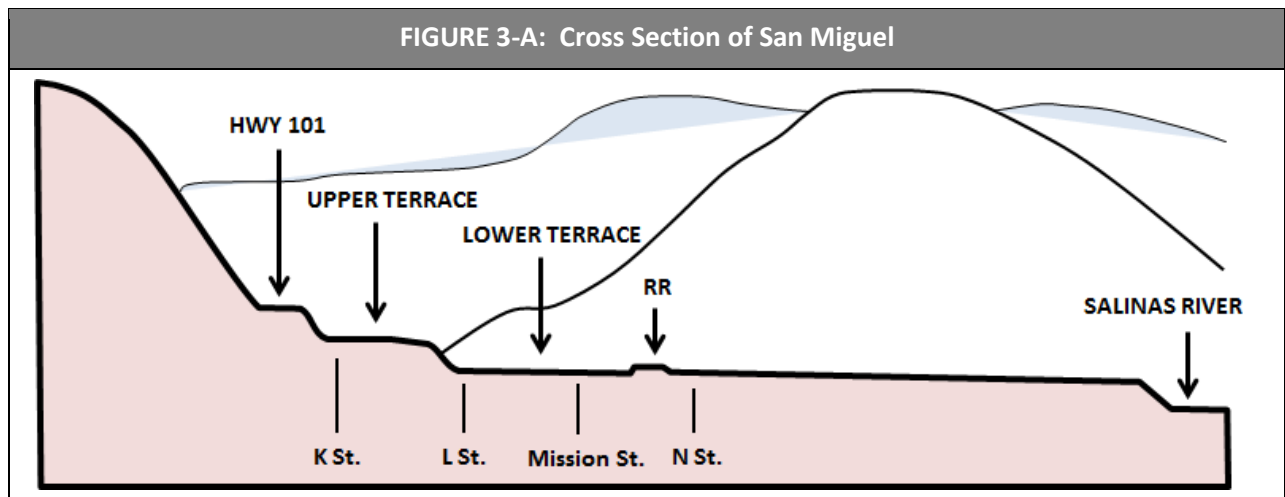
for local review. The development review process makes a careful examination of a project's quality of site planning and architecture, as well as such details as signage, lighting and drainage. The purpose is to ensure that every new development fits in with the community, natural setting, and neighboring properties and is consistent with community design objectives.

### 3-1.1: Community Context and Development Pattern

San Miguel's layout and land use patterns are largely influenced by geography, land ownership, and transportation corridors. In fact, a mission was first planned in San Miguel, because of several beneficial features of the location. San Miguel is on two terraces overlooking the Salinas River, near where it is joined by the Estrella River. Water sources, food sources, and its location on the El Camino Real made San Miguel an attractive waypoint for travelers between Soledad and San Luis Obispo.

San Miguel is crossed by several parallel features that define its boundaries and influence the land use pattern. Today, the community is defined on the west by Highway 101 and the steep hillside along the highway's western edge. The Salinas River runs along San Miguel's eastern side, although the community's Urban Reserve Line extends east of the river to include the old landing strip site and a portion of the San Lawrence Terrace development. The Union Pacific railroad tracks run through the middle of town, almost equidistant from the highway and the river.

Figure 3-1 illustrates the topographic profile of San Miguel, which consists of two terraces connected by a steep slope. The upper terrace extends from Highway 101 to a point east of the alley between K and L Streets. The lower terrace extends from L Street to the Salinas River. The upper terrace has views of the hills east of the river. It experiences fewer surface drainage problems than other parts of town, but has greater exposure to highway noise.



The older, more fully developed part of town lies between the highway and the railroad. This part of San Miguel is laid out as a grid of blocks measuring 400 feet in the north/south direction and 320 feet in the east/west direction. A north/south alley divides each block into 150-foot deep parcels.

East of the railroad tracks, only the land fronting on N Street from 11<sup>th</sup> Street to 15<sup>th</sup> Street was originally subdivided in the same manner as the older part of town between the highway and the railroad property. Prior to 2003, the remainder of the land located between N Street and the river was without a formal network of streets and lots. Newer subdivisions have incrementally provided lot patterns and street segments on a piecemeal basis that one day will be connected as other larger intervening lots develop.

The west side of N street remains undeveloped, in part because the right-of-way needed by the railroad leaves an even shallower developable strip than on the west side of the tracks. East of N Street and south of River Road, the absence of a coherent street system has acted as a deterrent to development.

On the south end of town are the key landmarks of historic San Miguel. The Mission San Miguel Arcángel and the Rios Caledonia Adobe, which once served as a stagecoach stop, bring a high number of annual tourist visits.

Proceeding north on Mission Street from these historical sites, industrial uses can be seen on the right side of the street next to the railroad tracks, while single family residences blend with businesses on the west side.

Mission Street is San Miguel's main street and primary commercial corridor. Most businesses are clustered between 11<sup>th</sup> and 14<sup>th</sup> Streets, which is the area generally considered to be the downtown core. Some buildings in this area date back to the Victorian Age. Most development involves traditional one-story retail buildings built to the sidewalk. The community continues to see Mission Street as a focal point and an opportunity to draw visitors and tourists to the downtown area from the mission and the adjacent Rios Caledonia Adobe.

Mission Street has buildings primarily on the west side of the street, but development on that side of the street has dwindled during the past 30 or 40 years, as some buildings in poor condition have been removed and not replaced. With a few exceptions, the east frontage of Mission Street is vacant. The railroad has sold several shallow parcels fronting on Mission Street to other private owners, but these have remained undeveloped.

Residential development in 2013 consisted of roughly 60 percent single-family dwellings and 40 percent multi-family dwellings. East of the river, where no sewer service is available, the land is designated as Residential Suburban, where residences are located on parcels that are generally one acre or more in size.

San Miguel has undergone much change over the last two centuries, but the town has retained the following characteristics:

- **San Miguel is a stopping point for travelers.** Before the railroad, businesses in San Miguel catered to stagecoach travelers making their way north to Soledad or south to San Luis Obispo. When the railroad came, business shifted to cater to rail passengers. Today, San Miguel

provides highway services for travelers between northern San Luis Obispo County and the Salinas Valley.

- **San Miguel reflects the agricultural industry.** While agriculture in the area has changed over time from cattle and dry-farmed pasture crops, to alfalfa and almonds, and more recently to wine grapes, San Miguel businesses have adapted to serve farmers' needs.
- **San Miguel's population ebbs and flows.** Boom and bust cycles have been common throughout San Miguel's history. While earlier boom/bust cycles were related to agricultural production being affected by drought, more recently they have been the result of changes in the military activities at nearby Camp Roberts and due to periodic surges in residential development.

## 3-2: Land Uses

### 3-2.1: San Miguel Land Use Summary

Table 3-A shows a summary of the different land use types within San Miguel and the approximate acreage for each land use type. Where residential uses are allowed, the table identifies the average number of dwellings allowed in terms of dwelling units per acre, the number of units that existed in 2013, the number of potential new units that could be added based on the acreage of each land use type, and population estimates. Non-residential uses are characterized in terms of potential floor area expressed in square footage.

The Land Use Plan map (Figure 3-B) depicts a variety and balanced arrangement of proposed land uses that will serve the needs of the community as it develops in the future. The map illustrates where the land use areas are located, but it is not intended to show the exact boundaries of proposed land use categories (zones). Instead, it shows generalized land use patterns that provide the basis for the more specific land use categories that are shown on the Official Maps of the Land Use Element. Those land use categories determine where the requirements and standards of the San Luis Obispo County Land Use Ordinance apply.

**Table 3-A: San Miguel Land Uses**

Land Use Category	2013 Baseline Conditions		2035 <sup>a</sup> Plan Horizon				(Beyond 2035) Future Capacity <sup>b</sup>		
	Residential Units	Commercial (1000 Sq.ft.)	Acreage <sup>c</sup>	Residential Units	Commercial (1000 Sq. ft.)	Population <sup>d</sup>	Avg. Potential Density	Residential Units	Commercial (1000 Sq.ft.)
<b>RESIDENTIAL LAND USE CATEGORIES</b>									
<b>RMF</b> RESIDENTIAL MULTI FAMILY	265	--	67.45	312	--	991	12.6 units/ac.	853	--
<b>RSF</b> RESIDENTIAL SINGLE FAMILY	384	--	186.11	674	--	2,135	3.8 units/ac.	708	--
<b>RS</b> RESIDENTIAL SUBURBAN	88	--	95.13	122	--	388	1.4 units/ac.	133	--
<b>COMMERCIAL LAND USE CATEGORIES</b>									
<b>CR</b> COMMERCIAL RETAIL	--	63	26.19	46 <sup>e</sup>	148 <sup>f</sup>	144	3.3 units/ac.	97	394
<b>CS</b> COMMERCIAL SERVICE	--	12	34.17	--	59 <sup>g</sup>	--	--	--	255
<b>IND</b> INDUSTRIAL	--	0	18.79	--	3 <sup>h</sup>	--	--	--	3
<b>OTHER LAND USE CATEGORIES</b>									
<b>AG</b> AGRICULTURE	--	--	102.73	--	--	--	--	--	--
<b>OS</b> OPEN SPACE	--	--	81.49	--	--	--	--	--	--
<b>PF</b> PUBLIC FACILITIES	--	--	26.4	--	--	--	--	--	--
<b>REC</b> RECREATION	--	--	32.78	--	--	--	--	--	--
<b>TOTALS</b>	<b>737</b>	<b>75<sup>i</sup></b>	<b>671.24</b>	<b>1,154</b>	<b>210</b>	<b>3,658</b>		<b>1,791</b>	<b>652</b>

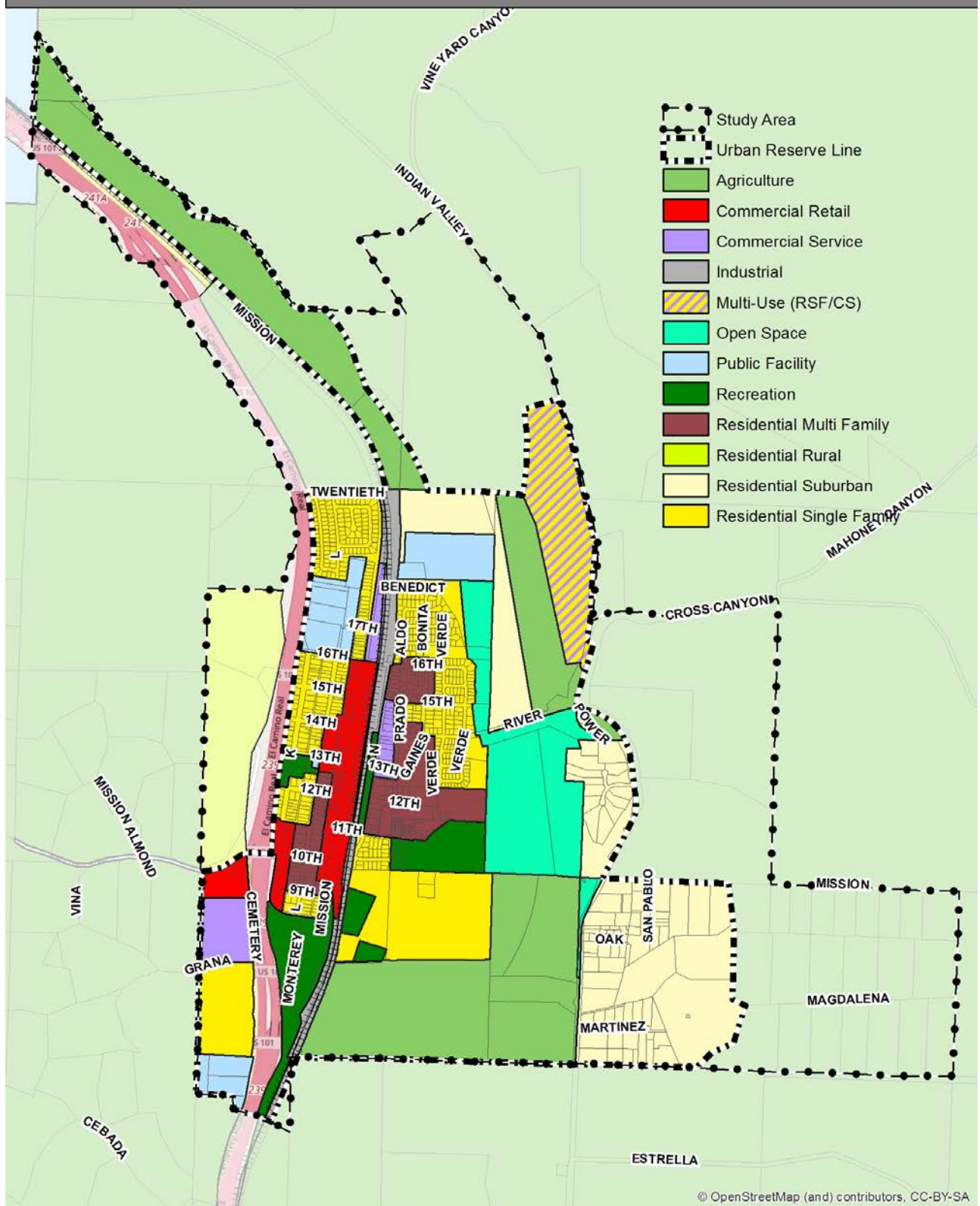


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**TABLE NOTES**

- a 2035 projections are based on anticipated population growth projections compiled by the County Department of Planning and Building Department. Population is discussed in more detail in Chapter 2. The numbers of units assigned to each category assume that growth will occur on land with existing entitlements lands first. After that, the ratio of Residential Single Family and Residential Multi-Family units is expected to be consistent with historic trends. Commercial square footage estimates are based on the market estimates provided in the San Miguel Economic Strategy (Natelson Dale 2013).
- b Future capacity considers development of the community to its theoretical maximum capacity, based on zoning and allowable density or intensity. This table demonstrates that the community has adequate land use capacity for future growth beyond 2035.
- c Acreage and density calculations are based upon gross acreage. Gross acreage includes lands not suitable for development, such as road rights-of-way, access easements, or flood hazard areas.
- d Population projections assume maintenance of 3.17 persons per dwelling unit, as observed in the 2010 US Census.
- e Residences are an allowable use in the Commercial Retail (CR) land use category if they are secondary and incidental to a primary commercial use. Mixed use developments are encouraged within specific areas of the community, including portions of the Central Business District.
- f Of the 148,000 square feet anticipated for the Commercial Retail land use category, roughly 141,000 square feet would be for retail use, 5,000 square feet for office use, and 2,000 square feet for light industrial use.
- g Of the 59,000 square feet anticipated for the Commercial Service land use category, roughly 13,000 square foot would be for retail use, 6,000 square feet for office use, and 41,000 square feet for light-industrial use.
- h Because most of the land in the Industrial land use category is owned by the railroad, only 3,000 square feet of floor area is anticipated with all uses for the Industrial land use category.
- i Roughly 81,000 square feet of occupied commercial structures was estimated by County staff. Larger unoccupied buildings (e.g. Flouring Mill) were excluded from this calculation, as they skewed industrial square footage estimates.

Figure 3-B: San Miguel Proposed Land Use Categories



### 3-2.2: Residential Land Uses

Many of San Miguel’s residential areas have an historic character that is only possessed by communities that were developed before the advent of mass-produced housing. This is especially true of the older neighborhood between the highway and Mission Street. Each house has its own “look.” Setbacks from the street vary from lot to lot. Architectural detailing, though modest, is distinctive when compared to many contemporary examples. Some buildings are of genuine historical interest. However, time has taken a toll. Maintenance deferred over a span of many years has contributed to an impression of shabbiness in some parts of town. Many homes are small, and indoor storage space is often inadequate to accommodate all the possessions that a typical household accumulates. When these items overflow into the yard, they also contribute to an untidy appearance. The older neighborhoods are distinguished by the presence of many mature trees that provide shade and a sense of visual separation from the highway.



Approximately 55 percent of the land in San Miguel is designated for residential development. This Plan identifies three residential land use categories to accommodate a variety of housing types: Residential Single Family [RSF], Residential Multi-Family [RMF], and Residential Suburban [RS]. As shown in Figure 3-C, approximately 51 percent of the residential acreage has been designated as Residential Single-Family. Residential Multi-Family land makes up roughly 20 percent of the residentially-zoned land. Residential Suburban accounts for roughly 29 percent of the residential acreage.

Residences may also occur in the Commercial Retail [CR] land use category areas as part of a mixed-use development. Within Commercial Service [CS] and Industrial [IND] categories, residential uses are restricted to a caretaker’s residence, in certain limited situations.

The residential areas establish densities, expressed either as a minimum parcel size (in the case of Residential Suburban) or as the number of dwelling units per gross acre. A gross acre includes not only the area required for the actual residential use (dwelling unit and yard), but also the area required for local streets and utilities necessary to serve each residential neighborhood.

One important focus of this plan is to expand opportunities for housing San Miguel’s workforce population. Workforce housing is intended to provide working families with the opportunity of homeownership in proximity to job centers. Variety is a key element of workforce housing, as different families have different housing needs. Mixing smaller bungalows and cottages in with larger single family homes and townhouses can help to accomplish this.

The potential residential development for San Miguel is shown in Table 3-B.

<b>Table 3-B: Existing and Potential Residential Development</b>	
<b>Year or Time Frame Type</b>	<b>Dwelling Units</b>
Units in San Miguel in 2013 Community Total	737
2012 - 2035 New Units by Land Use Category (new dwelling units)Type	
Residential Multi-Family [RMF]	47
Residential Single Family [RSF]	290
Residential Suburban [RS]	34
Commercial Retail [CR]	46
Commercial Service [CS]	0
Industrial [IND]	0
Public Facilities [PF]	0
Recreation [REC]	0
Open Space [OS]	0
2012 – 2035 (new dwelling units)Subtotal	417
2035 Community Total (existing + new dwelling units)	1,154
<b>Assumptions:</b>	
<ol style="list-style-type: none"> <li>1. Some existing units will be replaced by new units.</li> <li>2. New Residential Multi-Family will average 15 units per acre on the west side of Mission Street and 18 units per acre on the east side of Mission Street.</li> <li>3. New Residential Single Family will range from 2 to 12 units per acre with an average gross density of 3.8 units per acre.</li> <li>4. New Residential Suburban will average about one unit per acre.</li> <li>5. Residences in Commercial Service are limited to caretaker’s units.</li> </ol>	

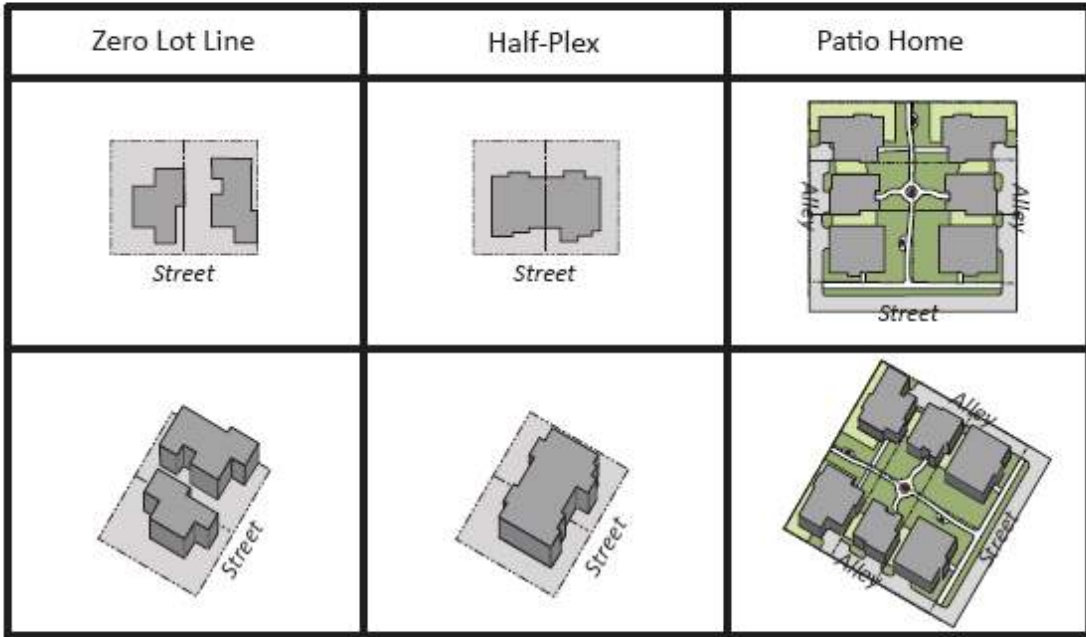
***A: Residential Multi-Family [RMF]***

The Residential Multi Family [RMF] category allows for a broad range of housing types. Densities in RMF will typically range from 10 units per acre to 26 units per acre. This can include apartments, condominiums, and small-lot detached housing. Figure 3-D illustrates examples of various types of small-lot development that could occur in the Residential Multi-Family land use category.

Within the San Miguel Urban Reserve Line are approximately 67 acres of land designated for multi-family residential development (RMF). In 2013, about one-half of this acreage was vacant; the balance is occupied by existing development. There are several locations where new multi-family development will face a single-family neighborhood across the street or where the two

will share a common property line. It is important that new RMF development should be visually and functionally compatible with the dominant pattern of single-family development in San Miguel, reflecting the neighborhood character, streetscape and scale.

**FIGURE 3-D: Examples of Multi-Family Residential Development Types**



Please refer to Figure 3-E for the following discussion of RMF neighborhoods.

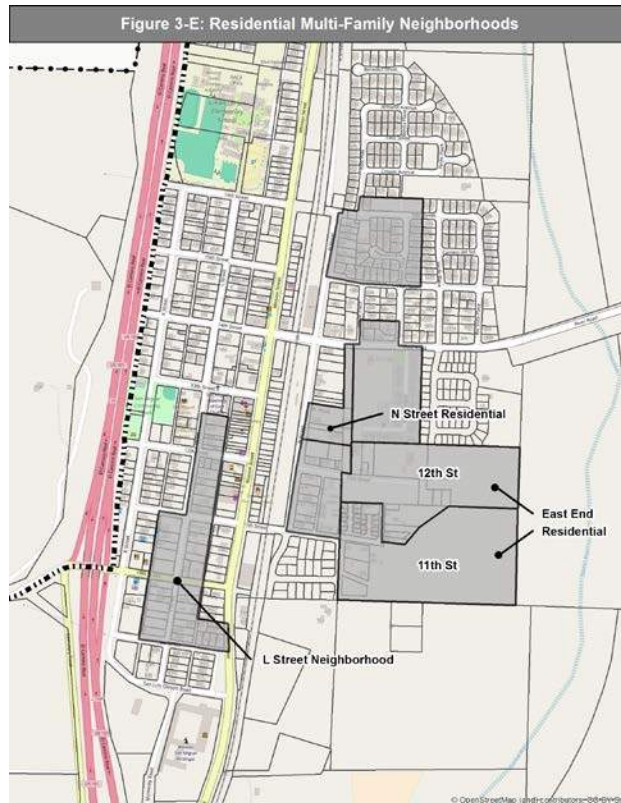
(1) West side RMF Neighborhoods

**L Street Neighborhood.** West of Mission Street, the RMF-designated area is focused along L Street, between 9<sup>th</sup> and 13<sup>th</sup> Streets. This area largely comprises existing lots that were part of the original Town of San Miguel map, recorded in 1889. This area is expected to fill in with smaller multi-family projects of three to six units each. On the west side of L Street, the community has concerns about the steep slope and alley-only access. On the east side of L Street, there is a mixture of RSF and RMF with the majority of residences being single-family and generally occupied.

(2) East side RMF Neighborhoods

The **N Street** neighborhood includes a mix of existing uses. In 2013, these included warehouses, an old motel, two mobile home parks, and interspersed single family residences. This multi-family neighborhood is envisioned to have densities ranging from about 15 to 20 units per acre with a mix of housing types. Careful consideration of site design is necessary in order to ensure that development is compatible with surrounding uses.





The **East End** area is located at the eastern ends of 11<sup>th</sup> and 12<sup>th</sup> Streets along the Salinas River corridor. This area is designated RMF, in order to allow a mix of densities, lot sizes, and housing types, including both attached and detached units. Proximity to the river provides an opportunity to create usable open areas for recreation and enjoyment that may include private yards or shared common spaces. New local streets that connect these neighborhoods will need to be developed in this area.

Along 11<sup>th</sup> Street, the existing lots vary in size, which should add variety to the composition of

housing types. Densities should range from 15 to 20 units per acre.

The sites along the extension of 11<sup>th</sup> Street are larger in size; this should enable a transition between the single family neighborhood to the south and the multi-family neighborhood along 12<sup>th</sup> Street and N Street. This is reflected in the overall gross density in this area that is more consistent with the density of a single family neighborhood. Multi-family structures should resemble single family structures in appearance and scale. The overall site development should be clustered outside of the flood zone. Figure 3-N illustrates a concept plan for this neighborhood.

Please refer to Figure 3-F for the following discussion of RSF and RS neighborhoods.

***B: Residential Single Family [RSF]***

The RSF category generally allows development of a single family residence on each parcel. New parcels can range in size from 6,000 square feet to one-half acre depending on the availability of urban services. Secondary residences up to 800 square feet in size are generally allowable on lots of at least 6,000 square feet.

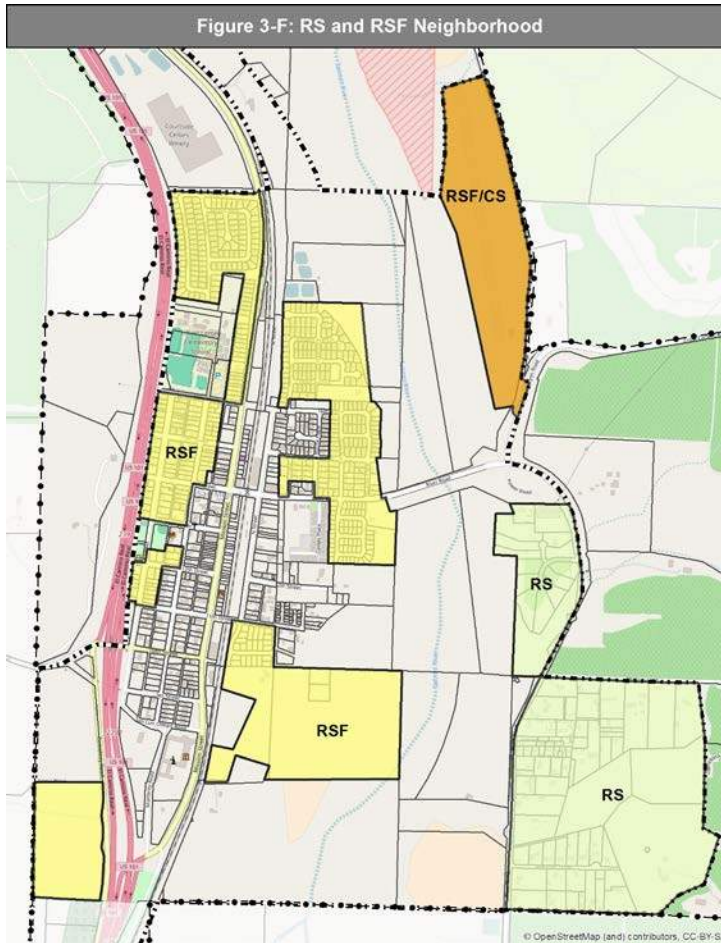


Figure 3-F: RS and RSF Neighborhood

Cluster subdivisions and planned unit developments are a tool that may be used in the RSF category to enable a more flexible approach to development. In these cases, overall density is maintained, but setbacks, lot widths, and lot sizes, for example, may be reduced. In exchange, additional public areas and open spaces can be accommodated.

#### (1) West side RSF

West of the railroad tracks, the RSF-designated areas are primarily within the historic “Town of San Miguel” subdivision, which was recorded in 1889. “Town” lots are generally 50 feet wide and 150 feet deep. Most lots front a “lettered” north-south aligned street (e.g. K, L, Mission, N), with

alleys running parallel midway through each block.

Having been developed periodically throughout San Miguel’s history, the west side includes a mixed array of housing types. Some Victorian homes dating back to the early days of the railroad are still found throughout town. Most housing in this area dates to the World War II era, when San Miguel experienced its greatest population boom.

North of Lillian Larsen Elementary School is a neighborhood of newer homes constructed in the early 2000s.

#### (2) East side RSF

East of the railroad tracks, the RSF-designated areas in 2013 included a few newer subdivisions, as well as several larger undeveloped parcels. Cluster-style subdivisions and planned developments are envisioned for this portion of town. These types of development accommodate about the same number of residential units as conventional subdivisions, while reducing parcel sizes and allowing areas to be set aside as open space (e.g., Salinas River flood plain).

A new RSF neighborhood is proposed east of the Salinas River, along Indian Valley Road. This area is intended to allow residential development on lots of about 10,000 square feet or larger.

**C: Residential Suburban (RS)**

The RS designation is intended for lower-density single family housing. RS areas are provided with water service, but are not expected to be served by the community sewer system. As a result, new lots must be at least one acre in size or larger in accordance with the Land Use Ordinance. New restrictions adopted into the Central Coast Basin Plan in 2013 may hasten the need for sewer service in this area.

All of the RS areas in San Miguel are east of the Salinas River, with the San Lawrence Terrace neighborhood occupying most of the RS land. San Lawrence Terrace was originally subdivided in the 1920s. Some portions of San Lawrence Terrace have been further subdivided, but most lots in the area are at least one acre in size.

**3-2.3: Commercial and Industrial Land Uses**

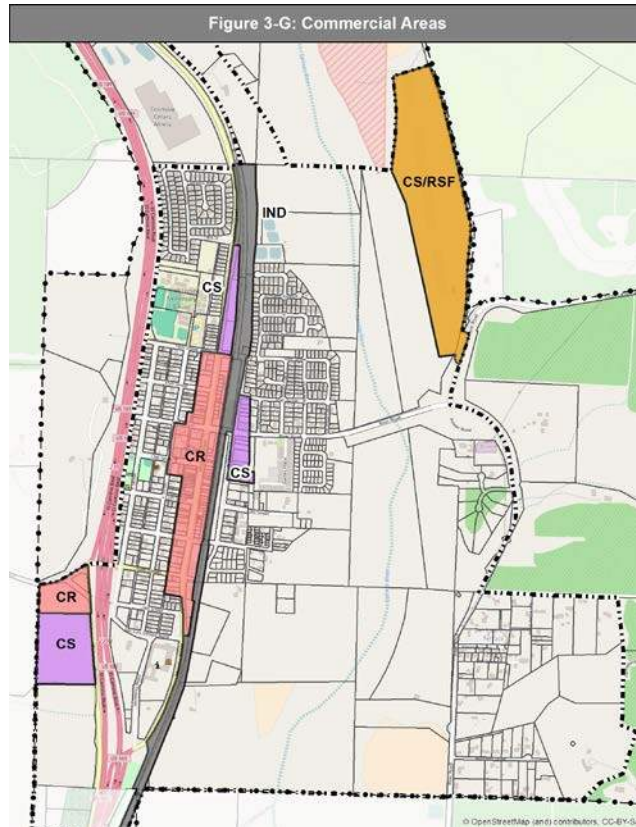
Approximately 16 percent of land in San Miguel is designated for commercial and industrial uses. This Plan establishes two commercial land use categories, Commercial Retail and Commercial Service, and an Industrial category. These commercial land use categories are mostly located along Mission Street and 10<sup>th</sup> Street, where they serve the daily needs of San Miguel residents by providing goods, services, entertainment, and employment opportunities. Larger commercial acreages are located west of the freeway and east of the Salinas River. Commercial areas should be located to complement each other and provide a variety of amenities to serve the community and surrounding area. See Figure 3-G for the locations of the Commercial and Industrial land use categories.





### A: Commercial Retail (CR)

The Commercial Retail designation provides for trade in retail goods and services. Commercial Retail also allows for mixed-use development, where residential units such as apartments are located above or behind commercial uses. There are several CR-designated areas:



#### (1) Central

##### Business District (CBD) – 11<sup>th</sup> to 14<sup>th</sup> Streets

The Central Business District is focused along Mission Street. Most businesses are concentrated on the west side of Mission Street between 11<sup>th</sup> and 14<sup>th</sup> Streets. Most of the buildings in and around the business district have existed there since the 1940's, with some dating to the early 1900's. Uses include restaurants, bars, a post office, and general retail businesses. This area is seen as the “town center” of San Miguel and is a primary gathering point – the cultural hub of the community – and should be reserved for commercial

development.

The Central Business District area promotes the development of a complementary mix of residential, commercial, office, civic, and personal service uses, while enhancing the community's historic character and the feeling of being “downtown.” The commercial center provides opportunities for retail shops, outdoor gathering areas, restaurants, services and/or business-professional uses to support the daily needs of residents.

In the early 2000s, parking ratios in the central business district were reduced by planning area standard in order to enable new uses to occupy existing storefronts. As the area develops, a need for centralized parking facilities will arise. Not all development will occur at once, however. Vacant lots within the central business district could be based and used in the interim for parking or as open plaza areas.

(2) Central Business District (CBD) – North of 14<sup>th</sup> and South of 11<sup>th</sup> Streets

Areas in the Central Business District north of 14<sup>th</sup> Street and south of 11<sup>th</sup> Street have been more sporadically developed. These locations would be ideal for commercial mixed-use development. In some cases, blocks already have an established pattern of mixed residential and commercial uses.

(3) 10<sup>th</sup> and K Street Areas

Near the 10<sup>th</sup> Street off ramps from Highway 101, a CR area is designated largely for highway-oriented uses. Existing businesses in this area include restaurants, a gas station and a motel. Additional streetscape improvements are envisioned for this area.

(4) Cemetery Road Area

About five acres of land is designated CR at the southwest corner of Cemetery Road and 10<sup>th</sup> Street. This site is envisioned for “parking-lot dependent” commercial land uses that may not be feasible in the CBD. Such land uses would generally have a floor area ratio of around 0.25 (see subsection E for a discussion on Floor Area Ratio). Uses could include a grocery store, pharmacy, bank, and other businesses that would serve town residents and also attract people from the rural areas outside of San Miguel. This site has freeway visibility and could also accommodate highway-oriented uses, such as outdoor sales, automobile service uses, or commercial services uses with regional draw.

***B: Commercial Service (CS)***

The Commercial Service designation provides for uses such as offices, business and commerce parks, outdoor storage, light manufacturing, repair services, and similar uses.

(1) Cemetery Road Area

Approximately 10 acres of vacant land is available for CS development along the west side of Cemetery Road, south of 10<sup>th</sup> Street. This area is easily accessible from Highway 101. A “campus style” business park or commerce park development is envisioned for this site, with floor area ratios estimated at roughly 0.2. Uses could include offices, public assembly facilities, retail sales (in support of other uses), electronics manufacturing, and/or lodging facilities (e.g. hotel, RV park, etc.)

(2) East Side of Mission Street, North of 16<sup>th</sup> Street

Between 16<sup>th</sup> and 19<sup>th</sup> Streets, there is a three acre triangular strip of land on the east side of Mission Street, fronting the railroad tracks. At the north end is the Farmers Alliance Mill, originally constructed in 1892. To the immediate south was the Lime Mountain Company’s railroad terminal. This area is envisioned to retain a variety of commercial and light industrial uses.

(3) Indian Valley Road Area

The Indian Valley Road site is the home of a former landing strip. This site is designated with two land use categories: RSF and CS (see Section 3-3.2). For the CS portion of the site, it is envisioned that there should be flexibility to develop a range of acreages with

most uses allowable in the CS land use category. In the short-term, this area will not be provided with sewer service, which will limit development intensity. Eventually, when services are extended east of the Salinas River, development could be intensified.

The Indian Valley area is advantageous because its large acreage under a single ownership enables a wide range of land uses and flexibility in the design of development. In contrast, other commercial areas in town generally have fractured ownership patterns and less flexibility.

**C: Industrial [IND]**

The only land designated as IND in San Miguel is located along the railroad tracks. The vast majority of this land is owned by the Union Pacific Railroad, and there are no long-term plans to develop the land. The IND-designated land is highly visible and in close proximity to residential and commercial areas. In recognition of this, new development would need to take potential incompatibilities with adjacent land uses into consideration. Additionally, design would need to achieve harmony with adjacent commercial and residential development. This is accomplished through design guidelines, as well as performance standards (see Section 9-6.2).

**D: Mixed Use [MU]**

Certain locations in the CR category are identified as “Mixed Use” areas on the land use map in Figure 3-B. These are areas where mixed commercial and residential development is desirable and encouraged.

The County’s Land Use Ordinance allows residential uses to be located either 1) on the second floor above primary ground-floor commercial uses or 2) behind and attached to the primary ground-floor commercial uses. The residential units generate pedestrian activity that can help to animate the streetscape. Also, residents can provide a “neighborhood watch” function during times when businesses are closed. San Miguel encourages this kind of mixed use development.

In certain circumstances, “horizontal” mixed use may be appropriate. In these cases, commercial uses and residential uses are located in separate buildings and on separate parts of the site. One concept that incorporates horizontal mixed use development is envisioned for the N Street area (see Section 3-3.4), where commercial development would occur in the front of the parcel, but caretaker’s residences could be developed at the rear.

Building form within mixed use areas is important. The building form should always be designed to complement the public street frontage. The Community Plan envisions allowing flexibility for mixed use developments to include additional residential area, as long as building form



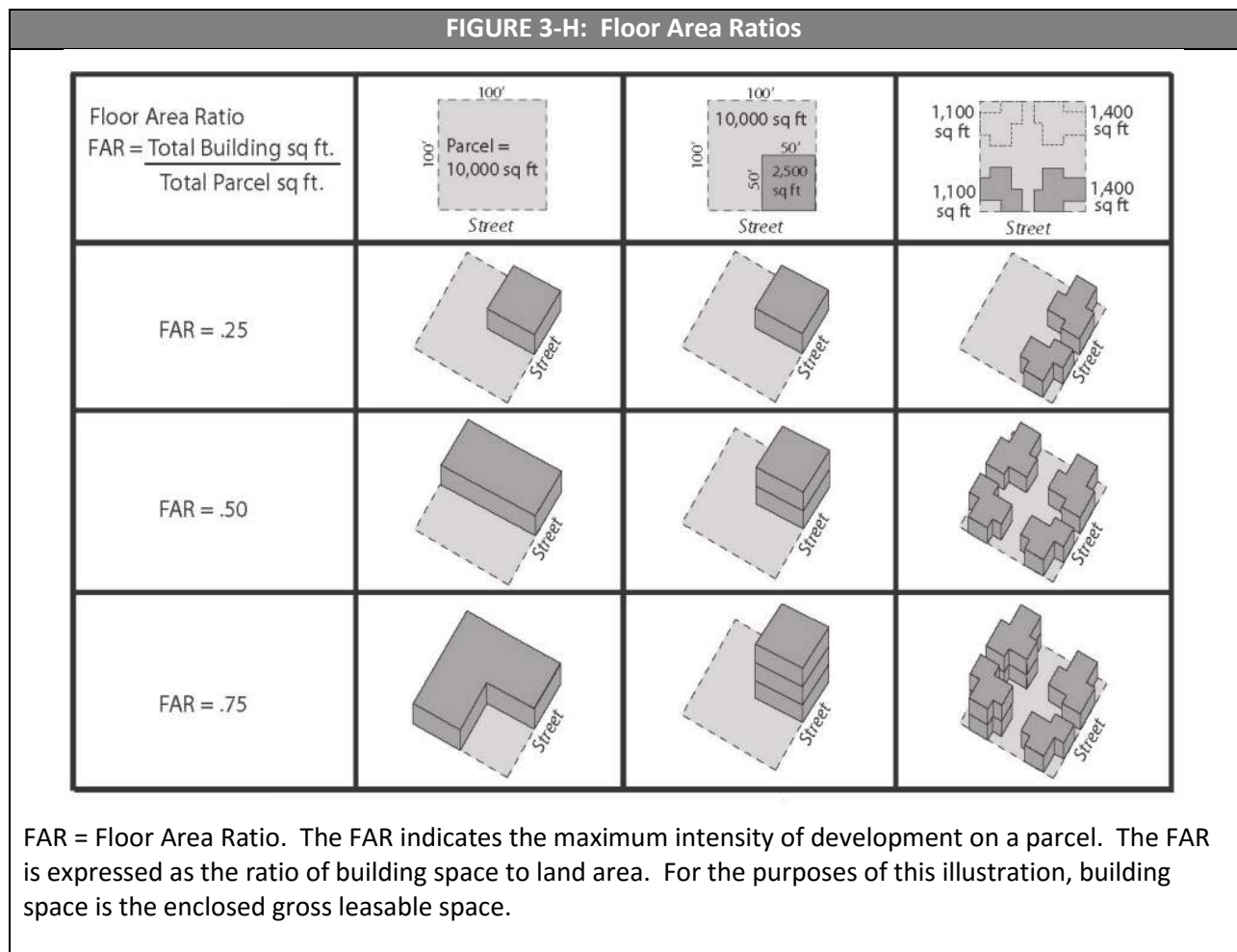
**Healthy Communities**

Mixed use development is considered a primary tool for healthy community development. Homes should be located near work places, shopping, and public facilities to make walking and biking a convenient alternative to driving.

standards are retained. This flexibility in residential uses also provides some flexibility to the developer and makes it more likely that a project will get built. Over time, as market demand increases, commercial square footage can likewise expand into previous residential areas.

**E: Floor Area Ratios**

In order to achieve a compact development form, this Plan encourages floor area ratios consistent with those found in small downtowns rather than in suburban settings. Floor Area Ratio (FAR) is the ratio of building space to land area that is an indicator of the intensity of development on a parcel. Figure 3.1.3 illustrates three examples of FAR. Along Mission Street and in Mixed Use areas, FARs between 0.5 and to 0.75 are appropriate. Uses requiring larger parking lots may have FARs between 0.25 and 0.35. The Indian Valley commercial area will require sewer service in order to be developed with an FAR of 0.20 or greater. Higher FARs help use land more efficiently, maintain a compact urban form, and reduce the pressure for future expansion of development onto agricultural lands.



### 3-2.4: Other Land Uses

#### ***A: Agriculture [AG]***

An area of about 110 acres between the railroad and the river north of the wastewater treatment plant is designated as Agriculture and is included within San Miguel's Urban Reserve Line. Its location and topography make it a convenient area for future growth. The site has the flexibility to accommodate many potential uses, including uses that provide jobs and require a large area. This site has access constraints due to barriers created by the railroad and river. Extending N Street north through Union Pacific Railroad properties would create one access point. However, a second access point across the railroad tracks to Mission Street would need to be developed for more intensified uses. This area is intended to remain in agricultural use in the Agriculture land use category as a "holding zone" until access problems are resolved and the appropriate amount and type of urban development and services are determined through a future amendment to this Plan.

#### ***B: Open Space [OS]***

The OS land use category is for publicly-owned open space lands or lands where an open space easement has been recorded. This category includes lands owned by the County within the flood plain of the Salinas River. It also includes portions of the privately-owned open space parcel in the Mission Meadows subdivision located north of 16<sup>th</sup> Street and east of N Street.

#### ***C: Public Facilities [PF]***

The PF land use category is for existing or planned public facilities. Within San Miguel, PF areas include the San Miguel Community Services District building and fire station, Lillian Larsen Elementary School, the library, and the Machado Wastewater Treatment Plant.

#### ***D: Recreation [REC]***

The REC land use category is primarily used for parks, recreational uses, cultural activities. In San Miguel, the community park, Rios Caledonia Adobe, and mission grounds are all designated REC. Also in the REC category, the land between the mission and Highway 101 (see Figure 3-1) provides the visual foreground for motorists viewing the mission from the highway. As vacant land, it allows an unobstructed view of the mission. However, development in this location has the potential to enhance or detract from the mission's visual setting. Guidelines in Chapter 9 are intended to ensure that future development on these parcels is compatible with the mission. Recreation-designated land can also be used for single family or multi-family housing. An area of land on 11<sup>th</sup> Street near the Salinas River has been designated Recreation in order to allow a mixed residential development along with commercial equestrian uses.



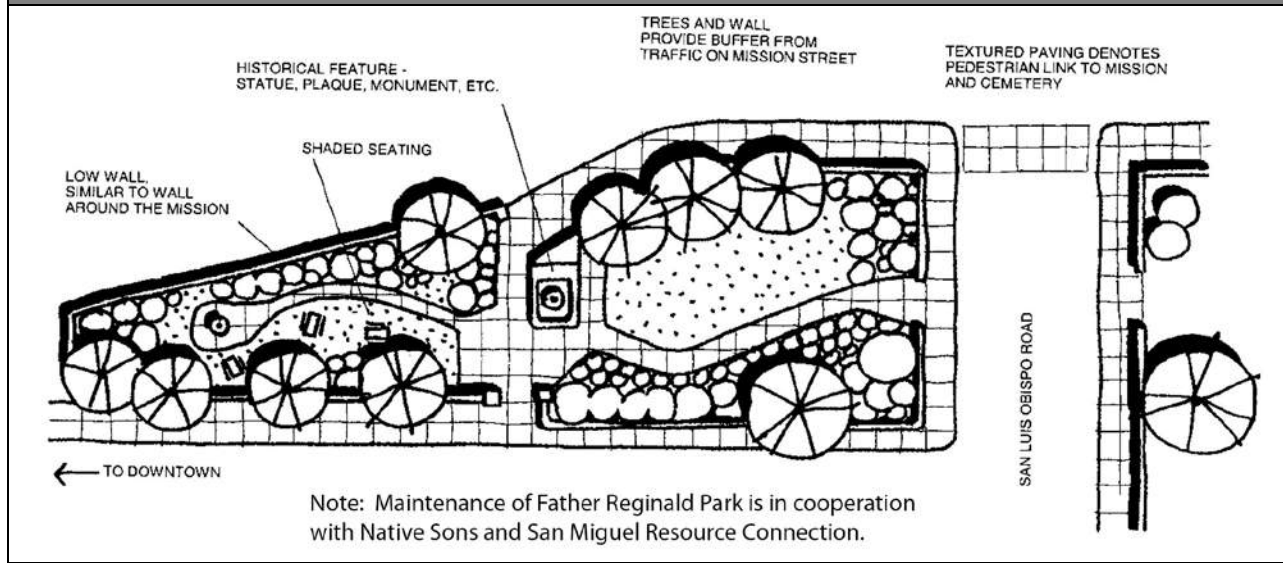
FIGURE 3-I: Mission Area



Father Reginald Park, located on the west side of Mission Street, just north of San Luis Obispo Road, has the potential to become an extension of the mission experience for visitors. By emphasizing the park's historical associations, and with the addition of physical enhancements that would link it visually to the mission, it could become an important intermediate destination between the mission and the downtown. San Miguel Resource Connection envisions constructing a kiosk in the park for visitors interested in taking a self-guided history and art tour of San Miguel. A concept plan should be prepared to indicate how the park could be enhanced to accomplish this purpose (refer to Figure 3-J).

A 30-foot wide strip on the west side of N Street, between 11<sup>th</sup> and 14<sup>th</sup> Streets is also proposed to be in the REC land use category. Due to its narrow configuration, not all of the recreational uses allowable in the REC category can be accommodated in this location. Proposed uses of this land include community parking lots at 11<sup>th</sup> and 14<sup>th</sup> Streets and surface drainage facilities, such as bioretention cells.

**FIGURE 3-J: Father Reginald Park**



### 3-2.5: Combining Designations

Combining designations are special land use category “overlays” applied in areas of the county with hazardous conditions or special resources. In those areas, more detailed review is needed to avoid adverse environmental impacts or effects of hazardous conditions on proposed development projects. The following areas are subject to special combining designations. In some cases, specific standards have been adopted for areas where a combining designation is applied. Those standards are found in Article 10 of the Land Use Ordinance and apply to development proposals, in addition to the standards of Chapter 22.14 of the Land Use Ordinance.

#### A: Flood Hazard [FH]

Areas that are within the 100-year flood zone are located in the FH designation. In San Miguel, this is primarily the lower river terrace of the Salinas River. Certain construction requirements and drainage standards must be met in the FH area.

#### B: Historic [H]

The H designation is used to identify areas and structures of historic significance. In San Miguel, the H designation is applied to the Rios-Caledonia Adobe and Mission San Miguel. Expansion of the H designation to other structures may be considered once an historical resources inventory has been prepared (see Section 4-2.2 for a discussion of historical resources).

### C: *Sensitive Resource Area [SRA]*

The Salinas River corridor is designated as a Sensitive Resource Area (SRA) Combining Designation. Sensitive Resource Area designations are applied to areas having high environmental quality and special ecological or educational significance. This designation is intended to protect habitat and migration corridors for wildlife. Nonetheless, it should also provide for necessary flood management activities.

## 3-3: Conceptual Design Areas

### 3-3.1: About Concept Plans

The concepts described in this section are intended to illustrate important elements of the design for these areas. They are examples of how these sites could be developed; future development projects are not required to comply with every aspect of these concepts, but should carry out the intent. Please refer to the Planning Area Standards in Section 22.104.060 for the requirements to implement a project in these areas.

### 3-3.2: Town Center

The image of Mission Street is of primary importance for the vision for San Miguel. It is essential that the streetscape convey a positive image. The image must reinforce the town's historic character, convey a sense of a community that welcomes visitors, and provide an enjoyable environment that encourages people to linger. The land uses on Mission Street immediately north of the mission should be inviting to visitors and entice them to continue walking down Mission Street. Design guidelines for the downtown area should be extended to the area on the east side of Mission Street immediately north of the mission so that its future development will provide a more appealing link between the mission and downtown. This vision for the San Miguel town center is implemented by the commercial design standards in Chapter 22.104 of the Land Use Ordinance and the programs described in this plan.

To help guide improvements to the Central Business District, the "Town Center Plan" was adopted as part of the 2003 San Miguel Community Design Plan. Although some of the improvements in that plan were made, opportunities for additional enhancement existed at the time the Community Plan was adopted. Figure 3-L illustrates these opportunities.

The core of San Miguel's downtown includes the block of historic buildings along 13<sup>th</sup> Street between Mission and L Streets, as well as other older buildings along Mission Street between 11<sup>th</sup> and 14<sup>th</sup> Streets. Many of these buildings date from the early 1900s and contain architectural elements typical of that period of California's history. New downtown buildings should be compatible in function and appearance with the existing buildings. Compatibility should be

#### **A Concept Plan Is...**

- A frame of reference for both the community and developers.
- One of many ways the neighborhood **could** build out in compliance with the ordinance.
- A tool the Planning Commission can use to determine if development complies with community goals for the area.

#### **A Concept Plan Is Not...**

- A guarantee of what the neighborhood will look like.
- Engineered or designed at a parcel-specific level.
- A definitive plan for development.
- Built out all at one time.



achieved, not by requiring that new buildings adhere to a particular design theme or style, but by observance of guidelines and standards dealing with site design, building height and proportion, and pedestrian-scale architectural details. Examples of appropriate styles include most variations commonly seen from the late 1800s through the 1940s and styles that incorporate design elements from the mission.

The design of new buildings on the east side of Mission Street in the downtown area should consider the appearance of the facade that faces the railroad track. These facades will be visible from the N Street side of the track. They should include the same design elements as the buildings' street facades.

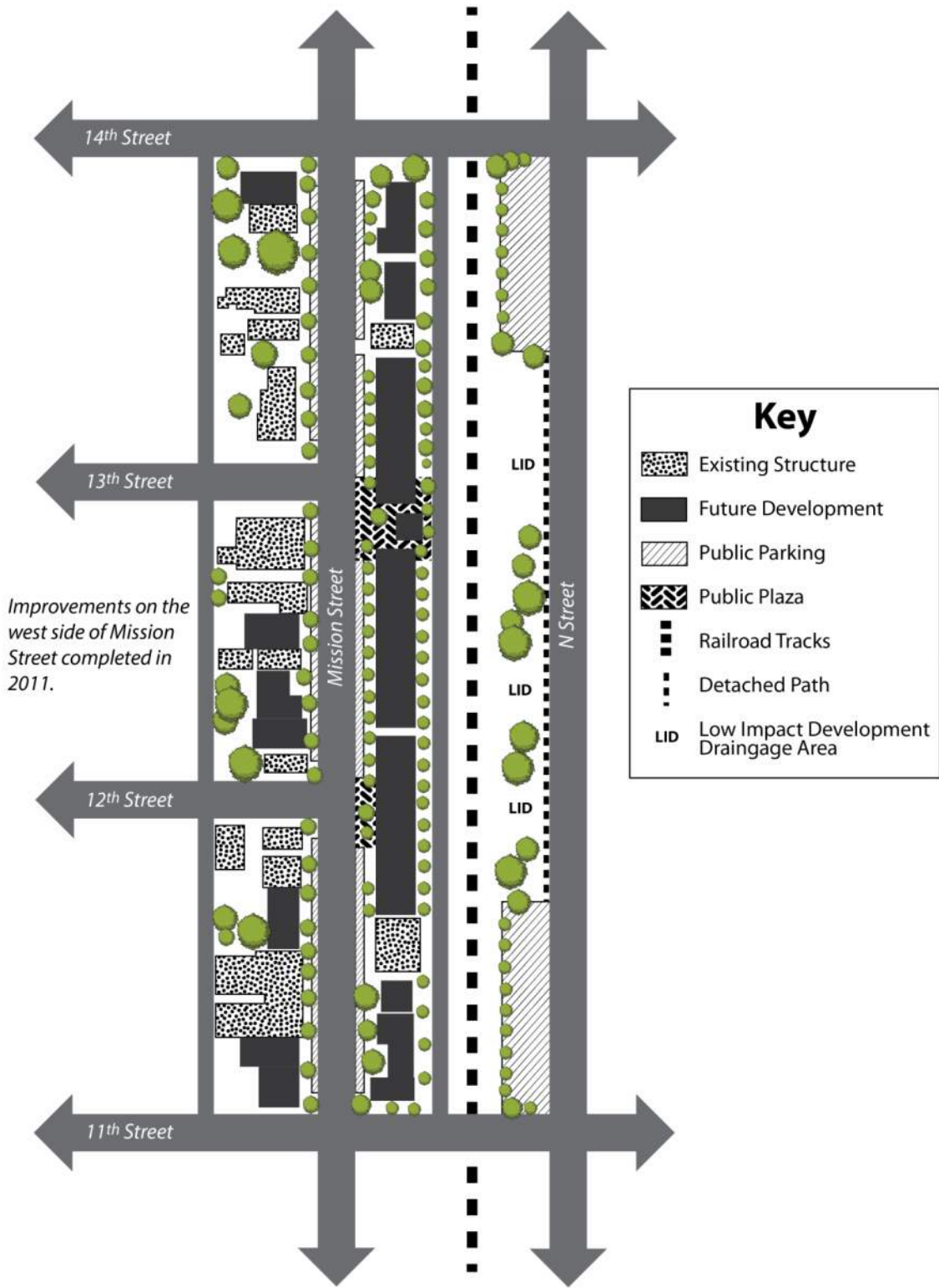
Motor vehicles and the land they take up for parking and maneuvering are generally incompatible with pedestrian activities. San Miguel's downtown core area must become a bicycle and pedestrian-friendly area if it is to achieve its economic potential. Adequate parking must be provided, but it must not be allowed to compromise the bicycle and pedestrian environment, visually or functionally.

Sidewalks on Mission Street should not be interrupted by driveways. Parking requirements should consider the fact that eighty percent of San Miguel's residents live within a quarter mile of the downtown core – a convenient walking or biking distance. Tourists and other visitors will park somewhere in the core area and go from place to place on foot.

In contrast to San Miguel's residential areas, the commercial district has few mature shade trees. Preserving and rehabilitating the historic buildings and improving the pedestrian environment with landscaping and other features will be important factors in the resurrection of a vigorous local economy.

FIGURE 3-L: Town Center Design Concept

# TOWN CENTER DESIGN CONCEPT



As part of the Town Center Design Concept, the community should pursue establishment of a Landscape and Lighting District to cover the Mission Street corridor. Ultimately, such a district should come under the control of the San Miguel Community Services District.

A centralized parking plan should also be developed, working with local businesses and landowners with the goal of allowing vacant lots in the downtown area to be based and used for parking on an interim basis (short-term), and with the goal of development and maintenance of centralized parking on the Union Pacific Railroad property adjacent to N Street (long-term). Additionally, raising of parking ratios for new business downtown should be considered.

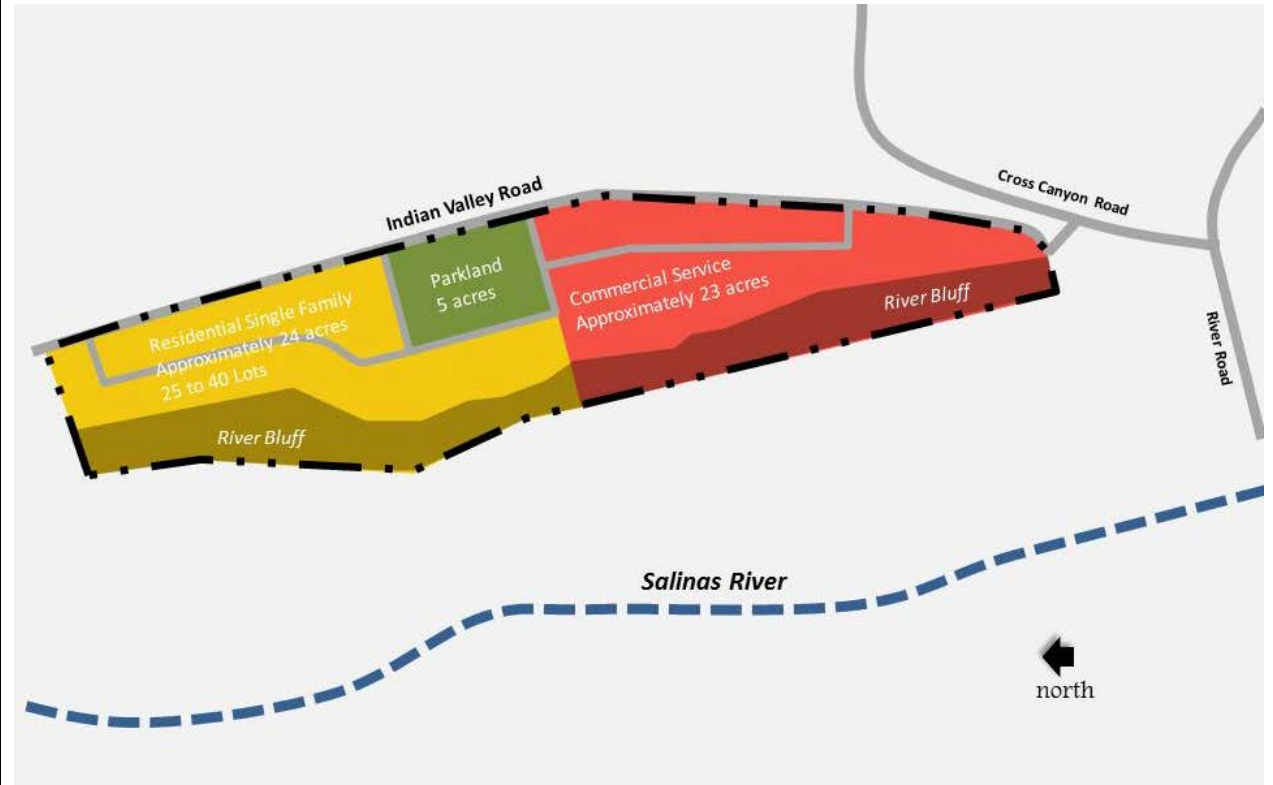
### **Indian Valley Road Area**

The Indian Valley Road site consists of a 50-acre parcel that was formerly used as a landing strip. This site is proposed to carry a *dual zone* of Commercial Service (CS) and Residential Single Family (RSF). Figure 3-M shows two potential conceptual land use layouts for development of a combination of commercial service, residential, and open space uses. The conceptual level of development anticipated includes the following features:

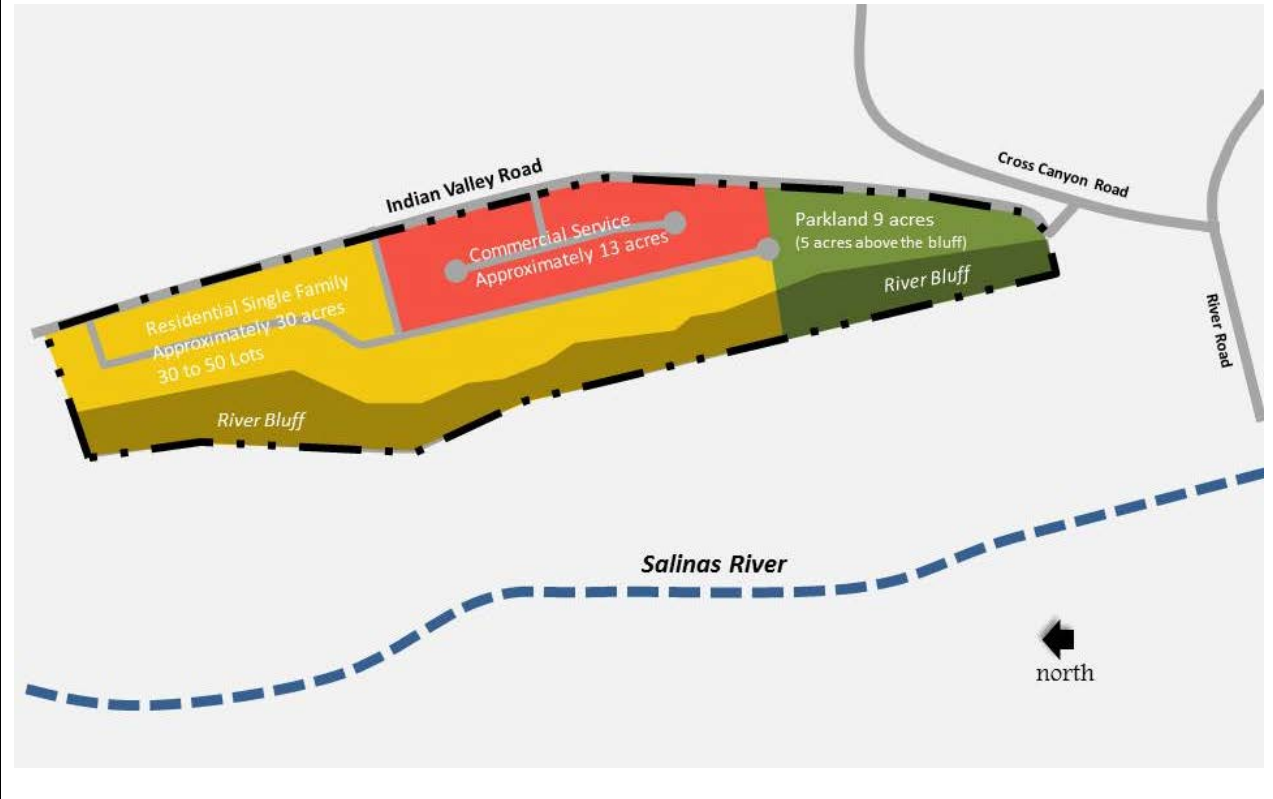
- **Flexible land use.** At the applicant’s option, the full 50-acre site could be developed with Commercial Service uses. However, applying a dual zone of CS and RSF allows the CS area to be reduced to a minimum of about 13 acres, with single-family residential development and open space uses occupying the remainder of the site.
- **Commercial Service uses.** Most uses associated with the CS zone would be allowable on the Indian Valley site. Uses that are inappropriate for other areas in the community – such as outdoor storage yards, agricultural processing, automobile service, and manufacturing would be appropriate for this area. This area is also seen as providing an opportunity for businesses that would include a high proportion of “head of household” employment.
- **Residential development.** At the applicant’s option, up to 50 single family residences could be developed on the site. Residential development would be focused along the western portion of the site, nearest the Salinas River. Additionally, both active and passive open space uses could be included on this site.
- **Separation of uses.** If both residential and commercial uses are developed on the Indian Valley site, the two uses would need to be adequately separated and buffered. This can be accomplished by providing separate access points, a landscaped buffer zone, and other physical separators such as a street rights-of-way.
- **Extension of services.** Any new development would need to address funding and financing for extending water and sewer services to the Indian Valley Road site.

FIGURE 3-M: Indian Valley Design Concept

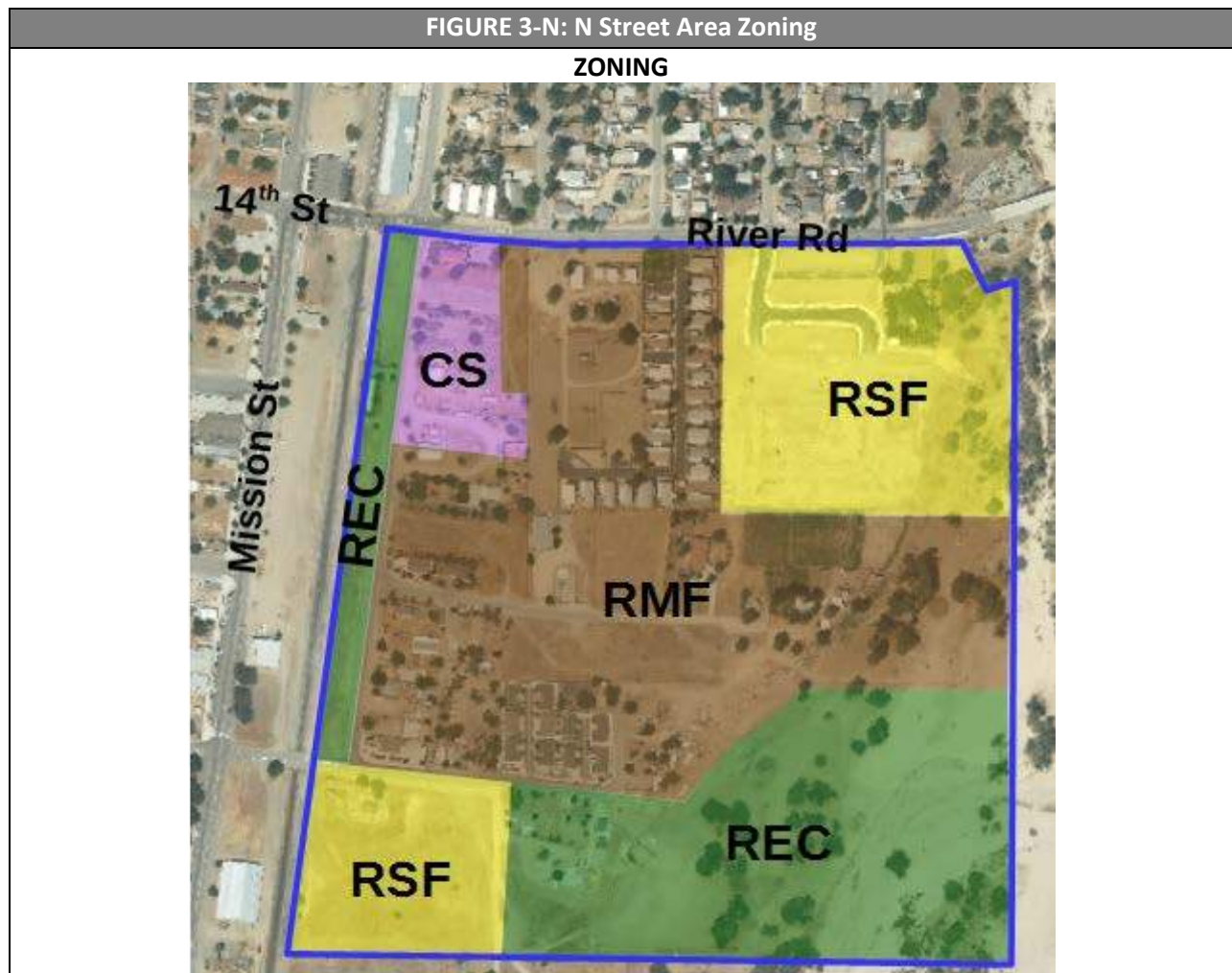
CONCEPT "A"



CONCEPT "B"



### 3-3.3: N Street Neighborhood



The N Street Neighborhood (see Figure 3-N), located east of the railroad and south of 14<sup>th</sup> Street/River Road, comprises four land use categories:

- **Commercial Service (CS)** – Commercial service lands are located along N Street near River Road.
- **Residential Multi Family (RMF)** – Residential Multi Family designated lands include the southern portion of N Street, as well as most of 11<sup>th</sup> and 12<sup>th</sup> Streets from N Street to the river. Two mobile home parks are located in the area.
- **Residential Single Family (RSF)** – There are two Residential Single Family areas – one at the south side of River Road (Tract 2637) and one at the southeast corner of N and 11<sup>th</sup> Streets (Tract 2710). Both tracts are currently under development.

- **Recreation (REC)** – Recreation designations exist along the west side of N Street and at 11<sup>th</sup> Street’s terminus near the Salinas River. The N Street area is envisioned to contain public parking and drainage facilities. The 11<sup>th</sup> Street site is envisioned as a mixed residential community with visitor-serving equestrian uses.

#### ***A: OVERALL CONCEPT PLAN***

The community envisions the N Street neighborhood as a mixed-income neighborhood with a wide variety of housing choices. Investment in infrastructure (e.g. roads, parks, drainage) would be essential to ensuring balanced development in this area. Amenities should be carefully planned so that they are available by the time new housing units are constructed.

As part of a class exercise, Cal Poly Landscape Architecture students produced over a dozen conceptual designs for the N Street neighborhood. These concepts considered both the County’s housing goals for Residential Multi-Family areas, and the community’s desire that adequate parks, natural spaces, and amenities are provided. Through this exercise, the San Miguel Forward Collaborative reached consensus on goals for development in this neighborhood – focusing on four subject areas: land use and development, parks and recreation, circulation, and drainage and hydrology.

#### **LAND USE AND DEVELOPMENT GOALS:**

- 1) Mix housing types. Plan for detached single-family residences in addition to multi-family residences.
- 2) Promote senior housing, particularly along the north side of 12<sup>th</sup> Street, near the senior center.
- 3) Plan for equestrian uses along the river. This could entail a community barn and equestrian facilities, potentially with a business or tourism-oriented development.

#### **PARKS AND RECREATION GOALS:**

- 1) Centrally locate a multi-use field that is easily accessible to and visible by surrounding residences. This will allow a safe place for children to play throughout the day.
- 2) Locate a parking lot near the end of 11<sup>th</sup> Street to support recreational uses along the river. Consider other amenities, such as trailhead signage and night lighting.
- 3) Short term: Develop low-impact active recreation facilities such as a disc golf course or a trail with exercise stations.
- 4) Long term: Develop regulation sports fields in/adjacent to the Salinas River floodplain. These fields should be designed so they can be used for community youth sports.
- 5) Consider a consolidated and expanded community center to take the place of the senior center.

#### **CIRCULATION GOALS:**

- 1) Extend Verde Place to connect River Road to 11<sup>th</sup> and 12<sup>th</sup> Streets.

- 2) Extend 11<sup>th</sup> and 12<sup>th</sup> Streets to Verde Place, with stub-out access to the river.
- 3) Traffic calming measures should be used on Verde Place, such as roundabouts at intersections with 11<sup>th</sup> and 12<sup>th</sup> Streets.
- 4) Multi-use trails should be established to provide connections throughout the neighborhood.

#### **DRAINAGE AND HYDROLOGY GOALS**

- 1) Use curb cuts and sunken vegetation areas to accept runoff from streets and gutters.
- 2) Use a “dry creek” vegetated swale system to convey drainage from low lying areas near N Street to the Salinas River.
- 3) Use pervious material for parking, patio, and sidewalk surfaces.





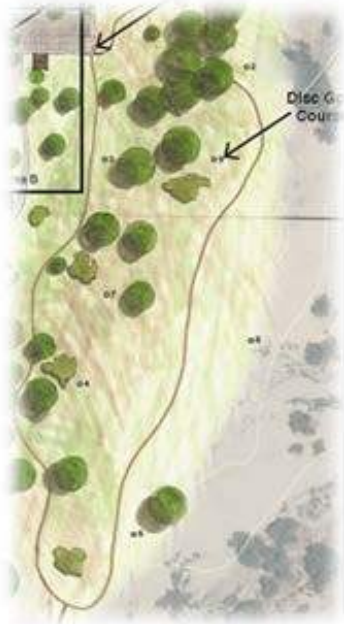




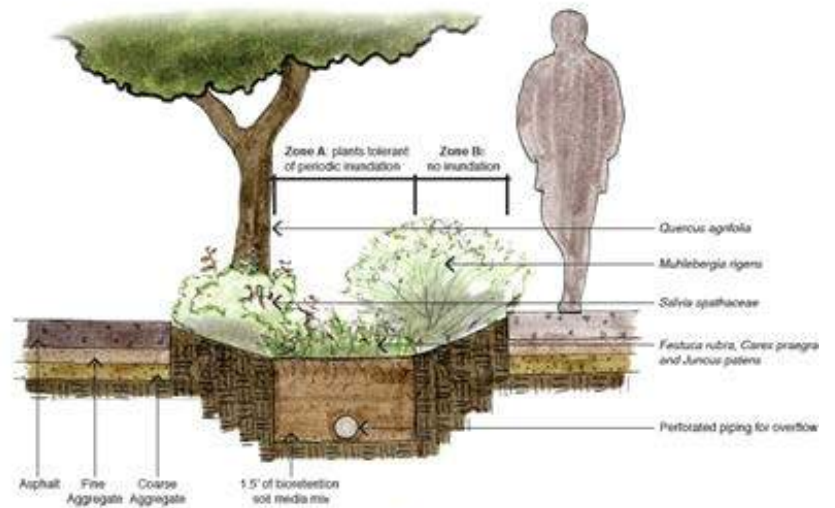
Drainage and Circulation Concept

In addition to parkland in the floodplain of the Salinas River, a multi-use field should be placed in close proximity to housing.

In addition to calming traffic, roundabouts can be aesthetically pleasing and used as a drainage retention device.



Disc golf is a low-impact and low-cost recreational activity that could be done in the Salinas River floodplain.



A community equestrian facility could be established at the end of 11<sup>th</sup> Street. This could serve both residents and tourists.



A dry creek can provide both an aesthetic amenity and also convey excess drainage to the Salinas River, while also allowing for groundwater percolation.

### ***B: PREFERRED HOUSING TYPES***

New development will be expected to progressing towards the overall goals for the N Street area. At the same time, new development should also be aesthetically compatible with nearby single family residential development. Appendix H contains graphics showing the building form for preferred housing types in San Miguel. San Miguel is a small rural community and housing form should recognize that. Where multi-family

A variety of housing types are encouraged to blend with existing development and provide a transition between neighborhoods. The Great Communities Design Toolkit found in Appendix H provides examples of eleven different development types with recommendations for lots sizes, access and parking, landscape and building design. The design recommendations are geared for maintaining rural character and providing for better utilization of energy, water, land and fiscal resources.

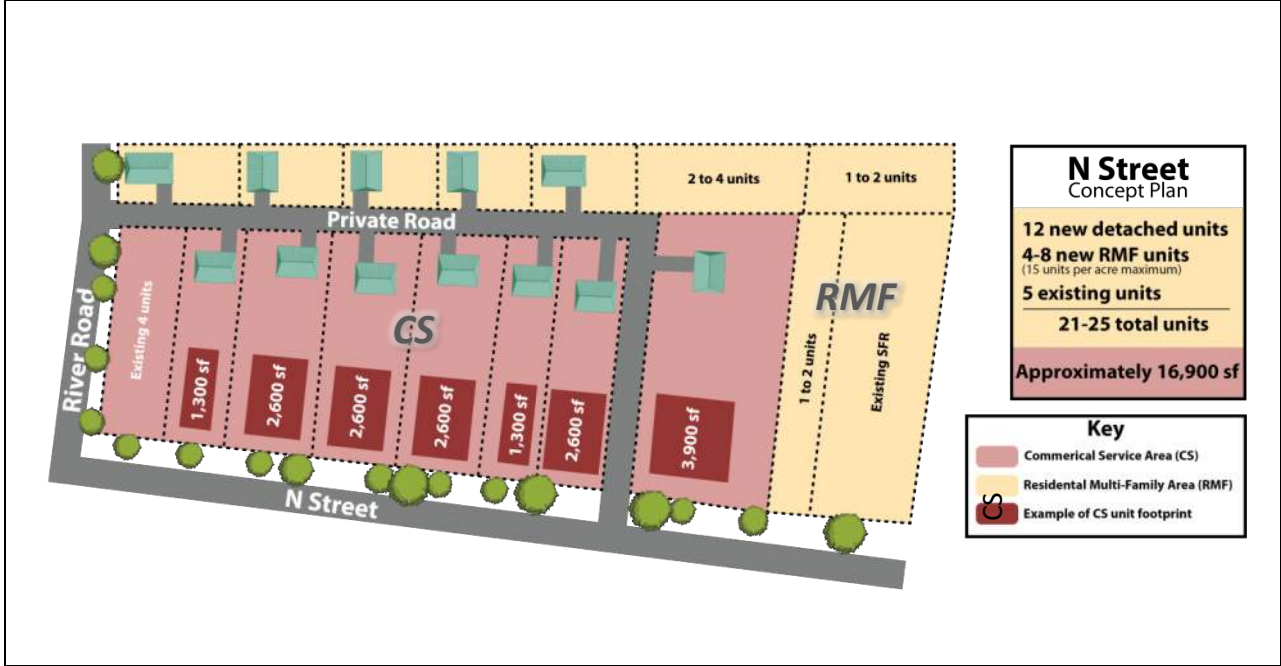
### ***C: COMMERCIAL AREAS ALONG N STREET***

The Commercial Service designated portion of the N Street neighborhood (see Figure 3-N) presents an excellent opportunity for “horizontal” mixed use. The area has been designated as CS, but faces a large obstacle to full-scale development: fractured ownership. Most parcels in this area are too small to support large-scale commercial development. Additionally, N Street has a number of existing residences, making it important for new development to be sensitive to adjacent residential uses. Existing parcels in this area could be fully developed with CS uses, as long as those uses adhere to performance standards to ensure compatibility with nearby residences (e.g. noise, vibration, hours of operation, etc.). Additionally, uses in this area should complement, but not compete, with the primary visitor-serving area along Mission Street. To enhance the existing Commercial Service designation, each of these parcels could also be developed with a caretaker’s residence, as long as it is located on the rear half of the parcel. Typically-required limits on the size of caretaker’s units would be removed for this area.

This approach allows a business owner to live on the same site as the business, with the goal of making the existing parcels along N Street more marketable. Examples of businesses that would be appropriate for this area include the following:

- Lodging – hotels, motels, bed and breakfasts, etc.
- Offices
- Outdoor retail sales – nurseries, building materials, etc.
- Public assembly or religious facilities
- Sports and recreation
- Warehousing and storage (e.g. mini-storage warehouses)

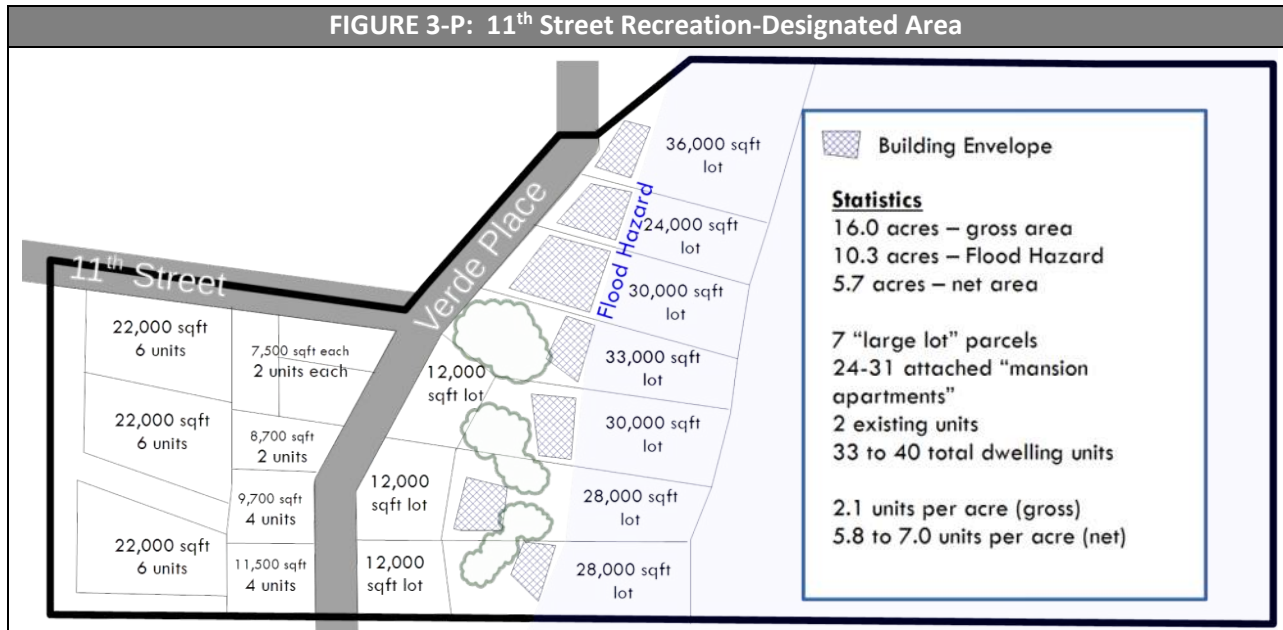
FIGURE 3-O: N Street Design Concept



**D: RECREATION DESIGNATION ALONG 11<sup>th</sup> STREET**

The eastern end of 11<sup>th</sup> Street is a transitional area between the higher density RMF developments to the north and the lower density RSF developments to the south. The following concepts illustrated in Figure 3-P are envisioned for this area:

- The overall density shall be that of the single family land use category (7.0 units per acre).
- This density shall be achieved by concentrating development on the western portion of the property and restricting residential development near the river to single family residences on parcels varying in size from 10,000 to 30,000 square feet.
- Parcels along the river should also be available for equestrian facilities. These facilities could include community stables and even visitor-serving businesses that can benefit from trail access to the Salinas River.
- The Flood Hazard zone may be used as open space or as usable yard area for lots fronting on the river.
- Design residential structures west of the Verde Place extension to resemble single family dwellings (see Figure 3-X), with a maximum of four units per building.
- Preserve native trees.
- Use Low impact development techniques.
- Provide through-streets to connect to other neighborhoods.





**FIGURE 3-Q 11<sup>th</sup> Example of a Triplex Designed to Blend in with Single Family Residences**

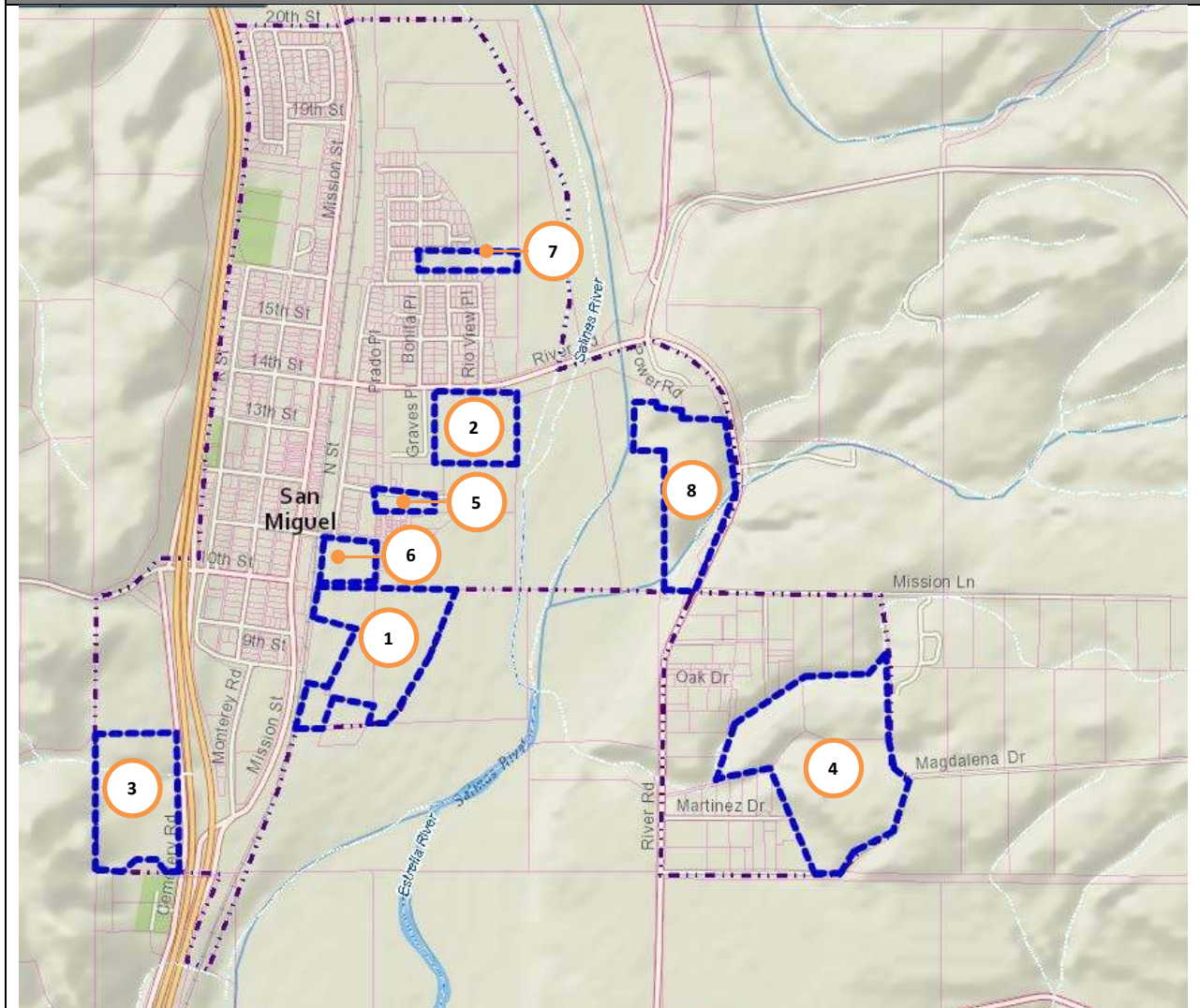


## **3-4: Past Entitlements and Potential Future Growth & Community Expansion**

### **3-4.1: Vested Subdivisions**

Between 2001 and 2006, several residential subdivisions were approved in the community of San Miguel (see Figure 3-R). These subdivisions are “vested,” which means that development is able to occur in accordance with the original subdivision approvals. In most cases, vesting on these subdivision maps without extensions will expire by 2016. The vested subdivisions include detached single family residences on small lots (e.g. less than 3,000 square feet), as well as conventional single family lots (e.g. about 6,000 square feet). Roughly 50 lots in vested subdivisions would be sized at roughly one acre for custom single family residential development.

FIGURE 3-R: Vested Subdivisions



The County should work with interested subdividers of these vested subdivision maps to explore ways that the maps might be revised in order to accommodate a wide range of lot sizes and densities and a richer mix of housing types, accompanied by common open areas for enjoyment and recreation.

Table 3-C: Vested Subdivisions			
#	Subdivision	Location	Units
1	Tract 2527	N Street, south of 11 <sup>th</sup> Street	60
2	Tract 2637	South side of River Road, west of the bridge	58
3	Tract 2633	West side of Cemetery Road, north of the cemetery	44
4	Tract 2723	End of Martinez Drive and Magdalena Drive	38
5	Tract 2779	620 12 <sup>th</sup> Street	31
6	Tract 2710	South side of 11 <sup>th</sup> Street at N Street	24
7	Tract 2750	720 16 <sup>th</sup> Street	15
8	Tract 2647	West side of River Road, south of Power Road	12

### 3-4.2: Community Expansion

The Study Area considered under this Community Plan is coterminous with the boundary of the San Miguel Community Services District (CSD), as approved by the Local Agency Formation Commission. In the future, when the town expands and additional land is required for new urban development, especially land uses that would provide opportunities for new businesses and employment, community expansion should occur within the 2013 CSD boundaries. This Plan identifies two sites for potential community expansion (see Figure 3-S):

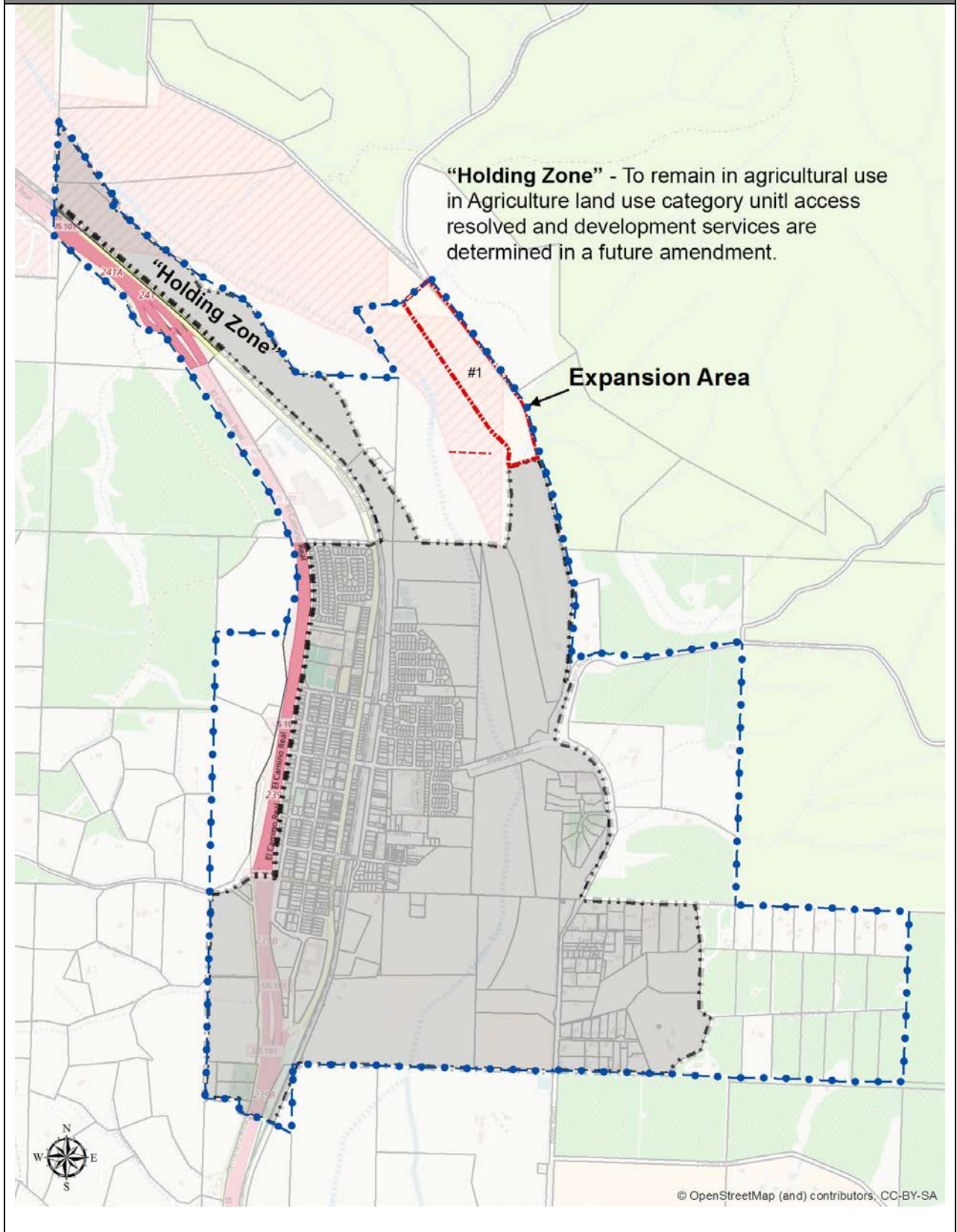
**Expansion Area #1** is located on the west side of Indian Valley Road, just north of the old landing strip site that is referred to as the Indian Valley Road area (see Figure 3-M). This site is also a relatively level area on the upper river terrace. This site is large enough to accommodate a variety of uses, but its location on the east side of the river is less convenient for future expansion.

**Expansion Area #2** is located near the southerly end of town, east of the railroad tracks and southeast of the mission. The site contains about eight acres that are gently sloped and outside of the flood hazard area. There may be access constraints due to the railroad tracks. This site's size would limit it to smaller-scale projects that may be appropriate for the southern gateway to town. Recreational or visitor-serving uses would be most appropriate for this area.

In order to expand the community to include any of these sites, an amendment to this Plan will need to be approved. A proposal to expand the community would address things like access and circulation, extension of utilities, water supply, parks and open space, development intensity, and community facilities needed for development (e.g. roads, parks, and water and sewer lines)



FIGURE 3-S: Community Expansion Areas





## 3-5: Policies and Programs

### 3-5.1: Policies

#### *A: Communitywide Land Use Policies*

Policy 3-1: Encourage economically balanced, high-quality development, with new growth prioritized based on location, as follows:

1<sup>st</sup>: Within the current Urban Reserve Line.

2<sup>nd</sup>: Within the Community Services District boundary (as of 2016)

3<sup>rd</sup>: Beyond the 2016 Community Services District boundary.

Policy 3-2: Promote community health by:

- Focusing on “quality-of-life” improvements, such as ensuring sufficient play area for children nearby to housing.
- Increasing access to and availability of recreational facilities and open space.
- Encouraging and promoting uses that would give San Miguel greater access to healthy foods.
- Planning for “complete streets” that collectively address the circulation needs of pedestrians and vehicle and bicycle users. address
- Encouraging land use patterns that are conducive to public transit services.
- Pursuing improvements to the community that will increase the overall feeling of safety and well-being for the residents.

Policy 3-3: Encourage a balance of land uses to meet daily shopping, recreational and social needs, while providing opportunities for businesses, employment, and tourism.

Policy 3-4: Provide for adequate parks and public spaces. Open space and parks should be useable and closely accessible to the residents they serve. Small, private, passive parks placed along the margins of a residential development do not fulfill recreational needs.

Policy 3-5: Chapter 4.1 of the Camp Roberts Joint Land Use Study (JLUS) describes a mutual commitment between the County, Camp Roberts, and the San Miguel community to collaborate regarding compatibility of land use. When considering land use category changes, the County shall ensure that resulting development or use would comply with the policies of the JLUS. San Miguel

appreciates Camp Robert's commitment to reciprocate by apprising the community of changes in base operation..

- Policy 3-6: Enhance the community's aesthetic identity that is characterized by an eclectic mix of mission-themed, Victorian, and railroad-era architecture.
- Policy 3-7: Capitalize on the presence of historic resources.
- Policy 3-8: Provide pedestrian and bicycle connections between the Central Business District, the mission, and other parts of town.
- Policy 3-9: Consider community safety and site security in subdivision development and site design.
- Policy 3-10: Expansion of Urban Reserve Line. Identify suitable land for community and neighborhood parkland when the Urban Reserve Line is expanded to allow for intensification of land use.

***B: Commercial Land Use Policies***

- Policy 3-11: Encourage uses and activities that will bring visitors into San Miguel.
- Policy 3-12: Encourage, but don't mandate, a combination of retail commercial, office, and residential uses (mixed-use development) along Mission Street, while keeping developments predominately commercial nearest the proposed "Town Square" (13<sup>th</sup> and Mission Streets). .
- Policy 3-13: Allow mixed use developments to convert excess space back and forth between commercial and residential uses as market demand fluctuates. Retain ground floor spaces fronting Mission Street for commercial use.
- Policy 3-14: Provide sufficient land to allow for a variety of commercial and light industrial uses, including those that will serve employment and visitor needs.
- Policy 3-15: Enable "adaptive reuse" of culturally significant structures. Adaptive reuse is the conversion of a building designed for an old use (e.g. bank) to a new use (e.g. restaurant/brewery).
- Policy 3-16: Within the town center area (Figure 3-L), encourage floor area ratios consistent with those found in small downtowns rather than suburban settings.

- Policy 3-17: Allow vacant lots in the downtown to be used for parking or as public gathering areas on an interim basis until they are ready for development.
- Policy 3-18: Primary uses of the Union Pacific land along the west side of N Street should include centralized parking and drainage facilities.
- Policy 3-19: Lighting installed as part of any project shall be designed to be minimally disruptive to wildlife. This may be accomplished through the use of hoods to direct light away from natural habitat, using low intensity lighting, and using a few lights as necessary to achieve the goals of the project.

### *C: Residential Land Use Policies*

- Policy 3-20: Developments where all units are the same size and type are discouraged. New subdivisions and multi-family developments should be designed to provide a mix of unit sizes and types.
- Policy 3-21: Plan for neighborhoods to be mixed-income. Concentration of low-income housing in a small area does not promote an integrated sense of community.
- Policy 3-22: Areas within the Flood Hazard (FH) combining designation should not apply towards density, lot coverage, and open space requirements.
- Policy 3-23: Retain historical architectural styles throughout town.
- Policy 3-24: Retain and enable development of a variety of housing types, including attached dwelling units, detached small-lot development and mobile home parks. Single family residential infill development should be designed for compatibility with the existing pattern of development. New subdivisions should provide a setting that can comfortably accommodate a variety of housing sizes and designs for residents of all income levels.
- Policy 3-25: Improve residential areas that show signs of physical and economic decline.
- Policy 3-26: Carports are favored over garages in multi-family developments, in order to ensure that the covered area is used for parking rather than storage.

### **3-5.2: Implementation Programs**

- Program 3-1: **Streamlining and encouraging preferred development.** Identify and seek to eliminate barriers to accomplishing community-preferred development, and provide incentives for such development. This can be done by using the

Community Plan Environmental Impact Report to the maximum extent practicable (called “tiering”), considering a Master Conditional Use Permit per Program 2-9, and reducing permit thresholds for less complicated projects. Community-preferred development includes:

- a) Businesses to serve the needs of San Miguel residents (i.e. grocery store, bank, pharmacy, etc.).
- b) Tourism-oriented businesses.
- c) Agricultural-oriented businesses.
- d) Businesses that supply head-of-household employment, such as technology or small-scale manufacturing.
- e) Civic, cultural, and community-oriented facilities.
- f) Residential developments that include an economically-balanced mix of housing, to create family-oriented neighborhoods.

Program 3-2: **Parks and open space plan.** Develop a comprehensive parks and open space plan for the community. This plan should address acquisition of parkland, as well as maintenance and phasing. The plan should also consider development of a trail network, consistent with the policies and programs of Chapter 5. Consolidation of recreational facilities with Lillian Larsen School should also be considered.

Program 3-3: **Aesthetic improvement program.** Develop a program to improve community aesthetics. This program could include the following measures:

- a) Landscape and Lighting District. Pursue establishment of a Landscape and Lighting District to cover the Mission Street corridor. Ultimately, such a district should come under the control of the San Miguel Community Services District.
- b) Community beautification award. Regularly recognize landowners who have substantially improved the appearance of their properties or restored historic structures.
- c) Volunteer program. Encourage the development of a volunteer program enabling community members and organizations to help elderly or disabled residents with property upkeep.
- d) Mission gateway area. Working with affected businesses, landowners and the community, develop a plan to improve the appearance of the area along Mission Street between the mission and town center.

- e) Targeted code enforcement. Develop a code enforcement program that targets specific violations that have become detrimental to the community's appearance.

Program 3-4: **Conceptual Plan for Union Pacific properties.** Work with Union Pacific Railroad to develop a conceptual plan and strategies, including the following, for the future use and ownership of railroad properties.



- a) Circulation – Extension of N Street northward to serve prospective future development in the 110-acre area within the Urban Reserve Line designated as Agriculture.
- b) Fencing and safety – Fencing of the railroad corridor and other mechanisms designed to promote safety and discourage trespass.
- c) Centralized parking – Development of parking lots to serve downtown businesses, near 11<sup>th</sup> and 14<sup>th</sup> Streets.
- d) Drainage facilities – Potential acquisition of land along the east side of N Street between 11<sup>th</sup> and 14<sup>th</sup> Street for stormwater infiltration.
- e) Private development – Any lands proposed to be sold off by the railroad for future private development.

Program 3-5: **Signage Program.** Develop a community signage program, focusing on the Mission Street and 10<sup>th</sup> Street corridors. The signage program should address the following:

- a) Wayfinding – Assist tourists and visitors with finding local attractions, businesses, and services.
- b) Business road signs – Replace the individual business signs along public roadways with a consolidated signage incorporating a common design theme.
- c) Public art and murals – Encourage the development of a public art and mural program in cooperation with San Miguel Resource Connection, and create a process for obtaining public input.

Program 3-6: **Code Enforcement.** Develop a community-oriented approach to code enforcement. This should include having twice-yearly community walk-

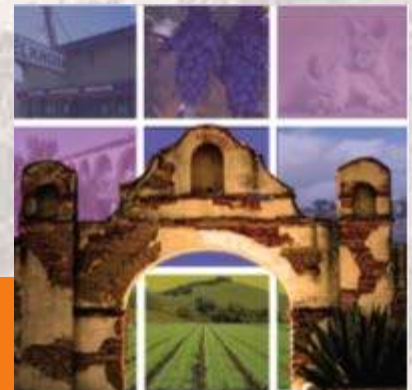
throughs with a County code enforcement officer and a code enforcement sub-committee designated by the advisory council. This effort should be focused on reducing physical blight.

Program 3-7: **San Miguel History Project.** Support the continued development of the San Miguel Historical Art Project and walking tour.

# 4

## RESOURCE

## CONSERVATION



San Miguel Community Plan

# Chapter 4: Resource Conservation

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This chapter contains policies and implementing programs to preserve and protect natural resources and cultural resources and to conserve energy. San Miguel's setting, adjacent to the Salinas River, includes natural resources that are important not only for aesthetic value, but also for environmental quality, habitat protection, recreation, and agriculture. Proximity to water courses is also an indicator for prehistoric and historic cultural activities. The preservation and protection of natural and cultural resources and San Miguel's historic character is an important goal of the Community Plan.

## 4-1: Natural Resources

Because of San Miguel's booming past, many of the lands within the community have been urbanized and no longer contain native vegetation communities. These ruderal (previously disturbed) areas, largely dominated by weedy vegetation, are found on vacant lots and road edges. In San Miguel, the most predominant natural feature is the willow-cottonwood forest along the Salinas River corridor. Elsewhere, vegetation is predominately composed of non-native annual grasslands, interspersed with patches of coyote brush. Outside of town, agricultural uses such as alfalfa fields and vineyards are common.

### 4-1.1: Biological Resources

The community of San Miguel is characterized by two primary plant communities and wildlife habitats: willow-cottonwood riparian forest and non-native grasslands.

#### *A: Willow-Cottonwood Riparian Forest*

These communities feature tall, open, broad-leafed, winter-deciduous riparian forests dominated by Fremont cottonwood and arroyo willow. These areas support cover for wildlife and good foraging habitat. Riparian zones help provide corridors for migratory birds and mammals. Their habitat value increases when water is present. Overgrown, non-native invasive species (e.g. arundo, tamarisk, etc.) can degrade this community.

#### *B: Non-Native Annual Grassland*

Non-native annual grassland is found throughout California, primarily below 3,000 feet elevation on fine-textured, usually clay soils. This vegetation type is dominated by introduced annual grasses in association with many species of showy native forbs, especially in years of abundant rainfall. These grasses and flowers germinate with the onset of late fall and winter rains. Growth, flowering, and seed-set take place from winter through spring. Most annuals in this community die by summer and persist as seeds until the return of winter rains.



### ***C: Special Status Plant Communities***

The California Natural Diversity Database (CNDDDB) (2012) has occurrence records for several special-status plant and wildlife species within the community. The following list contains the names of all special-status plant species known to occur within the Study Area.

<b>Table 4-A: Special Status Plant Species</b>		
<b>Common Name</b>	<b>Latin Name</b>	<b>Status</b>
dwarf calycadenia	<i>Calycadenia villosa</i>	1B.1
Kellogg's horkelia	<i>Horkelia cuneata var. sericea</i>	1B.1
pale-yellow layia	<i>Layia heterotricha</i>	1B.1
round-leaved filaree	<i>California macrophylla</i>	1B.1
Santa Cruz Mountains pussypaws	<i>Calyptridium parryi var. hesseae</i>	1B.1
Santa Lucia purple amole	<i>Chlorogalum purpureum var. purpureum</i>	FT, 1B.1
<u>Status codes</u> 1B.1 – California Native Plant Society List 1B.1 – Endemic FE – Federally Endangered FT – Federally Threatened SE – State Endangered		



Dwarf Calycadenia



Kellogg's Horkelia



Pale Yellow Layia



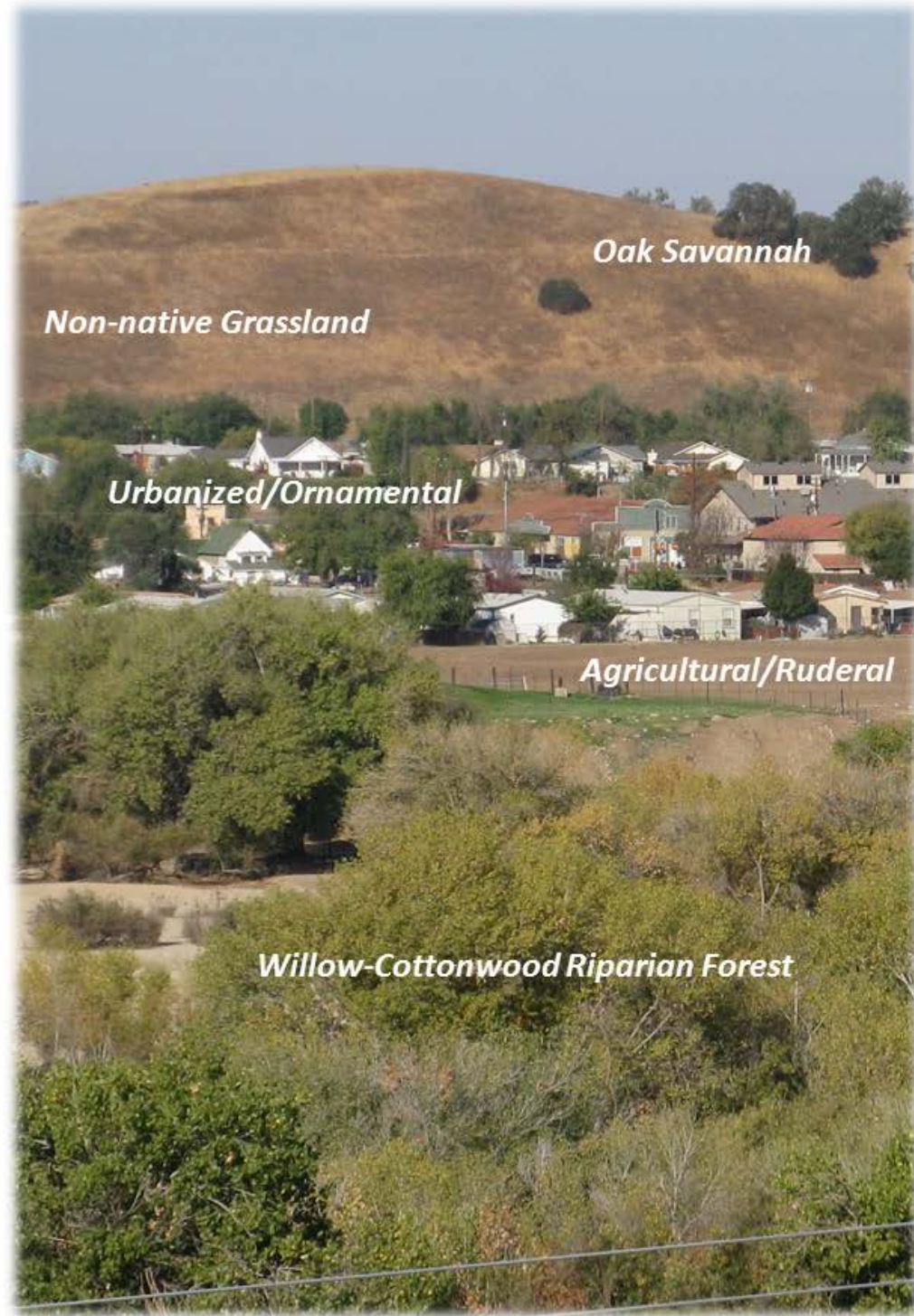
Purple Amole



Image source:  
California Native Plant Society  
cnps.org



Round-Leaved Filaree



Oak Savannah

Non-native Grassland

Urbanized/Ornamental

Agricultural/Ruderal

Willow-Cottonwood Riparian Forest

**Figure 4-A:** Sensitive Plants and Plant Communities





**Figure 4-B: Sensitive Wildlife**

**D: Special Status Animal Species**

The following list contains the names of all special-status animal species known or with the potential to occur within the Study Area.

<b>Table 4-B: Special Status Animal Species</b>		
<b>Common Name</b>	<b>Latin Name</b>	<b>Status</b>
American badger	<i>Taxidea taxus</i>	SSC
bald eagle	<i>Haliaeetus leucocephalus</i>	SE
burrowing owl	<i>Athene cunicularia</i>	SSC
California horned lark	<i>Eremophila alpestris actia</i>	WL
coast horned lizard	<i>Phrynosoma blainvillii</i>	SSC
ferruginous hawk	<i>Buteo regalis</i>	WL
golden eagle	<i>Aquila chrysaetos</i>	WL
least Bell's vireo	<i>Vireo belli pusillus</i>	FE, SE
Monterey dusky-footed woodrat	<i>Neotoma macrotis luciana</i>	SSC
pallid bat	<i>Antrozous pallidus</i>	SSC
prairie falcon	<i>Falco Mexicanus</i>	WL
Salinas pocketmouse	<i>Perognathus inornatus psammophilus</i>	SSC
San Joaquin kit fox	<i>Vulpes macrotis mutica</i>	FE, ST
silvery legless lizard	<i>Anniella pulchra pulchra</i>	SSC
tricolored blackbird	<i>Agelaius tricolor</i>	SSC
vernal pool fairy shrimp	<i>Branchinecta lynchi</i>	FT
western pond turtle	<i>Emys marmorata</i>	SSC
western spadefoot toad	<i>Spea hammondii</i>	SSC
yellow warbler	<i>Dendronica petechial brewsteri</i>	SSC
<p><u>Status codes</u>            FE – Federally Endangered            FT – Federally Threatened            SE – State Endangered            SSC – Species of Special Concern (California Department of Fish and Wildlife)            ST – State Threatened            WL – Watch List (California Department of Fish and Wildlife)</p>		

**E: Sensitive Habitats**

The area within the community of San Miguel is within the range of the San Joaquin kit fox in northern San Luis Obispo County. However, no occurrences have been documented by the CNDDDB within the boundaries of the Community Plan area or the proposed Urban Reserve Line, though several occurrences have been reported within ten miles of the area. A map of kit fox mitigation ratios specific to the community of San Miguel (Figure 4.4-6) has been included in this chapter and in the San Miguel Community Planning Area Standards.

## **F: Sensitive Resource Areas**

The Salinas River corridor is designated as a Sensitive Resource Area (SRA) Combining Designation, in addition to being within the Flood Hazard (FH) Combining Designation. Sensitive Resource Area designations are applied to areas having high environmental quality and special ecological or educational significance. This designation is intended to protect the following resources from degradation:

- 1) Sensitive riparian habitat;
- 2) Important wildlife migration corridors;  
and
- 3) Hydrological function – particularly as it relates to flood control and management of water resources.



*The Salinas River and Cholame Hills*



**FIGURE 4-C: Salinas River Cross-Section**

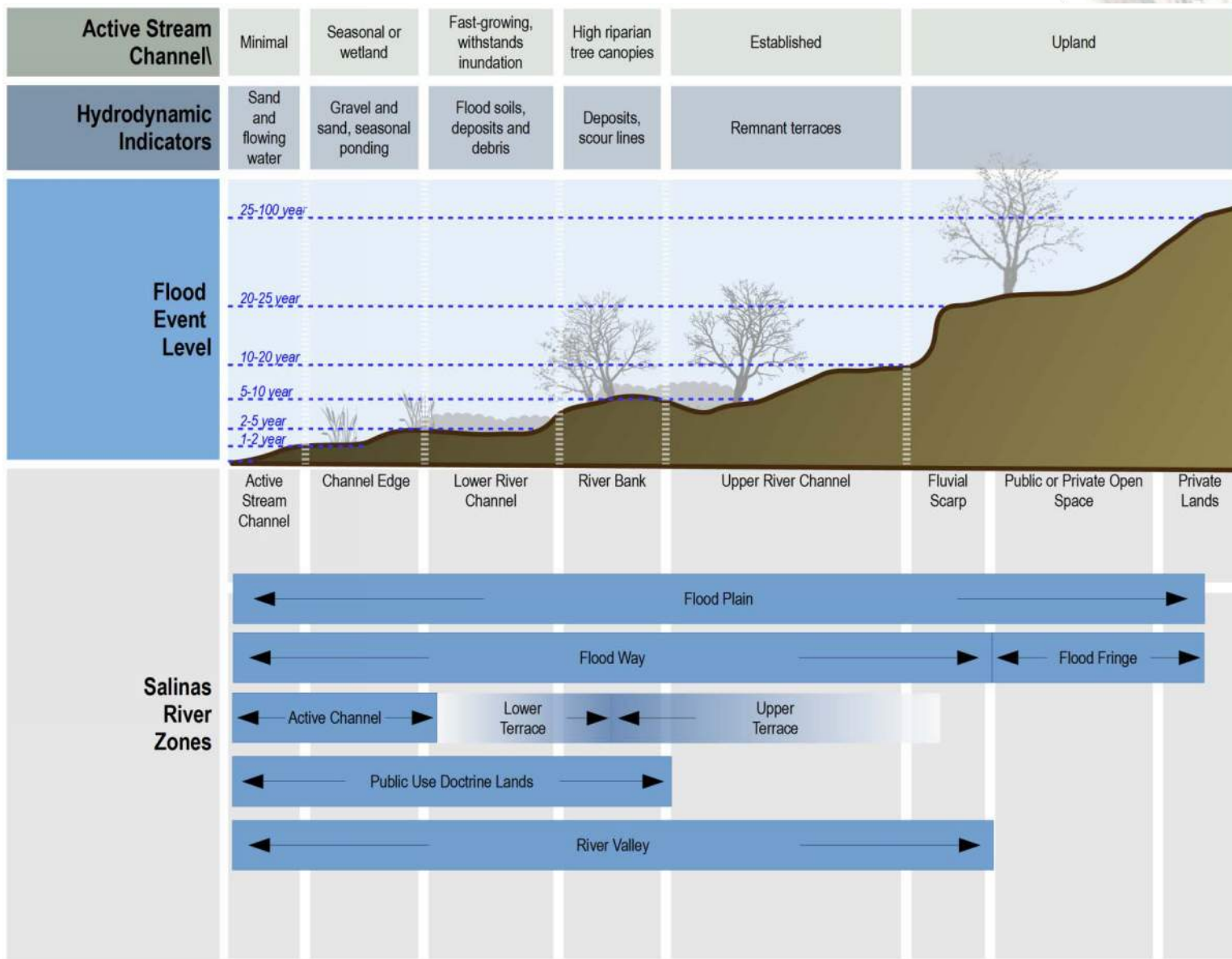
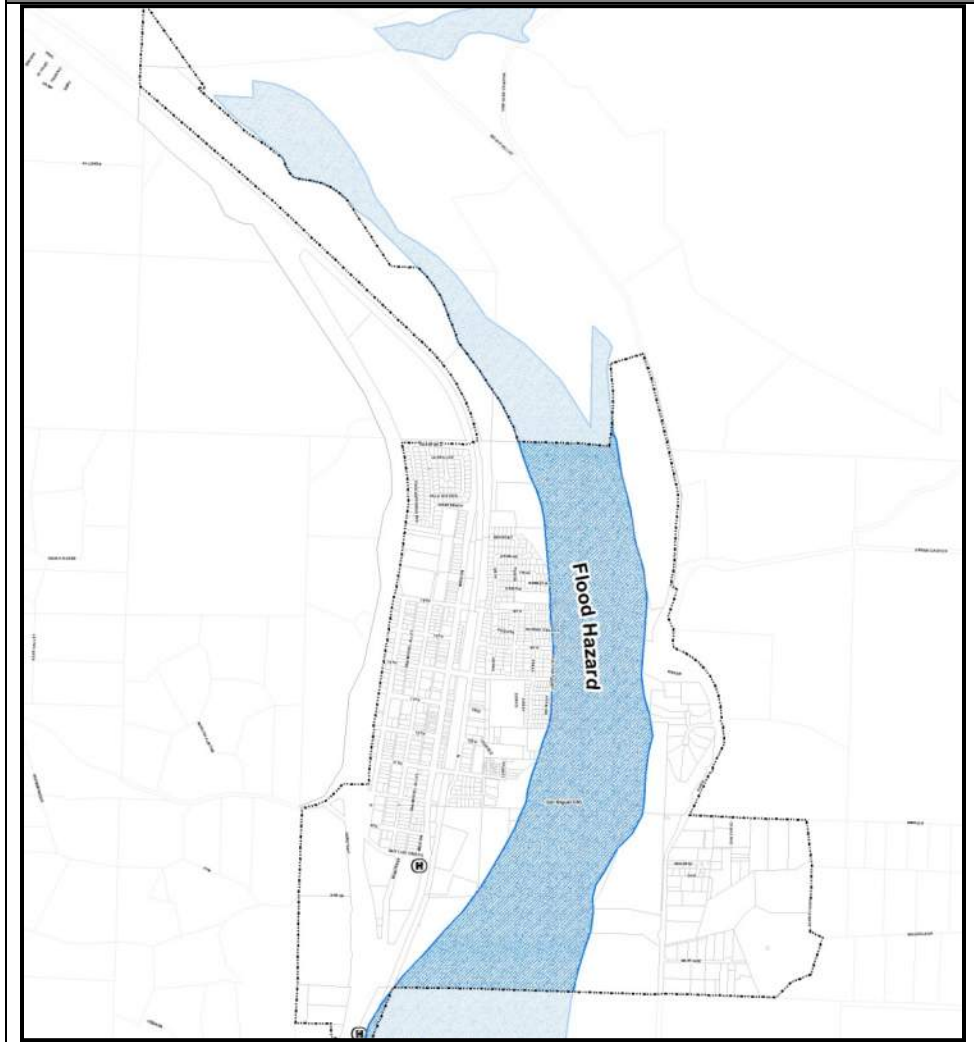


Figure 4-C provides a characteristic cross-section of the Salinas River. Maintaining the Salinas River corridor. is also essential for flood prevention. The corridor can be said to include the following features:

- **Active channel** – The active channel of the Salinas River is a defined area below the stream bank, which receives periodic scour and sediment deposit. There may be several braided stream channels where water flows during winter storms. Because the Salinas River experiences braiding, channels within the active channel may shift from year to year.
- **Flood way** – The active channel, plus overbank areas, such as the Lower and Upper Terraces.
- **Flood fringe** – Areas that are within the flood plain, but are outside of the flood way. The flood fringe generally includes areas above the fluvial scarp (which defines the river valley) that are still subject to potential flood inundation.
- **Flood plain** – Land adjacent to a river that is subject to flooding. This includes the active channel, the flood way, and the flood fringe. If left undisturbed, the flood plain acts to store excess flood water. The County uses the flood plain designated by the Federal Emergency Management Agency to apply the “Flood Hazard” combining designation.
  - **Flood way** – A portion of the flood plain, defined for regulatory purposes. It includes the channel and overbank areas adjacent to the channel.
  - **Flood fringe** – The other portion of the flood plain. It includes areas that are within the flood plain, but outside of the flood way.

Figure 4D: Flood Hazard Map



The Flood Hazard (FH) designation is a combining designation that is not static – it gets updated from time to time. It is applied to areas that the Federal Emergency Management Agency (FEMA) identifies as being below the elevation of the statistical 100-year flood and is shown in the map above. The FH designation can only be changed after an engineered flood control study is completed and submitted to FEMA.

#### 4-1.2: Water Resources

Water is a valuable and scarce resource; it is essential for environmental, social, and economic well-being in San Miguel and the surrounding areas. In 2013, San Miguel's entire water needs were met by pumping groundwater from the Paso Robles Groundwater Basin from two of three wells in the community. In 2010, San Miguel's gross water use was 239 acre-feet. During that same year, the basin as a whole pumped about 96,000 acre-feet. By 2035, San Miguel's gross water use is estimated to be about 483 acre-feet per year.



At this time, San Miguel has no supplemental surface water allocations (e.g. from a source such as the Nacimiento Water Project or State Water Project). However, in the future, the Salinas River underflow<sup>1</sup> is a potential supplemental water source<sup>2</sup>. The underflow is accessible through shallow wells rather than deep wells, and it is generally separated from the ground water basin. The linkage between the Salinas River underflow and the Paso Robles Groundwater Basin is not well understood.

Within the greater Paso Robles Groundwater Basin, concentrated pumping has created localized pumping depressions and continued widespread declines in water levels throughout the basin. Maintaining a sustainable water supply is a critical need for the Paso Robles region. To that end, the County Board of Supervisors, on February 1, 2011, approved a Resource Capacity Study and certified a Level of Severity (LOS) III for the greater Paso Robles Groundwater Basin (refer to Figure 4-E).

***LOS III*** - A Level of Severity III exists when water demand equals the available resource; the amount of consumption has reached the dependable supply of the resource.

As a result of the LOS III certification, the water resources strategy for the community of San Miguel includes:

- **Conservation.** Using less water through daily practices
- **Efficiency.** Using less water with the systems that deliver water
- **Supplemental source of water.** Using water other than groundwater

These are important tools to sustain the groundwater supply in the Paso Robles region. This is particularly true in San Miguel, due to its drier climate with warm summers. Water conservation and more efficient water systems and use can save up to 20 percent of per capita water use. The following table lists specific conservation, efficiency and supplemental water strategies that should be implemented in the short and long-term.

<b>Table 4-C: San Miguel Water Resources Strategies</b>			
	<b>Conservation</b>	<b>Efficiency</b>	<b>Supplemental Water</b>
<b>Short-Term</b>	<ul style="list-style-type: none"> <li>• Low water using landscapes for new development</li> <li>• Educational outreach</li> <li>• Tiered water rates</li> </ul>	<ul style="list-style-type: none"> <li>• High efficiency water fixtures and irrigation systems for new development</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate access to the Salinas River underflow</li> </ul>

<sup>1</sup> Underflow is subsurface flow of groundwater associated with a river or stream that occurs as sub-horizontal flow, roughly parallel to and within the near-surface deposits underlying and directly adjacent to the course of the river. (Fugro, 2002)

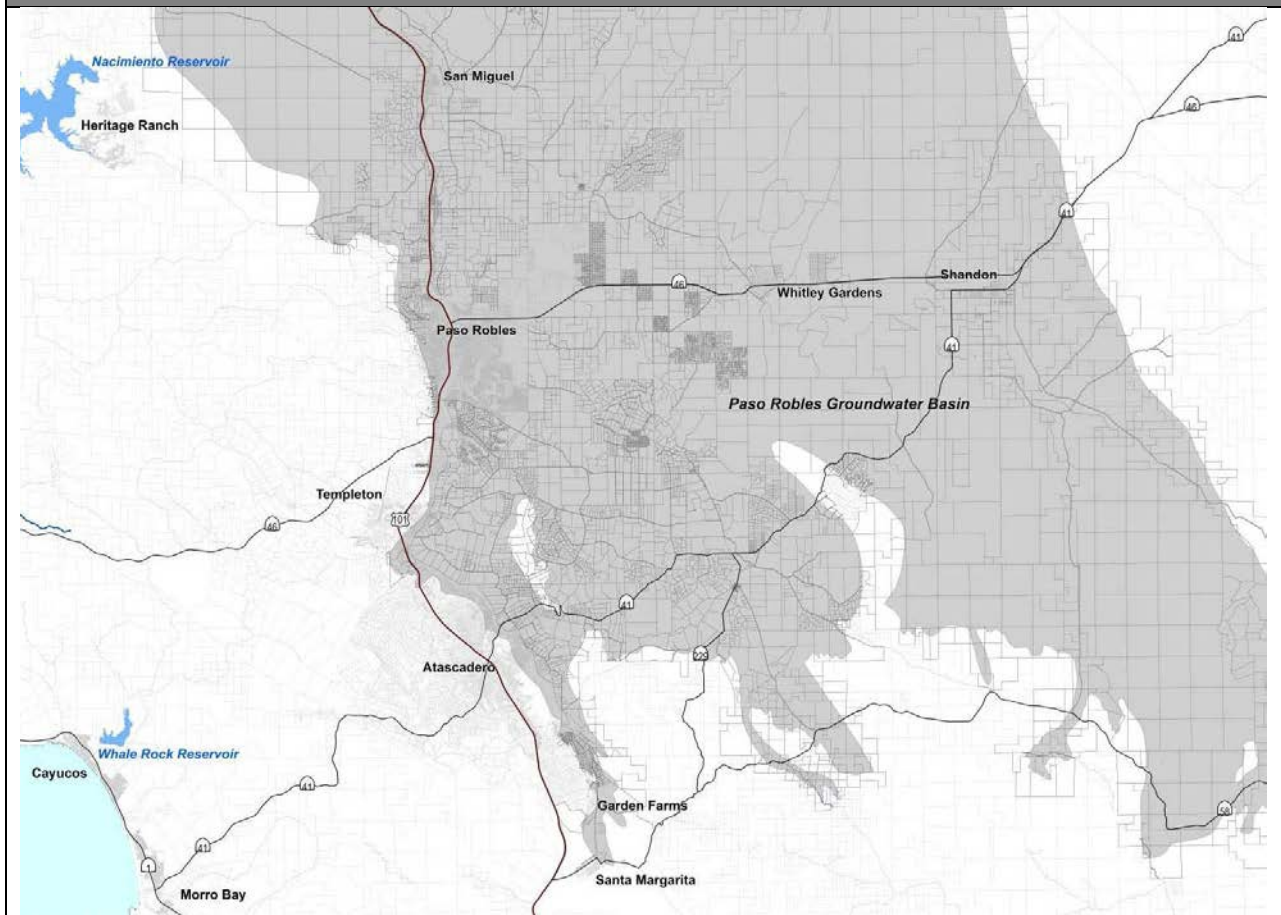
<sup>2</sup> The State Water Resources Control Board formally declared in Decision 1585 and Order WR 98-08 that the Salinas River underflow is fully appropriated between May 15 and December 31. (Fugro, 2013)

**Table 4-C: San Miguel Water Resources Strategies**

<b>Long-Term</b>	<ul style="list-style-type: none"> <li>• Reduce per capita water demand by 20 percent by 2020.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Develop a comprehensive water conservation program</li> <li>• Low water using landscapes for existing uses</li> </ul>	<ul style="list-style-type: none"> <li>• CSD water conservation program (e.g. leak detection)</li> <li>• Retrofit existing fixtures</li> </ul>

- Evaluate connecting to the Nacimiento Water Project
- Consider acquiring appropriate rights to underflow in the Estrella or Nacimiento Rivers.
- Evaluate the feasibility of developing a water recycling facility and using reclaimed water for vineyard irrigation.

**FIGURE 4-E: Paso Robles Groundwater Basin**



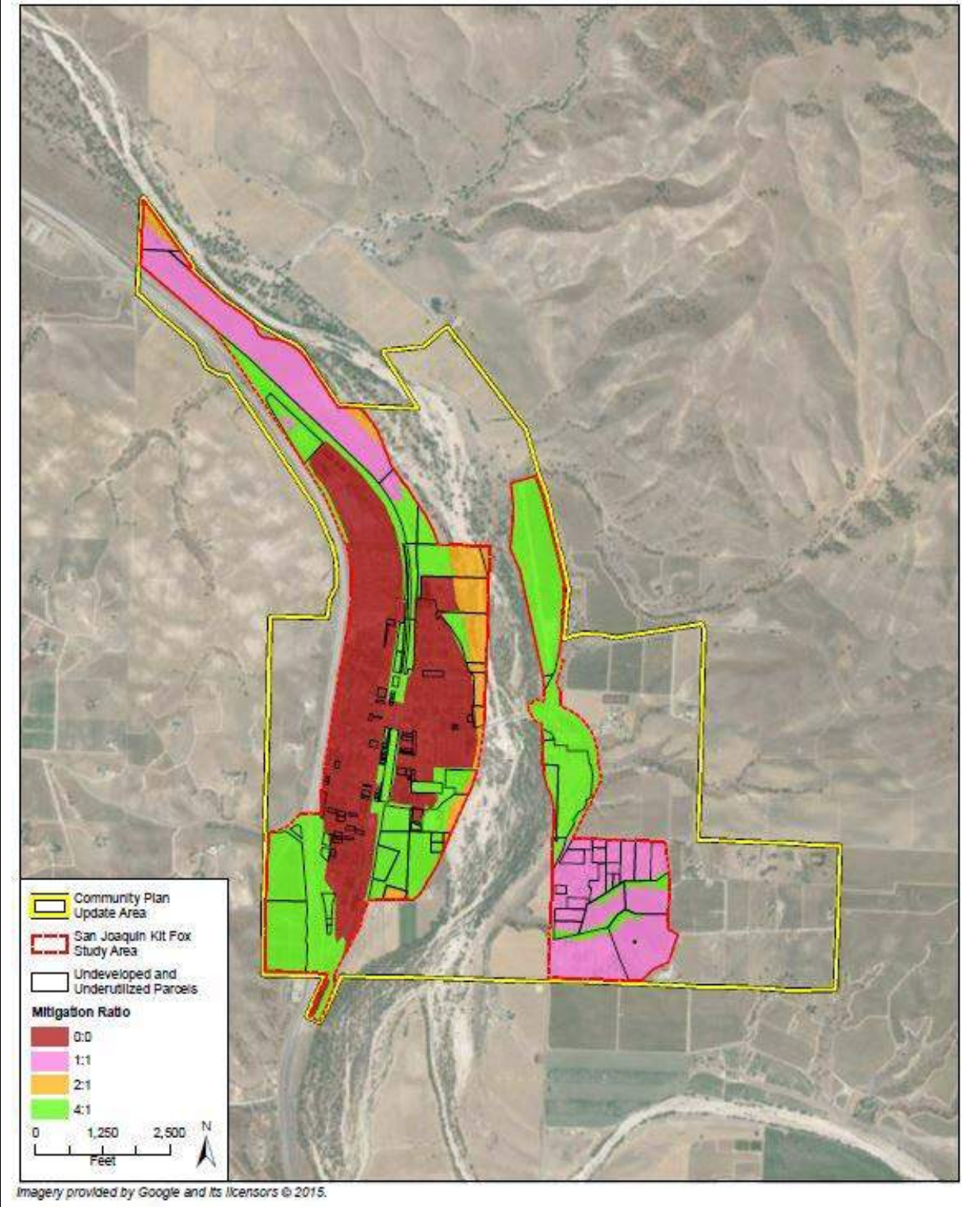
**4-1.3: Natural Resource Policies**

Policy 4-1: Where possible, leverage environmental mitigation requirements for projects to create economic benefits for the community. Examples include a San Joaquin kit fox education center or a museum on Salinan heritage.

- Policy 4-2: Provide adequate buffers between urban development and the following: sensitive biological habitat, agricultural land, and stream banks.
- Policy 4-3: Maintain the Salinas River in a natural state. Avoid major land alterations within the flood plain, except as needed to accommodate flood control projects, recreational projects, and infrastructure.
- Policy 4-4: Preserve areas within the flood plain of the Salinas River in their natural state as open space, while allowing modifications as needed for flood management. Retain these lands in private ownership with an open space easement or acquire in fee essential properties for addition to the County parks system.
- Policy 4-5: Prevent water pollution, consistent with federal and state water policies and standards, including but not limited to the federal Clean Water Act, Safe Drinking Water Act, and National Pollutant Discharge Elimination System (NPDES). Incorporate Low Impact Development (LID) strategies into the design of new development to the greatest extent practicable.
- Policy 4-6: Address bluff retreat on the east side of the Salinas River when considering new development
- Policy 4-7: Preserve oak trees and other native or historically significant trees. Design development to incorporate these trees to the maximum extent feasible, giving highest priority to avoiding impacts to the trees. If it is determined that construction may impact trees protected by County, the applicant shall procure all necessary tree removal permits. Trees protected by the County include any existing trees within urban or village reserve lines with the exception of those stated in Section 22.56.020.A of the Land Use Ordinance. A tree protection plan shall be developed by a certified arborist as appropriate and in conformance with County standards regarding oak protection. The plan shall include, but would not be limited to, an inventory of trees to within the construction site, setbacks from trees and protective fencing, restrictions regarding grading and paving near trees, direction regarding pruning and digging within root zone of trees, and requirements for replacement and maintenance of trees. If protected trees will be removed, replacement tree plantings of like species in accordance with County standards. If a protected tree shall be encroached upon but not removed, a certified arborist shall be present to oversee all trimming of roots and branches.

- Policy 4-8: Consistent with state water efficiency standards, require the use of native, drought tolerant plants in landscaping for new development, including private and public projects.
- Policy 4-9: Maintain a sustainable water supply by:
- a) Encouraging water conservation programs;
  - b) Maximizing groundwater replenishment by increasing the infiltration of runoff in public and private spaces;
  - c) Considering the use of recycled water for landscaping of parks, streetscapes, and open space areas in new developments;
  - d) Seeking supplemental water;
  - e) Obtaining necessary permits to allow extraction of Salinas River underflow as a source for the municipal water system.
- Policy 4-10: **Special Status Species Habitat Loss Minimization.** The County encourages preservation or enhancement of upland habitat for wildlife species to the maximum extent feasible on parcels containing suitable habitat (e.g. areas used for foraging, breeding, dispersal, etc.). To the extent feasible, habitat preservation and enhancement should promote regional connectivity and discourage isolated habitat.
- Policy 4-11: In order to mitigate for the loss of San Joaquin kit fox (SJKF) habitat by applying compensatory impact, the following mitigation ratios shall apply, based on the location of development (Figure 4.4-6):
- a) Low quality SJKF habitat value of within Developed-Urban areas: No ratio
  - b) Developed-Rural areas: 1:1
  - c) Agricultural areas currently in vineyard production: 1:1
  - d) Agricultural forage production areas: 2:1
  - e) All other areas consisting of medium quality habitat associated with the property. Salinas River: 2:1
  - f) High quality habitat: 4:1
- Policy 4-12: **Trail Development - Sensitive Communities Minimization.** To the maximum extent feasible, trail development should be designed to avoid impacts to willow-cottonwood riparian forest.

FIGURE 4-F: San Joaquin Kit Fox Mitigation Ratio



#### 4-1.4: Natural Resource Implementing Programs

Program 4-1: **Acquire open space in the Salinas floodplain.** Establish a program to acquire in fee essential properties within the flood plain of the Salinas River for addition to the County parks system.

Program 4-2: **Water Conservation Program.** The County and San Miguel Community Services District should collaborate to develop a comprehensive water conservation program for the community. The water conservation program should consider the following:

- a) Tiered water rates.
- b) Water conservation workshops.
- c) A “water wise” demonstration garden.
- d) Low-water-using and native landscaping in public and private spaces.
- e) A rebate program for replacing fixtures/appliances or replacing irrigated landscaping with low-water-using landscaping.
- f) A plumbing fixture retrofit program.
- g) Ways to encourage greywater systems.
- h) Ways to encourage catchment, cisterns, and rain gardens for irrigation purposes.

Program 4-3: **Supplemental Water.** The County should work with San Miguel Community Services District to develop a long-range plan for supplemental water.

- a) In the short-term, the plan should identify measures that the District can take in order to obtain permits to extract from the Salinas River underflow.
- b) For long-term considerations, supplemental water sources could include surface allocations from the Nacimiento Water Project, or appropriation of underflows from the Nacimiento and/or Estrella Rivers.

Program 4-4: **Flood Zone Study.** The County Flood Control District should consider commissioning an updated flood zone study. The updated study should be used to modify the boundaries of the Flood Hazard (FH) combining designation as needed.

Program 4-5: **Salinas River Management.** The County Flood Control District should consider forming a benefit assessment area in order to develop and implement a vegetation and siltation management program for the Salinas River. The program should:

- a) Remove overgrown invasive vegetation;
- b) Improve flood hazard conditions;



- c) Increase recharge into the Paso Robles Groundwater Basin; and
- d) Allow for recreational uses in the Salinas River corridor.

Program 4-6: **Neighborhood-wide Biological Resources Assessments.** Conduct neighborhood-wide biological resources assessments (BRA) to document the existing biological resources within partially developed neighborhoods to determine potential impacts to those resources. The BRA shall be conducted by a County-approved biologist and conform to the requirements set forth in the County guidance document, Guidelines for Biological Resources Assessments - Guidelines for Biological Consultants that is on file with the Department of Planning and Building.

Program 4-7: **Sensitive Communities Minimization.** To the maximum extent feasible, trail development should be designed to avoid impacts to willow-cottonwood riparian forest.

Program 4-8: **Willow-cottonwood Riparian Forest Restoration and Monitoring.** If trail development, notably the proposed Airport Loop Trail and Salinas River Trail, cannot avoid impacts to this vegetation community, a County-approved biologist shall prepare a Habitat Restoration Plan in accordance with the requirements described in Mitigation Measure BIO-1(e) of the CPU EIR. Compensatory mitigation ratios for this vegetation community shall be a minimum of 2:1 ratio (area restored/created/enhanced: area lost). Mitigation for loss of or trimming of trees shall be done according to the tree removal and trimming standards set forth by the County.

Program 4-9: **Jurisdictional Delineation.** If future trail development occurs within or adjacent to wetlands, drainages, riparian habitats, or other areas that may fall under the jurisdiction of the CDFW, USACE, and/or RWQCB, a County-approved biologist shall complete a jurisdictional delineation. The jurisdictional delineation shall determine the extent of the jurisdiction for each of these agencies and shall be conducted in accordance with the requirement set forth by each agency. The result shall be a preliminary jurisdictional delineation report that shall be submitted to the County, USACE, RWQCB, and CDFW, as appropriate, for review and approval.

Program 4-10: **Jurisdictional Waters and Wetlands Restored.** Impacts to jurisdictional waters and wetlands shall be mitigated at a minimum ratio of 2:1 (area restored/created/enhanced: area lost), which is typically the standard for the USACE and RWQCB; but it should be noted that these agencies could request more mitigation during the permitting process. Furthermore, the CDFW mitigation ratios typically range between 3:1 and 5:1 for temporary and permanent impacts, respectively. Mitigation shall occur on-site or as close to the impacted habitat as possible. A mitigation and monitoring plan shall be developed by a County-approved biologist in accordance with the requirements described in BIO-1(e) of the CPU EIR.



## 4-2: Cultural Resources

San Miguel's modern history begins with the founding of Mission San Miguel Arcangel in 1797 in territory inhabited by the Salinan people. The town grew up south of the mission on the west bank of the Salinas River. The railroad arrived from the north in 1886, providing convenient access to the San Francisco market for San Miguel's production of cattle and grain. When the original town was destroyed by fire in 1887, the new San Miguel was built near the terminus of the railroad line, north of the mission. During World War II, San Miguel became the off-duty retreat for 45,000 troops stationed at Camp Roberts, and the town's population grew to 4,000. Camp Roberts was de-activated in the late 1950's, and the local economy suffered. Many commercial and residential buildings began a cycle of vacancy, abandonment, deterioration and demolition, leaving vacant lots where once there had been homes and thriving businesses. Also in the 50's, the new freeway was constructed along the town's western edge, bypassing San Miguel's commercial district and adding to the community's economic troubles. For forty years, the community has hoped for a return of economic vitality, but its former prosperity has remained a memory. Some new homes have been built, but not enough to create a robust market for new local business.

### 4-2.1: Archaeological Resources

At the time of European contact, the San Miguel area was inhabited by the Salinan people. Salinan territory is estimated to have included the Pacific coast from Morro Bay north to Lucia, extending 50 miles inland to the headwaters of the Salinas River.

The Salinan population at the time of European contact was estimated to be between 2,000 and 3,000 persons (Jones 2008). People were organized into small groups, known as tribelets. Tribelets generally included a main village, occupied year-round. Additionally, some families would establish smaller, seasonal outlying settlements. Village sites were typically located near a water source, such as a spring or river. The principal village in the Miguelino Salinan area may have been located either at Cholame or possibly at the site of Mission San Miguel (Jones 2008). Salinan homes were quadrangular and supported by a framework of poles. Walls and roofs were made of thatched tule.

The Salinans were hunter-gatherers. Acorns, seeds, roots, berries, and greens were primary forms of sustenance. Trout and salmon would also likely have been fished from the Salinas and its tributaries. The Salinan diet also included small animals (e.g. snakes, rabbits, birds) and larger mammals (e.g. bear, deer, antelope).

With European contact and the subsequent establishment of Missions San Antonio de Padua (1771) and San Miguel Arcangel (1797), the traditional Salinan way of life was brought to its end.

### 4-2.2: Historic Resources

Much has been written about San Miguel's long and colorful history. While the details and specifics on San Miguel's history are not repeated in this Community Plan, there are other literary sources available through the San Luis Obispo County Library system. Excellent sources include:

- **Ohles, Wallace V. (1997).** *The lands of Mission San Miguel.* Fresno, Calif.: Word Dancer Press.
- **Stanley, Leo L. (1976).** *San Miguel at the turn of the Century.* Fresno, Calif.: Valley Publishers

Mission San Miguel was founded on July 25, 1797 by the Franciscan Padre, Fermin Francisco de Lasuen. This mission provided a stop on the trip that had previously taken two days, between San Luis Obispo and San Antonio de Padua. In 1806, twenty-seven huts were constructed, to be used as living quarters for the larger population of Salinan Indian Tribes. In the year of 1810, thousands of adobe bricks were made and stored; they were to be used in the construction of the present church.

The beginnings of a "town" at San Miguel started in 1835, when the construction of the two-story adobe, known today as the Rios-Caledonia Adobe began. This served as a headquarters for the administrator, appointed by the Mexican government. By the year 1871, a stagecoach ran daily from San Miguel to San Luis Obispo. In 1874, the Town now consisted of a hotel, schoolhouse, stable, at least two saloons, an express office, paint shop, blacksmith and wagon shop, and a post office. All were destroyed in a disastrous fire that leveled the Town of San Miguel completely. The town was subsequently rebuilt north of the Mission.

The Town of San Miguel was centrally located, descending from agricultural valleys flowing into the Salinas River. With the welcoming of the railroad in 1886, San Miguel had boomed into a bustling community with forty new businesses that catered to train passengers and Southern Pacific employees (Cultural Resource Management Services: Historical Evaluation, 2006). In later years, as the railroad progressed south to Templeton and eventually to San Luis Obispo, San Miguel's importance as a shipping center diminished and the community became more isolated.

After the boom of the railroad fell short, construction of Camp Roberts began by the U.S. Army during World War II. Once the war ended, Camp Roberts closed abruptly, but was re-opened during the Korean War for a short period of time. At that time, soldiers that were stationed there were allowed more mobility and this allowed them to move to larger communities that had more goods and entertainment than San Miguel. From then on, San Miguel has focused mainly on farming for agricultural uses of the surrounding areas.

In addition to the mission and the Rios-Caledonia adobe, San Miguel has many commercial and residential structures built during the period from the late 1800s through the 1950s that contribute to the community's unique historic character. It is important that these historic buildings be maintained in good condition. Otherwise, they may deteriorate to the point at which demolition becomes a realistic alternative.

Many buildings with historic value have already disappeared. A survey has been conducted to document San Miguel's historic resources (San Buenaventura Research Associates, 2015). This information can be used to establish eligibility for grants and loans to help pay for rehabilitation efforts and to qualify for building permit standards specifically designed to encourage the preservation of a building's historic character. The following list and map include buildings and sites identified as historic in a self-guided tour pamphlet published by the San Miguel Business Association. These and other buildings and sites should be inventoried to determine whether they should be officially designated as historic resources by the County or the state.



*The Hoffmann House at 13<sup>th</sup> and K Streets*

#### 4-2.3: Cultural Resources Policies

Policy 4-13: Rather than mitigating for disturbed or destroyed cultural resources, give priority to development projects that avoid impacts and protect and preserve archaeological resources and significant historic resources to the maximum extent feasible.

- a) **Disturbance of Historical Resources.** Where preservation is not feasible, the significance of each resource shall be evaluated according to current professional standards and appropriate mitigation measures shall be implemented prior to County approval of any development. Mitigation may include, but not be limited to, data recovery and graphic documentation (photographs, drawings, etc.).
- b) Alterations and/or the adaptive reuse of historical resources shall conform to the Secretary of the Interior's Standards. Prior to a project's approval, the County should confirm that a proposed project that contains a historical resource will conform to the Secretary of the Interior's Standards, or implement other feasible mitigation measures such that significant adverse impacts on historic resources will be reduced or avoided.

Policy 4-14: Protect and preserve significant landscape features, including native trees, riparian vegetation, and trees with significant aesthetic or historic significance related to the community's cultural heritage.

#### 4-2.4: Cultural Resources Implementing Programs

Program 4-11: **Protect Historic Resources.** Based on the work completed by San Buenaventura Research Associates (2015), work with the San Miguel Advisory Council and knowledgeable individuals to identify resources that should receive an official historic designation from the County or state.

Program 4-12: **Mills Act Program.** Develop a Mills Act program (either localized to San Miguel or Countywide), including guidance documents and clear instructions for homeowners wishing to enter into a tax-relief contract.

- a) **Identifying Historic Resources and Buildings.** At the time of application for discretionary land use permits, subdivisions, or construction or demolition permits that involve the demolition, substantial alteration, or relocation of buildings or structures that were identified in the Historic Resources Inventory prepared by San Buenaventura, the applicant shall retain a historian or architectural historian who meets the Secretary of Interior's Professional Qualifications Standards to document and evaluate the historical significance of the affected buildings or structures. This includes buildings or structures within the proposed URL that have a field verified date of construction of 1965 or earlier and an integrity score of (0) or (1), or previously unevaluated properties older than 45 years of age (identified in Appendix A, Tabular Survey Results, contained in Appendix E of the CPU EIR). If such documentation and evaluation indicates that the building or structure qualifies as a significant historical resource, further documentation to reduce impacts on historical resources shall be provided, including but not limited to archival quality photographs, measured drawings, oral histories, interpretive signage, and/or other measures.

Program 4-13: **San Miguel Historic Preservation Project.** Develop facilities and informational brochures to promote an historic walking tour, such as those developed by the San Miguel Resource Connection and included in Appendix K. The tour should include the following:

- a) A kiosk including graphic and written depictions of the history in the community of San Miguel. The kiosk should be located in the vicinity of the mission in order to entice tourists to take the historic walking tour.
- b) Markers, plaques, or other indicators of historic structures or features in the community.
- c) Physical improvements and amenities along the trail, such as sidewalks, benches, and water fountains.
- d) Where possible, the historic walking trail should follow the alignment of the proposed San Miguel Downtown Loop Trail, shown in Chapter 5.

Program 4-14: **Assistance to Owners of Historic Buildings.** Identify opportunities for low-interest loans and tax rebates for owners of designated historic buildings.

### **Historic Preservation Opportunity: The Mills Act**

The Mills Act is an economic incentive program to encourage private property owners to preserve historic buildings (“qualified property”). Similar to the Williamson Act procedure for agricultural preserves, owners enter into an automatically renewing 10-year contract with the County. In exchange for restoring and maintaining the historical integrity of a structure, a landowner may qualify for property tax relief through this program.

#### *What is a Qualified Property?*

A property listed on a federal, state, or county list of historical or architecturally significant sites, places, or landmarks.

#### *What are the contract terms?*

Contract terms may be determined on a case-by-case basis in accordance with the local jurisdiction’s procedures. In general, contracts include the following standard terms:

- The contract term is 10 years, and it automatically renews annually. Once the owner files for non-renewal, the contract remains in force for 10 years before expiring.
- The contract “runs with the land.” New owners are bound to its terms.
- The landowner is obligated to preserve/restore/rehabilitate the property to meet State Historic Building Code and State Historic Preservation Office (SHPO) standards.
- The tax assessor values the property as a “restricted historical property.” This changes the method of calculating valuation, which is the main factor determining your property tax obligations. In one example cited by the Board of Equalization, a restored historic residence valued at \$450,000 was re-valued to \$101,000 – equating to a 78 percent reduction in property taxes.
- The County may conduct routine (~ every 5 years) interior and exterior property inspections by to ensure contract compliance.
- Penalties are imposed for contract violation or cancellation.

#### *Where can I get further information?*

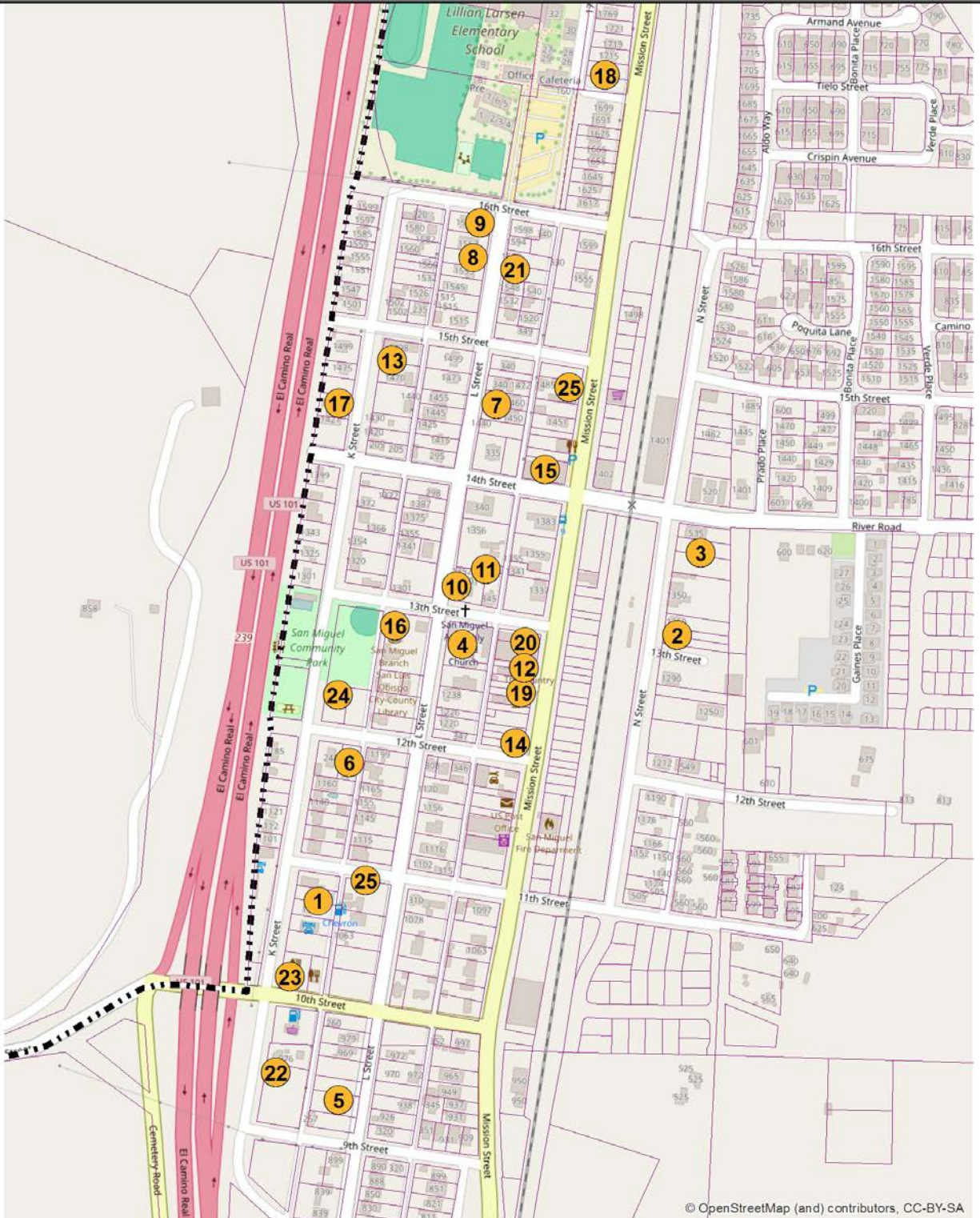
- Read California Government Code, Section 50820 et seq.
- Visit the State Historic Preservation Office webpage:
  - [http://www.ohp.parks.ca.gov/?page\\_id=21412](http://www.ohp.parks.ca.gov/?page_id=21412)

**Table 4-D Potential Historical Sites in the San Miguel Community**

#	Year	Era	Historic Name	Address
1	1885	Railroad Era (1886-1940)	Gorham House	1155 K Street
2	1886	Railroad Era (1886-1940)	Southern Pacific Milling Company	1401 N Street
3	1886	Railroad Era (1886-1940)	Maxwell Hotel/La Favorite	1350 N Street
4	1889	Railroad Era (1886-1940)	Makin/Sims Hotel	300 13th Street
5	1890	Railroad Era (1886-1940)	Residence	257 9 <sup>th</sup> Street
6	1890	Railroad Era (1886-1940)	Littlefield House	248 12 <sup>th</sup> Street
7	1890	Railroad Era (1886-1940)	Residence	1473 L Street
8	1890	Railroad Era (1886-1940)	Wilmar House	1565 L Street
9	1890	Railroad Era (1886-1940)	Residence	1599 L Street
10	1892	Railroad Era (1886-1940)	ME Church	301 13 <sup>th</sup> Street
11	1900	Railroad Era (1886-1940)	Hoffman House & Garage	1300 L Street
12	1905	Railroad Era (1886-1940)	Thrall & Company Warehouse	1285 Mission Street
13	1914	Railroad Era (1886-1940)	Residence	1499 K Street
14	1917	Railroad Era (1886-1940)	Bank of Italy	1205 Mission Street
15	1920	Railroad Era (1886-1940)	Park Garage	355 14 <sup>th</sup> Street
16	1940	Camp Roberts (1940-1953)	Library, Courthouse, and Jail	254 13 <sup>th</sup> Street
17	1940	Camp Roberts (1940-1953)	Rose Garden Apartments	1440 K Street
18	1940	Camp Roberts (1940-1953)	Gas Station	199 Mission Street
19	1940	Camp Roberts (1940-1953)	Market	1271 Mission Street
20	1940	Camp Roberts (1940-1953)	Hutton Building	1299 Mission Street
21	1940	Camp Roberts (1940-1953)	Residence	1560 L Street
21	1943	Camp Roberts (1940-1953)	Shady Rest Motel	1485 Mission Street
22	1952	Camp Roberts (1940-1953)	Residence	972 K Street
23	1955	Post-Camp Roberts (1953-65)	Gas Station	1010 K Street
24	1955	Post-Camp Roberts (1953-65)	Park and Pool	1325 K Street
25	1958	Post-Camp Roberts (1953-65)	Jess Crettol stonework	1071 L Street



Figure 4-G: Potential Historic Sites



## 4-3: Energy Conservation

Conserving energy and increasing the use of renewable energy sources can benefit both the environment and the economy. In 2011, the County adopted a comprehensive energy strategy, the *EnergyWise Plan*. The EnergyWise Plan serves as a greenhouse gas reduction plan and lays out various policies and programs that the County can pursue in order to achieve State-mandated greenhouse gas reduction levels.

There are numerous benefits to energy conservation. Residential energy costs can be lowered by using energy-efficient building materials and appliances, passive solar design, weatherizing structures, retrofitting utility systems (e.g. water, electric, gas), and installing individual photovoltaic systems. Commercial facilities will have lower operating costs by saving energy through more efficient construction and operation. Fuel consumption can be reduced by using alternative transportation or living and working in town. The Community Plan encourages using renewable energy, implementing “green building” techniques, taking advantage of the sun, and maintaining San Miguel as a walkable community. This can be achieved through land use and transportation measures that are discussed in Chapters 3 and 5, respectively; this section identifies other techniques that can be implemented that will contribute to the reduction in energy consumption.

- Photovoltaic (PV) panels can augment the energy supply. Larger systems can be placed on commercial roof tops or built to a scale capable of serving the entire community.
- Energy-efficient building materials and techniques that reduce a building’s overall energy consumption by keeping buildings warmer in the winter and cooler in the summer (using building materials with a high content of recycled material is also beneficial to the environment).
- Building site design that takes advantage of solar orientation and that uses: natural daylight, passive water heating systems, reduced pavement, and proper placement of deciduous and evergreen trees.
- Planting additional trees in public places throughout the community
- Water conservation techniques, as discussed in Section 4-1.2, also help conserve energy.

### 4-3.1: Energy Conservation Policies

Policy 4-15: Encourage energy-efficient retrofit of existing structures throughout the community.

Policy 4-16: Work with commercial property owners and small business owners to reduce energy usage and improve the energy efficiency of their buildings.

Policy 4-17: Conserve water indoors and in landscaping, and use water recycling.

- Policy 4-18: Implement “green building” techniques and sustainable design throughout San Miguel.
- Policy 4-19: Encourage building and site designs that take advantage of solar exposure and energy, particularly with larger development projects.
- Policy 4-20: Encourage the use of landscape features that aid in regulating the temperature of buildings and that in parking lots reduce “solar gain” in summer and allow “solar gain” in winter.
- Policy 4-21: Support the use of renewable, locally-sourced and environmentally superior building materials and products.
- Policy 4-22: Encourage site design and circulation patterns that enable reducing vehicle trips.

#### **4-3.2: Energy Conservation Implementing Programs**

Program 4-15: **Implement the EnergyWise Plan in San Miguel.** Include the community of San Miguel in the implementation of the County’s Energywise Plan. Focus on the following types of programs:

- a) Energy conservation
- b) Low-income weatherization
- c) Energy efficiency financing
- d) Workforce training
- e) Community forestry
- f) Commercial and small-scale renewable energy development

Program 4-16: **Street Trees and Shade.** Establish a community tree planting program to plant and maintain street and other trees throughout San Miguel, and seek grants to fund such a program.

Work with the County Public Works Department, County Parks, the San Miguel Advisory Council, local community groups, and other organizations to establish a program, obtain low-cost trees and expertise, and plant and maintain trees.

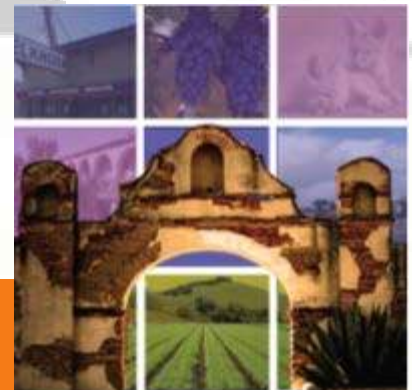
Tree species should be selected from the San Miguel Master Tree List (see Appendix B). The design, placement and types of street and other trees should be in accordance with a master tree plan that creates a unifying theme for the

community. Special design concepts could be developed for distinct areas, such as:

- Community gateways
- Mission Street and the Central Business District
- Neighborhoods
- Parks and other public spaces

# 5

# TRANSPORTATION & CIRCULATION



# Chapter 5: Transportation and Circulation

This chapter is the Circulation Element for the area within the San Miguel Urban Reserve Line. Circulation and transportation systems not only provide a method for the movement of people and goods, these systems are an important component of a community's built environment. Safety, efficiency, and pedestrian mobility are paramount in the design of transportation and land use patterns in San Miguel. San Miguel's inclination for walking should be enhanced with the provision of sidewalks, bikeways, and trails to serve non-motorized transportation needs. This Plan discourages the use of typical dead-end cul-de-sacs and encourages cul-de-sacs that provide pedestrian and bicycle access to open spaces, parks, sidewalks, and other streets. The use of landscaped parkways, street trees, cul-de-sacs open to pedestrians, linear greens, and other pedestrian-oriented elements contribute to the walkable quality of neighborhoods.



## Healthy Communities

"**Complete Streets**" is a concept that encourages the development of a transportation network that allows **safe and convenient travel** along and across streets **for all users**. Safe bikeways and paths create opportunities for alternative transportation.

## 5-1: Street System

The street system consists of the roadways, pathways, lanes and intersections that help define the form and function of movement in the community. It is designed to provide an interconnected network of motorized and non-motorized travel and allow convenient access between residential areas, shopping and commercial areas, schools, parks, and other key destinations. The continuity of the street system provides the physical connections and opportunity for personal interaction that are essential to a sense of community. This Plan emphasizes using the street system to create a "community" rather than a collection of separate residential enclaves. The circulation plan map for San Miguel is shown in Figure 5-A.



## Benefits of Complete Streets

- Safety
- Public Health: increased walking and cycling
- Aesthetics: a visually pleasing public environment
- Long-term maintenance cost savings

The California Complete Streets Act (2011) requires that jurisdictions address the needs of all users of public roadways when updating General Plan documents. Users of public roadways include motorists, pedestrians, bicyclists, children, persons with disabilities, seniors, movers of commercial goods, and users of public transportation. Planning for a "complete street" means taking the safety, convenience, comfort of all of these users into account. Features of a "complete street" could include:



- Sidewalks
- Shared-use paths
- Bicycle lanes
- Paved shoulders
- Street trees and landscaping
- Planting strips
- Accessible curb ramps
- Crosswalks
- Pedestrian signals
- Signs
- Street furniture
- Bicycle parking facilities

San Miguel’s street system will continue to be characterized by a grid street pattern that connects new development to existing neighborhoods. The backbone of San Miguel’s street system will continue to be Mission Street, which is designated as an urban collector street (see Section 5-1.2) and will be the primary focus of “complete street” efforts. River Road, which provides the only crossing of the Salinas River between Paso Robles and Camp Roberts, is also considered an urban collector, but is an arterial road south of the community. 10<sup>th</sup> Street, Cross Canyons Road, and Indian Valley Road continue to be designated as collectors carrying higher traffic volumes. Local streets (see Section 5-1.3) serve neighborhoods. Highway 101 is the principal arterial serving San Miguel (see Section 5-1.1). All streets will be designed to County or Caltrans standards and specifications (please refer to Figures 5-A through 5-E).

#### 5-1.1: Principal Arterial

**US Highway 101** is one of the primary thoroughfares in the State of California, connecting Los Angeles with San Francisco and points north. It accommodates a wide variety of traffic, including business, government, recreation, tourism, and daily living. The corridor is also crucial to goods movement and to accommodate the movement of troops and equipment for national defense purposes.

The mainline of Highway 101 from the Cuesta Grade to the northern Salinas Valley is four lanes – two northbound and two southbound. The Transportation Concept Report for Highway 101 and the 2010 Regional Transportation Plan indicate that the four-lane configuration is sufficient to accommodate future anticipated traffic demands between Paso Robles and the Monterey County Line.

Highway 101 is considered an expressway between Paso Robles and San Miguel, due to multiple at-grade road intersections in the Wellsona area. Once the highway reaches San Miguel, it is constructed to freeway standards and remains that way beyond the Monterey County line.

Due to be completed by 2017, the North Paso Robles Rehabilitation Project will reroute a portion of southbound Highway 101, reconstruct the 10<sup>th</sup> Street overpass, and construct a new underpass to allow southbound traffic to merge from the right side rather than the left side.



*10<sup>th</sup> Street and Highway 101*

### 5-1.2: Collector Streets

Collector streets provide the link between arterials and local streets. Collector streets typically include two 12-foot wide travel lanes, eight-foot wide parking dedications, bicycle lanes and two options for street edge treatments (see Figure 5-D).

**Mission Street**, originally an alignment of Highway 101, is San Miguel's main street. Mission Street serves as a business route for US 101. Access to Highway 101 is provided on Mission Street both at the north and south ends of town. This road links the mission and adobe with San Miguel's Central Business District, centered between 11<sup>th</sup> and 14<sup>th</sup> Streets. The County has been pursuing street improvements – including curb, gutter, sidewalk, landscaping, lighting, and diagonal parking. Eventually, these improvements will be extended from the Central Business District to the mission in order to welcome tourists to the business district and to complete an important circulation link.

The County Public Works Department estimates that by 2035, a traffic signal with railroad pre-emption will need to be installed at the intersection of River Road and Mission Street. Railroad pre-emption would cause the traffic signal to go to red for all directions when a train is near. This is necessary to avoid instances where vehicles would be backed up over the tracks. This improvement is budgeted as part of the San Miguel Road Impact Fee program.

**River Road**, which also acts as an extension of 14<sup>th</sup> Street, connects the main part of San Miguel to the San Lawrence Terrace neighborhood, Indian Valley Road, and other areas east of the Salinas River, providing the only Salinas River crossing between Paso Robles and Camp Roberts. River Road is a two-lane urban collector west of the Salinas River. East of the Salinas River, the road has been constructed to rural standards. Other than 11<sup>th</sup> Street, River Road offers the only other vehicular railroad crossing in San Miguel. The River Road crossing provides highway access for outlying horse ranches, vineyards, and wineries. As a result, truck traffic is common along this route.

By 2035, River Road between the Salinas River crossing and Magdalena Drive will need to be widened to urban collector standards with a bike lane (34-foot width). This improvement is budgeted as part of the San Miguel Road Impact Fee program.

**10<sup>th</sup> Street** is a two-lane east-west roadway that provides a connection between Mission Street (and the town's main business district) and Highway 101. Highway 101 has off-ramps in both directions at 10<sup>th</sup> Street, as well as a northbound on-ramp. The southbound on-ramp is accessed by using Cemetery Road. 10<sup>th</sup> Street is envisioned as a commercial linkage between the highway-oriented businesses at 10<sup>th</sup> and K Streets and the Central Business District.

**Cross Canyons Road/Indian Valley Road** is a collector from River Road to the northerly Urban Reserve Line.

### 5-1.3: Local Streets

Local streets provide access to individual lots and form the internal neighborhood circulation system. The layout and connectivity of local roads are designed to feel open while providing safety

and accessibility for the pedestrian and motorist. Local public streets typically have 10-foot travel lanes in each direction and accommodate on-street parking on each side (see Figure 5-E).

#### **5-1.4: Alleys**

The original townsite was laid out with 20-foot wide alleys. The alleys serve as utility corridors, routes for trash collection and access for emergency and private vehicles to the rear of parcels with frontage on K, L and Mission Streets. Because of the steep slope along the west side of L Street from 10th to 14th Street, many homes were built on the flatter, higher western end of these L Street lots, with their primary access from the alley rather than the street. All the vehicular activity associated with typical residential units is concentrated in the alley, which is too narrow to accommodate it. Due to safety and access concerns, the alleys have been designated for one-way northbound traffic only.



*Typical alleyway*

Alleys are encouraged in areas where vehicular access is limited or constrained along street frontages. Alleys should be designed as welcoming spaces through the incorporation of landscaping, setbacks, and decorative fencing. Parking in alleys should be prohibited and strictly enforced. Future residential development that proposes to use an alley as its primary access should be required to increase its on-site parking in order to compensate for the absence of street parking.

#### **5-1.5: Cul-de-Sacs**

Cul-de-sacs should be designed to provide pedestrian and bicycle access to open spaces, parks, sidewalks or other streets while restricting through-automobile traffic. The use of dead-end cul-de-sacs (that provide access to the fronting lots only) is discouraged.

## **5-2: Pedestrian and Bicycle Circulation**

#### **5-2.1: Bicycle Lanes**

Class II bike lanes are presently located along K Street, 16<sup>th</sup> Street, and Mission Street. Within the Central Business District, bike lanes on Mission Street have been eliminated in areas where diagonal parking has been implemented.



## **Bikeway Classifications<sup>1</sup>**

**Class I Bikeway (Bike Path):** “Provide(s) a completely separated right-of-way designated for the exclusive use of bicycles and pedestrians with crossflows by motorists minimized.”

**Class II Bikeway (Bike Lane):** “Provide(s) a restricted right-of-way designated for the exclusive or semi-exclusive use of bicycles with through travel by motor vehicles or pedestrians prohibited, but with vehicle parking and crossflows by pedestrians and motorists permitted.” Bike lanes typically provide for one-way bicycle travel adjacent to the motor vehicle lane.

**Class III Bikeway (Bike Route):** “Provide(s) a right-of-way designated by signs or permanent markings and shared with pedestrians or motorists.” Bike Routes provide continuity to other bicycle facilities and have an advantage over alternative routes.

<sup>1</sup> Source: SLO County Bikeways Plan (2010 Update)

### **5-2.2: Curbs, Gutters and Sidewalks**

Curbs, gutters, and sidewalks generally exist in the newer subdivisions at the northern end of the community. South of 16<sup>th</sup> Street, these improvements are obtained on a parcel-by-parcel basis when new development occurs. Curbs, gutters and sidewalks are not required along certain portions of K Street, L Street, and 14<sup>th</sup> through 16<sup>th</sup> Streets due to slope concerns. In the Central Business District, the County completed curb, gutter, and sidewalk improvements along the west side of Mission Street between 11<sup>th</sup> and 14<sup>th</sup> Streets. Plans are now underway to extend those improvements south from 11<sup>th</sup> Street to the mission.



*An 8-foot wide asphalt trail system surfaced with asphalt or decomposed granite is preferred over costly and fractured concrete sidewalk improvements*

Within the older portion of the community, full development of curbs, gutters, and sidewalks is not anticipated by the plan horizon year of 2035. Instead, residents have expressed a desire for development of multi-use trails along one side of L, K, 11<sup>th</sup>, 12<sup>th</sup>, and 13<sup>th</sup> Streets to provide safe space for non-vehicular travel. Development of such a trail network could be done in concert with Low Impact Development drainage improvements (see Figure 5-E, Local Street Alternative). L Street is a particular priority for trail connection, as it provides access to Lillian Larsen Elementary.

### 5-2.3: Trails

The Parks and Recreation Element of the County General Plan identifies several proposed trails in the community of San Miguel.

The **Salinas River Trail** is a multi-use trail that would run along the Salinas River from Santa Margarita Lake to the Monterey County line.

The **Old Airport Trail** is proposed for the property along the west side of Indian Valley Road. This would be a loop trail with connections to the Salinas River Trail and a staging area.

The **San Miguel Downtown Loop Trail** is envisioned to connect the Salinas River trail to the Rios-Caledonia Adobe and the mission, and also provide for connection to the central business district and community park. The bulk of the trail would follow the alignment of Mission Street, with access to the community park from 12<sup>th</sup> and 13<sup>th</sup> Street and access to neighborhoods east of the railroad at 11<sup>th</sup> and 16<sup>th</sup> Streets. This trail could also be used for the historic walking tour described in Chapter 4, and also as a safe route to school.

The **10<sup>th</sup> Street Trail** would connect the commercial area at 10<sup>th</sup> Street and Cemetery Road with the Central Business District. This trail may be constructed as a sidewalk within the Urban Reserve Line.

The **San Miguel to Juan Bautista de Anza Trail** is presently unmapped, but would connect the community with the Juan Bautista de Anza National Historic Trail. The connection is expected to occur on Camp Roberts lands.

Full discussion of trail improvements is included in the Parks and Recreation Element of the County General Plan.

## 5-3: Alternative Transportation

### 5-3.1: Public Transit

Because of San Miguel's location at the extreme northern end of the San Luis Obispo-Paso Robles area, urban-level public transit services are presently unavailable. San Luis Obispo Regional Transit Authority Route 9 and Monterey Salinas Transit Route 83 presently provide limited intercity connection services to San Miguel. Route 9 provides two trips per day in each direction between San Miguel and San Luis Obispo via Paso Robles, Templeton, and Atascadero. Route 83 provides two trips per day in each direction from Fort Hunter-Liggett to Paso Robles via San Miguel. Bus service connections to other local and interregional transit routes are available in Paso Robles, Templeton, Atascadero, San Luis Obispo, and Fort Hunter-Liggett.



The circulation system within the community is designed to accommodate public transportation services. Bus stops should be located at key destination points such as commercial centers, multi-family residential areas, and parks. Bus stops should be located within one-quarter mile of neighborhoods and connect with pedestrian routes and bikeways. All bus stops should include climate protection structures, lighting and seating areas, and adequate rights-of-way to provide access to the circulation system.



*Waiting for the bus*

### 5-3.2: Park-and-Ride

Many San Miguel residents work outside of the community. As transit service is limited, some choose to reduce commute costs by carpooling or vanpooling. Others use the park-and-ride lot located along K Street between 9<sup>th</sup> and 10<sup>th</sup> Streets. This facility was expanded from 10 to 26 spaces, and on some days, the lot is already at capacity. This indicates a need for additional park-and-ride facilities or transit demand management programs. The *2013 Park & Ride Lot Study* prepared by San Luis Obispo Council of Governments has identified the following improvements for the San Miguel Park and Ride:

- Expand the park and ride lot southward to address capacity issues.
- Improve landscaping and add shade trees.
- Install additional lighting.

### 5-3.3: Railroad

The Union Pacific Railroad travels through the center of San Miguel. While the railroad once played an important role in San Miguel, the train no longer stops in town. Over time, businesses have shifted to using trucks for commerce and the shipment of agricultural and mineral products. Nonetheless, the railroad remains a defining landmark in the community. Two at-grade crossings exist at 11<sup>th</sup> Street and 14<sup>th</sup> Street / River Road, and a pedestrian crossing at 16<sup>th</sup> Street was recently constructed in order to provide a connection between the elementary school and the neighborhood east of the railroad.



*Union Pacific Railroad*

Two private at-grade railroad crossings also exist. The first is adjacent to Mission San Miguel and was the original public road that forded the Salinas River. This access point will eventually be decommissioned after alternative access is provided by way of extension of N Street or Wimer Way.



The second private railroad access is north of the wastewater plant. Depending on the level of development proposed on that site, that access point will either need to be converted to grade separation or otherwise decommissioned.

## **5-4: Traffic Control and Traffic Calming**

Community streets are not just a system for moving vehicles, but an environment that is shared by pedestrians, bicyclists, parked vehicles, and people socializing. In addition to traditional controls for moving traffic, a street system also needs features that “calm” traffic and help create a safe and enjoyable community environment.

Traffic controls include stop signs, signal lights, turning lanes, posted speed limits, crosswalks, and directional signage. They help keep traffic moving in an orderly, efficient and safe manner. However, the effectiveness of traffic controls often depends on a community’s enforcement capabilities.

Traffic calming features, like traffic controls, are designed to help move traffic. At the same time, they reduce traffic speeds and foster a comfortable, safe environment. Traffic calming features are physical rather than regulatory. They may include changes in the driving surface (texture, pattern or color); geometric design features such as narrower pavement, roundabouts, or intersection bulb-outs; and vertical elements like street trees and buildings near sidewalks. Designing streets to include both traffic controls and traffic calming features will help create a safe and enjoyable community environment. Figure 5-F shows examples of traffic calming features.

## **5-5: Circulation Plan**

Figures 5-A and 5-B show the circulation plan for San Miguel, including existing (2016) and proposed streets and their classifications, bikeways, and trails. The circulation plan illustrates the proposed interconnected transportation network to be incorporated into proposals for new development and road improvement projects. The circulation plan can help potential developers envision how their particular parcel or subdivision relates to the whole community.

Figure 5-A: San Miguel Circulation Plan

# San Miguel Study Area Circulation Plan

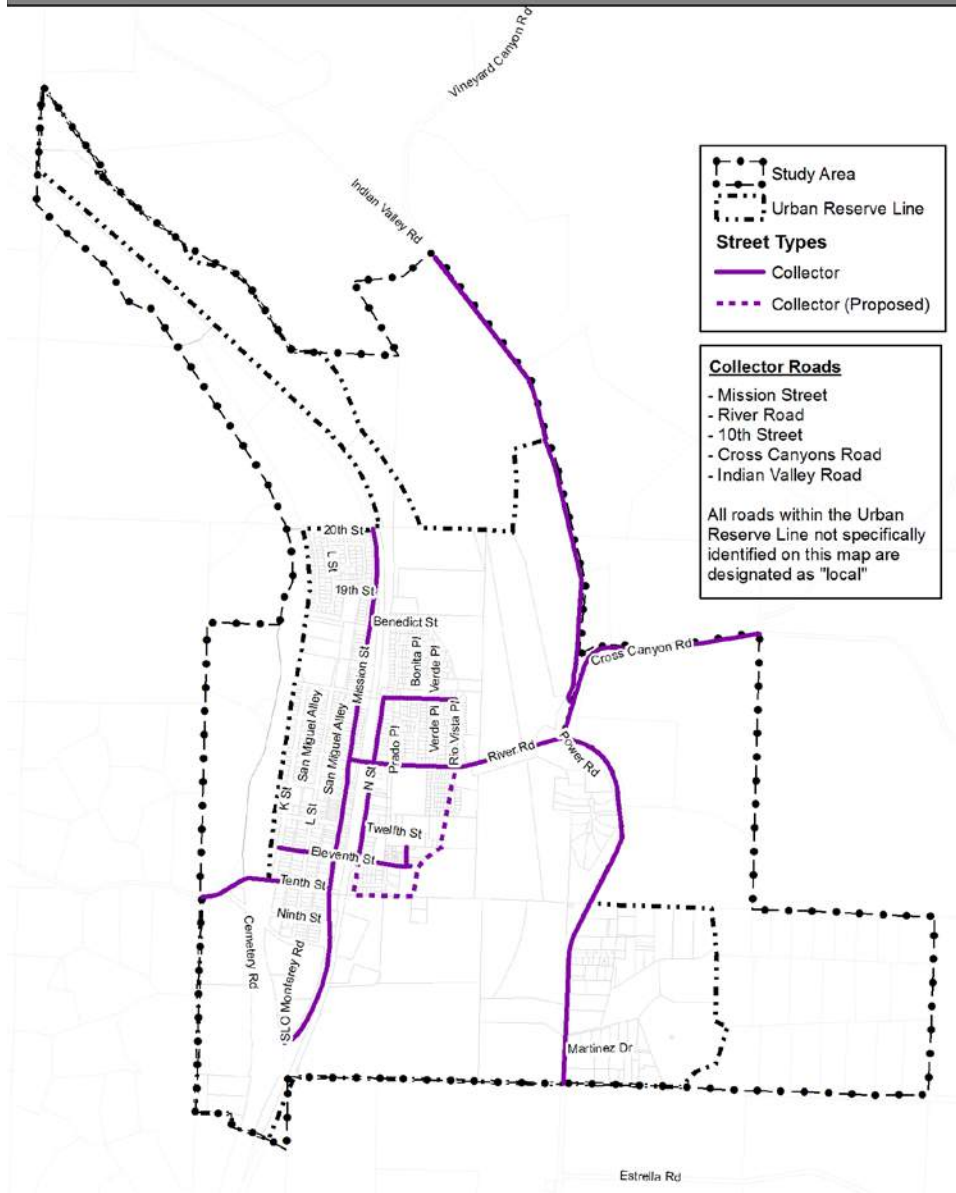
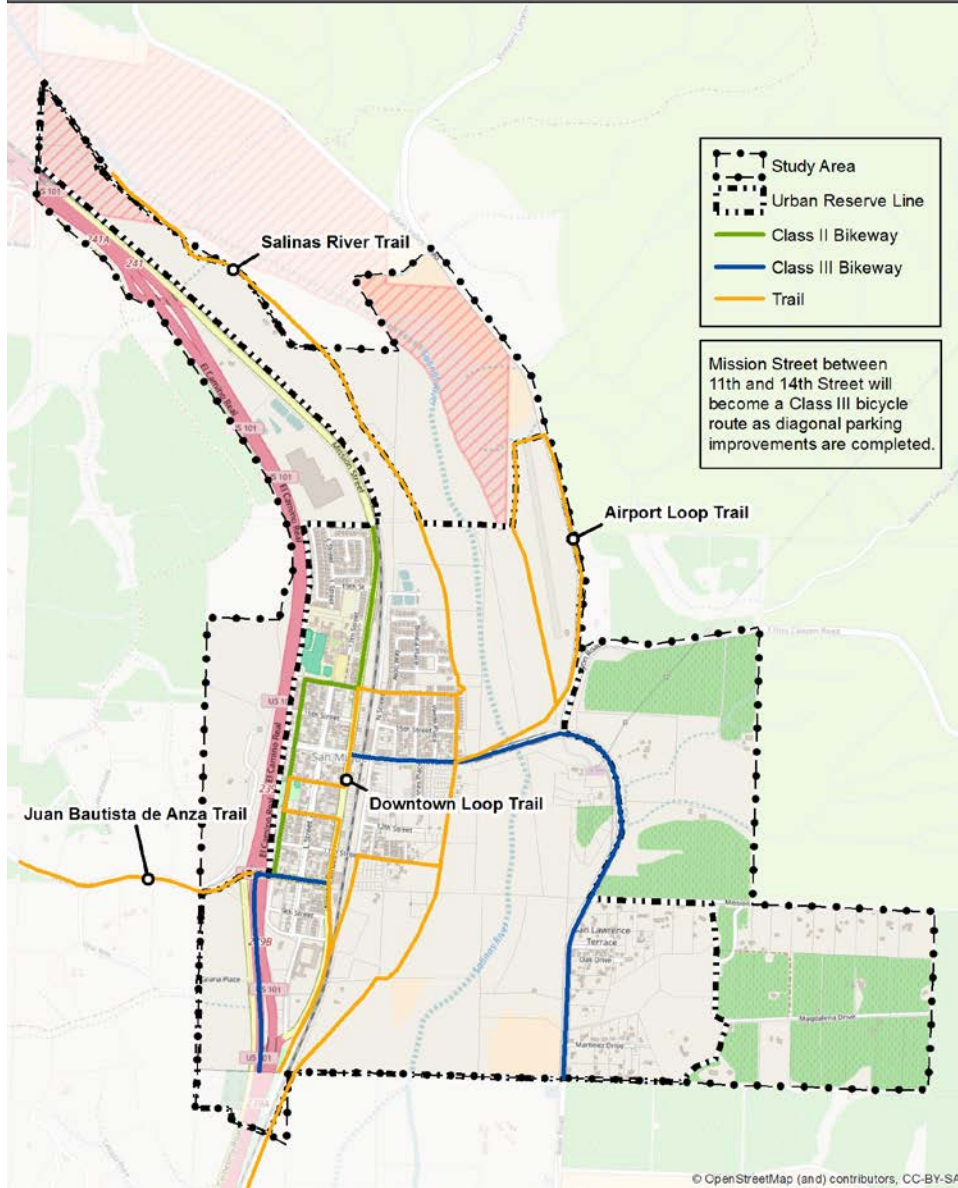


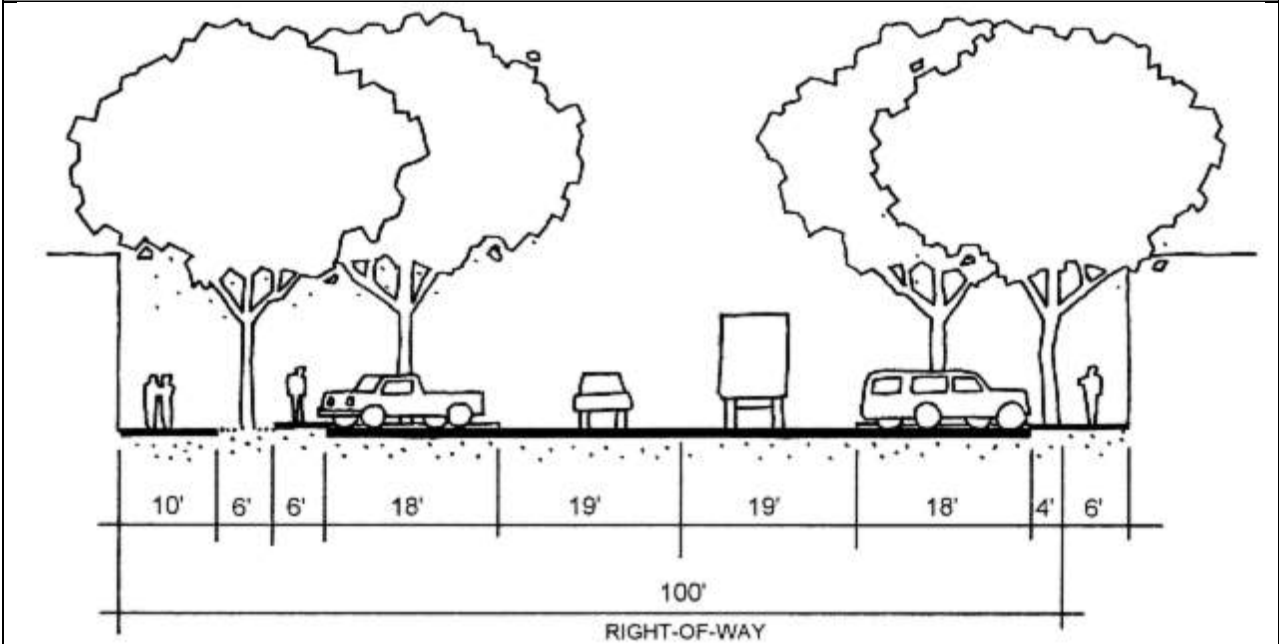
Figure 5-B: San Miguel Trails and Bikeways



## San Miguel Study Area Trails and Bikeways Map

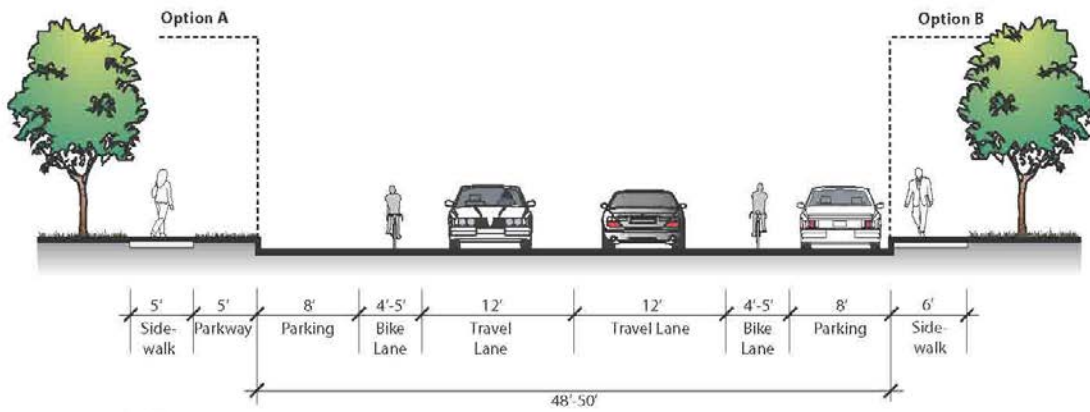
\* Mission Street between 11<sup>th</sup> and 14<sup>th</sup> Street will become a Class III bicycle route as diagonal parking improvements are completed.

FIGURE 5-C: Mission Street



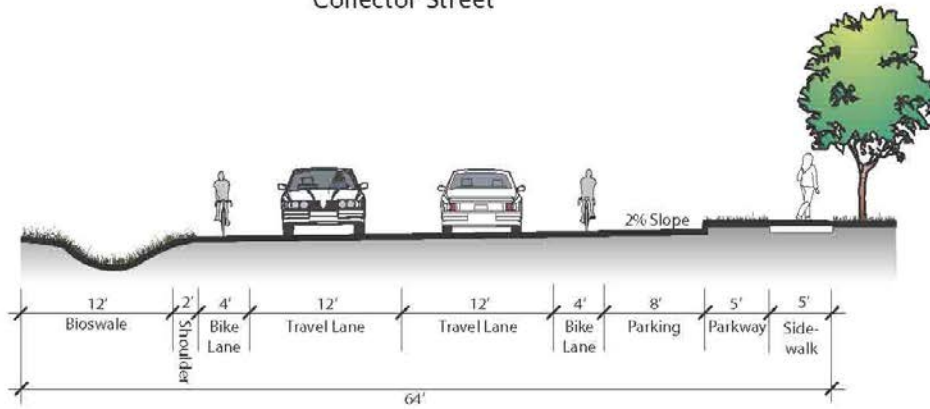
**MISSION STREET**  
11<sup>TH</sup> STREET TO 14<sup>TH</sup> STREET, NORTHBOUND

FIGURE 5-D: Other Collector Streets



- Note:
1. The minimum width for Option A is 68'.
  2. The minimum width for Option B is 60'.
  3. Road widths may be increased to accommodate turn lanes.

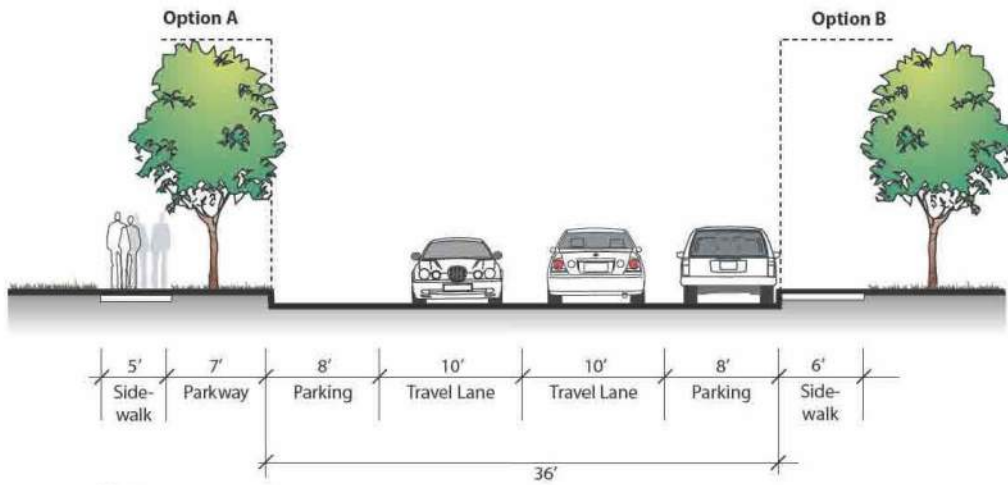
Collector Street



- Note:
1. Parking may be eliminated in some areas.
  2. Bio-swales may be used for run-off where approved by County Department of Public Works.
  3. Road widths may be increased to accommodate turn lanes.

Collector Street  
Alternative

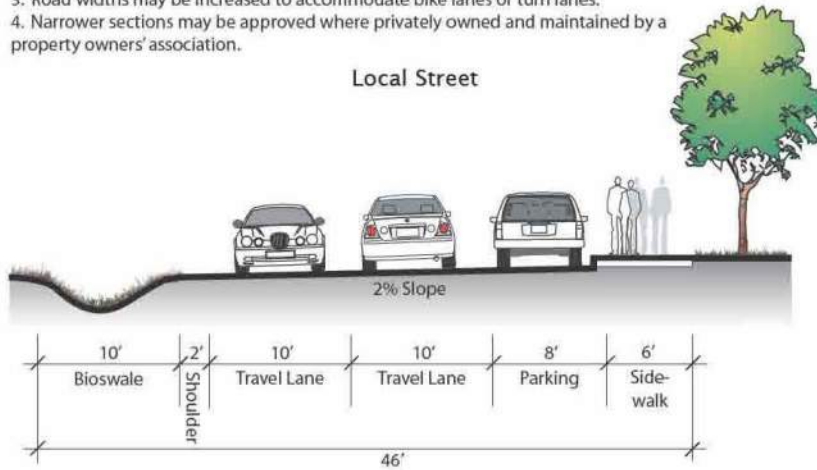
**FIGURE 5-E: Local Streets**



**Note:**

1. The minimum width for Option A is 60'.
2. The minimum width for Option B is 48'.
3. Road widths may be increased to accommodate bike lanes or turn lanes.
4. Narrower sections may be approved where privately owned and maintained by a property owners' association.

**Local Street**



**Note:**

1. Bio-swales may be used for run-off where approved by County Department of Public Works.
2. Road widths may be increased to accommodate bike lanes or turn lanes.
3. Narrower sections may be approved where privately owned and maintained by a property owners' association.

**Local Street Alternative**



FIGURE 5-F: Traffic Calming Features



# 5-6: Policies

Policy 5-1: Provide for a safe and efficient circulation network for the movement of people and goods for motorized vehicles, pedestrians, bicycles, and buses.

Policy 5-2: Establish an interconnected circulation system between various land uses and neighborhoods within the community, discourage dead-end streets, and encourage use of alternative transportation modes that result in reduced vehicle miles traveled and to minimize emergency response times.

Policy 5-3: In support of efforts to promote “complete streets,” make public streets, trails, and bikeways an essential component of community life by:

- Encouraging structures to have their primary entrances along street frontages.
- Separating vehicle and pedestrian traffic.
- Planning for open space and public amenities along the street frontage
- Discouraging “walled off” developments

Policy 5-4: Discourage single-occupant vehicle trips and encourage a mix of land uses that will reduce vehicle miles traveled.

Policy 5-5: Create bicycle, pedestrian and recreational paths. These paths should be interconnected and, where feasible, independent of roadways. Utilize traffic controls and traffic calming features, as appropriate, to help create a safe and enjoyable environment.

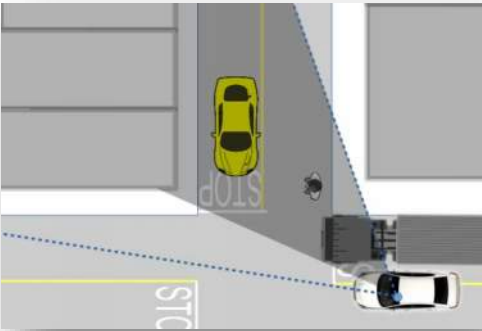
Policy 5-6: Rather than planning for fractured sidewalk improvements throughout town, priority should be given to developing a network of pathways that connect community facilities and visitor-serving destinations.

Policy 5-7: Maintain adequate levels of service and pavement conditions on public roads.

Policy 5-8: Require new development to safely accommodate anticipated traffic volumes, off-street parking, and drainage.

Policy 5-9: Plan for transportation infrastructure and multi-user connectivity to be extended to the proposed community expansion areas (refer to Chapter 3).

Policy 5-10: Improve safety along the railroad corridor.



*Truck loading can block line-of-sight.*

- Policy 5-11: Take sight-distance into consideration when planning the location of truck loading zones.
- Policy 5-12: Prioritize circulation projects that also achieve other goals of the community plan. For example, infrastructure spending should be focused in areas that support safe routes to school or development of the community's historic walking trail.
- Policy 5-13: Discourage private roads in new subdivisions and developments, unless a robust parking enforcement program is included.
- Policy 5-14: Support CalTrans' efforts to upgrade US Highway 101 between San Miguel and Paso Robles to freeway standards by planning for a frontage road connection from Cemetery Road to San Marcos Road.

## 5-7: Implementing Programs

- Program 5-1: Incorporate the following items in each San Miguel Road Improvement Fee (Circulation Study) update:
- a) Identify future development related circulation improvements and expand the fee boundary as needed.
  - b) Incorporate multi-modal transportation improvements (pedestrian, bicycle, etc.).
  - c) Incorporate alternate transportation improvements (park and ride facilities, bus stops, etc.).
  - d) Discuss payment of RIF from regional development including outlying wineries and other visitor serving developments.
- Program 5-2: **Establish a Community Facilities District.** In order to supplement or replace the Road Impact Fee program and help pay for needed circulation improvements, encourage developers to form a Community Facilities District(s) (CFD). Additional details on Community Facilities District formation is contained in Chapter 8.
- Program 5-3: **Expand Access to Transit.** Work with the San Luis Obispo County Regional Transit Authority (SLORTA) and the San Luis Obispo Council of Governments (SLOCOG) to identify unmet transit needs in the community of San Miguel and to create a plan to expand access to the public transit system. Improvements, such as smart transit signs, should be pursued if deemed appropriate in the future.

Program 5-4: **Traffic Calming on Mission Street.** As funding becomes available, or as new development occurs, make public improvements to the Mission Street corridor in the Central Business District area that focus on traffic calming (See Section 5-4 and Figure 5-F). Traffic calming features that should be considered for development along Mission Street include the following:

- a) Large canopy street trees, which also provide shade for pedestrians;
- b) Diagonal parking, which has the added benefit of increasing the supply of on-street parking spaces;
- c) Sidewalks at the end of each block extended to the edges of the vehicle travel lanes.
- d) Textured crosswalks that create an audible “rumble” effect to remind motorists that they need to slow down in areas of increased pedestrian activity.

Truck traffic must be taken into consideration with all traffic calming measures.

Program 5-5: **Traffic Calming on N Street.** As funding becomes available or as new development occurs, make public improvements to the N Street corridor (between 11<sup>th</sup> and 14<sup>th</sup> Streets) that focus on traffic calming (See Section 5-4 and Figure 5-F).

Program 5-6: **Centralized Parking.** Work with local businesses and landowners to develop a plan for centralized parking near the central business district. The plan should be based on the following goals:

- a) For the short-term, allow vacant lots in the downtown area to be leased and used for parking on an interim basis.
- b) In the long-term, as vacant lots downtown develop, pursue a program for the development and maintenance of centralized parking on the Union Pacific Railroad property adjacent to N Street.
- c) Consider raising parking ratios for new businesses downtown in order to support the development of centralized parking.

Program 5-7: **Road Maintenance Associations.** Develop an inventory of the various road maintenance agreements and associations that exist in the San Lawrence Terrace area. Work with landowners and road associations to consolidate efforts and governance where economically feasible.

Program 5-8: **Fire Access Improvements.** Explore ways to improve fire and emergency access in critical areas of the community, particularly:

- a) Kennedy Lane – *insufficient width*

Work with property owners to relocate fences on the south side of Kennedy Lane in order to accommodate fire access.

- b) Private driveways at 11<sup>th</sup> and Lubova Way – *parking enforcement, dead ends*

Encourage establishment of a mechanism for parking enforcement; Explore the possibility of extending the private driveways through to link with future development along 12<sup>th</sup> Street.

- c) N Street alley between 11<sup>th</sup> and 12<sup>th</sup> Streets – *insufficient width, parking enforcement.*

Mark the alley as a fire lane; require additional parking and/or right-of-way dedication as part of any redevelopment of the Casa Blanca Mobile Home Park site.

- d) Bulb-outs in residential subdivisions – *parking along the bulb-out reducing travel lane width*

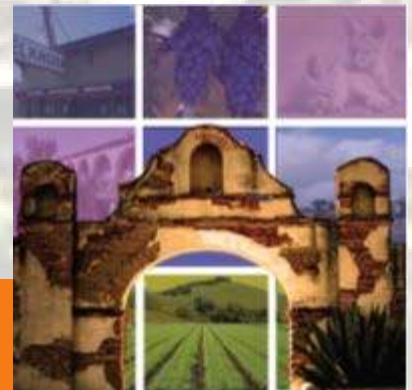
Paint or otherwise mark bulb-out areas to restrict parking.

Program 5-9: **Naming the Alleys.** Follow the road naming procedure in Title 20 to adopt road names for alleys throughout the community, particularly where alleys provide the only vehicular access to a structure. Naming conventions should follow the recommendations in Appendix F.

# 6

# PUBLIC FACILITIES & SERVICES

San Miguel Community Plan





## Chapter 6: Public Facilities and Services

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This chapter discusses the public facilities and services needed to serve the community: schools, parks and recreation, solid waste disposal and recycling, emergency medical services, library services, fire protection, and law enforcement. One of the basic principles of the San Miguel Community Plan is to ensure that adequate public facilities and services will be provided in a timely manner to serve both new and existing development. Figure 6-A shows the location of major community facilities in San Miguel.

### 6-1: Public Schools

San Miguel is served by the San Miguel Joint Union School District (SMJUSD) for Kindergarten through Grade 8 (K-8). The district operates two elementary schools: Lillian Larsen Elementary School in San Miguel and Cappy Culver Elementary School in Heritage Ranch.



Enrollment at Lillian Larsen Elementary School was estimated at 366 students for the 2011-2012 school year.<sup>1</sup> In 2011-12, SMJUSD served a total of 605 K-8 students residing in the communities of San Miguel, Heritage Ranch, and Oak Shores and in rural areas in the northwestern portion of the county.

Operated independently under an arrangement with SMJUSD, Almond Acres Charter Academy began instruction in the 2012-13 school year on the Lillian Larsen Elementary School campus. Almond Acres students live throughout the greater Paso Robles area.

Grades 9 through 12 are served by the Paso Robles Joint Unified School District (PRJUSD). High school students attend Paso Robles High School, located about 10 miles south of San Miguel. The high school's 2011-12 enrollment was estimated at 1,982.<sup>2</sup> Of this student body, roughly 6.5 percent (about 127 students) live in the community of San Miguel.

Each school district has a plan for long-term growth. Through 2035, it is presumed that the estimated student population can be accommodated on the existing campuses and that no new elementary or high school sites will be needed.<sup>3</sup> Each district has a fee structure in place to collect funding for new school facilities at the time of new development. Facilities may also be funded through special property

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<sup>1</sup> San Miguel Joint Union School District (2012): Lillian Larsen Elementary School, 2011-12 School accountability report card.

<sup>2</sup> Paso Robles Joint Unified School District (2012): Paso Robles High School, 2011-12 School accountability report card.

<sup>3</sup> Lightfoot, Ashley (November 2011): Telephone conversation.

tax assessments when necessary. Increases in school operation costs associated with new student enrollment are presumed to be offset by the tax revenue brought in by the new development.

Table 6-A, below, summarizes the estimated student population in San Miguel in 2035:

<b>Table 6-A: Estimated Student Population, 2035</b>				
<b>Land Use Category</b>	<b>Units</b>	<b>Population</b>	<b>Number of Students SMJUSD K-8</b>	<b>Number of Students PRJUSD 9-12</b>
<b>Residential Suburban</b>	122	387	65	26
<b>Residential Single Family</b>	674	2,137	360	139
<b>Residential Multi-Family</b>	312	989	85	34
<b>Mixed Use</b>	46	146	13	6
<b>Total</b>	<b>1,154</b>	<b>3,659</b>	<b>523</b>	<b>205</b>

### 6-1.1: School Policies

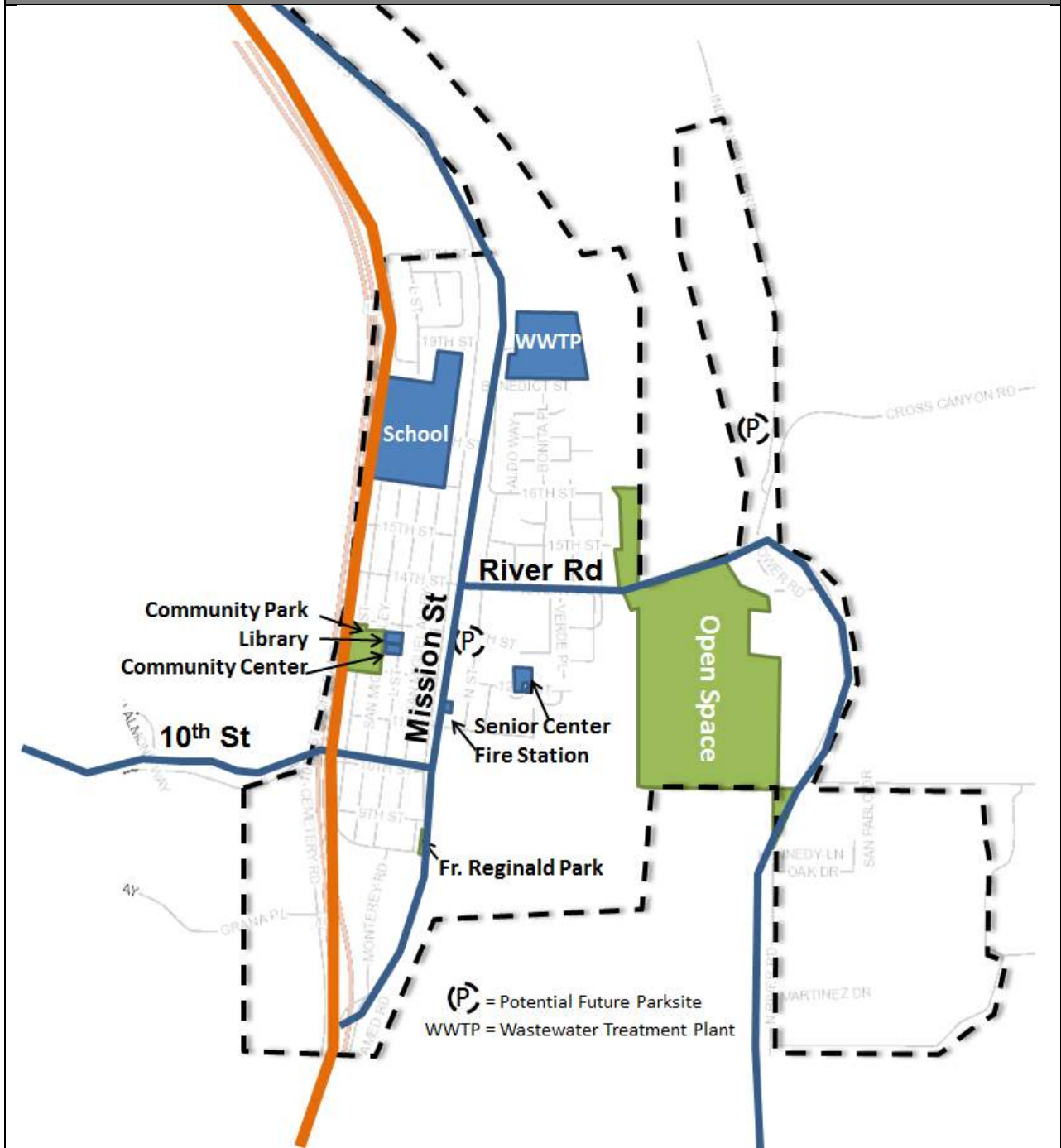
- Policy 6-1: Coordinate early with the San Miguel Joint Union School District and the Paso Robles Joint Unified School District on the planning, location, and construction of new schools. Identify and resolve any planning and land use issues to ensure that the facilities are constructed in a timely fashion relative to the phasing of residential development.
- Policy 6-2: New campuses should be located within walking distance of the maximum number of residences possible.
- Policy 6-3: New elementary schools should not be located on an arterial road.
- Policy 6-4: Work toward providing educational facilities that adequately serve the growing population.

### 6-1.2: School Implementing Programs

- Program 6-1: **Safe Routes to Schools.** Parents and educators within the San Miguel Joint Union School District and the Paso Robles Joint Unified School District should work with Rideshare (San Luis Obispo Council of Governments) to establish a “safe routes to school” program. The County should prioritize development of infrastructure that helps to provide safe connections between residential neighborhoods and Lillian Larsen Elementary.

Program 6-2: **Collaboration on location of new school sites.** Should San Miguel Joint Union School District or the Paso Robles Joint Unified School District determine that additional school facilities are needed to serve the community of San Miguel, participate in the site selection process so that the location of school facilities is consistent with the County General Plan.

**FIGURE 6-A: Community Facilities**



## 6-2: Parks and Recreation

The following table shows existing park facilities in San Miguel.

<b>Table 6-B: San Miguel Parkland</b>			
<b>Park</b>	<b>Type</b>	<b>Maintained By</b>	<b>Acreage</b>
San Miguel Community Park	Community Park	County	2.2
Fr. Reginald Park	Neighborhood Park	Volunteers	0.3
Total Parkland			2.5

According to the 2006 Parks and Recreation Element of the County General Plan, a reasonable goal for the amount of parkland needed in the near future is a minimum of three acres of parkland per 1,000 residents in each of the County’s unincorporated communities. Using this goal as a guideline, roughly 11 acres of parkland would be needed by 2035. Since the community presently has roughly three acres of parkland, there would be a need for about an additional eight acres of parkland to serve the estimated population in 2035.



The existing park facilities in Table 6-B include the privately-maintained Father Reginald Park. Fr. Reginald Park is technically within a road right-of-way, and as such, falls under the purview of County Public Works, rather than County Parks. Volunteers maintain the park under an encroachment permit issued by County Public Works. The table does not, however, include the Rios Caledonia Adobe (a historic site), pocket parks and open space within private subdivisions, or natural open space areas that can be used for outdoor recreation. Natural open space in San Miguel includes Wolf Natural Area (located south of the bridge on North River Road) and San Miguel Staging Area (future trail head for Salinas River Trail located northwest of the bridge on North River Road). School recreational facilities located at Lillian Larsen Elementary School include children’s play equipment, basketball and handball courts, and sports fields. These facilities also provide a recreational resource for the community and are available for use under a joint use agreement, but are not included in the parkland estimates.

Recreational trails are discussed in Chapter 5, Transportation and Circulation.

### 6-2.1: Parks and Recreation Policies

Policy 6-5: Provide a variety of park and recreation facilities for all residents in order to promote a healthy community.

Policy 6-6: Provide community and neighborhood parkland at a minimum ratio of 3.0 acres per 1,000 residents.

Policy 6-7: Ensure that new residential neighborhoods have sufficient area for children to play in an easily accessible and visible location.

Policy 6-8: Involve the County Sheriff early on in the design process for new parks and recreational facilities, particularly those located in the Salinas River floodplain. Measures the Sheriff recommends should be incorporated into the design of the project to ensure crime prevention.

### 6-2.2: Parks and Recreation Implementing Programs

Program 6-3: **Expansion of San Miguel Community Park.** Complete the proposed expansion of San Miguel Community Park by closing off K Street.

Program 6-4: **Develop additional parkland.** Acquire land and complete improvements for parks and recreational facilities in accordance with the Parks and Recreation Element and when the Urban Reserve Line is expanded.

Program 6-5: **Father Reginald Park Concept Plan.** Update the concept plan for Father Reginald Park in cooperation with San Miguel Native Sons and San Miguel Resource Connection, recognizing its importance for tourism and economic development.

## 6-3: Fire Protection and Emergency Medical Services

The San Miguel Community Services District (CSD) is the fire agency that serves San Miguel. The fire station is located on the east side of Mission Street just north of 11<sup>th</sup> Street. The station is staffed by volunteers and has one fire chief, an assistant chief, one fire captain, one lieutenant, and ten firefighters.<sup>4</sup> The fire department typically responds to about 250 calls per year. A mutual aid agreement is maintained with CalFire and Camp Roberts for fire protection services. A mutual aid agreement allows fire protection agencies to provide assistance to each other when needed.

The nearest hospital to San Miguel is Twin Cities Hospital in Templeton. Additional hospital facilities are available in San Luis Obispo and King City. Emergency medical response is provided by a private ambulance company based in Paso Robles.

### 6-3.1: Fire and Emergency Policies

Policy 6-9: Provide adequate levels of service as the population increases.

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<sup>4</sup> San Luis Obispo County (August 2012): Facilities inventory for the County of San Luis Obispo (part of the Complete Communities Survey).

Policy 6-10: Ensure that San Miguel Fire Department has an opportunity to provide adequate input into fire safety requirements for individual development projects.

Policy 6-11: Plan an interconnected street system to minimize emergency response times.

Policy 6-12: Minimize the risk of personal injury, property damage, and environmental damage from fire, hazardous chemical releases, natural and human-made disasters through subdivision and development design.

### 6-3.2: Fire and Emergency Implementing Programs

Program 6-6: **Contingency planning for access across the railroad.** Work with the Union Pacific Railroad, San Miguel CSD, and California Highway Patrol to provide an emergency contingency plan to provide emergency services east of the railroad tracks on occasions when the 11<sup>th</sup> and 14<sup>th</sup> Street railroad crossings are blocked.

## 6-4: Law Enforcement

General law enforcement in San Miguel is provided by the San Luis Obispo County Sheriff's Department. The nearest substation is the North County substation in Templeton, which serves all portions of the County northeast of the Santa Lucia Mountains – extending from Cuesta Grade to the Monterey County line. Traffic enforcement is provided by the California Highway Patrol, which also has a regional station in Templeton.

### 6-4.1: Law Enforcement Policies

Policy 6-13: Provide adequate levels of service as the population increases.

### 6-4.2: Law Enforcement Implementing Programs

Program 6-7: **Explore options for increasing public safety.** The County Sheriff's Office and California Highway Patrol should explore different programs to increase public safety, including the following, and pursue them as appropriate.<sup>5</sup>

- A special assessment district to fund supplemental police patrol services for the community.

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<sup>5</sup> At the time of the release of the Public Review Draft, the county Sheriff's Office was reviewing the feasibility of these programs.



- A comprehensive community safety plan, focusing on development and support of local neighborhood watch groups.
- An agreement with the San Miguel CSD to allow deputies to use CSD office facilities.
- Action plans to increase safety in areas where crime is more frequent using strategies such as street lighting.
- A staff resident deputy program for San Miguel.
- Increased traffic patrol during the grape harvest season.

## 6-5: Solid Waste Disposal

The San Miguel CSD is the agency responsible for solid waste disposal. Disposal services are provided by San Miguel Garbage Company, which is the exclusive contractor for the District. There are two landfills serving the North County area: the Paso Robles landfill east of Paso Robles and the Chicago Grade landfill east of Atascadero. Both landfills have additional capacity and long-term plans to expand capacity.

### 6-5.1: Solid Waste Policies

Policy 6-14: Ensure that adequate capacity for solid waste is available for the community.

Policy 6-15: Maximize opportunities for waste reduction and recycling.

## 6-6: Other Community Facilities

Other community facilities include libraries, community centers, health care facilities, and government buildings, as shown in the following table.

Table 6-C: Community Facilities	
Community Facility	Agency Responsible
San Miguel CSD Offices	San Miguel CSD
San Miguel Library	SLO City-County Library
San Miguel Community Center	County/Volunteers
Casa San Miguel Health Clinic	nonprofit organization



Public and quasi-public facilities that also serve as community gathering places include:

- San Miguel Senior Center
- Mission San Miguel Parish Hall
- Lillian Larsen Elementary School Multi-Purpose Room

As San Miguel’s population grows, the need for community facilities will also increase. By 2035, increases in demand are expected to result in a need for a larger library, expanded CSD offices, and significant expansion and remodeling of the community center building.

The County has completed landscape and streetscape improvements along the west side of Mission Street from 11<sup>th</sup> to 14<sup>th</sup> Streets. This section is maintained by the San Miguel Chamber of Commerce under an encroachment permit from the County Public Works Department. Future streetscape and landscape improvements are proposed for installation on the east side of Mission Street and north of 14<sup>th</sup> Street. Depending on the origin of the improvements, maintenance obligations may fall on the developer or the County. San Miguel Community Services District’s landscape and lighting district authority could also be used to maintain downtown streetscape.

#### 6-6.1: Community Facilities Policies

- Policy 6-16: Provide public and cultural facilities that contribute to the community’s positive image, enhance community identify, and meet the civic and social needs of the community.
- Policy 6-17: Upgrade and revitalize community facilities to serve the local population in a timely manner relative to the phasing for residential development.
- Policy 6-18: Support development of health care facilities and the provision of safe, affordable, and quality elder care and child care facilities and services for families who reside and work in San Miguel.
- Policy 6-19: Where feasible, locate community facilities on sites shared with other public facilities such as a school.
- Policy 6-20: Maintenance responsibilities of downtown streetscapes and publicly installed landscaping should transfer from volunteer organizations to the San Miguel Community Services District, through its lighting and landscape district powers.

#### 6-6.2: Community Facilities Programs

- Program 6-8: **Support funding for youth programs.** Support funding for developing and enhancing youth services programs and supporting facilities.

Program 6-9: **Incentives for cultural facilities.** Provide incentives to developers who provide cultural facilities, public spaces, and other amenities that enhance the community's rich cultural identity. Such facilities could include:

- Gathering places – e.g. plaza, amphitheater, etc.
- Interpretive exhibits or museums – historic, cultural, environmental
- Space for public events – e.g. farmers market
- A visitor information kiosk

# 7

# INFRASTRUCTURE & UTILITIES



San Miguel Community Plan

# Chapter 7: Infrastructure and Utilities

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This chapter addresses infrastructure and utilities in the community of San Miguel. Public infrastructure includes the water system, wastewater treatment, and stormwater drainage. Utilities include natural gas, electricity, and telecommunications. This chapter provides an overview of the distribution, location, extent, and capacity of major infrastructure systems in the community. Details for the phasing and construction of these facilities are not included in this Plan, as it is not known how certain factors might affect how the phasing is accomplished. These factors can include housing demand, changes in the economy, and the locations where new development occurs first.

The major infrastructure is designed to accommodate a 2035 population of about 3,660. Each developer will be expected to install a fair share of the needed major or “backbone” infrastructure as the community develops.

## 7-1: Water System

The urban water supply for San Miguel is provided by the San Miguel Community Services District (CSD). The community water system includes three wells, two storage facilities, transmission lines, chlorination, and fire hydrants. A single pump station to boost water pressure in the San Lawrence Terrace area remains operational, but is only seldom used. In order to serve the community’s anticipated population in 2035, certain facility upgrades may be necessary:

- Obtain additional water supply and install the infrastructure and any necessary system improvements to deliver the additional water.
- In the old town, relocate customer lateral connections from the older cast iron water lines in the alleyways to the newer PVC water lines in the streets. This would allow for the de-commissioning of old lines, resulting in a more efficient system.
- Upgrade water mains.
- Replace fire hydrants.

A more thorough discussion of water supply issues is contained in Chapter 4.

### 7-1.1: Water System Policies

Policy 7-1: Provide an adequate, sustainable water supply and delivery system for the community of San Miguel. The system should have adequate water supply and quality to serve the future needs of the community, including emergency and fire prevention services.

Policy 7-2: As the community expands to the north along the Salinas River, seek to preserve the riparian water rights appurtenant to those properties.

### 7-1.2: Water System Implementing Programs

Program 7-1: **Water system improvements.** Identify existing deficiencies with the community's water system and develop a plan to fund and finance needed improvements.

Program 7-2: **Update the Water Master Plan.** The San Miguel CSD should update its Water Master Plan to accommodate development needs under this Plan.

Program 7-3: **Additional water supply.** The San Miguel CSD should develop and implement a program that requires new development to pay an appropriate connection fee to contribute proportionately to the cost of obtaining an additional water supply.

## 7-2: Wastewater

The Machado Wastewater Treatment Plant is operated by the San Miguel CSD. This plant, which was expanded shortly after 2000, serves areas in the community west of the Salinas River. As of 2016, sewer service does not yet extend to the east side of the river, although a corridor for a future gravity sewer is reserved on the River Road bridge. The San Lawrence Terrace area is instead served by individual on-site septic systems, which may continue in the Residential Suburban land use category on lots the size of those existing in that neighborhood. In order to serve San Miguel's anticipated 2035 population, the following upgrades are anticipated:

- Extend sewer service to the Indian Valley Road property on the east side of the Salinas River.
- Upgrade sewer mains on 16<sup>th</sup> and N Streets.
- Upgrade various sewer lines.
- Install a manhole diversion facility at 16<sup>th</sup> Street and Bonita Place.
- Expand wastewater treatment and effluent disposal capacity.

Presently wastewater collection is limited to the west side of the Salinas River. The San Lawrence Terrace residential area east of the river disposes of wastewater through individual on-site septic systems. Many parcels in San Lawrence Terrace are under an acre in size. In accordance with the Central Coast Basin Plan adopted by the Central Coast Regional Water Quality Control Board, these areas may be required to connect to a sewer system if and when their septic system fails.



### 7-2.1: Wastewater Policies

- Policy 7-3: Provide wastewater treatment services to meet the needs of the community of San Miguel. San Lawrence Terrace may continue to be served by individual on-site septic systems, but plans to extend the collection system to the area should be developed.
- Policy 7-4: Design upgrades to the wastewater treatment plant to increase capacity to serve future growth, while at the same time addressing other community plan goals. For example, consider increasing wastewater capacity by adding or expanding percolation ponds in a way that would also maximize groundwater replenishment.
- Policy 7-5: Look into the feasibility of combining wastewater treatment activities with Heritage Ranch and Camp Roberts. Such a facility could treat wastewater to tertiary levels and provide it to vineyards for irrigation.
- Policy 7-6: Avoid the use of sewage pump/lift stations in new subdivision design.

### 7-2.2: Wastewater Implementing Programs

- Program 7-4: **Wastewater system improvements.** Implement wastewater system improvements recommended as part of the Public Facilities Financing Plan (Chapter 8 in this Plan).

## 7-3: Stormwater and Flood Management

The Salinas River corridor is characterized by fairly steep slope banks, sandy bottoms, and riparian vegetation. The river drains a large watershed, extending roughly 120 miles from its headwaters southeast of Santa Margarita to the Pacific Ocean at Elkhorn Slough in Monterey County. Just south of San Miguel, at the confluence of the Estrella River and the Salinas River, is a large and relatively undefined flood plain.

The Salinas River is the primary drainage feature in San Miguel. Drainage generally sheet-flows from the higher topography on the west side of town towards the river. Newer subdivisions either retain water on-site (as is the case in Mission Heights) or connect to the River Road storm drain, which itself discharges to the Salinas River. The San Lawrence Terrace area drains to an unnamed tributary stream to the Salinas River.

Because of the lack of storm drain infrastructure, when it rains, certain low points in the community become inundated. These areas are generally along N Street and near Mission Street’s intersections with 12<sup>th</sup> through 16<sup>th</sup> Streets.

In 2003, a comprehensive drainage study was prepared for San Miguel. This study identified several drainage improvements, including storm drains and percolation basins. The drainage plan is implemented incrementally as new development occurs. It is anticipated that over time, drainage facilities will be designed to percolate and replenish groundwater rather than discharge to the Salinas River. Estimated stormwater system upgrades needed by 2035 include the following:

- Correct existing drainage system deficiencies, including pipes, ditches, and outfalls.
- Expand the drainage system.
- Incorporate Low Impact Development and groundwater recharge practices into drainage plans.

### 7-3.1: Stormwater Drainage Policies

- Policy 7-7: Provide comprehensive stormwater management to minimize flooding and property damage throughout the community.
- Policy 7-8: Design and construct a stormwater system that minimizes impacts to surface and groundwater and maintains rivers and creeks in their natural state.
- Policy 7-9: Require the use of suitable Low Impact Development (LID) techniques and best management practices in site design and development, both on private and public land.
- Policy 7-10: Groundwater recharge shall be a priority in stormwater and drainage system design.
- Policy 7-11: Develop in a manner that minimizes risks to life and property associated with flooding.
- Policy 7-12: Consider options to address changes in flooding hazards should climate change alter historic flooding patterns.

### 7-3.2: Stormwater Drainage Programs

- Program 7-5: **Update the San Miguel Drainage Plan.** Update the communitywide drainage plan for San Miguel to reflect current conditions and anticipated development. The Drainage Plan Update should include the following components:

- a) Coordination with the San Miguel Community Services District.

Program 7-6: Incorporation of LID techniques and emphasis on groundwater recharge over direct conveyance to surface waters.

- a) Development of an “alternative compliance plan” for review and approval by the Regional Water Quality Control Board. Such a plan would provide alternative means of stormwater management for infill lots that cannot accommodate land-intensive drainage features.
- b) Inclusion of a funding and financing component. **Post-Construction Stormwater Management Special Circumstances.** Any regulated project that cannot prepare a Stormwater Control Plan consistent with the requirements of Section 22.10.155 of the Land Use Ordinance, shall be addressed in a plan that incorporates an acceptable alternative compliance procedure as provided in Section 22.10.155.G. of the Land Use Ordinance and in Section B.6. of Attachment 1 to RWQCB Resolution No. R3-2013-0032. Approval by the Executive Director of the RWQCB shall be provided to the County Department of Planning and Building prior to the issuance of a building permit for any such regulated project. In the event the San Miguel Drainage Plan is updated and implemented, and is approved by the Executive Director of the RWQCB as an acceptable watershed or regional drainage plan for purposes of post-construction stormwater management, then this mitigation measure will be fulfilled.

Possible specific measures that may be components of an alternative compliance plan include an adjustment of up to 10 percent in the runoff retention standard that otherwise applies to post-construction stormwater management. Control of runoff through a specific offsite improvement may be acceptable in some projects. Use and justification of an alternate level of runoff control may be acceptable. The condition and flow characteristics of the receiving body of water, the Salinas River in this case, may influence the acceptability of an alternative compliance plan. Fulfilling objectives related to enhancing pedestrian-oriented and/or public transit-oriented development may also be a factor, although this would require approval of the San Miguel area as an “Urban Sustainability Area” prior to such consideration. This list is not exhaustive, since the RWQCB alternative compliance provisions also allow for “Other situations as approved by the Central Coast Water Board Executive Officer (RWQCB Resolution No. R3-2013-0032, Attachment 1, Section C.4).

Program 7-7: **Stormwater system improvements.** Implement stormwater and drainage system improvements recommended as part of the Public Facilities Financing Plan (Chapter 8 in this Plan).

## **7-4: Utilities**

### **7-4.1: Electric**

Pacific Gas and Electric (PG&E) provides electricity to San Miguel. Electric service is provided by way of overhead lines in most of the community, with newer subdivisions having underground utilities. As the community develops, expansion of transmission lines and other distribution infrastructure may be necessary.

### **7-4.2: Natural Gas**

Southern California Gas Company provides natural gas service to parts of San Miguel. The service does not presently extend to the central business district. The San Lawrence Terrace neighborhood and older homes in the town itself (developed prior to gas service availability) rely on individual on-site propane tanks.

### **7-4.3: Telecommunications**

Verizon is the primary service provider for land-line telecommunications services in San Miguel. Certain other telecommunications services are available through the cable system or through wireless carriers.

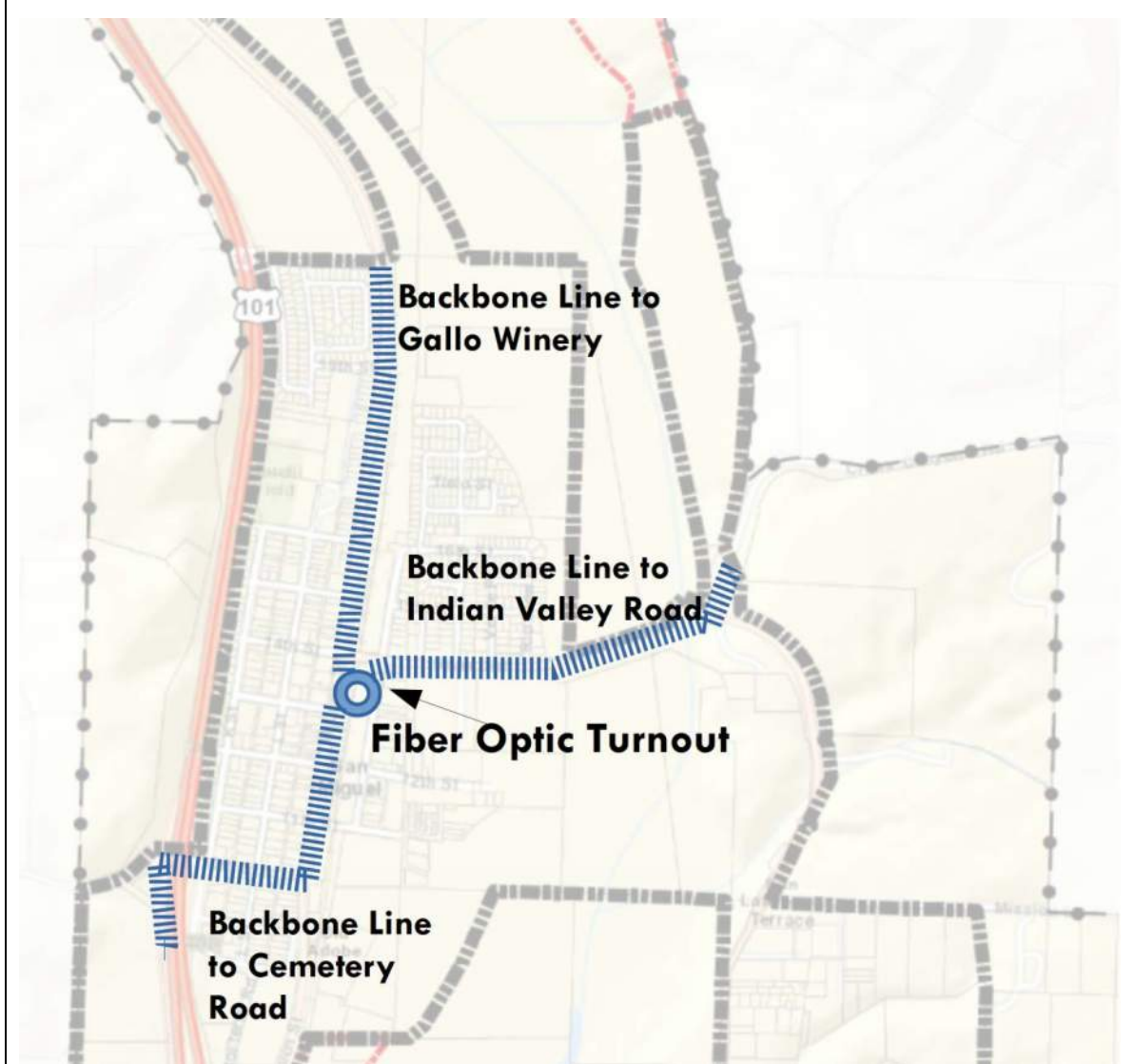
### **7-4.4: Cable Television**

Charter Cable operates the cable system in the community of San Miguel. Services available over cable include television, broadband internet, and telephone.

### **7-4.5: Fiber Optics**

Fiber optic services are not presently available in San Miguel. AT&T owns a fiber optic line that runs in the Union Pacific right-of-way, which poses an opportunity for future services. Public-private partnerships can be used to expedite the spread and upgrade of broadband.

FIGURE 7-A: Fiber Optics Deployment



#### 7-4.6: Utilities Policies

- Policy 7-13: Coordinate with utility companies to provide the community with a full array of reliable utility services.
- Policy 7-14: Encourage the use of renewable energy sources, such as individual solar systems, in new development projects and remodels of existing structures.
- Policy 7-15: Require new subdivisions to install fiber optic conduits as part of their public improvement obligations.

Coordinate underground utility work along 10<sup>th</sup> Street and River Road in order to install fiber optic conduits to serve the commercial areas along Indian Valley Road and Cemetery Road.

#### **7-4.7: Utilities Implementing Programs**

Program 7-8: **Gas Service to Central Business District.** Explore leveraging Community Development Block Grant funds to construct a gas line to service properties in the Central Business District.

Program 7-9: **Fiber Optic Turnout.** Explore financing options to develop a fiber optic service turnout along the AT&T line. Government assistance in establishing a fiber optic backbone may be necessary before sufficient commercial interest is generated.

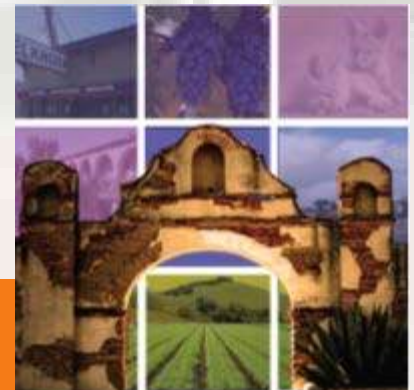
Program 7-10: **Energy costs.** Identify opportunities to reduce energy costs in the community.

Program 7-11: **Undergrounding.** Coordinate with utility companies to underground existing major utility lines.

Program 7-12: **Solar energy.** Work with the community and PG&E to pursue a communitywide solar energy system

# 8

# PUBLIC FACILITIES FINANCING PLAN



San Miguel Community Plan



# Chapter 8: Public Facilities Financing Plan

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## 8-1: Summary and Key Findings

This Public Facilities Financing Plan (PFFP) for the San Miguel Community Plan was prepared by Economic & Planning Systems, Inc. (EPS) in association with Rick Engineering. The PFFP provides an overview of the demographic and growth assumptions for the Community of San Miguel during the Community Plan horizon year (through 2035) and describes and quantifies the public facilities needed in the Community of San Miguel during the same period. The facilities that are identified are based on the Complete Communities Survey Facilities Inventory prepared by The Planning Center|DC&E<sup>1</sup> as well as input from County staff, the Wood Rodgers Draft Transportation Impact Fee Update (August 2014), and additional cost estimates provided by Rick Engineering. Existing and potential funding sources are identified and aligned by facility improvement type and are consistent with the policies contained in the Complete Communities Survey Funding and Financing Plan (November 2013). The final chapter recommends funding policies and actions to implement the improvements identified in the Facilities Inventory.

This Financing Plan has been informed and guided by current planning efforts in the Community of San Miguel, including the Draft San Miguel Community Plan (June 2013), the San Miguel Economic Strategy prepared by The Natelson Dale Group, Inc. (TNDG) in May 2013, and the Complete Communities Survey Facilities Inventory prepared by The Planning Center|DC&E (August 2012). Each is briefly summarized below and its applicability to the Financing Plan is noted.

**The San Miguel Community Plan.** The San Miguel Community Plan establishes a vision for the future that will guide development in San Miguel through the year 2035. The Plan began with a comprehensive outreach process conducted by California Polytechnic State University, City and Regional Planning students in 2010 and 2011. The resulting vision statement was then refined by the San Miguel Forward Collaborative, which formed in 2012 to provide consensus-based input from residents of San Miguel. The baseline and projected demographic and economic characteristics of San Miguel used in the Financing Plan, are taken from chapters 2 and 3 of the Draft San Miguel Community Plan. The Community Plan is currently in draft form with a place holder for the PFFP.

**The San Miguel Community Plan – Economic Strategy.** Though the Study Area evaluated in the TNDG report extends beyond the Community of San Miguel to include portions of San Luis Obispo and Monterey counties, the TNDG report includes a pertinent description of current economic conditions within the San Miguel community. The TNDG report also includes case studies of California communities possessing comparable features to San Miguel, a market analysis for retail, office and

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<sup>1</sup> Now PlaceWorks.

industrial uses, an analysis of viticulture and wine production as it pertains to San Miguel, and a discussion of economic strategies for the community going forward.

**Complete Communities Survey** – The Survey included a Facilities Inventory that provides an overview of San Miguel’s existing and future needs for utility infrastructure, transportation and public facilities. This Financing Plan relies upon the findings from the Complete Communities Survey Facilities Inventory that pertain to the Community of San Miguel (in addition to County Staff input) as the basis of the infrastructure and facility needs. The Survey also included a Funding and Financing Plan to guide implementation and subsequent community plans; the current Public Facilities Plan applies the policies and programs described in the Complete Communities Survey Funding and Financing Plan to San Miguel’s facility needs.

Demographic and real estate data from the Facilities Inventory reflects a geographic boundary consistent with the San Miguel Urban Reserve Line (URL), which is shown on Figure 1B (Chapter 1) and compared with the geographic boundary of the Census Designated Place (CDP) and the San Miguel Community Service District (CSD) boundaries. The demographic and real estate data for San Miguel in the Complete Communities Survey has since been refined through the Community Plan process; however, the findings from the Complete Communities Survey remain applicable.

### **8-1.1: Key Findings**

- 1. The facility and infrastructure improvements identified for the Community of San Miguel will be costly and require a broad range of funding sources and financing mechanisms to construct and maintain.***

Nearly \$42.0 million of capital improvement projects are identified for the Community of San Miguel, which are fairly evenly distributed across utility infrastructure, transportation and public facilities. At the completion of this full set of improvements, the additional operations and maintenance costs will also be significant.

- 2. The facility and infrastructure improvements identified in the Facilities Inventory are an integral part of the County’s efforts to revitalize and enhance the Community of San Miguel.***

Investments in the “public realm” are a key aspect of the County’s economic development effort to revitalize San Miguel. Investments in utilities, transportation infrastructure, streetscapes, parks and public facilities have been shown to induce private investment, development, and increased economic activity, where other key ingredients, such as market demand, are also present. This synergistic relationship between public and private investment can create a range of public and private benefits, including improved property values that can, in turn, contribute to the funding of additional improvements.

- 3. New development in the Community will generate real estate value that serves as a basis for funding infrastructure improvements.***

County development projections indicate the potential for new development in the Community of San Miguel between now and 2035. Land and development-based funding sources include development impact fees, road improvement fees, and special taxes or assessments. While development impact fees paid by new development are used exclusively for capital improvements

serving new development, special taxes and assessments may be used for capital improvements or ongoing maintenance and operations costs. Based on development projections through 2035, Public Facility Development Impact Fees revenues could total nearly \$2.4 million and CSD Utility Connection Fees are estimated to total more than \$9.0 million.<sup>2</sup>

In addition, transportation impact fee revenue will be collected to fund the transportation-related improvements included in the fee program (e.g., the Mission St./14th St. River Road Intersection Signalization Improvements and the River Road Widening Improvements). While the fee levels are still in the process of being refined, it is expected that the fee program will fund approximately \$2.2 million of transportation improvements.<sup>3</sup> Total transportation-related improvements currently total \$16.0 million, so additional funding sources will need to be identified. Existing infrastructure deficiencies cannot be funded through impact fees.

**4. *To fund existing deficiencies, a broad range of existing and new sources will be required.***

Potential sources available to fund existing deficiencies may include a countywide sales tax increase, special taxes (e.g., Mello-Roos CFD), grants, utility revenues and revenue bonds among others. These will require additional detailed financial feasibility evaluation. Some measures may require voter approval and analysis of relative costs and benefits.

**5. *Facility and infrastructure improvements will need to be further prioritized and phased to improve feasibility.***

Recognizing the considerable resources required to implement the complete set of facility improvements and significant funding constraints, strategic prioritization and phasing will be necessary to achieve the identified improvements. In October 2012, a public workshop was held that included exercises focusing on which community facilities should be prioritized through 2035. Furthermore, a Facilities Inventory Survey was sent to residents in San Miguel that asked them to prioritize community facilities for the community. Infrastructure improvements in San Miguel represent a high priority for the community, particularly water supply, water system and drainage improvements. Additionally, there is likely to be a continuing process of refinement and updating to the basic infrastructure items and costs identified in the Plan. Through this process, it may be possible to achieve cost savings and efficiencies, and refine the financing strategies proposed in this PFFP.

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<sup>2</sup> The \$9 million in CSD utility connection fees will be generated from development within the San Miguel CSD boundary and revenues will be applied to water/sewer infrastructure within the CSD boundary that benefits CSD ratepayers.

<sup>3</sup> See Table 1, page 5, of the DRAFT San Miguel Community Plan Transportation Impact Fee Update prepared by Wood Rodgers, dated August 2014.

**6. *The overall cost burden placed on new development in San Miguel affects development feasibility, particularly when all development costs are considered.***

The cumulative effect of fees, exactions and requirements will need to be carefully considered to avoid discouraging new development; the value created by new development is a principle source for funding identified improvements and meeting other County objectives. Initial analysis indicates that the proposed measures could be feasible; however, new taxes will require voter approval regardless of financial feasibility, and the magnitude of impact fees depends on future market conditions.

**7. *This Public Facilities Financing Plan includes funding goals, policies and actions that should be adopted as part of the Community Plan to guide the implementation of the infrastructure and facility improvements identified in the Facilities Inventory.***

This report recommends funding goals and associated implementation policies, which can serve as a basis for an efficient and equitable financing plan. In addition, the County has adopted by resolution in 2010 an Infrastructure Planning and Funding Policy, which can guide infrastructure funding and investments. The goals, policies and actions contained herein are consistent with, and expand upon, adopted County policies.

A proposed financing plan is described in greater detail in **Chapter 5** (and summarized in **Table 5**). The Plan includes existing impact fees supplemented by new impact fees and a combination of special taxes and utility revenues.

Additional steps, as described in **Chapter 5**, will be necessary to implement the various financing mechanisms. It is likely that the Plan will be refined as implementation proceeds depending on actions taken by the County, the CSD, and voters of the Community and/or County.

## **8-2: Overview of the Community of San Miguel**

This chapter provides a summary of San Miguel’s current and projected demographic characteristics and new development potential. The County of San Luis Obispo maintains population and housing unit counts and has estimated the buildout potential of San Miguel and prepared development projections by land use type.

### **8-2.1: About San Miguel**

San Miguel is located on Highway 101 at the northern edge of San Luis Obispo County, approximately 10 miles north of Paso Robles. The community can trace its origins to the development of the Mission San Miguel, which has been designated as a National Historic Landmark and remains a tourist draw for the area. The majority of the commercial development in San Miguel occurred during the 1940s when nearby Camp Roberts was utilized by the United States Army for training purposes. According to the TNDG report, during WWII, Camp Roberts housed as many as 45,000 troops, driving demand for goods and services in nearby San Miguel. Following significant downsizing of Camp Roberts in the 1950s, there has been no significant redevelopment or expansion of commercial activity in San Miguel.

Currently, San Miguel is perceived as a low-cost bedroom community (due to its proximity to Paso Robles and aging home inventory) with minimal population growth and a stalled commercial environment. The TNDG Report describes San Miguel as a small, walkable, retirement-oriented community surrounding an aging main street (Mission Street) that includes a number of vacant and/or deteriorating buildings. Recent public improvements include a new fire station, an increased police presence, and new streetscape improvements along Mission Street.

San Miguel is located at the center of the Monterey/San Luis Obispo wine region, and within the Paso Robles American Viticulture Area (AVA), which has gained internationally-recognized elite status for wine and is growing as a tourist destination. In addition to wine-centered agro-tourism, San Miguel is located close by to a number of regional attractions such as San Simeon (Hearst Castle), Morro Bay, Paso Robles, San Luis Obispo and Cambria. The tourist draws of the wine industry, the Mission San Miguel and other regional attractions, coupled with the possible redevelopment and expansion of Camp Roberts by the National Guard, may provide potential development opportunities for San Miguel in the future.

## **8-2.2: Demographics**

### **8-2.2.1: Population and Households**

Based on data collected in the San Miguel Community Plan, the Community of San Miguel has a current population of approximately 2,336 people. The Plan's population estimates project population in San Miguel to increase by 57 percent to 3,658 people by 2035, equivalent to an annual growth rate of 1.8 percent. There are approximately 737 housing units in San Miguel currently, according to the Community Plan which is based on an assumption of approximately 3.17 people per household, as reported by the Census. Assuming this current ratio of people per household remains consistent over time, there will be a total of approximately 1,154 housing units in San Miguel in 2035 to accommodate the projected population. In The San Miguel Community Plan, the median household income is reported to be \$42,176, based on Census data. In its analysis, TNDG assumes median household income in the larger Study Area will remain constant at \$67,094.<sup>4</sup>

### **8-2.2.2: Employment**

The San Miguel Census Designated Place (CDP) currently posts a far higher unemployment rate than California as a whole, and 25 percent of all families have fallen below the poverty level in the past 12 months.<sup>5</sup> San Miguel CDP has 1,025 employed residents over the age of 16, including government workers. The major industries that employ San Miguel residents are

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<sup>4</sup> Study Area household income is provided by San Luis Obispo County, AMBAG and ESRI. It should be noted that Census data utilized in TNDG's report estimates median income for San Miguel CDP as \$42,176 in inflation-adjusted 2010 dollars, approximately 37 percent lower than the median income in the larger Study Area.

<sup>5</sup> U.S. Census Bureau, 2006-2010 American Community Survey.

construction (18.0 percent), retail trade (13.7 percent), manufacturing (12.8 percent), professional services (10.6 percent), arts, entertainment, and recreation (10.5 percent), and other services (14.2 percent). Nine percent of San Miguel’s households receive social security benefits, compared to 24 percent of households for California as a whole. Of San Miguel’s employed residents, approximately 97 percent commute to jobs outside of San Miguel.

TNDG projects that total non-farm employment in the SMTA will increase from 741 in 2012 to 911 in 2035, a 23 percent increase. The projection utilizes multiple metrics including anticipated population growth, jobs per person and the proportional employment relationship between San Luis Obispo County, North County and the San Miguel Trade Area (SMTA).

In the community of San Miguel, it is estimated that there are approximately 170 jobs based on data extracted from the U.S. Census’ LED on the Map. New residential development and facility improvements could encourage investment in commercial development, which would bring additional jobs to the community. If the number of jobs in San Miguel increases in proportion with projected non-farm employment increases for the larger Study Area (projection of 23 percent job growth between 2012 and 2035), there would be approximately 209 jobs in San Miguel in 2035.

**Table 8-1 Population, Households and Jobs in San Miguel**

Item	2010	2035	2010 to 2035		
			Number	Annual Rate	Overall Increase
San Miguel					
Population	2,336	3,658	1,322	1.8%	56.6%
Housing Units	737	1,154	417	1.8%	56.6%
Jobs [1]	170	209	39	0.8%	23.0%

[1] Job count reflects "Primary Jobs" as extracted from the U.S. Census' LED on the Map, 2010 data.

Sources: The San Miguel Community Plan, Tables 2-A and 3-A; U.S. Census Bureau, Center for Economic Studies; The Natelson Dale Group Economic Development Strategy; Economic & Planning Systems, Inc.

**8-2.3: Residential Demand**

Demand for new homes is tied to population and household growth, household incomes and home prices. The TNDG Report describes San Miguel as a bedroom community located at the fringe of San Luis Obispo County and Paso Robles urbanization. Due to aging housing stock, home prices are relatively lower than in nearby communities in San Luis Obispo County. As shown above in **Table 8-1**, approximately 417 new homes are projected in San Miguel by 2035.

The community of San Miguel is zoned to provide capacity for 1,234 new residential units, 61 percent single-family and 39 percent multifamily. The 2035 residential projections generated in The San Miguel Community Plan are within the buildout capacity of the Community.

#### 8-2.4: Retail Demand

Based upon assumed household growth (as estimated by TNDG) and constant average household income,<sup>6</sup> TNDG projects retail sales within the larger San Miguel Study Area will increase from \$38.2 million in 2012 to \$65.9 million in 2035, a 72 percent increase. These figures assume 40 percent of household expenditures being allocated to retail goods (typical communities allocate between 30 and 35 percent of total expenditures) and 50 percent of all resident retail dollars being captured in San Miguel (with 50 percent “leaking” to regional retail centers in neighboring cities such as Paso Robles). The TNDG report shows that in 2012, the capture rate for all retail categories is 25 percent<sup>7</sup>, and to reach an average capture rate of 50 percent by 2015, additional retail space will need to be developed.

TNDG projects captured retail sales for residents in the Study Area to increase from \$8.8 million in 2012 to \$29.5 million in 2035. To account for retail spending by visitors, businesses and institutions, TNDG increased the market area demand figures by a factor of 15 percent for all retail categories with the exception of Building/Hardware/Farm and Auto Dealers and Parts. The total captured retail sales (residential and visitor/business/institutional) for the Study Area is expected to increase from \$9.9 million in 2012 to \$33.5 million in 2035.

TNDG projects that total potential supportable square footage of retail space, based upon standards derived from the Urban Land Institute’s (ULI) Dollars & Cents publication, will increase from 38,933 square feet in 2012 to 129,565 square feet in 2035. These figures assume a 20 percent increase in total square footage to account for personal and business services space (typically seen in neighborhood shopping facilities) and a 5 percent vacancy factor, which reflects a typical “healthy” retail market.

The San Miguel Study Area currently offers approximately 100,000 square feet of retail space, roughly 30 percent of which is vacant. However, currently (as of 2012), TNDG finds that the Study Area could support an additional 14,331 square feet of retail space. By 2015, TNDG finds that the Study Area could support over 16,500 square feet of new retail space and by 2035, nearly 105,000 square feet of new space. Specifically, by 2035, TNDG finds that the Study Area would support nearly 19,700 square feet of “Food” retail, the equivalent of a small-scale grocery store, and an additional 15,200 square feet of “General Merchandise” space, enough for a drug store or similar convenience store.

The retail projections provided in The San Miguel Community Plan are based on the TNDG Report and indicate future demand for a total of 154,000 square feet of retail space in San Miguel by 2035.<sup>8</sup> Retail space can be developed in land zoned Commercial Retail or Commercial Service, although most is likely to occur in the Commercial Retail zones.

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<sup>6</sup> For the market analysis portion of the report, TNDG assumes average household income to remain static at \$67,094 for the 23-year period.

<sup>7</sup> The Auto Dealers and Parts category is shown to capture zero percent of resident retail expenditures in 2012 as well as throughout the 23-year study period.

<sup>8</sup> See Table 3-A and table notes of The San Miguel Community Plan to reconcile zoning and land use categories.



### **8-2.5: Office and Industrial Demand**

TNDG projects that total non-farm employment in the SMTA will increase from 741 in 2012 to 911 in 2035, a 23 percent increase. TNDG utilized multiple metrics including anticipated population growth, jobs per person and the proportional employment relationship between San Luis Obispo County, North County and the San Miguel Trade Area (SMTA) to project employment. TNDG then applied projected employment by industry to employment distribution percentages by type of use (office, industrial, or other). TNDG derived these percentages from long-term studies conducted throughout southern California relating office and industrial demand to employment growth.

The San Miguel Community Plan provides real estate projections for 2035 and indicates that the commercial square footage estimates are based on the market estimates provided in the TNDG Report.<sup>9</sup>

#### **8-2.5.1: Office**

From the TNDG employment forecasts, TNDG projects that office employment in the SMTA will increase from 98 in 2012 to 127 by 2035, an increase of nearly 30 percent. The largest increase in office employment is expected to occur during the five year period between 2015 and 2020. Assuming 225 square feet of office per employee (based upon the ULI's Dollars & Cents publication), TNDG estimates new supportable office space will increase by 6,953 by 2035. As with employment, the largest increase in supportable office square footage is expected to occur between 2015 and 2020.

The office projections provided in the San Miguel Community Plan are based on the TNDG Report and indicate future demand for a total of 11,000 square feet of office space in San Miguel by 2035.<sup>10</sup> Office space can be developed in land zoned Commercial Retail or Commercial Service, although most is likely to occur in the Commercial Service zones. Approximately 7,535 square feet of new office development are projected by 2035.

The San Miguel Community Plan also projects Light Industrial development, which functions and is used more like office space than heavy industrial space. Approximately 43,000 square feet of total light industrial development is projected by 2035, representing approximately 34,500 new square feet between now and 2035.

#### **8-2.5.2: Industrial and Other**

Industrial employment in the larger San Miguel Study Area is expected to increase from 242 in 2012 to 297 in 2035, a 23 percent increase. The largest increase in industrial employment is expected to occur during the five year period between 2015 and 2020. Assuming 500 square feet of industrial space per employee (based upon the ULI's Dollars & Cents publication), TNDG projects new supportable industrial square footage in the Study Area will increase by 29,300 by

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<sup>9</sup> See Chapter 3 of The Community Plan, Table 3-A, Note a.

<sup>10</sup> Ibid.

2035. As with employment, the largest increase in supportable industrial square footage is expected to occur between 2015 and 2020.

This projection of 29,300 square feet is for the larger Study Area; however, in San Miguel, the level of industrial development is expected to be minimal, approximately 3,000 square feet. The only “industrial” zoned land in San Miguel is located along the railroad tracks.

All “other” employment (which includes government services, the majority of retail trade, the majority of leisure and hospitality industries, as well as a number of other employment categories) is anticipated to increase from 402 in 2012 to 486 in 2035, a 21 percent increase. As with office and industrial employment, the largest absolute increase in “other” employment is expected to occur between 2015 and 2020. TNDG does not calculate “other” supportable square footage in its report.

**Table 8-2 San Miguel Development Potential**

Land Use Category	San Miguel - through 2035		
	2013	New Development	2035
<b>Residential (units)</b>			
Single Family	384	290	674
Multifamily [1]	265	93	358
Suburban [2]	<u>88</u>	<u>34</u>	<u>122</u>
Total, Residential	737	417	1,154
<b>Commercial (sq.ft.)</b>			
Office	3,465	7,535	11,000
Retail	69,072	84,928	154,000
Light Industrial	8,463	34,537	43,000
Industrial	0	3,000	3,000

[1] Multifamily includes new units that are expected to be developed in the Commercial Retail zone.

[2] "Suburban" refers to lower density single family housing, with minimum lot sizes of 1 acre.

Sources: The San Miguel Community Plan, Tables 3-A and 3-B; Economic & Planning Systems, Inc.

## 8-3: Community Facility Needs and Costs

This Section provides an overview of the public facilities needed in the Community of San Miguel through 2035, the Community Plan horizon year. The facilities that are identified are based on the Complete Communities Survey Facilities Inventory prepared by The Planning Center|DC&E (now PlaceWorks) as well as input from County staff and additional cost estimates provided by Rick Engineering and the Wood Rodgers draft Transportation Impact Fee Update (August 2014). Improvements are organized by type of improvement, and whether they address an existing deficiency or are attributable to future growth, as these distinctions have implications for funding potential.

### 8-3.1: Community Services District

The San Miguel Community Services District (“CSD” or “District”) provides water, wastewater, fire, and lighting services to the residents and businesses in the Community of San Miguel. The District was created in February 2000 by the San Luis Obispo Board of Supervisors and included the San Miguel Fire Protection District, San Miguel Lighting District, and the SLO Waterworks District #1. In April 2001, the SLO County Board of Supervisors dissolved the San Miguel Sanitary District (Sewer and Solid Waste) and incorporated those services into the CSD.

The CSD charges water and wastewater connection fees for new development according to the schedule shown below on **Table 8-3**. Connection fee revenues are to be used for utility-related capital improvements to benefit new development. The CSD prepares master plans to plan for and guide capital improvements. The most recent Water Master Plan was prepared in 2002 and the most recent Wastewater Master Plan was prepared in 2005. Both need to be updated, and the CSD is working to identify funding to pay for the preparation of the plans.

The County collects the fire public facility impact fees and passes them along to the CSD. There are no impact fees related to lighting.

**Table 8-3 San Miguel Community Services District Water and Wastewater Utility Impact Fee Schedule**

Land Use Category and/or Meter Size	Water	Wastewater
<b>Residential</b>		
Single Family	\$9,490 per unit	\$8,332 per unit
Multifamily	\$5,694 per unit	\$4,999 per unit
<b>Nonresidential Meter Size</b>		
5/8"	\$9,490 each	\$8,332 each
3/4"	\$14,235 each	\$12,498 each
1"	\$23,725 each	\$20,830 each
1 1/2"	\$47,450 each	\$41,660 each
2"	\$75,920 each	\$66,656 each
3"	\$142,350 each	\$124,980 each
4"	\$237,250 each	\$208,300 each
6"	\$569,400 each	\$499,920 each
8"	\$949,000 each	\$833,200 each
10"	\$1,423,500 each	\$1,249,800 each
12"	\$2,087,800 each	\$1,833,040 each

Source: San Miguel CSD, 2014 schedule.

### **8-3.2: Community Public Facility Needs and Costs**

The County of San Luis Obispo’s Planning and Building Department prepared a Complete Communities Survey (finalized March 7, 2014) to identify policies and strategies to achieve community-focused, compact developments that use land, water, energy, and financial resources more efficiently. As part of the overall study, a Facilities Inventory was prepared which provides an overview of the conditions and capacity of the existing facilities and infrastructure in the Community of San Miguel. An assessment of future needs is provided in the Facilities Inventory, along with cost estimates.

Additionally, County staff has identified new facilities and improvements for the Community and Rick Engineering has estimated the costs of these improvements, unless otherwise noted.

#### **8-3.2.1: Facility Needs and Costs**

Approximately \$42.0 million of facility needs between now and 2035 are identified for the Community of San Miguel, more than 20 percent of which are attributable to existing deficiencies, while the remainder will be required to meet the demands of new population growth. **Table 8-4** provides a summary. **Appendix Table A-1** presents the detailed list of improvements, the estimating timing of the

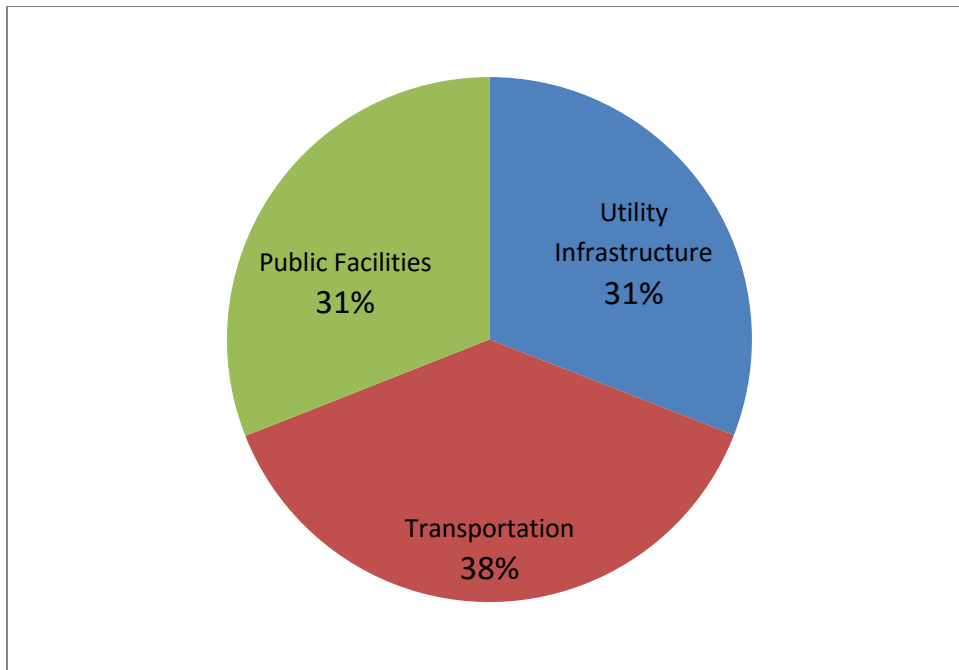
improvements and costs. Costs are approximately evenly distributed between utility infrastructure, transportation, and public facilities as shown on **Figure 8-1**.

**Table 8-4 San Miguel Capital Improvement Program Summary**

Category	Costs Attributable to Existing Deficiencies	Costs Attributable to New Growth (through 2035)	Total Cost
Utility Infrastructure	\$3,723,000	\$9,263,000	\$12,986,000
Transportation	\$3,307,806	\$12,680,072	\$15,987,878
Public Facilities	\$2,600,000	\$10,407,100	\$13,007,100
<b>Total</b>	<b>\$9,630,806</b>	<b>\$32,350,172</b>	<b>\$41,980,978</b>

Sources: County of San Luis Obispo Facilities Inventory; San Miguel CSD; Wood Rodgers Draft Transportation Impact Fee Update, August 2014; Rick Engineering; Economic & Planning

**Figure 8-1 Distribution of Public Facility Costs by Category of Improvement**



**8-3.2.2: Utility Infrastructure**

As indicated, \$13.0 million of utility infrastructure improvements are needed in San Miguel to remedy existing deficiencies and support new growth through 2035, including \$3.7 million to fund existing stormwater deficiencies. Required improvements include water supply, water distribution, wastewater

and stormwater improvements. It should be noted that stormwater drainage is the responsibility of County Public Works, not the CSD.<sup>11</sup>

Stormwater improvements represent an immediate concern. Due to insufficient drainage and stormwater controls, the Community of San Miguel experiences regular flooding conditions, particularly between Mission Street and the railroad. Of the \$5.1 million in required stormwater infrastructure improvements, \$3.7 million are attributable to existing deficiencies and include storm drain pipes, jack and bore operations under the railroad, and drainage ditches and outfall structures.

In the short term (2020), entitlements to extract the Salinas River underflow and a new well to extract the flow and connect to the existing system are required to accommodate new growth. Upgraded water lines are also necessary at a cost of \$1.4 million by 2020 and an additional \$2.7 million by 2035. In the longer term, curb and gutter improvements are needed throughout the community. The Facilities Inventory reports that the community will face water supply shortfalls by 2040 (assumed 2035 for this analysis) and the estimated cost of a new well is \$750,000 (in addition to the well needed by 2020).

### ***8-3.2.3: Transportation***

Required transportation improvements include street and highway systems, sidewalks, streetscapes, bicycle lanes and paths, and a park and ride lot. Street and highway systems improvements include the Mission St./14th St. - River Road Intersection Signalization Improvements (total cost of \$405,000) as well as the River Road Widening Improvements (total cost of \$2.5 million).<sup>12</sup> Also included is the realignment of the 10<sup>th</sup> Street southbound on-ramp at an estimated cost of \$4.3 million.

These street and highway systems improvements are largely needed to serve new development. However, there is a portion of the River Road Widening Improvements that is needed to serve existing development.<sup>13</sup>

Required sidewalk improvements are significant and include new sidewalks to improve existing deficiencies, sidewalk improvements between the Mission and 16<sup>th</sup> Street (both sides) and new sidewalks to accommodate new development. Nearly \$3.8 million of sidewalk improvements are identified. It should be noted that sidewalk improvements are considered a low priority in the community; efforts will be focused on incremental improvements in high-demand pedestrian corridors.

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<sup>11</sup> According to the Local Agency Formation Commission (LAFCO), the San Miguel CSD would be authorized to assume responsibility for stormwater management and infrastructure improvements, if the County and the CSD were in mutual agreement.

<sup>12</sup> See Table 1 of the Wood Rodgers' Draft Transportation Impact Fee Update.

<sup>13</sup> For more detail on this allocation, see Table 1 of the Wood Rodgers' Draft Transportation Impact Fee Update.

Streetscape improvements are estimated to cost \$820,000 and include new street trees, pedestrian lighting and new benches for Mission Street and 10<sup>th</sup> Street. Streetscape and sidewalk improvements should be coordinated.

Bicycle lane and path improvements at a cost of \$4.15 million were identified by County staff after the Facilities Inventory was completed. Bicycle lanes are proposed primarily for River Road.

Additionally, 15 new spaces are needed at the park and ride lot in San Miguel at the southwest corner of K and 10<sup>th</sup> Street. The cost to prepare these spaces is estimated to be approximately \$64,000, which does not include acquisition of right of way and easements, if required.

Routine street maintenance is included in the Facilities Inventory, and although it is a significant cost item for the County (estimated at approximately \$6.75 million to \$8.86 million per year Countywide), it is not a capital improvement and, therefore, is not addressed here.<sup>14</sup>

#### ***8-3.2.4: Public Facilities***

In San Miguel, identified public facilities improvements include public parks and open space, a 4,000-square foot community facility, trails and a library. Of \$3.7 million identified parks and open space improvements, \$2.3 million are attributable to existing deficiencies.

The 4,000-square foot community facility is estimated to cost approximately \$4.5 million, based on the actual per square foot costs of the community facility constructed in Oceano.

Two trails have been identified for San Miguel: the San Miguel Downtown Loop Trail (\$3.6 million) and the 10<sup>th</sup> Street Trail (approximately \$480,000), both of which were identified by County staff after the Facilities Inventory was finalized.

San Miguel has a 944 square-foot library, located on 13<sup>th</sup> Street, which is smaller than what the Community needs. Based on the current population, it is estimated that the Community's library should be approximately 1,600 square feet. It is estimated that by 2020, a total of 1,800 square feet of library space would be required and by 2035, a total of 2,300 square feet of library space would be required to accommodate new population growth. Library costs are estimated to be \$300,000 to address the existing deficiency, an additional \$127,000 by 2020 and an additional \$300,000 by 2035 to accommodate new growth.

The County Board of Supervisors' policy requires a 50/50 split in costs between the community and County Library budget to fund any new or remodeled buildings.

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<sup>14</sup> See Table 2-7 on page 2-20 of the Facilities Inventory that was prepared for the Community of San Miguel ([http://www.slocounty.ca.gov/Assets/PL/pdfs/Facilities+Inventory\\_San+Miguel.pdf](http://www.slocounty.ca.gov/Assets/PL/pdfs/Facilities+Inventory_San+Miguel.pdf)).



### **8-3.3: Community Priorities**

Infrastructure improvements in San Miguel represent a high priority for the community, particularly water supply, water system and drainage improvements. The community also prioritized a police substation, as police services currently are based out of Templeton; however, the Facilities Inventory does not identify any public safety facility improvements. Sidewalk improvements are considered a low priority in the community; efforts will be focused on incremental improvements in high-demand pedestrian corridors, such as the Community Loop Trail.

## **8-4: Funding and Financing Mechanisms**

There are a number of funding sources and financing mechanisms that can be applied to fund the capital infrastructure and facility improvements identified in **Appendix Table A-1**. Many are already in place, while others represent potential options for consideration. They are described in more detail below.

Whether a particular funding source is appropriate for a given improvement will depend on a number of factors, such as the type of improvement, whether the improvement is needed to address existing deficiencies or serve new development, how the combined burden of fees and/or assessments and taxes affect development feasibility, and the timing of funds versus the need for improvements. The following chapter includes a plan that combines potential funding sources to address needed facilities.

Following is a description of potential funding sources; their revenue potential is addressed in the latter portion of this chapter.

### **8-4.1: Land-Secured Financing Mechanisms**

#### **8-4.1.1: Mello-Roos CFD Special Tax and Bonds**

*(authorized by Section 53311 et. seq. of the Government Code)*

The Mello-Roos Community Facilities Act of 1982 enables the formation of Community Facilities Districts (CFDs) by local agencies, with two-thirds voter approval (or landowner approval in certain cases), for the purpose of imposing special taxes on property owners. Special tax revenue can be used to fund capital or operations and maintenance expenses, or they may be used to secure a bond issuance and pay the debt service. As taxes increase to 50 percent or more of the basic 1 percent, there is a risk of adverse impacts on land and home prices which would offset any financing benefit associated with the additional special taxes. This PFFP proposes the use of special taxes limited to 7.5 percent of assessed value; the actual amount will be refined in implementation, and may require a voter survey to establish the magnitude as applied to existing land uses.

#### **8-4.1.2: Benefit Assessment Districts**

*(authorized by Section 54710 et. seq. of the Government Code)*

Under a Benefit Assessment District, property assessments are raised within a specific geographic area, with the proceeds going to provide public improvements or services that benefit the property owners within that area. Only improvements with property-specific benefits (e.g., roads and sidewalk, and sewer and water improvements) can be financed with assessments. There must be a logical relationship between the assessment method and amount and the benefit received by associated property owners or tenants. A special assessment district also requires the voter approval of the owners of a majority of the property within the district.

Different types of assessment districts are supported by specific legislation. For example, funds generated through a Landscaping and Lighting District (LLD) would be restricted to construction and maintenance of parks, landscaping, and street lighting and can be assessed on both commercial and residential properties.

#### **8-4.1.3: Enhanced Infrastructure Financing Districts**

*(authorized by the Infrastructure Financing District Act, Government Code §53395, et seq.; expanded by SB 628.)*

The County or individual communities could consider establishing an Infrastructure Financing District (IFD), or an Enhanced Infrastructure Financing District (EIFD) as permitted under SB 628,<sup>15</sup> which would create a mechanism for capturing/re-allocating increased levels of property tax revenues from future development towards investments in capital improvements.

The new EIFD legislation allows for the following:<sup>16</sup>

**Reduce vote requirements:** While current law requires a two-thirds vote to form an Infrastructure Financing District, the new EIFDs could be formed—and could use a range of existing financial tools—without going to voters. Only issuing tax increment bonds would require a vote, with a vote threshold of 55 percent.

**Expand financing authority:** The new EIFDs would allow local leaders to support infrastructure projects through multiple funding streams, including a full complement of existing public mechanisms (tax increment authority, benefit assessments, and fees), as well as private investment and procurement.

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<sup>15</sup> In September 2014, Governor Brown signed SB 628, a bill that expands the authority of Infrastructure Financing Districts.

<sup>16</sup> [www.caeconomy.org](http://www.caeconomy.org) (“How New EIFDs Can Improve Local Infrastructure Development”).

**Increase investment in different types of infrastructure:** The enhanced districts would be able to build every type of infrastructure: transportation, water, flood control and storm water quality management, transportation, energy, public facilities, energy, and environmental mitigation—so long as a direct connection can be established between the needed infrastructure and its users.

**Allow more flexible institutional collaborations:** SB 628 also gives communities more flexibility to accommodate regional growth by making infrastructure investments across jurisdictions through Joint Power Authorities.

Unlike former redevelopment tax increment funding, IFD's can only utilize the County's share of property tax increment (and any other agencies who agree to forego their share of tax increment). The Community of San Miguel would be permitted to retain the County's portion of property tax revenue (nearly 20 percent of the basic 1 percent property tax generated). At buildout, new development in San Miguel would generate approximately \$200,000 per year under an EIFD. This PFFP does not assume EIFD use due to the small amount of tax increment projected to be generated from new development in the Community of San Miguel and the need by the County for property tax funds to pay for ongoing services.

#### **8-4.1.4:**        *Statewide Community Infrastructure Program*

The Statewide Community Infrastructure Program (SCIP) is a program of the California Statewide Communities Development Authority that makes use of a local government's ability to create land secured financing districts. Because the obligations are "pooled" they typically can gain a comparatively lower interest rate, and issuance costs, particularly if the issue is small, will be reduced.

The Authority is a joint powers authority sponsored by the League of California Cities and the California State Association of Counties. Membership in the Authority is open to every California city and county, and most are already members. SCIP financing is available for development projects situated within cities or counties (local agencies) which have elected to become SCIP participants. Eligibility to become a local agency requires only (a) membership in the League of Cities or CSAC, as the case may be, (b) membership in the Authority, and (c) adoption of a resolution making the election (the "SCIP Resolution").

Participation in SCIP entails the submission of an application by the property owner of the project for which development entitlements either have been obtained or are being obtained from a Local Agency. For Projects determined to be qualified, SCIP provides non-recourse financing of either (a) eligible development impact fees payable to the Local Agency (the "Fees") or (b) eligible public capital improvements (the "Improvements") or both. Under certain circumstances, to be determined on a case by case basis, development impact fees payable to local agencies other than the Local Agency can also be used as repayment for upfront SCIP funding.

Applicants benefit from SCIP because it allows them to obtain low-cost, long-term financing of fees and improvements, which can otherwise entail substantial cash outlays. The Local Agencies benefit from SCIP because it encourages developers to pay fees sooner and in larger blocks than they otherwise would. The availability of low-cost, long-term financing also softens the burden of rising Fee amounts and Improvement costs, benefiting both the Applicants and the Local Agencies. Upon receipt of a completed Application, the SCIP team reviews it to determine (a) eligibility of the fees and improvements for which the Applicant seeks financing and (b) creditworthiness of the Applicant and the Project. Once approved by the SCIP team, the Application is countersigned by the Local Agency. Approved Applications are aggregated for inclusion in the next round of financing authorization. Periodically, as warranted by the accumulation of approved Applications, the Authority issues tax-exempt revenue bonds (the “Bonds”). The proceeds from the Bonds are used to finance fees and/or improvements for qualifying Projects located throughout the state. For projects involving a sufficient amount of financing (generally \$5 million or more), a special series of bonds may be issued to fund the project separately if the timing of issuance of a pooled financing does not suit the project, subject to approval of the Authority.

Revenues to pay debt service on the Bonds are derived by the Authority in one of two ways: 1) through the levy of special assessments on the parcels which comprise the participating Projects by establishing one or more assessment districts pursuant to the Municipal Improvement Act of 1913; or 2) through the levy of special taxes on the Project parcels by establishing a CFD pursuant to the Mello-Roos Community Facilities Act of 1982. Absent circumstances which warrant a CFD, the Assessment District format has been and is expected to continue to be the customary basis for SCIP financing.

## **8-4.2: Property Tax-Based Funding**

### ***8-4.2.1: General Obligation (G.O.) Bonds***

Special districts are empowered by State statutes to issue G.O. bonds which are secured by a property tax rate (as an override to the Constitutionally-limited one percent basic tax rate). G.O. bonds may be utilized particularly if interest rates and issuance costs are favorable compared to other sources of financing. G.O. bonds require voter approval.<sup>17</sup>

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<sup>17</sup> State bonds require majority voter approval, while local bonds require either 55 percent (for school districts) or two-thirds voter approval (other local bonds).

### **8-4.3: General Fund and CIP Funding**

#### ***8-4.3.1: County General Fund Contributions to Capital Improvement Programs***

The County's Capital Projects budget includes funding from the Capital Fund and other reserves, grants, departmental funding, bond financing and the General Fund.<sup>18</sup> Policies governing the development and selection of capital improvement projects are set forth in the Budget Policies and Goals approved by the Board of Supervisors each year.

### **8-4.4: Development-Based Funding Mechanisms**

#### ***8-4.4.1: County Public Facility Fees***

*(authorized under Title 18 of SLO County Code)*

New private development in unincorporated San Luis Obispo County is charged a public facility impact fee that is used to fund government, administration, sheriff, park, library, and fire facilities. Development impact fees can only fund capital improvements. In addition, the funding only accrues incrementally over time as new development occurs, limiting its ability to fund major infrastructure that may be required in advance of development. County Public Facility Fees may be used anywhere in the County as long as funds are spent on projects that are identified as part of the fee program; they are not required to be used in the community from which they are generated.

#### ***8-4.4.2: Road Improvement Fees (or Transportation Impact Fees)***

*(authorized by Title 13 of SLO County Code, 13.01.020)*

Several communities in San Luis Obispo County, including San Miguel (for the area of the Community east of the railroad tracks), charge road improvement fees to new residential and commercial development to fund improvements that mitigate the future effects of new development. Currently, the fee is assessed per PM Peak Hour Trip, and it varies by community (and sometimes within a community) and by land use type (e.g., residential, retail and other).

The draft Transportation Impact Fee update is proposing fees charged on a per unit or per 1,000 square feet basis. The funds collected will be used to fund capital road improvement projects as identified in each community's Circulation Study and in the impact fee update report. Revenues collected from the San Miguel Area Road Improvement Fee Program must be spent on projects identified as part of the fee program in the Community from which they are collected. Though

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<sup>18</sup> The Capital Fund is dedicated to funding improvements identified in the capital improvement program and typically includes allocations of one-time and/or periodic funds. The General Fund usually relies on ongoing revenue sources to fund ongoing operations, but may allocate some of these general revenues to the Capital Fund.

the funds may not be used for standard annual road maintenance, major rehabilitation may be an appropriate use of road improvement fees in the future.<sup>19</sup>

**8-4.4.3: Local Area Development Fees**

*(authorized by Section 66000 et. seq. of the Government Code)*

The County is authorized to create local development impact fees to fund infrastructure improvements, and additional development impact fees (in addition to the existing Public Facility Fees) could be created. For example, a stormwater infrastructure development impact fee could help fund drainage improvements. Local impact fees also can be a mechanism to assure proportional cost sharing and may be a key part of the financing strategy.

**8-4.4.4: Parkland (Quimby) Fees**

*(authorized by Title 21 of SLO County Code)*

In addition to Public Facility Fees, park and recreation improvements are funded through the Quimby Act requirements (for parkland acquisition) through the subdivision process. Quimby Fees are charged according to Area. San Miguel is in Area 1.<sup>20</sup> Those lots that pay a Quimby Fee are exempt from the land portion of the Parks Development Impact Fee.

**8-4.4.5: Utility Fees and Connection Charges**

Utility connection charges from new development can fund utility infrastructure improvements. Revenue bonds may be issued secured by a utility rate charge base (water and sewer) and may be used for expansion to serve future development, or for reimbursement to the Developer for initial funding of utility facilities. The San Miguel CSD currently charges water and wastewater connection fees from new development, according to the schedule shown on **Table 8-3**.

**8-4.4.6: Developer Capital**

Developers are often asked to contribute through project-specific improvements, whether as part of individual project approval or as part of a broader set of area-wide design guidelines/other regulatory requirements. Typical examples might include improvements to the sidewalks in front of the new development and the planting of street trees consistent with the

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<sup>19</sup> California Gov't Code Sec. 66001(g) states: "A fee... may include the costs attributable to the increased demand for public facilities reasonably related to the development project in order to (1) refurbish existing facilities to maintain the existing level of service..." The code includes streets as a public facility.

To qualify as an appropriate use of impact fees, the improvement(s) would need to be included in a fee program update and the action would need to be consistent with the County's road improvement fee ordinance. The County's ordinance does not appear to specifically exclude major road reconstruction projects, although revisions to the ordinance to include such projects would provide another layer of policy and legislative support.

<sup>20</sup> Area 1 includes: Adelaida, El Pomar-Estrella, Nacimiento, and Salinas River Planning Area.

County's or community's direction. Developer contributions can be formalized through Development Agreements (DA) and Certificates of Participation (COP). When applicable, Development Agreements can ensure timely funding of infrastructure development. The agreements should enable and specify the terms for the establishment of needed infrastructure financing mechanisms.

Developer contributions would also result from the adoption of any area development impact and/or in-lieu fees, which has feasibility implications for development, especially in the context of all fees/exactions/requirements. Developer construction and fee contributions need to be carefully considered to avoid discouraging new development, which, in turn, reduces fee revenues for improvements that exceed their allocation.

It may be possible to reimburse the Developer from other sources at a future time, assuming the sources are not required for other public purposes, and that the reimbursement is for a qualifying expenditure for public purposes. The private capital is at greatest risk, since public debt will be secured by value of the development and will be in the first position for repayment. Private capital depends on the success of the project and repayment from future land and development sales after the successful completion of infrastructure and public facilities.

#### **8-4.5: Grants**

Grants provide external funding from regional, state, and federal sources. Many grants require local matches. Apart from local match requirements, there are significant staff costs associated with grant funding, including staff time during the application process and during the project. Grant funding is often limited to capital improvements with maintenance responsibilities falling to the local jurisdiction, or perhaps the CSD. The CSD does apply for grant funding and, recently, has used Community Development Block Grant (CDBG) funding to fund a sewer line replacement at 16<sup>th</sup> Street and N Street.

##### ***8-4.5.1: Regional, State, Federal Transportation Funding***

Transportation authorities may fund portions of certain regional-serving transportation facilities and improvements. For example, San Miguel, is served by State Route 101 and one of the Community's needed roadway improvements is the realignment of the 10<sup>th</sup> street southbound on-ramp. Because of the regional-serving nature of US Route 101, statewide transportation funding may be available to fund these improvements.

##### ***8-4.5.2: CMAQ Improvement Program***

One potential grant source is the Congestion Mitigation and Air Quality (CMAQ) Improvement Program. The Congestion Mitigation and Air Quality (CMAQ) Improvement Program was created in 1991 under the Intermodal Surface Transportation Efficiency Act (ISTEA) to fund transportation related projects that are designed to reduce traffic congestion and improve air quality in areas that do not meet air quality standards.



CMAQ has seven major project categories:

1. Transit
2. Shared Ride
3. Traffic Flow Improvements
4. Demand Management
5. Pedestrian/Bicycle
6. Inspection/Maintenance (I/M) and other Transportation Control Measures (TCMs)
7. Surface Transportation Program (STP)/CMAQ

Pedestrian and bicycle projects are their own major product category and make up approximately 13 percent of CMAQ projects. Walking and bicycling can also be included in other project categories such as transit by providing bike racks at public transportation stops.

CMAQ Improvement Program funds are available to a wide range of government and non-profit organizations, as well as private entities contributing to public/private partnerships. They are controlled by metropolitan planning organizations (MPOs) and state departments of transportation. Funding is available for areas that do not meet the National Ambient Air Quality Standards (nonattainment areas) as well as former nonattainment areas that are now in compliance (maintenance areas). CMAQ-funded projects may include bicycle and pedestrian facility improvements, bicycle racks and lockers, and individualized marketing initiatives that promote bicycling and walking.

Organizations that want access to CMAQ funds must first ask their Metropolitan Planning Organization (MPO) to place the project on the Transportation Improvement Program (TIP) – the County cannot apply directly.

#### ***8-4.5.3: Safe Routes to School Program***

The Safe Routes to School program is a grant program administered by Caltrans and could be used to fund sidewalk improvements. The Program is designed to encourage more children to walk or ride bikes to school by reducing the barriers to doing so, such as a lack of infrastructure or unsafe infrastructure. Through the passage of AB 57, the Program was extended indefinitely with funding provided from the State Highway Account.

### **8-4.6: Other Funding Sources**

#### ***8-4.6.1: Sales Tax Increase***

With two-thirds voter approval, the County could adopt countywide special tax increases, such as a sales tax increase, to fund infrastructure and facility improvements. Depending on the level of tax increase, significant revenues can be generated, though there is often industry and community resistance to such increases. The current sales tax rate (in the Community of San Miguel) is 7.5 percent. This PFFP does not assume the use of a sales tax increase.

**8-4.6.2: California Infrastructure and Economic Development Bank (I-Bank)** <sup>21</sup>  
(authorized by Section 63000 et. seq. of the Government Code)

The California I-Bank is State-run financing authority that operates the Infrastructure State Revolving Fund (ISRF) Program. This ISRF Program is a statewide program that provides low-cost loans up to \$10 million per project to local municipal governments for a wide variety of public infrastructure that provide local economic development benefits, such as:

- City streets
- County highways
- Drainage, water supply and flood control
- Educational facilities
- Environmental mitigation measures
- Parks and recreational facilities
- Port facilities
- Power and communications
- Public transit
- Sewage collection and treatment
- Solid waste collection and disposal
- Water treatment and distribution
- Defense conversion
- Public safety facilities
- State highways
- Military infrastructure

An application is required for these loans, and loans require a stable and reliable source of repayment. If approved, loan repayment could be funded through a special tax if approved by voters. The San Miguel CSD has noted that the CSD is eligible for I-Bank funding for infrastructure projects that benefit CSD customers; in this circumstance, the loan payments could be funded through CSD rate revenues.

**8-4.7: Sources of Funds by Type of Improvement**

In **Appendix Table A-2**, the potential funding sources described above are aligned with specific improvements. Additional detail is provided below.

**8-4.7.1: Utility Infrastructure**

Utility infrastructure improvements include water supply, water distribution, wastewater, stormwater, and solid waste improvements.

- The CSD charges water and wastewater connection fees for new development which can be used to fund utility improvements identified in the supporting fee program nexus

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<sup>21</sup> More information can be found at <http://www.ibank.ca.gov>.

documentation. CSD Utility Connection Fees are estimated to total more than \$9.0 million during the development horizon of this PFFP. In addition, the CSD charges utility rates which can be used to underwrite revenue bonds.

- The County's Infrastructure and Facilities Five Year Capital Improvement Plan (CIP) includes public infrastructure projects, which are funded by a variety of sources, including the County General Fund, regional transportation funds, assessment districts, rates and charges to system customers, and grants and loans from State or Federal sources. CSD projects are not included in the County's CIP.
- Localized drainage projects have historically been funded through General Flood Control District reserve funds. For larger drainage projects, assessment districts have been established, and the revenues have been used to leverage Federal FEMA funds and State Proposition 1E Funds.
- Local Area Development Impact Fees focused on utility infrastructure could be established, though this would need to be evaluated in the context of the existing Public Facility Impact Fees to ensure a reasonable cost burden.
- A special assessment to fund stormwater and drainage improvements could be considered.

#### ***8-4.7.2: Transportation***

Transportation improvements include street and highway system improvements, sidewalks, streetscapes, bicycle lanes and paths, public transit systems, and park-and-ride lots.

- Those projects with regional benefit, such as street and highway systems, public transit systems and park-and-ride lots can be funded through the County's Capital Projects and General Obligation Bonds.
- Road improvement fees are collected in San Miguel to fund improvements that mitigate the effects of new development and new growth. Road Improvement Fees cannot be used for routine maintenance, although periodic and comprehensive rehabilitation or reconstruction projects may be an appropriate use of these fees.<sup>22</sup> The revenue must be invested in the area from which it was collected and on projects identified in the Community's circulation study and included in the fee program nexus study.<sup>23</sup> At this time, it is expected that the updated fee program will fund 100 percent of the Mission St./14th St. - River Road Intersection Signalization Improvements (total estimated cost of \$405,000) as well as approximately 75 percent of the River Road Widening Improvements (total estimated cost of \$2.5 million). Total street and highway improvements currently total \$16.0 million, so additional funding sources will need to be identified.
- In some cases, sidewalk costs potentially could be funded through grants provided through the Congestion Mitigation and Air Quality (CMAQ) Improvement Program or the Safe Routes

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<sup>22</sup> See footnote #19.

<sup>23</sup> Conversation with Frank Honeycutt, County Public Works Development Services, 09/14/14.

to School program, which is administered by Caltrans. The CMAQ Program was created in 1991 under the Intermodal Surface Transportation Efficiency Act (ISTEA) to fund transportation related projects that are designed to reduce traffic congestion and improve air quality in areas that do not meet air quality standards. Pedestrian and bicycle projects are eligible. The Safe Routes to School program is designed to encourage more children to walk or ride bikes to school by reducing the barriers to doing so, such as a lack of infrastructure or unsafe infrastructure.

- Those improvements that relate directly to the new development (e.g., sidewalks and some streetscape improvements) currently are funded by the developer as part of the new development.

#### ***8-4.7.3: Public Facilities***

Public facilities improvements include public parks and open space, trails, schools, libraries, community/civic facilities, public service facilities, and public safety buildings.

- The County has already established Public Facility Development Impact Fees for Government, Administration, Sheriff, Parks, Library, and Fire. The fees collected cannot exceed new development's fair share allocation, and therefore, are not available to fund improvements that are required due to existing deficiencies. Based on development potential through 2035, Public Facility Development Impact Fees could total approximately \$2.4 million. With an identified need of \$13.0 million, public facility improvements will require the identification of additional funding sources.
- Quimby Fees can be used for the purchase of new parklands and/or the construction of new parks-related facilities or rehabilitation/restoration of existing park lands and facilities. Quimby Fees apply only to subdivisions and are charged according to Area. San Miguel is in Area 1.
- According to the County's Infrastructure and Facilities Capital Improvement Plan, Board policy states that library projects are expected to be funded with 50 percent of the cost coming from the community in which the library improvements are proposed. The library component of the Public Facility Fee revenue is pledged to the Atascadero and Cambria library projects for the next 10 or more years, and as such, will not be available to fund expansions or improvements in other communities.<sup>24</sup>
- Other non-project funding may include grants, which may be available to fund a wide spectrum of public facilities, from trail improvements to transit-related improvements.

#### ***8-4.7.4: Street Maintenance***

Street maintenance needs are described in the Facilities Inventory as well as in the San Luis Obispo County Pavement Management Plan (typically updated annually). The Facilities Inventory reports that at least \$6.75 million per year is needed to maintain the countywide road system at the current level

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<sup>24</sup> County of San Luis Obispo, Infrastructure and Facilities Capital Improvement Plan, FY2012-13 – FY2016-17, Appendix 6.

through 2018.<sup>25</sup> To improve the road system to the desired condition (Pavement Condition Index (PCI) of 70), annual improvement costs of \$8.86 million would be required.<sup>26</sup> Of the 1,080 County-maintained road miles in the County,<sup>27</sup> 1.1 percent is in San Miguel. To the extent that a portion of street maintenance costs can be categorized as non-routine, capital improvements, road improvement fees may be an appropriate funding source.<sup>28</sup> To qualify, the improvement(s) would need to be included in a fee program update and the action would need to be consistent with the County's road improvement fee ordinance. The County's ordinance does not appear to specifically exclude major road reconstruction projects, although revisions to the ordinance to include such projects would provide another layer of policy and legislative support.

#### **8-4.7.5: Facilities Operation and Maintenance**

While facility operations and maintenance costs are not specifically estimated in the Facilities Inventory, each of the identified improvements will have annual maintenance costs associated with them. There are few funding sources available to fund maintenance activities; most funding sources are intended to fund the one-time construction of the improvements or facilities. As such, maintenance costs associated with the types of improvements identified in this report typically will be funded through County or CSD General Fund expenditures and utility rates and charges.

## **8-5: Financing Policies, Plan, and Implementation**

This chapter recommends funding goals, policies and actions to guide the implementation of the infrastructure and facility improvements identified in **Section 8-3**. This section summarizes infrastructure and facility improvement costs, and identifies potential sources of funding for each category of improvement. The final section of this chapter recommends "Next Steps" towards implementing the Financing Plan. It is expected that the financing policies, plan and implementation strategy will be further refined as a part of the Community Plan finalization process, and as implementation of the Community Plan proceeds.

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<sup>25</sup> See Table 2-7 on page 2-20 of the Facilities Inventory that was prepared for the Community of San Miguel ([http://www.slocounty.ca.gov/Assets/PL/pdfs/Facilities+Inventory\\_San+Miguel.pdf](http://www.slocounty.ca.gov/Assets/PL/pdfs/Facilities+Inventory_San+Miguel.pdf)).

<sup>26</sup> Ibid.

<sup>27</sup> San Luis Obispo County Pavement Management Plan, 2009 Update, page 4.

<sup>28</sup> California Gov't Code Sec. 66001(g) states: "A fee... may include the costs attributable to the increased demand for public facilities reasonably related to the development project in order to (1) refurbish existing facilities to maintain the existing level of service..." The code includes streets as a public facility.

### **8-5.1: Financing Goals and Policies**

The following goals and associated implementation policies serve as a basis for an efficient and equitable financing plan. In addition, the County has adopted by resolution in 2010 an Infrastructure Planning and Funding Policy<sup>29</sup> which can guide infrastructure funding and investments. The goals, policies and actions presented below are consistent with, and expand upon, goals, and policies consistent with the County's resolution and the Complete Communities Survey.

## **Goal 1. Fund Infrastructure and Public Facilities in an Equitable Manner**

1.1 New development shall fund its allocated share of infrastructure costs needed to serve the new development, except where other funding sources are appropriate and available, and subject to financial feasibility considerations and other community objectives.<sup>30</sup>

1.2 Allocate costs for existing deficiencies among properties based on the benefit received and, where possible and applicable, on a regional basis.

1.3 When applied to existing residents, funding mechanisms for new infrastructure shall be consistent with the benefit received and ability to pay.

1.4 To eliminate duplication, existing Countywide development impact fees shall be evaluated to determine any overlap between the infrastructure projects funded by such Countywide fees and infrastructure required by the Community Plan.

1.5 The County shall explore the creation of Countywide development impact fees that would be collected from new development within cities to the extent that development in incorporated areas contributes to the need for Countywide facilities and infrastructure.

1.6 New projects outside of the Community Plan that benefit from infrastructure provided by the Plan shall contribute to infrastructure financing to the extent possible.

1.7 Total infrastructure and financing costs in the Community Plan should not exceed industry standards of financial feasibility.<sup>31</sup>

1.8 Grants and other outside funding, (e.g., State and federal sources, shall be pursued for infrastructure funding).

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<sup>29</sup> See the County's "Infrastructure Planning and Funding Policy," which was adopted by resolution 9/7/10 ([http://slocounty.granicus.com/MetaViewer.php?view\\_id=2&clip\\_id=951&meta\\_id=188918](http://slocounty.granicus.com/MetaViewer.php?view_id=2&clip_id=951&meta_id=188918)).

<sup>30</sup> Also, see Policy 1.7.

<sup>31</sup> Infrastructure cost burdens and associated financings (combined debt, impact fees, etc.) are typically limited to 1/3 of improved land value; e.g., Mello-Roos debt generally is constrained to a 1:3 lien to value ratio to assure adequate security for the debt.

1.9 The County shall provide a process and mechanism, e.g., reimbursement agreements, for subsequent reimbursement to private parties who advanced infrastructure funding in excess of their allocated share.

## **Goal 2. Include this Public Facility Financing Plan with the San Miguel Community Plan**

2.1 Based on proposed or reasonably foreseeable development that may occur pursuant to the Community Plan, this PFFP and future revisions shall detail all proposed development within the Community, the public facilities required for the Community Plan, the allocation of the costs of the facilities to existing and new development, and proposed methods for equitable and cost-effective funding.

2.2 The PFFP shall include an infrastructure phasing schedule that links the timing of infrastructure construction to the timing of new residential, commercial, and public facility development to the extent possible.

2.3 The PFFP shall account for Community-specific circumstances, reflect changing market conditions, and be updated periodically as more refined facility, phasing and cost data become available, including updates to the County's Development Impact Fee Program, Road Improvement Fee Program, and the County's periodic review of its infrastructure master plan, Capital Improvement Program, and other County impacts fees.<sup>32</sup>

2.4 The PFFP shall maximize the use of pay-as-you-go methods (e.g., impact fee revenue, road improvement fee revenue, assessments) as well as reimbursements to best use available revenue, reduce interest costs, and minimize increases in costs due to delays.

2.5 Debt financing shall be considered where necessary to help fund facilities needed in advance of subsequent development and only in limited circumstances where there is a certifiable mechanism to pay for the debt and when other methods are unavailable or inappropriate.

2.6 The PFFP shall establish criteria and priorities for infrastructure and facilities. Criteria may include community priorities, strategic growth opportunities, health and safety considerations, cost effectiveness, value, economic development potential, beautification, recreation (non-health and safety), and facility maintenance costs (i.e., improvements that may reduce future maintenance and improvement costs).

2.7 The County shall coordinate with the landowners, developers, and service providers in the Community Plan area in the development of Financing Strategies and implementation measures.

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<sup>32</sup> For example, reports on the Road Improvement Fee (RIF) Program are prepared and submitted to the Board of Supervisors annually.



2.8 The County shall facilitate discussions with school districts regarding school facility requirements and planning, consider partnering with the districts for commonly desired facilities (such as Safe Routes or recreation or community facilities), and seek outcomes that facilitate timely development within the Community Plan area, if applicable.

2.9 Consistent with the County's adopted CFD policies, at the request of landowners or developers in the Community Plan area, the County should establish a financing district or districts to provide necessary land-secured debt financing.

2.10 The preferred financing mechanism(s) shall create incentives for properties in the Community Plan area to develop desired uses and densities. For example, a per acre rather than a per unit fee encourages development at higher densities.

### **Goal 3. Provide for Long-Term Operation, Maintenance and Replacement Costs**

3.1 Developers shall participate in duly established (or to be established) financing mechanisms that provide funding for maintenance of public facilities and/or municipal services such as a CFD special tax for specific, additional services within new development areas, or an assessment for maintenance of facilities.

3.2 The County shall periodically review its infrastructure master plans, Capital Improvement Program, and County impact fees to assure that they are consistent with needs as identified in Community Plans, and consistent with nexus requirements of AB 1600.

#### **8-5.2: Financing Sources and Uses**

As presented in **Chapter 3** and summarized below in **Table 5**, \$42.0 million of facility improvements are identified for the Community of San Miguel, including \$13.0 million for utility infrastructure, \$16.0 million for transportation improvements and \$13.0 million for public facilities.

New development will generate approximately \$2.4 million in revenue through the County's public facility development impact fees. The transportation impact fee program is currently being updated; however, it is assumed, based on the August 2014 draft, that revenue will fund approximately \$2.2 million of specifically identified improvements. Some of the public facility fees currently are programmed for Countywide facilities serving the San Miguel area, but located outside San Miguel and not part of the identified Community improvements.

In addition, with voter approval, a special tax or other area benefit assessment could be established to fund capital improvements and/or ongoing maintenance. The existing assessed value in the Community of San Miguel (secured land and improvements only less exemptions) is \$178.9 million. Special taxes or assessments of 7.5 percent of the assessed value represents a feasible tax burden, although the actual rate will require a detailed rate and method analysis and could vary. Assuming a 7.5 percent special tax capacity, the existing development can support approximately \$13.44 million of improvements, depending on future financing conditions. This would represent approximately \$112.50 per year for a

single family home valued at \$150,000. A lower tax rate will reduce bonding capacity proportionately; for example, a \$50 annual tax would support approximately \$6 million of improvements.

New development also will be able to support a special tax or other assessment. As presented on **Table 2**, the Draft San Miguel Community Plan projects 417 new residential units and 130,000 square feet of new commercial development. Assuming an average value of \$200,000 per new residential unit and \$150 per square foot of new commercial development, the total assessed value of the new development is estimated to be approximately \$102.9 million, which can support approximately \$7.7 million of improvements.

Assuming a special tax at the rates described above, and buildout of the community, approximately \$1.0 million of other funding will still be required; this funding could include grants and/or regional or State funding sources. Utility rate surcharges could be considered, but their revenue potential will depend on the magnitude of existing rates.

The timing of improvements will partly depend on the availability of revenues. For example, the revenue potentials described above require, in part, full buildout of new development. Because certain improvements will be needed in advance of new development, it will be necessary to provide interim funding. For example, construction of certain facilities could be funded by new development which would receive credit against fee obligations and would be reimbursed from other benefitting properties and future development.

**Table 8-5 San Miguel Funding Sources and Uses**

Item	Amount
<b>Infrastructure Improvements and Costs</b>	
Utility Infrastructure	\$12,986,000
Transportation	\$15,987,878
Public Facilities	<u>\$13,007,100</u>
<b>Total Costs</b>	<b>\$41,980,978</b>
<b>Funding Sources</b>	
CSD Utility Connection Fees [1]	\$9,085,637
Public Facility Fees [2]	\$2,403,216
Road Improvement Fees [3]	\$2,220,000
Special Taxes or Other Assessments [4]	
Existing Development	\$13,417,219
Future Development	\$7,717,500
Other Funding Required [5]	<u>\$7,137,406</u>
<b>Total Funding Sources</b>	<b>\$41,980,978</b>

- [1] CSD Utility Connection Fees can be used to fund water and wastewater capital facilities within the San Miguel CSD boundary for the direct benefit of CSD customers. The schedule of fees is presented on Table 3.
- [2] County Public Facility Fees may be used anywhere in the County; they are not required to be used in the community from which they are generated.
- [3] Road Improvement (or Transportation Impact) Fees are calculated in the Wood Rodgers Draft Transportation Impact Fee program, although the estimates are likely to change in the final version of the study. The fee levels will be set so that the revenue generated pays for 100% of the Mission St./14th St. - River Road Intersection Signalization Improvements and approximately 75% of the River Road Widening from Salinas River Bridge through Magdalena Dr. improvements.
- [4] Assumes a special tax or other assessment capacity of 7.5% of the current assessed value and 7.5% of the future assessed value. The FY2014/15 Assessed Value (secured land and improvements, less exemptions) is \$178.9 million.
- [5] Other funding will include Regional, State or Federal funding, direct developer contributions and grants.

Sources: County of San Luis Obispo Facilities Inventory; San Miguel CSD; Rick Engineering; Wood Rodgers Draft Transportation Impact Fee Update, August 2014; County of San Luis Obispo Auditor's Office; Economic & Planning Systems, Inc.

### **8-5.3: Implementation Next Steps**

This section recommends steps and actions needed to implement the goals, policies and financing plan described above.

#### ***8-5.3.1: Infrastructure Program***

1. To ensure that new development pays its fair share of infrastructure improvement costs, identify improvements needed for the Community of San Miguel that are, or should be, included in existing fee programs, or potential new Countywide fee programs, where feasible.
2. The San Miguel CSD's master plans for water and wastewater should be updated to identify projects and guide prioritization. The Water Master Plan was last prepared in 2002 and the Wastewater Master Plan was last prepared in 2005.

#### ***8-5.3.2: Public Facilities Finance Plan***

3. Establish a schedule for updating this Public Facilities Financing Plan. Every five years, or in conjunction with any major fee adoptions, updates or development proposals, update the priority, timing, cost and required facility improvements and costs.
4. When updating this PFFP, continue to refine prioritization and phasing of infrastructure. Criteria for prioritization should include the Community's priorities, strategic growth opportunities, health and safety considerations, cost effectiveness, value, economic development potential, beautification, recreation (non-health and safety), funding availability, and facility maintenance costs (i.e., improvements that may reduce future maintenance and improvement costs).

#### ***8-5.3.3: Land-Secured Financing Mechanisms***

5. Study whether a special tax can be established and whether there would be voter support for benefit received; a special tax can be used to help fund ongoing operations and maintenance, as well as capital improvements.

#### ***8-5.3.4: Development-Based Financing Mechanisms***

6. In conjunction with planned new development, consider an area of benefit fee program to generate additional revenues for local infrastructure improvements that are not otherwise addressed by existing fees. These and other potential fees should be tested to assure financial feasibility without producing unsupportable burdens that would discourage new development.
7. Consider establishing a fee program to fund stormwater improvements. Existing and future impact or area of benefit fee programs should include a mechanism for reimbursing private parties to encourage infrastructure funding in advance of the collection of fees from other future development.

**8-5.3.5: Grants**

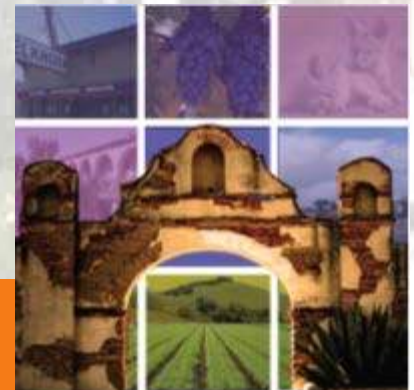
8. Research grant opportunities and prepare grant applications, particularly for stormwater, sidewalk, bicycle and trail improvements, to fill existing funding gaps.

**8-5.3.6: Other Funding Sources**

9. The CSD could consider preparing an updated fee and rate study to evaluate whether existing CSD connection charges are adequate to serve future development and determine whether a nexus study is needed to update the fees. The study also could evaluate whether existing utility rates have capacity for an additional capital replacement surcharge to address existing deficiencies.
10. Study and evaluate whether there would be voter and community support for a Countywide sales tax increase to help fund the construction and/or maintenance of public facilities.

# 9

# IMPLEMENTATION



**San Miguel Community Plan**

## Chapter 9: Implementation

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The San Miguel Community Plan is a component of the Community Plans, Part III of the Land Use Element of the San Luis Obispo County General Plan. This Plan, together with the community planning standards in the Land Use Ordinance, is the primary tool to review development proposals (e.g. specific plans, subdivisions, site plans, and improvement plans) within the Urban Reserve Line (URL).

The land uses and combining designations described and mapped in Chapter 3 of this Plan are reflected in the Official Maps, Part IV of the Land Use Element of the County General Plan. Allowable uses within each land use category can be found in the Land Use Ordinance (LUO), Title 22 of the County Code.

The goals and policies of this Plan are implemented through programs, standards, and guidelines, which are summarized in Sections 9-6 and 9-7. The official standards, called community planning standards, are found in the LUO and are used day-to-day to design, review and regulate proposed land uses. These standards supersede conflicting standards found elsewhere in the LUO.

Goals are the targets that this Plan seeks to achieve. While there may be many ways to achieve a goal, future actions are guided by plan policies.

Policies are guiding principles that help to inform decisions made by the County and other government agencies concerning future growth in the community. Policies are located in the chapters of this Plan and are summarized in Table 1-A at the end of Chapter 1.

Programs are recommended actions, rather than mandatory requirements. A program may be initiated by the County or another agency or group. Since many recommended programs involve making public expenditures or securing other funds, their initiation will depend upon the availability of funding. Programs are located at the end of each chapter of this Plan.

Standards are requirements that must be complied with and included in the design of development projects, as applicable. Standards assure consistent regulations throughout the community or within a particular land use category or combining designation. Standards, called Community Planning Standards, are found in Article 10 of the Land Use Ordinance, Title 22 of the County Code. These standards are also contained in Appendix A.

Guidelines are recommended development features or techniques that help achieve a desired effect through alternatives to precise or fixed standards. Guidelines are found in Appendix A.

### 9-1: Administration

The San Luis Obispo County Department of Planning and Building is responsible for administering the San Miguel Community Plan. The Director of Planning and Building has the responsibility and authority



to interpret the meaning and applicability of all of the provisions of this Plan as specified in the LUO. In addition, the Planning and Building Department will coordinate with other County departments and with state and other agencies and organizations to implement the Plan and monitor compliance with policies.

## **9-2: Amendments to the Community Plan**

Amendments to the Community Plan are made according to the provisions found in the Framework for Planning of the Land Use Element. Periodic amendments to the Community Plan may be made in order to respond to changing economic or other conditions, including community needs and desires. Amendments to the community planning standards are made through amendments to the LUO, without the need to amend the San Miguel Community Plan.

## **9-3: Comprehensive Update to the Community Plan**

The San Miguel Community Plan has a planning horizon year of 2035. However, if projected growth rates are exceeded before then, or if there are other significant changes in conditions or community needs or desires, the Community Plan should be updated prior to 2035. A comprehensive update of the San Miguel Community Plan will be necessary when one of the following two criteria occur:

- The population of San Miguel exceeds 75 percent of the anticipated 2035 population identified in this plan.
- There is less than a five-year supply of available, vacant land in the URL to accommodate the reasonably anticipated or historic growth trends of the community.

If neither of the above criteria occurs, a comprehensive update should be initiated by 2032 to ensure that an updated San Miguel Community Plan is adopted by 2035.

## **9-4: Public Infrastructure and Services**

San Luis Obispo County will work with landowners and developers to ensure that needed improvements to infrastructure are made concurrently with the actual need. The responsibility for improvements to public infrastructure and services will be fairly shared among those who most immediately benefit and the entire community in accordance with Board of Supervisors' policy on infrastructure planning and funding.

## **9-5: Development Review Process and Fees**

Major development projects will likely involve land divisions, as regulated under the Subdivision Map Act (Government Code Section 66410 et seq.), the County's Real Property Division Ordinance (Title 21 of the County Code), and the LUO (Title 22 of the County Code). Projects not involving land divisions may also require a discretionary land use permit, such as a Minor Use Permit or Conditional Use Permit. Both land divisions and land use permits are discretionary actions – they may be approved, conditionally approved, or disapproved. The land division and development review processes for larger projects will generally address public improvements such as parks, sewer lines, water lines, storm drainage, and

other facilities, along with the funding mechanisms needed to complete these facilities. Conditions of development approval may include installation of infrastructure or payment of fees.

Ministerial permits include Site Plans and Zoning Clearances; there is no discretionary review of Zoning Clearances, and no ability to add discretionary conditions of approval. Therefore, any requirements applicable to ministerial permit projects must be identified by ordinance.

Please refer to Article 6 of the LUO for a detailed description of the various land use permit applications.

## 9-6: Guidelines and Standards

In addition to being implemented through policies and programs, parts of the San Miguel Community Plan are implemented through the permitting process for new development. New development must comply with the guidelines and standards in Section 22.104.060 of the Land Use Ordinance. These guidelines and standards are intended to help achieve the community’s vision, implement policies in the Community Plan, or mitigate environmental impacts. A copy of the guidelines and standards are contained in Appendix A.

## 9-7: Implementing Programs

The San Miguel Community Plan includes implementation programs to identify responsibility for ensuring comprehensive implementation of these programs.

Programs are recommended actions, rather than mandatory requirements. A program may be initiated by the County or another agency or group. Since many recommended programs involve making public expenditures or securing other funds, their initiation will depend upon the availability of funding. Programs are located at the end of each chapter of this Plan.

*Note: Information concerning the responsible agency, timeframe, priority, and funding will be provided with the Public Hearing Draft based on input received from the community as well as affected agencies.*

<b>Table 9-A: Implementing Programs</b>					
<b>#</b>	<b>Program</b>	<b>Responsible Entity</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Funding</b>
<b>ECONOMIC DEVELOPMENT</b>					
2-1	Identify and recruit the types of businesses that can succeed in San Miguel.	EVC	Medium	Near-term	General Fund/Grants
a	Identify the types of existing and potential businesses that can succeed in San Miguel.	EVC	Medium	Near-term	General Fund/Grants
b	Solicit information about business needs.	County Planning	Medium	Near-term	General Fund/Grants
c	Ensure adequate zoning.	County Planning	Medium	Near-term	General Fund

**Table 9-A: Implementing Programs**

<b>#</b>	<b>Program</b>	<b>Responsible Entity</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Funding</b>
d	Reduce start-up costs for preferred businesses.	County Planning	High	Near-term	General Fund/Grants/CDBG
e	Market entitled sites to targeted businesses.	SM Chamber of Commerce	Medium	Mid-term	General Fund
2-2	Assist the community in developing a Business Improvement District (BID).	County Administration/ County Planning	High	Near-term	General Fund
2-3	Develop a “buy local” program in San Miguel.	SM Chamber of Commerce	Low	Mid-term	Grants/Volunteer Effort
2-4	Establish a weekly farmers market in the community that connects residents with local foods.	Volunteer Organizations / Non-profits / SM Chamber of Commerce	High	Near-term	Volunteer Effort
2-5	Promote annual community events, to draw visitors into town.	SM Chamber of Commerce	High	Near-term	Volunteer Effort
2-6	Reduce financial burdens for businesses seeking to locate or expand in San Miguel.	County Planning	Medium	Short-term	General Fund/Grants
2-7	Periodically survey the business community.	EVC	Medium	Mid-term	General Fund
2-8	Promote the use of non-motorized transportation to and within the Central Business District.	County Planning	Low	Long-term	General Fund/Grants/RTP Funding
2-9	Streamline the permitting process for desired development.	County Planning	High	Near-term	General Fund/Grants
a.	Master Conditional Use Permit	County Planning	High	Near-term	General Fund
b.	Tiered Environmental Review	County Planning	High	Near-term	N/A
<b>LAND USE</b>					
3-1	Streamlining and encouraging preferred development.	County Planning	High	Near-term	General Fund/Grants
3-2	Parks and open space plan.	County Parks / County Planning	Medium	Mid-term	General Fund/Grants/Impact Fees
3-3	Aesthetic improvement program.	County Planning	Medium	Mid-term	General Funds/Grants/Donations/Volunteer Effort
a.	Landscape and Lighting District	SMCSD	Medium	Mid-term	General Fund/Grants

**Table 9-A: Implementing Programs**

#	Program	Responsible Entity	Priority	Timeframe	Funding
b.	Community Beautification Award	Volunteer Organizations / Non-profits / SM Chamber of Commerce	High	Near-term	Donations/Volunteer Effort
c.	Volunteer Program	Volunteer Organizations / Non-profits	Medium	Mid-term	Volunteer Effort
d.	Mission Gateway Area	Volunteer Organizations	Medium	Mid-term	Grants/Volunteer Effort
e.	Targeted Code Enforcement	County Planning	Medium	Near-term	General Fund
3-4	Conceptual Plan for Union Pacific properties	County Planning	Medium	Long-term	General Fund
a.	Circulation				
b.	Fencing and Safety				
c.	Centralized Parking				
d.	Drainage Facilities				
e.	Private Development				
3-5	Signage Program	County Planning	Medium	Long-term	General Fund/Grants
a.	Wayfinding				
b.	Business Road Signs				
c.	Public Art and Murals				
3-6	Code Enforcement	County Planning	Medium	Near-term	General Fund
3-7	San Miguel History Project	SM Resource Connection	High	Near-term	Donations/Volunteer Effort
<b>NATURAL RESOURCES</b>					
4-1	Acquire open space in the Salinas floodplain.	County Parks / County Planning	Low	Long-term	General Fund/Exactions/Impact Fees/Mitigation Funding
4-2	Water Conservation Program	SMCSD	High	Near-term	Enterprise Funds
4-3	Supplemental Water	SMCSD	Medium	Mid-term	Enterprise Funds
4-4	Flood Zone Study	County Flood Control District	High	Near-term	General Fund
4-5	Salinas River Management	County Flood Control District	Medium	Mid-term	General Fund/Special Assessment
4-6	Biological Resource Assessment	Project Applicant	Medium	Ongoing	Developer Funded
4-7	Sensitive Communities Minimization	County Planning/ CDFW	Medium	Ongoing	Developer Funded

**Table 9-A: Implementing Programs**

#	Program	Responsible Entity	Priority	Timeframe	Funding
4-8	Willow-Cottonwood Riparian Forest Restoration and Monitoring	County Planning/CDFW	Medium	Ongoing	Developer Funded
4-9	Jurisdictional Delineation	USFWS	Medium	Long-term	Developer Funded
4-10	Jurisdictional Waters and Wetlands	USFWS	High	Long-term	Developer Funded
<b>CULTURAL RESOURCES</b>					
4-11	Protect Historic Resources.	County Planning	Medium	Near-term	General Fund
4-12	Mills Act Program	County Planning	High	Near-term	General Fund
4-13	San Miguel Historic Preservation Project	SM Resource Connection	High	Near-term	General Fund/Grants/Impact Fees/RTP Sources/Donations
4-14	Assistance to Owners of Historic Buildings.	County Planning	High	Ongoing	General Fund/Grants
4-15	Identify Archeological Resources	Project Applicant	High	Ongoing	Developer Funded
4-16	Preservation of Historic Resources During Infrastructure Development	Project Applicant/ County Environmental Coordinator	Medium	Ongoing	Developer Funded
4-17	Paleontological Resource Construction Monitoring	Project Applicant	Medium	Ongoing	Developer Funded
a.	Fossil Salvage				
<b>ENERGY CONSERVATION</b>					
4-18	Implement the EnergyWise Plan in San Miguel.	County Planning	Medium	Near-term	emPower Program
4-19	Street Trees and Shade.	County Planning	High	Near-term	General Fund/Grants
<b>TRANSPORTATION AND CIRCULATION</b>					
5-1	Expand the Road Impact Fee Program.	County Public Works	Low	Mid-term	Impact Fees
5-2	Establish a Community Facilities District.	County Planning	Low	Long-term	General Fund/Entitlement Conditions
5-3	Expand Access to Transit	SLORTA	Low	Mid-term	General Fund/Farebox Return

**Table 9-A: Implementing Programs**

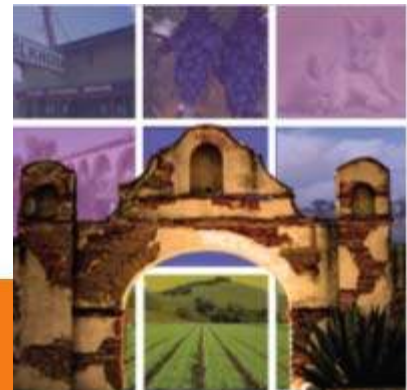
<b>#</b>	<b>Program</b>	<b>Responsible Entity</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Funding</b>
5-4	Traffic Calming on Mission Street	County Public Works	High	Near-term	General Fund/Impact Fees
5-5	Traffic Calming on N Street.	County Public Works	Medium	Near-term	General Fund/Impact Fees
5-6	Centralized Parking	County Planning/ Business Owners	Low	Mid-term	Donations/Grants/ Volunteer Effort/Special Assessment/Impact Fees
5-7	Road Maintenance Associations	San Lawrence Terrace Residence	Low	Mid-term	General Fund/Volunteer Efforts
5-8	Fire Access Improvements	SMCSD Fire Department	Low	Long-term	General Fund/Donations/Grants
a.	Kennedy Lane				
b.	Private Driveways at 11 <sup>th</sup> and Lubova				
c.	N Street alley between 11 <sup>th</sup> and 12 <sup>th</sup> Street				
d.	Bulb-outs in residential subdivisions				
5-9	Naming the Alleys	County Planning	High	Near-term	General Fund
<b>SCHOOLS</b>					
6-1	Safe Routes to Schools.	County Public Works	High	Near-term	General Fund/Impact Fees/Grants/RTP Sources
6-2	Collaboration on location of new school sites.	County Planning	Low	Long-term	N/A
<b>PARKS AND RECREATION</b>					
6-3	Expansion of San Miguel Community Park.	County Parks	High	Near-term	Grants/General Fund/Impact Fees
6-4	Develop additional parkland	County Parks	High	Near-term	Grants/General Fund/Impact Fees
6-5	Father Reginald Park Concept Plan	County Planning	Medium	Mid-term	General Fund/Grants/Volunteer Efforts
<b>FIRE SAFETY AND EMERGENCY MEDICAL SERVICES</b>					
6-6	Contingency planning for access across the railroad.	SMCSD Fire Department	Medium	Mid-term	General Fund

**Table 9-A: Implementing Programs**

<b>#</b>	<b>Program</b>	<b>Responsible Entity</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Funding</b>
<b>LAW ENFORCEMENT</b>					
6-7	Explore options for increasing public safety.	County Sheriff	High	Near-term	General Fund/Special Assessment
<b>COMMUNITY FACILITIES</b>					
6-8	Support funding for youth programs.	County Parks	High	Near-term	General Fund/Special Assessment/User Fees
6-9	Incentives for cultural facilities.	County Planning	Medium	Mid-term	N/A
<b>WATER SYSTEM</b>					
7-1	Water system improvements.	SMCSD	Medium	Long-term	Enterprise Funds
7-2	Update the Water Master Plan.	SMCSD	High	Long-term	Enterprise Funds
7-3	Additional water supply.	SMCSD	Medium	Mid-term	Enterprise Funds
<b>WASTEWATER</b>					
7-4	Wastewater system improvements.	SMCSD	Medium	Long-term	Enterprise
<b>STORMWATER DRAINAGE</b>					
7-5	Update the San Miguel Drainage Plan.	County Flood Control District	High	Mid-term	General Fund/Grants
7-6	Incorporation of LID Techniques and Emphasis on Groundwater Recharge	RWQCB	Medium	Long-term	Developer Funded
7-7	Stormwater System Improvements	County Flood Control District	High	Long-term	General Fund/Grants/Impact Fees/Exactions
<b>UTILITIES</b>					
7-8	Gas Service to Central Business District	County Public Works	High	Mid-term	Private Business/General Fund/Grants
7-9	Fiber Optic Turnout	County Public Works	Medium	Mid-term	General Funds/Grants
7-10	Energy costs.	County Planning	Low	Long-term	emPower Program
7-11	Undergrounding.	County Public Works	Low	Long-term	County Undergrounding Program
7-12	Solar energy.	County Planning	Low	Long-term	emPower Program



# APPENDICES



San Miguel Community Plan

# **APPENDIX A – COMMUNITY PLANNING STANDARDS FOR SAN MIGUEL**

## **22.104.060 – San Miguel Community Standards – Table of Contents**

### **Subsection A – Communitywide Standards**

- (1) Site Plan Review Required
- (2) Prescriptive Site Plan Process
- (3) Subdivisions
- (4) Noise Barriers
- (5) Projects along the Railroad
- (6) Street Trees
- (7) Residential Uses in Non-Residential Land Use Category
- (8) Art in Public Places
- (9) Alternative Stormwater Management
- (10) Expansion of the Urban Reserve Line

### **Subsection B – Environmental Review**

- (1) Biological Resources
- (2) Cultural Resources
- (3) Construction and Grading Activities
- (4) Noise Study

### **Subsection C – Combining Designations**

- (1) Flood Hazard

### **Subsection D – Commercial, Industrial, Recreation, and Mixed-Use Developments**

- (1) Parking Requirements
- (2) Mission Street – Commercial and Mixed Use Development Standards
- (3) Commercial and Industrial Design Guidelines

### **Subsection E – Commercial Retail (CR) Land Use Category**

- (1) Loading Zones
- (2) Residential Uses in Mixed-Use Developments

- (3) Cemetery Road

**Subsection F – Commercial Service (CS) Land Use Category**

- (1) Limitation on Use
- (2) N Street Area
- (3) Cemetery Road

**Subsection G – Commercial Service / Residential Single Family (CS/RSF)  
Land Use Category – Indian Valley Area**

- (1) Extension of Water and Sewer Services
- (2) Project Intensity – On Site Septic Systems
- (3) Project Intensity – Community Sewer
- (4) Residential Location
- (5) Separation between Residential and Commercial Uses
- (6) Trail Dedication
- (7) Parkland Required
- (8) Funding for Farmland Conservation
- (9) Soil Sampling and Remediation
- (10) Preliminary Endangerment Assessment

**Subsection H – Industrial (IND) Land Use Category – Limitation on Use**

**Subsection I – Recreation (REC) Land Use Category**

- (1) Southern Gateway / Mission San Miguel Area
- (2) N Street
- (3) East End of 11<sup>th</sup> Street

**Subsection J – Residential Single Family (RSF) Land Use Category**

- (1) Curbs, Gutters, and Sidewalks
- (2) Parking Where an Alley is Primary Access
- (3) Setbacks for Parcels Fronting Only an Alley
- (4) Mission Gardens Site
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## **Subsection K – Residential Multi-Family (RMF) Land Use Category**

- (1) Useable Open Areas
- (2) Building Height
- (3) Residential Multi-Family Design Guidelines
- (4) Development East of the Railroad Tracks
- (5) L Street Area
- (6) N Street Site
- (7) 16<sup>th</sup> Street and Bonita Place

## 22.104.060 – San Miguel Community Standards

The following standards apply within the urban reserve line of San Miguel, in addition to the requirements of Section 22.94.070.

**A. Communitywide standards.** The following standards apply within the San Miguel urban reserve line, regardless of the applicable land use category.

1. **Site Plan Review required.** All new construction and exterior alteration of existing structures shall be approved per the process described in Subsection B - Prescriptive Site Plan Process, except for the following, which are subject to the permit requirements of the Land Use Ordinance unless otherwise specified:
  - a. Minor exterior alterations (as determined by the Planning Director).
  - b. Building expansions not exceeding 300 square feet, if approved by the Planning Director.
  - c. A new use proposed to occupy an existing development.
  - d. Single family residences, duplexes, and residential accessory structures.
  - e. Development for which a Conditional Use Permit is otherwise required by the Land Use Ordinance.
  - f. Projects in the San Lawrence Terrace neighborhood.
  - g. Projects, other than those in preceding items a through f, that do not comply with the provisions of Subsection B -- Prescriptive Site Plan process, shall require Minor Use Permit approval.
2. **Prescriptive Site Plan process - criteria for approval.** The Planning Director may approve a Site Plan Review application, per Section 22.62.040, only when all of the following criteria have been met:
  - a. **Referral to San Miguel Advisory Council.** A referral has been provided to the San Miguel Advisory Council, and the Council has had a minimum of 14 days prior to their next regularly scheduled meeting to review and provide comments on the project.
  - b. **Standards.** The Site Plan application, in addition to the requirements of Section 22.62.040, addresses the applicable standards of this Chapter.
  - c. **Design Guidelines.** Residential multi-family projects are subject to Section 22.104.060.J.2 Commercial and industrial projects shall comply with a minimum of five of the design guidelines found in Section 22.104.060.C.3.
3. **Subdivisions.** In addition to those requirements established in Title 21 (Real Property Division Ordinance) of the County Code, the following standards shall be applied to new divisions of land:
  - a. **Fiber optics.** Installation of conduit for fiber optic connections to each parcel shall be required as part of the subdivision improvements.

- b. **Road names.** Road names in new subdivisions shall reflect San Miguel's cultural history to the greatest extent feasible. Where possible names should be selected from the list contained in Appendix F of the San Miguel Community Plan.
  - c. **Access to a publicly maintained road.** A parcel is only eligible to be subdivided if it meets **one** of the following access criteria:
    - (1) The parcel to be subdivided directly accesses a publicly maintained road.
    - (2) The parcel to be subdivided is or will be accessed by a paved road under organized maintenance.
  - d. **Homeowners association.** New residential subdivisions in the Recreation and Residential Multi-Family categories consisting of five or more residential units shall include a homeowner's association or other mechanism (i.e. Community Services District) for the enforcement of covenants, conditions, and restrictions (CC&Rs) and parking regulations. The Review Authority may approve an adjustment to this standard, pursuant to Section 21.03.020 if they find that adequate enforcement measures are already addressed.
4. **Noise barriers.** If noise barriers are proposed in the Central Business District between 10th and 15th Streets, they should maintain a high-quality appearance and common design.
5. **Projects along the railroad.**
- a. **Environmental site assessment.** A Phase II environmental site assessment is required for all projects within 135 feet of the railroad.
  - b. **Railroad barrier.** Fencing or a barrier is required at the railroad property line in order to deter trespass. The fencing/barrier must allow passage of San Joaquin kit fox and must conform with the County-approved "barrier design."
  - c. **Noise disclosure.** As a condition of development approval, all projects within 135 feet of the railroad shall include a disclosure to potential buyers or tenants regarding the daytime and nighttime noise levels naturally occurring with nearby freight rail service.
  - d. **Exterior noise reduction.** Proposed residential development within 180 feet of the UPRR track shall be designed so that exterior use areas are shielded by walls or buildings to the extent feasible, in order to reduce exterior noise levels below the 60 dBA Ldn exterior threshold. Interior living spaces, particularly for multi-family dwelling units, shall comply with the interior 45 dBA Ldn standard.
6. **Street trees.** Street trees are required with all new development at a ratio of one tree for each 30 feet of street frontage. Trees shall be selected from the San Miguel Master Tree List, Appendix C of the San Miguel Community Plan.

7. **Residential uses in non-residential land use categories.** Residential uses existing prior to the adoption of the San Miguel Community Plan may continue and be expanded or remodeled as a primary use without the limitations imposed by Section 22.72.050 – Nonconforming Uses of Land and without being required to include commercial development.
8. **Art in Public Places.** Public art installed in conformance with the San Miguel Masters in Artful Places Program (Appendix E of the San Miguel Community Plan) is exempt from the requirements of Chapter 22.20 (Signs).
9. **Alternative stormwater management.** Any regulated project that cannot prepare a Stormwater Control Plan consistent with the requirements of Section 22.10.155 of the Land Use Ordinance, shall be addressed in a plan that incorporates an acceptable alternative compliance procedure as provided in Section 22.10.155.G. of the Land Use Ordinance and in Section B.6. of Attachment 1 to RWQCB Resolution No. R3-2013-0032. Approval by the Executive Director of the RWQCB shall be provided to the County Department of Planning and Building prior to the issuance of a building permit for any such regulated project. In the event the San Miguel Drainage Plan is updated and implemented, and is approved by the Executive Director of the RWQCB as an acceptable watershed or regional drainage plan for purposes of post-construction stormwater management, then this mitigation measure will be fulfilled.

Possible specific measures that may be components of an alternative compliance plan include an adjustment of up to 10 percent in the runoff retention standard that otherwise applies to post-construction stormwater management. Control of runoff through a specific offsite improvement may be acceptable in some projects. Use and justification of an alternate level of runoff control may be acceptable. The condition and flow characteristics of the receiving body of water, the Salinas River in this case, may influence the acceptability of an alternative compliance plan. Fulfilling objectives related to enhancing pedestrian-oriented and/or public transit-oriented development may also be a factor, although this would require approval of the San Miguel area as an "Urban Sustainability Area" prior to such consideration. This list is not exhaustive, since the RWQCB alternative compliance provisions also allow for "Other situations as approved by the Central Coast Water Board Executive Officer (RWQCB Resolution No. R3-2013-0032, Attachment 1, Section C.4)

10. **Expansion of the Urban Reserve Line.** When the Urban Reserve Line is expanded, suitable land for community and neighborhood parkland, to allow for intensification of land use development, shall be identified.

**B. Environmental review.** Discretionary development projects seeking to rely on or tier off of the Environmental Impact Report for the San Miguel Community Plan shall be required to adhere to the following mitigation measures:

1. **Biological resources.**

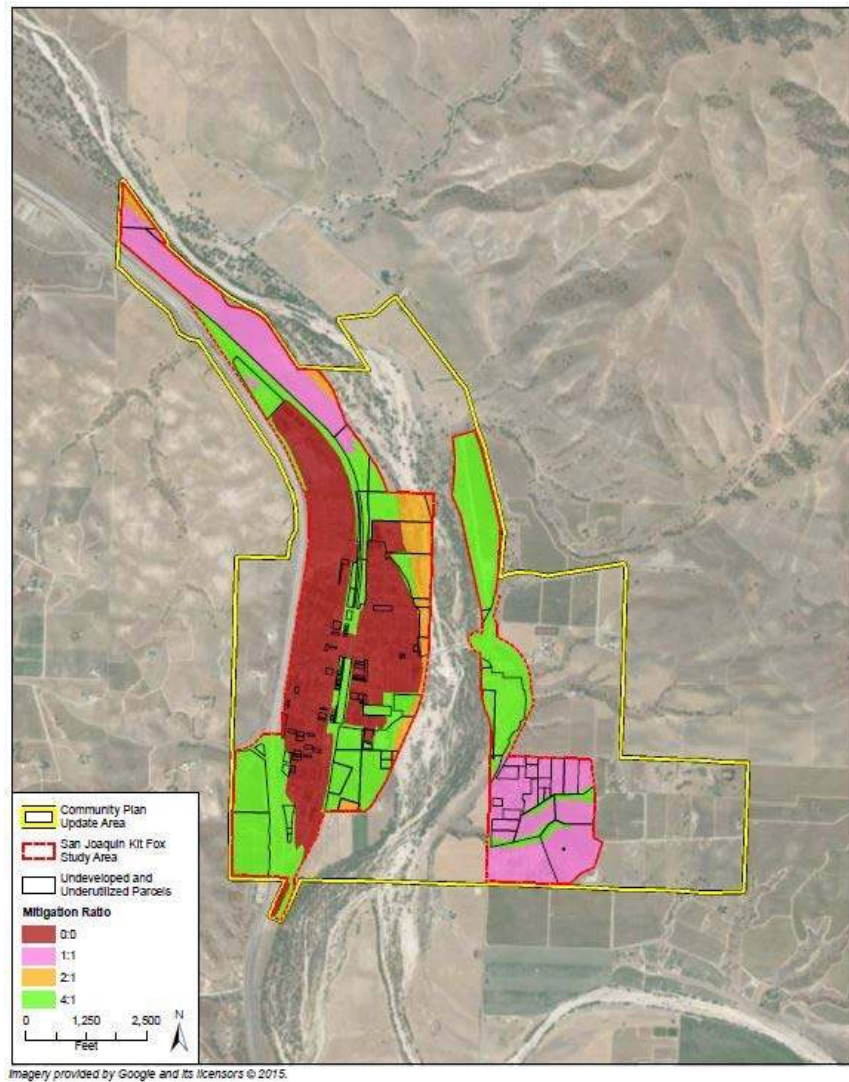
- a. **Outdoor Lighting Design.** Outdoor lighting shall be designed to be minimally disruptive to wildlife. This may be accomplished through the use of hoods to direct light away from natural



habitat, using low intensity lighting, and using a few lights as necessary to achieve the goals of the project.

- b. **Native tree removal.** If it is determined that construction may impact native trees protected by County, the applicant shall procure all necessary tree removal permits. Trees protected by the County include any existing trees within urban or village reserve lines with the exception of those stated in Section 22.56.020.A of the Land Use Ordinance. A tree protection plan shall be developed by a certified arborist as appropriate and in conformance with County standards regarding oak protection. The plan shall include, but would not be limited to, an inventory of trees to within the construction site, setbacks from trees and protective fencing, restrictions regarding grading and paving near trees, direction regarding pruning and digging within root zone of trees, and requirements for replacement and maintenance of trees. If protected trees will be removed, replacement tree plantings of like species in accordance with County standards. If a protected tree shall be encroached upon but not removed, a certified arborist shall be present to oversee all trimming of roots and branches.
  
- c. **Riparian setbacks.** New development shall be setback a minimum of 25 feet from the upland extent of the willow-cottonwood riparian forest associated with the Salinas River and its tributaries within the Plan area, unless a smaller setbacks is approved by the California Department of Fish and Wildlife (CDFW) or the United States Fish and Wildlife Service (USFW) . For discretionary land use permits or land division application, larger setbacks could be determined by the County on a project-by-project basis, such as for occupied buildings, if deemed appropriate. The riparian setbacks do not apply to low impact (non-structural) features such as trails.
  
- d. The upland extent of the riparian vegetation shall be included on site plans, and be determined by a qualified biologist, if necessary.
  
- e. **San Joaquin kit fox habitat loss.**
  - (1) **Compensatory impact calculation.** The following compensatory mitigation ratios shall apply based upon the location of development as shown in Figure 4.4-6:

<b>Color</b>	<b>Description</b>	<b>Mitigation Ratio</b>
Red	Low quality SJKF habitat within disturbed urban areas	None
Pink	Developed rural areas	1:1
	Agricultural areas currently in vineyard production	
Orange	Agricultural forage production areas	2:1
	All other areas consisting of medium quality habitat associated with the Salinas River	
Green	High quality habitat	4:1



Mitigation Ratio

Figure 4.4-6

The number of compensatory acres required shall be determined by multiplying the area impacted by the project by the appropriate mitigation ratio identified in the table above.

- f. **Special Status Species Habitat Loss Minimization.** The County shall work with future applicants to encourage preservation or enhancement of upland habitat for wildlife species to the maximum extent feasible on parcels slated for development containing suitable habitat (e.g. areas used for foraging, breeding, dispersal, etc.). To the extent feasible, habitat preservation and enhancement should be encouraged throughout the CPU area in a way that promotes regional connectivity by siting preserved or enhanced areas in a way that they are connected to other preserved or enhanced areas and/or suitable habitat to the extent feasible. Siting of preserved or enhanced areas in a way in which they are isolated should be discouraged.

g. **Biological Resources Assessment, Discretionary Projects.** Discretionary land use permits and land division applications shall include a biological resources assessment (BRA) to document the existing biological resources within the project footprint plus any necessary buffer to determine potential impacts to those resources. The BRA shall be conducted by a County-approved biologist and conform to the requirements set forth in the County guidance document, Guidelines for Biological Resources Assessments - Guidelines for Biological Consultants.

(1) **Special Status Plant Species Surveys.** If the BRA determines that special status plant species may occur on-site, surveys for special status plants shall be completed. The surveys shall be floristic in nature and shall be seasonally timed to coincide with the target species identified in the BRA. All plant surveys shall be conducted by a County-approved biologist no more than two years before initial ground disturbance. All special status plant species identified on-site shall be mapped onto a site-specific aerial photograph and topographic map. Surveys shall be conducted in accordance with the most current protocols established by the CDFW, USFWS, and the County if said protocols exist. A report of the survey results shall be submitted to the Department of Planning and Building, and the CDFW and/or USFWS, as appropriate, for review and approval.

(a) **Special Status Plant Species Avoidance, Minimization, and Mitigation.** If Federal listed, State listed or California Rare Plant List 1B species are found during special status plant surveys, then the project shall be re-designed to avoid impacting these plant species, if feasible. Rare plant occurrences that are not within the immediate disturbance footprint, but are located within 50 feet of disturbance limits of construction shall have bright orange protective fencing installed at least 30 feet beyond their extent, or other distance as approved by a County-approved biologist, to protect them from direct and indirect impacts.

(b) **Restoration and Monitoring.** If special status plant species cannot be avoided, all impacts shall be mitigated at a minimum ratio of 2:1 (number of acres/individuals restored to number of acres/individuals impacted) for each species. A restoration plan shall be prepared and submitted to the County as well as other State or Federal agencies as appropriate. The restoration plan shall include, at a minimum, the following components:

- Description of the project/impact site (i.e., location, responsible parties, areas to be impacted by habitat type);
- Goal(s) of the compensatory mitigation project [type(s) and area(s) of habitat to be established, restored, enhanced, and/or preserved; specific functions and values of habitat type(s) to be established, restored, enhanced, and/or preserved];
- Description of the proposed compensatory mitigation site (location and size, ownership status, existing functions and values);
- Implementation plan for the compensatory mitigation site (rationale for expecting implementation success, responsible parties, schedule, site preparation, planting plan);
- Maintenance activities during the monitoring period, including weed removal as appropriate (activities, responsible parties, schedule);

- Monitoring plan for the compensatory mitigation site, including no less than quarterly monitoring for the first year (performance standards, target functions and values, target acreages to be established, restored, enhanced, and/or preserved, annual monitoring reports);
- Success criteria based on the goals and measurable objectives; said criteria to be, at a minimum, at least 80 percent survival of container plants and 30 percent relative cover by vegetation type;
- An adaptive management program and remedial measures to address any shortcomings in meeting success criteria;
- Notification of completion of compensatory mitigation and agency confirmation; and
- Contingency measures (initiating procedures, alternative locations for contingency compensatory mitigation, funding mechanism).

(2) **Special Status Species Habitat Assessment and Protocol Surveys.** If the results of the BRA determine that suitable habitat may be present for special status species, prior to issuance of construction permits, protocol habitat assessments/surveys shall be completed in accordance with California Department of Fish and Wildlife (CDFW), United States Fish and Wildlife Service (USFW), and County, protocols, as applicable. If through consultation with the CDFW and/or USFWS it is determined that protocol habitat assessments/surveys are not required, said consultation shall be documented prior to issuance of any construction permits. Each protocol has different survey and timing requirements. Applicants for each project shall be responsible for ensuring that the protocol requirements are followed.

- (a) **Special Status Species Avoidance and Minimization.** Based on the results of the Special Status Species Habitat Assessment and Protocol Surveys required by BIO-1(f), the following measures may be applied to aquatic and/or terrestrial species and should be applied to each project, as applicable. It should be noted that if an Endangered or Threatened species may be impacted by a given project, the CDFW and/or USFWS would likely require additional permits to authorize take under the Federal Endangered Species Act and California Endangered Species Act. These permits could also include additional measures and requirements in which project applicants will need to comply with:
- Ground disturbance shall be limited to the minimum necessary to complete the project. The project limits of disturbance shall be flagged. Areas of special biological concern within or adjacent to the limits of disturbance shall have highly visible orange construction fencing installed between said area and the limits of disturbance.
  - All projects occurring within/adjacent to aquatic habitats (including riparian habitats and wetlands) shall be completed between April 1 and October 31, if feasible, to avoid impacts to sensitive aquatic species.
  - Pre-construction clearance surveys shall be conducted within 14 days of the start of construction (including staging and mobilization) by a County-approved biologist. The surveys shall cover the entire disturbance footprint plus a minimum 200 foot

buffer, if feasible, and shall identify all special status animal species that may occur on-site. All non-listed special status species shall be relocated from the site either through direct capture or through passive exclusion (e.g., American badger). The results of the pre-construction survey shall be submitted to the County and construction shall not commence without authorization from the County.

- All projects occurring within or adjacent to sensitive habitats that may support special status species shall have a County-approved biologist present during all initial ground disturbing/vegetation clearing activities. Once initial ground disturbing/vegetation clearing activities have been completed, said biologist shall conduct daily pre-activity clearance surveys for Endangered/Threatened species, as appropriate. Alternatively, said biologist may conduct site inspections at a minimum of once per week to ensure all prescribed avoidance and minimization measures are being fully implemented.
- No Endangered/Threatened species shall be captured and relocated without expressed permission from the CDFW and/or USFWS.
- If at any time during construction of the project an Endangered/Threatened species enters the construction site or otherwise may be impacted by the project, all project activities shall cease. A CDFW/USFWS-approved biologist shall document the occurrence and consult with the CDFW and/or USFWS as appropriate.
- All vehicle maintenance/fueling/staging shall occur not less than 100 feet from any riparian habitat or water body. Suitable containment procedures shall be implemented to prevent spills. A minimum of one spill kit shall be available at each work location near riparian habitat or water bodies.
- At the end of each work day, excavations shall be secured with cover or a ramp provided to prevent wildlife entrapment.
- All trenches, pipes, culverts or similar structures shall be inspected for animals prior to burying, capping, moving, or filling.
- Upon completion of the project, a qualified biologist shall prepare a Final Compliance report documenting all compliance activities implemented for the project, including the pre-construction survey results. The report shall be submitted to the County within 30 days of completion of the project.
- If special status bat species may be present and impacted by the project, a qualified biologist shall conduct within 30 days of the start of construction presence/absence surveys for special status bats in consultation with the CDFW where suitable roosting habitat is present. Surveys shall be conducted using acoustic detectors and by searching tree cavities, crevices, structures and other areas where bats may roost. If active roosts are located, exclusion devices such as netting shall be installed to discourage bats from occupying the site. If a roost is determined by a qualified biologist to be used by a large number of bats (large hibernaculum), bat boxes shall be installed near the project site. The number of bat boxes installed will depend on the size of the hibernaculum and shall be determined through consultations with the CDFW. If a maternity colony has become established, all construction activities shall be postponed within a 500-foot buffer around the maternity colony until it is determined by a qualified biologist that the young have dispersed. If the maternity

colony cannot be avoided, projects shall be redesigned to avoid the colony. If redesign is not feasible the maternity colony can only be removed in consultation with and authorization from the County and CDFW. For State listed bat species in addition, a maternity colony can only be removed if authorized by the CDFW and covered under an incidental take permit.

- (3) **Worker Environmental Awareness Program (WEAP).** Prior to initiation of construction activities (including staging and mobilization), all personnel associated with project construction shall attend WEAP training, conducted by a County-approved biologist, to aid workers in recognizing special status resources that may occur in the project area. The specifics of this program shall include identification of the sensitive species and habitats, a description of the regulatory status and general ecological characteristics of sensitive resources, and review of the limits of construction and mitigation measures required to reduce impacts to biological resources within the work area. A fact sheet conveying this information shall also be prepared for distribution to all contractors, their employers, and other personnel involved with construction of the project. All employees shall sign a form documenting provided by the trainer indicating they have attended the WEAP and understand the information presented to them. The form shall be submitted to the County to document compliance.
  
- (4) **Preconstruction Surveys for Nesting Birds.** For construction activities occurring during the nesting season (generally February 1 to September 15), surveys for nesting birds covered by the California Fish and Game Code and the Migratory Bird Treaty Act shall be conducted by a County-approved biologist no more than 14 days prior to vegetation removal. The surveys shall include the entire segment disturbance area plus a 500 foot buffer around the site. If active nests are located, all construction work shall be conducted outside a buffer zone from the nest to be determined by the qualified biologist. The buffer shall be a minimum of 50 feet for non-raptor bird species and at least 300 feet for raptor species. Larger buffers may be required depending upon the status of the nest and the construction activities occurring in the vicinity of the nest. The buffer area(s) shall be closed to all construction personnel and equipment until the adults and young are no longer reliant on the nest site. A County-approved biologist shall confirm that breeding/nesting is completed and young have fledged the nest prior to removal of the buffer. The results of the preconstruction survey shall be submitted to the County and construction shall not commence without authorization from the County.

## 2. Cultural resources.

- a. **Cultural Resource Protection.** Where cultural resources have been identified and preservation is not feasible, the significance of each resource shall be evaluated according to current professional standards and appropriate mitigation measures shall be implemented prior to County approval of any development. Mitigation may include, but not be limited to, data recovery and graphic documentation (photographs, drawings, etc.).

Alterations and/or the adaptive reuse of historical resources shall conform to the Secretary of the Interior's Standards. Prior to a project's approval, the County should confirm that a proposed project that contains a historical resource will conform to the Secretary of the Interior's Standards, or implement other feasible mitigation measures such that significant adverse impacts on historic resources will be reduced or avoided.

- b. **Historical Resource Protection, Discretionary Projects. For discretionary land use permits and land division applications** involving historical resources, alterations and/or the adaptive reuse of historical resources shall conform to the Secretary of the Interior's Standards, or implement other feasible mitigation measures such that significant adverse impacts on historic resources will be reduced or avoided.
  
- c. **Historical Resource Protection. At the time of application for discretionary land use permits, subdivisions, or construction or demolition permits** that involve the demolition, substantial alteration, or relocation of buildings or structures that were identified in the Historic Resources Inventory found in Appendix X, the applicant shall retain a historian or architectural historian who meets the Secretary of Interior's Professional Qualifications Standards to document and evaluate the historical significance of the affected buildings or structures. If such documentation and evaluation indicates that the building or structure qualifies as a significant historical resource, further documentation to reduce impacts to the historical resource shall be provided, including but not limited to archival quality photographs, measured drawings, oral histories, interpretive signage, and/or other measures.
  
- d. **Archeological Resource Protection, Discretionary Projects.** At the time of application for discretionary land use permits or land division applications that will involve any grading, trenching, or other ground disturbance, the applicant shall retain a County qualified Registered Professional Archaeologist to complete a Phase 1 archaeological inventory of the project site. In addition to the surface survey, the inventory shall include sufficient background archival research and field sampling to determine whether subsurface prehistoric or historic remains may be present.

Any prehistoric or historic archaeological remains so identified shall be evaluated for significance and eligibility to the California Register of Historic Resources (CRHR). Phase 2 evaluation shall include any necessary archival research to identify significant historical associations as well as mapping of surface artifacts, collection of functionally or temporally diagnostic tools and debris, and excavation of a sample of the cultural deposit to characterize the nature of the sites, define the artifact and feature contents, determine horizontal boundaries and depth below surface, and retrieve representative samples of artifacts and other remains. Any excavation at Native American sites shall be monitored by a tribal representative. Cultural materials collected from the sites shall be processed and analyzed in the laboratory according to standard archaeological procedures. The results of the investigations shall be presented in a technical report following the standards of the California Office of Historic Preservation publication "Archaeological Resource Management Reports: Recommended Content and Format (1990 or latest edition)". Upon completion of the work, all artifacts, other cultural remains, records, photographs, and other documentation shall be curated at the Repository for Archaeological and Ethnographic



Collections of the University of California, Santa Barbara, or another facility approved by the Environmental Coordinator.

If any of the resources meet CRHR significance standards, then all feasible recommendations for mitigation of archaeological impacts shall be incorporated into the final design and any permits issued for development. Any necessary data recovery excavation shall be carried out by a County qualified Registered Professional Archaeologist according to a research design reviewed and approved by the County Environmental Coordinator prepared in advance of fieldwork and using appropriate archaeological field and laboratory methods consistent with the California Office of Historic Preservation Planning Bulletin 5 (1991), Guidelines for Archaeological Research Design, or the latest edition thereof.

New recreational sites (parks, trails, and related developments) shall be sited and designed to avoid impacts to archaeological and historical resources. Prior to approval of grading permits, proposed recreation sites should be surveyed and redesigned where necessary to avoid archaeological or historical resources, subject to final approval by the County Environmental Coordinator.

- e. **Paleontological Resource Construction Monitoring.** Excavations that will exceed five feet in depth in areas shown in Figure 104-1 shall be monitored by a qualified paleontological monitor. The frequency of monitoring shall be determined by the paleontologist. If no fossils are observed during the first 50 percent of excavations that exceed three feet in depth, or if the paleontologists can determine that excavations are not disturbing Pleistocene or Pliocene aged sediments, then the frequency of monitoring may at the discretion of the paleontologist.

**Fossil Salvage.** If fossils are discovered, then work shall be stopped to allow a qualified paleontologist to recover the fossils. Once salvaged, fossils shall be identified to the lowest possible taxonomic level, prepared to a curation-ready condition and curated in a scientific institution with a permanent paleontological collection, along with all pertinent field notes, photos, data, and maps.

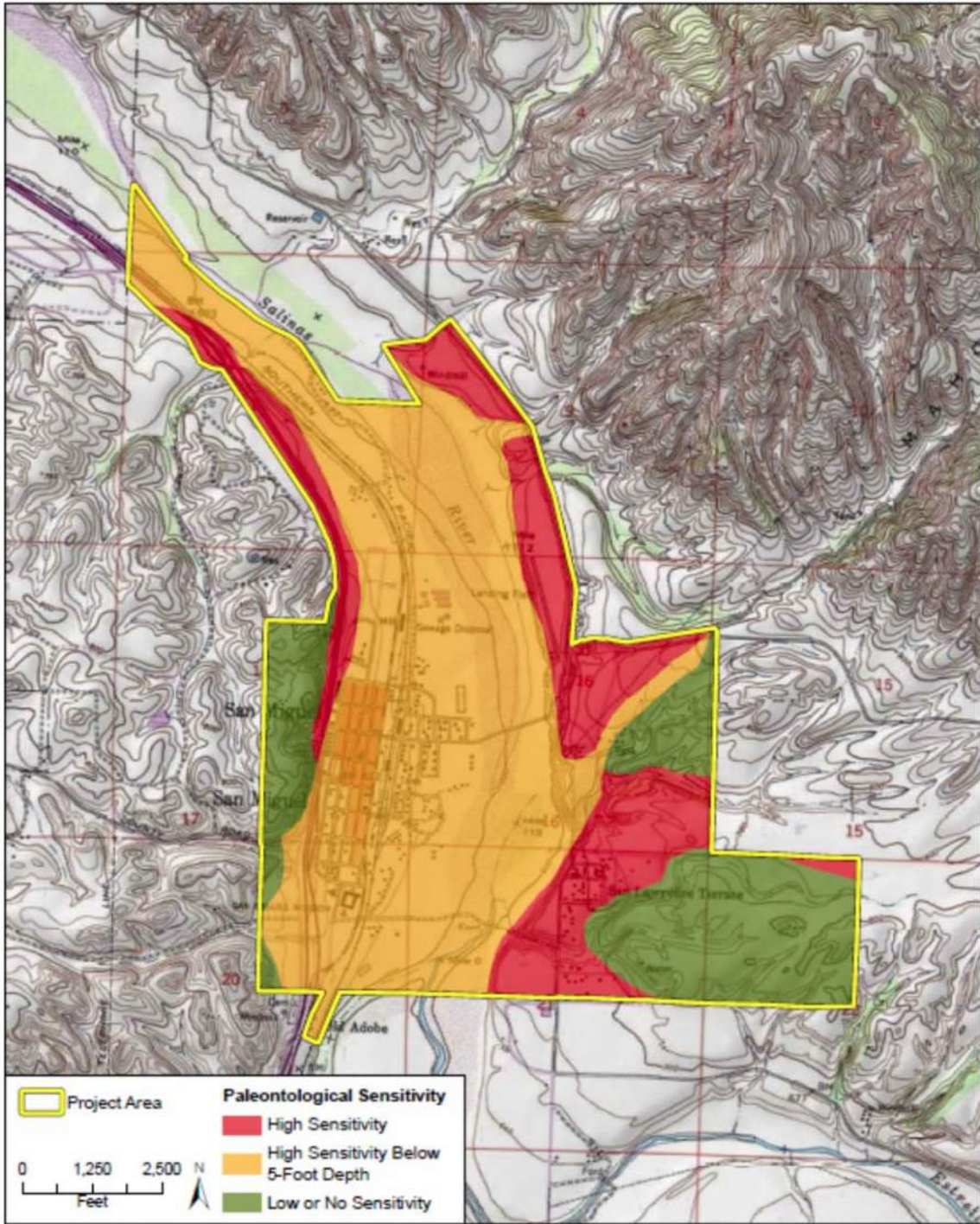


Figure 104-1 - Paleontological Sensitivity

3. Construction and grading activities.

- a. **Construction equipment emissions reduction.** Construction projects shall implement the following emissions control measures in accordance with San Luis Obispo Air Pollution Control District (SLOAPCD) and California Air Resources Board (ARB) regulations.
- (1) Maintain all construction equipment in proper tune according to manufacturer's specifications;
  - (2) Fuel all off-road and portable diesel powered equipment with ARB certified motor vehicle diesel fuel (non-taxed version suitable for use off-road);
  - (3) Use diesel construction equipment meeting ARB's Tier 2 certified engines or cleaner off-road heavy-duty diesel engines, and comply with the State Off-Road Regulation;
  - (4) Use on-road heavy-duty trucks that meet the ARB's 2007 or cleaner certification standard for on-road heavy-duty diesel engines, and comply with the State On-Road Regulation;
  - (5) Construction or trucking companies with fleets that do not have engines in their fleet that meet the engine standards identified in c and d above (e.g captive or NOx exempt are fleets) may be eligible by proving alternative compliance;
  - (6) All on and off-road diesel equipment shall no idle for more than 5 minutes. Signs shall be posted in the designated queuing areas and or job sites to remind drivers and operators of the 5 minute idling limit;
  - (7) Diesel idling within 1,000 feet of sensitive receptors is not permitted;
  - (8) Staging and queuing areas shall not be located within 1,000 feet of sensitive receptors;
  - (9) Electrify equipment when feasible;
  - (10) Substitute gasoline-powered in place of diesel-powered equipment, where feasible; and
  - (11) Use alternatively fueled construction equipment on-site where feasible, such as compressed natural gas (CNG), liquefied natural gas (LNG), propane or biodiesel.
- b. **Fugitive dust control measures.** Construction projects shall implement the following dust control measures so as to reduce PM10 emissions in accordance with San Luis Obispo Air Pollution Control District (SLOAPCD) requirements.
- (1) Reduce the amount of the disturbed area where possible;
  - (2) Use of water trucks or sprinkler systems in sufficient quantities to prevent airborne dust from leaving the site. Increased watering frequency would be required whenever wind speeds exceed 15 mph. Reclaimed (non-potable) water should be used whenever possible;
  - (3) All dirt stick pile areas should be spraying daily as needed;
  - (4) Permanent dust control measures identified in the approved project revegetation and landscape plans should be implemented as soon as possible following completion of any soil disturbing activities;
  - (5) Exposed ground areas that are planned to be reworked at dates greater than one month after initial grading should be sown with a fast germinating, non-invasive grass seed and watered until vegetation is established;
  - (6) All disturbed soil areas not subject to revegetation should be stabilized using approved chemical soil binders, jute netting, or other methods approved in advance by the SLO APCD;
  - (7) All roadways, driveways, sidewalks, etc. to be paved should be completed as soon as possible after grading unless seeding or soil binders are used;

- (8) Vehicle speed for all construction vehicles shall not exceed 15 mph on any unpaved surface at the construction site;
  - (9) All trucks hauling dirt, sand, soil, or other loose materials are to be covered or should maintain at least two feet of freeboard (minimum vertical distance between top of load and top of trailer) in accordance with CVC Section 23114;
  - (10) Install wheel washers where vehicles enter and exit unpaved roads onto streets, or wash off trucks and equipment leaving the site;
  - (11) Sweep streets at the end of each day if visible soil material is carried onto adjacent paved roads. Water sweepers with reclaimed water should be used where feasible;
  - (12) All of these fugitive dust mitigation measures shall be shown on grading and building plans; and
  - (13) The contractor or build shall designate a person or persons to monitor the fugitive dust emissions and enhance the implementation of the measures as necessary to minimize dust complaints, reduce visible emissions below 20 percent opacity, and to prevent transport of dust offsite. Their duties shall include holidays and weekend periods when work may not be in progress. The name and telephone number of such persons shall be provided to the APCD Compliance Division prior to the start of any grading, earthwork or demolition.
- c. **Valley Fever exposure reduction.** For all projects requiring a grading permit, property owners and applicants shall incorporate applicable recommendations from the Public Health Department regarding recognition and control of Valley Fever in safety plans and worker training material.
- d. **Construction Best Management Practices (BMPs) during construction.** The following best management practices shall be required for development within or adjacent to jurisdictional areas.
- (1) Access routes, staging, and construction areas shall be limited to the minimum area necessary to achieve the project goal and minimize impacts to other waters including locating access routes and construction areas outside of jurisdictional areas to the maximum extent feasible.
  - (2) To control sedimentation during and after project implementation, appropriate erosion control materials shall be deployed to minimize adverse effects on jurisdictional areas in the vicinity of the project.
  - (3) Project activities within the jurisdictional areas should occur during the dry season (typically between June 1 and November 1) in any given year to the extent practicable, or as otherwise directed by the regulatory agencies.
  - (4) During construction, no litter or construction debris shall be placed within jurisdictional areas. All such debris and waste shall be picked up daily and properly disposed of at an appropriate site.
  - (5) All project-generated debris, building materials, and rubbish shall be removed from jurisdictional areas and from areas where such materials could be washed into them.
  - (6) Raw cement, concrete or washings thereof, asphalt, paint or other coating material, oil or other petroleum products, or any other substances which could be hazardous to aquatic species resulting from project-related activities, shall be prevented from contaminating the soil and/or entering jurisdictional areas.

- (7) All refueling, maintenance, and staging of equipment and vehicles shall occur at least 60 feet from bodies of water where possible, and in a location where a potential spill would not drain directly toward aquatic habitat (e.g., on a slope that drains away from the water source). Reduced distances shall be approved by the County. Prior to the onset of work activities, a plan must be in place for prompt and effective response to any accidental spills. All workers shall be informed of the importance of preventing spills and of the appropriate measures to take should an accidental spill occur.
  
- e. **Noise and vibration reduction plan.** Projects that involve grading, demolition, and/or construction on lots adjacent to occupied residential structures shall implement the following applicable performance standards to ensure that sensitive receptors are not adversely impacted by construction related noise:
  - (1) Shield especially loud pieces of stationary construction equipment;
  - (2) Locate portable generators, air compressors, etc. away from sensitive noise receptors;
  - (3) Limit grouping major pieces of equipment operating in one area to the greatest extent feasible.

4. **Noise Study, Discretionary Projects. For discretionary land use permits or land division applications** where new development would be located adjacent to existing residential uses, a site specific noise study should be conducted to demonstrate compliance with the County noise standards in the Land Use Ordinance (Section 22.10.120). For this section, "adjacent" includes properties immediately bordering the existing use where the existing structures are within 50 feet of the project site. This study shall determine the area of impact and present appropriate mitigation measures.

### C. Combining Designations.

- 1. **Flood Hazard (FH).** The following standards apply within the Flood Hazard combining designation:
  - a. **Residential density.** Flood Hazard-designated areas shall not be included in density, maximum lot coverage, and minimum open area requirements pursuant to Section 22.10.130 (Residential Density).
  
  - b. **Density in cluster subdivisions.** Flood Hazard-designated areas shall not be included in the gross site area used to determine density in cluster subdivisions pursuant to Section 22.22.140 (Cluster Divisions).
  
  - c. **Sensitive Communities Minimization.** To the maximum extent feasible, trail development should be designed to avoid impacts to willow-cottonwood riparian forest. All areas that can be avoided shall be demarcated in the field with highly visible orange construction fencing wherever possible to protect this vegetation community that will not be impacted during construction. A County-approved botanist shall provide oversight during the installation of the fence and he or

she or a designee (e.g., construction foreman) will return to the site once a week during the duration of construction activities to ensure that the fence remains intact.

- d. **Willow-cottonwood Riparian Forest Restoration and Monitoring.** If trail development, notably the proposed Airport Loop Trail and Salinas River Trail, cannot avoid impacts to this vegetation community, a County-approved biologist shall prepare a Habitat Restoration Plan in accordance with the requirements described in Mitigation Measure BIO-1(e) of the CPU EIR. Compensatory mitigation ratios for this vegetation community shall be a minimum of 2:1 ratio (area restored/created/enhanced: area lost). Mitigation for loss of or trimming of trees shall be done according to the tree removal and trimming standards set forth by the County.
- e. **Jurisdictional Delineation.** If future trail development occurs within or adjacent to wetlands, drainages, riparian habitats, or other areas that may fall under the jurisdiction of the CDFW, USACE, and/or RWQCB, a County-approved biologist shall complete a jurisdictional delineation. The jurisdictional delineation shall determine the extent of the jurisdiction for each of these agencies and shall be conducted in accordance with the requirement set forth by each agency. The result shall be a preliminary jurisdictional delineation report that shall be submitted to the County, USACE, RWQCB, and CDFW, as appropriate, for review and approval.
- f. **Jurisdictional Waters and Wetlands Restored.** Impacts to jurisdictional waters and wetlands shall be mitigated at a minimum ratio of 2:1 (area restored/created/enhanced: area lost), which is typically the standard for the USACE and RWQCB; but it should be noted that these agencies could request more mitigation during the permitting process. Furthermore, the CDFW mitigation ratios typically range between 3:1 and 5:1 for temporary and permanent impacts, respectively. Mitigation shall occur on-site or as close to the impacted habitat as possible. A mitigation and monitoring plan shall be developed by a County-approved biologist in accordance with the requirements described in BIO-1(e) of the CPU EIR.

**D. Commercial, industrial, recreation, and mixed use developments.** The following standards apply to commercial, industrial, recreation, and mixed use developments in any land use category where such a use is allowable:

**1. Parking requirements.**

- a. **New commercial development – Mission Street between 11<sup>th</sup> and 14<sup>th</sup> Streets.** New commercial development shall provide parking at a ratio of 1 space per 1,000 gross square feet of commercial building space.
- b. **Waiver of parking requirements – West side of Mission between 11<sup>th</sup> and 16<sup>th</sup> Streets.** Uses in existing commercial buildings on the west side of Mission Street between 11<sup>th</sup> and 16<sup>th</sup> Streets are exempt from parking requirements.
- c. **Reduction of required parking – Mission Street north of 14<sup>th</sup> Street or south of 11<sup>th</sup> Street.** On-site parking required by the Land Use Ordinance may be reduced by the number of on-street parking spaces fronting the property.

d. **Residential uses in commercial areas.** Regardless of the parking reductions allowed for commercial uses, off-street parking shall be provided for all residential uses based on Land Use Ordinance requirements.

2. **Mission Street - commercial and mixed use development standards.** The following standards apply to all commercial and mixed use development proposed in the Commercial Retail land use category along Mission Street.

a. **Setbacks.**

(1) **West side of Mission Street between 11<sup>th</sup> and 14<sup>th</sup> Streets.** Except as provided by Subsection 2.a(3), buildings shall be located at the front property line and extend completely to the side property line.

(2) **East side of Mission Street between 11<sup>th</sup> and 14<sup>th</sup> Streets.** Except as provided by Subsection 2.a(3), the front setback is six feet (6') and the buildings shall extend completely to the side property lines. The rear setback is five feet (5').

(3) **Exceptions to front and side setback requirements.** Front and side setbacks may be larger than otherwise required by Subsections B.2.a and B.2.b. as follows:

(a) Side setbacks may be greater than zero feet (0') in order to provide pedestrian access from a parking lot located at the rear of the lot.

(b) A front setback may be greater than zero feet (0') if the additional setback is useable by the public as an extension of the sidewalk or by customers as an outdoor dining area.

(c) The second floor may be setback from the Mission Street lot line to provide a porch or balcony.

b. **Height limit.** The maximum height is two stories, except that three stories are allowable when the fire agency has approved a fire safety clearance letter affirming its ability to provide fire suppression services. Regardless of the number of stories, no structure shall exceed the height limits established in Title 22.

c. **Driveways to Mission Street prohibited.** Sites with access to a rear alley or a side street shall not be allowed driveway access from Mission Street, in order to preserve on-street parking. The Public Works Director may approve an adjustment to this standard in order to accommodate temporary parking facilities.

d. **Prohibited building materials.** Exposed concrete block, highly reflective surfaces, reflective glass, glass block, metal siding, painted brick, plastic, and unpainted/un-anodized aluminum are prohibited building materials.



- e. **Pole signs prohibited.** Pole signs are not allowed.
- f. **Tree planting required.**
  - (1) Tree planting is required for all new commercial developments involving a Minor Use Permit or Conditional Use Permit.
  - (2) Trees within commercial landscapes shall be selected from the San Miguel Master Tree List, in Appendix B of the San Miguel Community Plan.

### 3. Commercial and industrial design guidelines.

- a. **Rear setback – west side of Mission Street between 11<sup>th</sup> and 14<sup>th</sup> Streets.** The rear setback should be large enough to allow efficient use of the site for parking and circulation in conjunction with the parking and circulation layout on adjoining parcels.
- b. **Parking layout.**
  - (1) **West side of Mission Street between 11<sup>th</sup> and 14<sup>th</sup> Streets.** Parking spaces and parking circulation aisles should allow for vehicular circulation between parcels.
  - (2) **East side of Mission Street between 11<sup>th</sup> and 14<sup>th</sup> Streets.** Site design should anticipate future site area (e.g. Union Pacific lands) for parking.
  - (3) **Mission Street north of 14<sup>th</sup> Street or south of 11<sup>th</sup> Street.** On-site parking should be located at the rear of the parcel. Parking may be located at the side only where there is a solid wall along the street-fronting property line to maintain façade continuity.
  - (4) **Loading zones.** Commercial projects should designate loading zones as part of the permit approval process. Loading zones should be selected so as not to block line-of-sight for vehicles traveling within the public right-of-way.
- c. **Height and proportion.** Along Mission Street, a building's height should be no greater than the building's width.
- d. **Roofs.** Along Mission Street, roofs should be consistent with surrounding commercial buildings: shallow-pitch gable with parapet wall facing the street.
- e. **Pedestrian scale details.** Buildings should include:
  - (1) Facade articulation: cornices, moldings, overhangs, awnings
  - (2) Plenty of windows and door glazing to display merchandise.
  - (3) Recessed building entries.

- f. **Preferred building materials.** Materials that evoke the design themes of the mission or early railroad era are encouraged. These include natural finish or painted wood, stucco, unpainted brick, wood window frames and moldings, and mission tile roofs.
- g. **Signage.** Signs should be consistent with the mission, early railroad, or pre-1950s design themes. Signs should not be made of plastic. They should not be internally lighted (neon tubing is okay). Signs should be directly illuminated with building-mounted light fixtures. Signage perpendicular to building facades is encouraged.
- h. **Exterior lighting.** Exterior light fixtures should be designed to direct light away from roads, streets, or dwelling units.

**E. Commercial Retail (CR) land use category.**

1. **Loading zones.** All applications for Site Plan, Minor Use Permit, or Conditional Use Permit shall include an analysis of how truck loading will be accommodated.
2. **Residential uses in mixed-use developments.** Mixed use developments that combine residential uses with commercial uses are encouraged along Mission Street. Through the Conditional Use Permit process, the Review Authority may authorize multi-family dwellings as a principal use, provided the following standards are met:
  - a. Commercial uses shall occupy a minimum of 25 percent of the project's floor area.
  - b. At least 50 percent of ground floor space shall be reserved for commercial storefronts. The commercial storefronts shall front Mission Street.
  - c. All ground floor spaces are to be designed to accommodate commercial occupancy.
  - d. A town square has been designated on the east side of Mission Street at the terminus of 13<sup>th</sup> Street. The ground floor of any development in this area shall be reserved for commercial uses.
3. **Cemetery Road (Figure 104-2).** The following standards apply to the Cemetery Road site, as shown on Figure 104-2.



**Figure 104-2 - CR - Cemetery Road site**

required prior to development of any uses on the site. The Conditional Use Permit shall encompass both the Commercial Retail (CR) and Commercial Service (CS) portions of the site and address the following factors:

- (1) Site planning shall locate buildings situated around plazas or courtyards that are designed to attract pedestrian movement and sitting, with vehicle circulation, storage and utilities located elsewhere on the perimeter. Landscaped sidewalks shall be utilized that are separated from vehicle circulation and loading. Parking lots shall be limited in size by separating them into sub-areas divided by landscaping or structures.
- (2) Reduction of visual and noise impacts by buffering uses from Highway 101.
- (3) Buffering commercial uses from adjacent residential and agricultural uses.
- (4) On-site circulation that minimizes and separates truck and RV traffic from other vehicular traffic.
- (5) A traffic study that demonstrates the proposed project will not generate traffic to where the level of service (LOS) for the Highway 101/10th Street interchange would exceed LOS D for the year 2035 with the projected level of development under the San Miguel Community Plan.

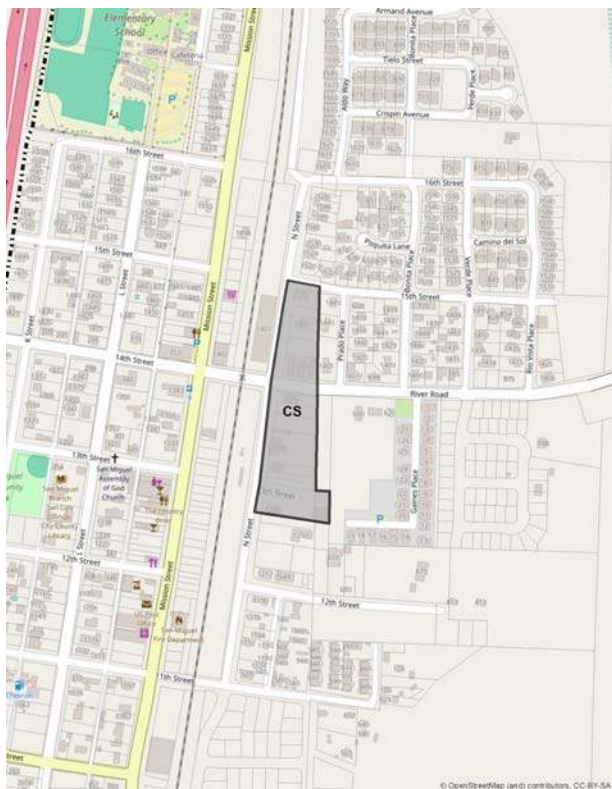
a. **Limitation on use.** Only the following uses are allowed on the Commercial Retail (CR) portion of the site:

- Accessory storage
- Bars and night clubs
- Convenience and liquor stores
- Gas stations
- Grocery stores and general retail
- Lodging
- Offices
- Outdoor retail sales
- Personal services
- Religious facilities
- Small-scale manufacturing (artisan or craftsman uses in conjunction with the retail sale of items manufactured on site)
- Wireless communication facilities

b. **Conditional Use Permit required.** A Conditional Use Permit is

**F. Commercial Service (CS) land use category.**

1. **Limitation on use.** The following uses are prohibited: concrete, gypsum, and plaster products.
2. **N Street area (Figure 104-3).** The following standards apply to the Commercial Service land use category along N Street, south of 14<sup>th</sup> Street/River Road, as shown in Figure 104-3:



**Figure 104-3 - CS - N Street Area**

- a. **Limitation on use.** The following uses are prohibited: agricultural processing, horse ranches, recycling – scrap and dismantling, and truck stops.
- b. **Residential compatibility.** All commercial development shall incorporate measures to assure compatibility with nearby residences (including on-site caretaker units), with regard to impacts associated with, but not limited to, noise, vibration, odor, light, glare, hazardous materials, truck traffic, exhaust, unsightliness, or hours of operation. Land use permit applications shall include a description of activities that may be incompatible with residential neighbors and measures to avoid or mitigate those incompatibilities. This may require the applicant to submit special studies, such as a noise study, to address the issue(s).
- c. **Architecture.** Building massing and architectural style shall be compatible with adjacent residential development in appearance when viewed from N Street.
- d. **Outdoor storage location.** Outdoor storage is limited to the interior or rear portion of the site, and it shall be screened from off-site views.
- e. **Residential caretaker units.**
  - (1) Caretaker units are not subject to the size limitation found in Section 22.30.430F.
  - (2) If access easement can be obtained, access to the caretaker unit shall be from a private road as shown in Figure 3-O of the Community Plan.

- (3) Adequate on-site parking shall be provided.
- (4) Useable outdoor space shall be provided for the caretaker unit.

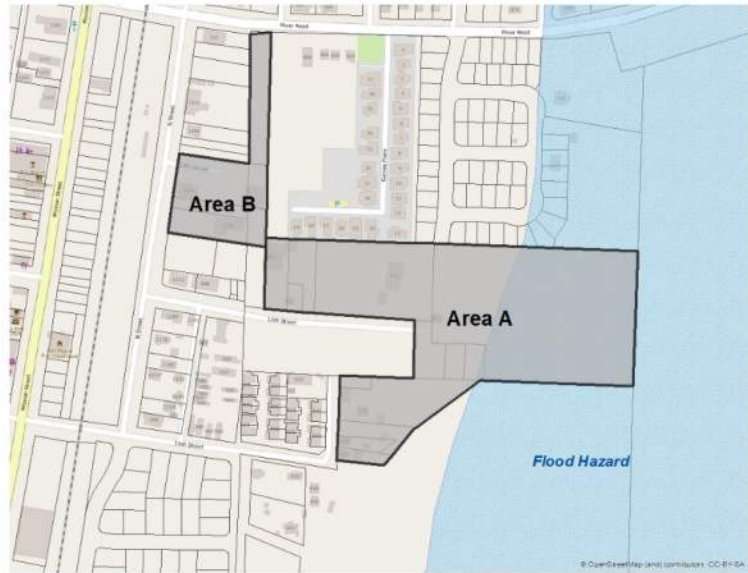
**3. Cemetery Road (Figure 104-2).** The following standards apply to the Cemetery Road site, as shown on Figure 104-2.

- a. **Limitation on use.** All uses allowed in the Commercial Service land use category may be established on the CS-designated portion of the site except the following:

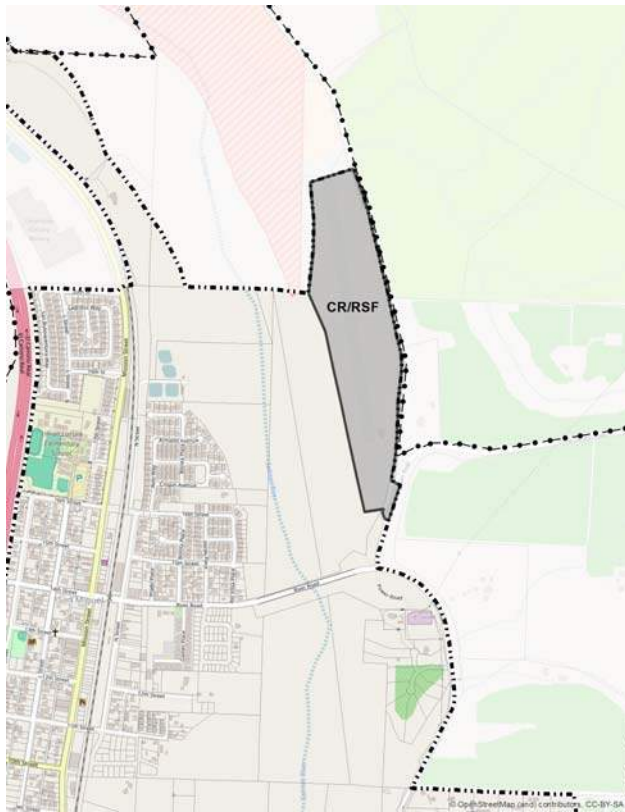
- Apparel products
- Farm equipment supplies and sales
- Fuel dealers
- Laundries and dry cleaning plants
- Outdoor storage yards
- Retail uses greater than 9,999 square feet, except where the Review Authority finds the CR portion of the site cannot accommodate the proposed use
- Sales lots
- Swap meets
- Truck stops

- b. **Conditional Use Permit required.** A Conditional Use Permit is required prior to development of any uses on the site.

**G. Commercial Service / Residential Single Family (CS/RSF) land use category – Indian Valley Area (Figure 104-5).** The following standards apply only to the Indian Valley site, as identified in Figure 104-5.



**Figure 104-4 - Conceptual Development - N Street Area**



**Figure 104-5 - CS/RSF - Indian Valley Area**

development at a greater intensity than allowed above (i.e., residential lots smaller than 20,000 square feet or commercial uses with a high number of employees).

**1. Extension of water and sewer services.** Prior to development of the project site, the landowner shall work with San Miguel Community Services District to determine how extension of water and sewer services will be funded and phased.

**2. Project intensity – on-site septic systems.** Prior to extension of the sewer system to the east side of the river residential development parcels shall be limited to either 20,000 square feet or one acre in size based on the "sewer test" of Section 22.22.080.C, and commercial development shall be limited to on-site septic system requirements of the individual uses proposed. Community water shall be required.

**3. Project intensity – community sewer.** Extension of the sewer is envisioned for this site and is required for

4. **Residential location.** Bluff lots overlooking the Salinas River are encouraged.
5. **Separation between residential and commercial uses.** Separation between the commercial uses and residential shall be provided, including solid walls, landscape buffers, and street rights-of-way. Access to commercial uses shall not be from the residential streets.
6. **Trail dedication.** A perimeter trail consistent with the County Trails plan shall be dedicated with the first land division.
7. **Parkland required.** Parkland shall be provided in a location that is accessible to the on-site residents and the general community. The parkland shall include active-use areas and a connection to the perimeter trail.
8. **Farmland Conservation.** Prior to the recordation of a final map, issuance of a grading permit, or issuance of a construction permit, whichever comes first, for urban development on the Indian Valley Road site (Figure 3-M), the applicant shall do the following:
  - a. Submit evidence to the County Department of Planning and Building that funds have been paid, as determined sufficient by the Agricultural Commissioner or designee to purchase a farmland

conservation easement, deed restriction, or other farmland conservation mechanism, which will provide for the conservation of farmland, within the same agricultural region in San Luis Obispo County of similar quantity and quality, to the farmland being converted on the Indian Valley Road site, based on a 1:1 ratio.

- b. As approved by the Agricultural Commissioner or designee, the applicant shall pay to the California Farmland Conservancy Program or similar program compensation for the administrative costs incurred by the implementation of this standard.

- 9. Soil Sampling and Remediation, Application Content.** For the first discretionary land use permit or land division application for urban development on the Indian Valley Road site as shown in Figure 3-M, the applicant shall submit a contaminated soil assessment. Soil samples shall be collected under the supervision of a professional geologist or professional civil engineer to determine the presence or absence of contaminated soil on the site. Soil analysis and sampling density shall be in accordance with guidance from San Luis Obispo County Environmental Health Services. If soil sampling indicates the presence of pesticides exceeding applicable environmental screening levels, the soil assessment shall identify the volume of contaminated soil to be excavated.

If concentrations of contaminants warrant remediation, contaminated materials shall be remediated prior to grading and construction activities, and an Environmental Site Assessment shall be prepared. The remediation program shall also be approved by a regulatory oversight agency, such as the County Environmental Health Services, the Regional Water Quality Control Board, or the Department of Toxic Substances Control.

- 10. Preliminary Endangerment Assessment, Application Content.** Due to the cleanup status and the potential presence of unknown contaminants of concern associated with the San Miguel Rec Site and San Miguel War Housing Project cleanup sites (as shown on Figure X.X), applicants for building plans or grading permits for development within 500 feet of these sites shall include a Preliminary Endangerment Assessment (PEA) or equivalent. The evaluation shall include a determination of whether no further action, removal, remedial action, or further extensive investigation of the site is necessary.

**H. Industrial (IND) land use category – Limitation on use.** Land uses within the Industrial category shall be limited to: offices; accessory storage; storage yards; vehicle and freight terminals; and warehousing.

**I. Recreation (REC) land use category.**

- 1. Southern gateway / Mission San Miguel area.**

- a. **Mission properties east of the railroad tracks (Figure 104-6) – Limitation on use.** Land uses on mission lands east of the railroad tracks shall be limited to religious facilities, libraries and museums, outdoor sports and recreation, temporary events, or other similar uses that can be found compatible and consistent with existing cultural resources.





**Figure 104-6 – REC – Southern Gateway / Mission San Miguel Area**

- b. **Between the mission and Highway 101 (Figure 104-7) – Design guidelines.** Development between Highway 101 and the mission should not detract from views of the mission buildings as seen from the freeway. Building height, roof design, roofing materials and signage are the most important considerations. Building height should be limited to one story, buildings should have gable roofs and mission tile, and pole signs should not be allowed.



**Figure 104-7 - REC - Between the Mission and Highway 101**

- a. **N Street (Figure 104-8) – Limitation on use.** Land uses along N Street within the Recreation category shall be limited to: Equipment rental - non-motorized; indoor amusement and recreation facilities; museums; outdoor retail sales; public parks and playgrounds; recycling - collection stations; temporary events; and vehicle storage (parking lots or structures). Residential development is prohibited along the west side of N Street as shown in Figure 104-8.



**Figure 104-8 - REC - N Street**

2. **East end of 11<sup>th</sup> Street (Figure 104-9).**

- a. **Land uses.** The East 11<sup>th</sup> Street area is primarily intended for residential development. The community plan envisions a mix of housing types, but also allows for recreational uses such as equestrian facilities. Only those land uses identified in Section 22.06.030 for the Recreation land use category may be authorized, except the following:

- Mines and quarries
- Recycling collection stations
- Off-road vehicle courses
- Automobile service stations/ Gas stations
- Outdoor retail sales
- Storage – outdoor storage yards
- Temporary construction yards (off-site)
- Transit stations and terminals
- Vehicle storage

- b. **Residential Density.** The overall residential density shall be that of the single family land use category - 5.5 to 7.0 units per acre net (excluding the Flood Hazard [FH] zone). The FH may be used as open space or as usable yard area for lots fronting on the river. Residential structures west of the Verde Place extension (in Figure 3-N of the Community Plan) shall resemble single family dwellings with a maximum of four units per building.

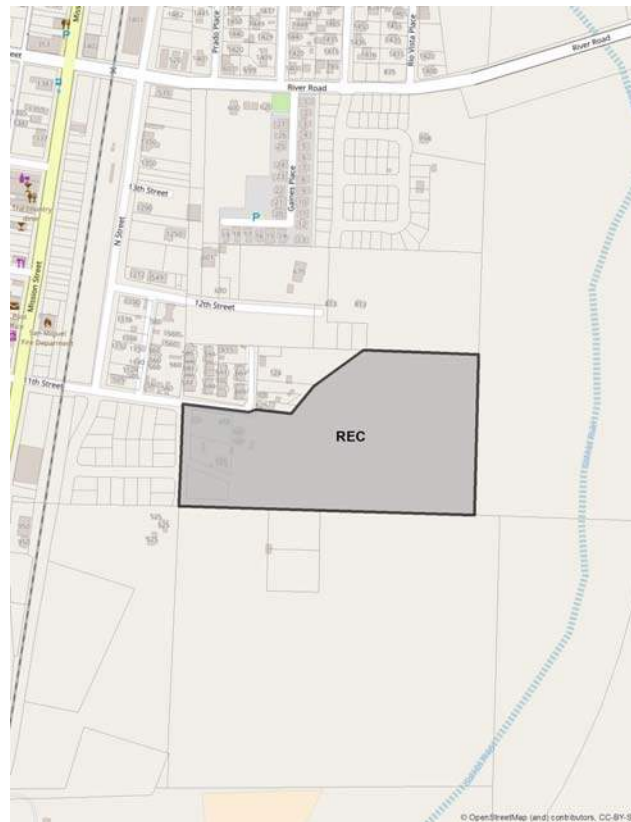


Figure 104-9 - REC - East End of 11<sup>th</sup> Street

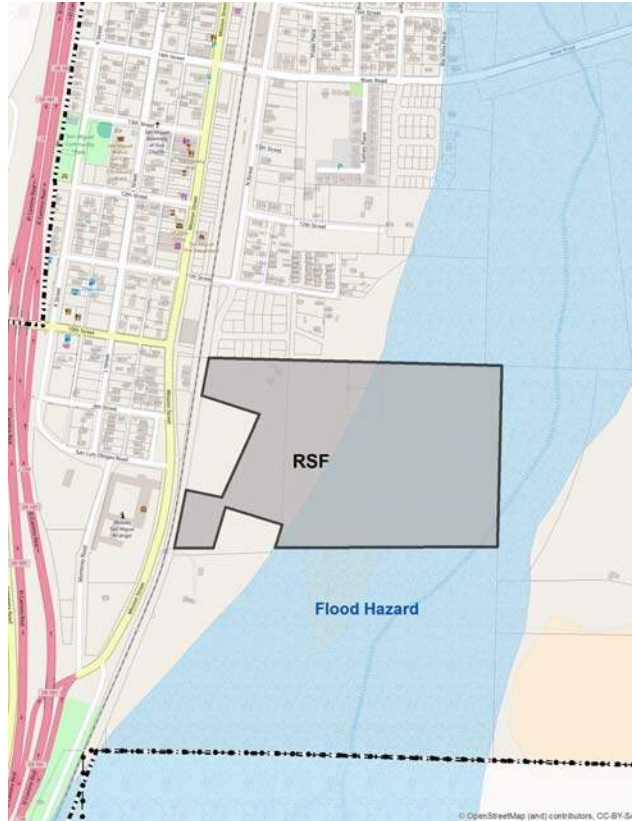
**B. Residential Single Family (RSF) land use category.**

1. **Curbs, gutters, and sidewalks.** Required for all development in the RSF land use category, except in the “blanket waiver area” shown in Figure 104-10 below.



**Figure 104-10 – RSF – Curb, Gutter, and Sidewalk Blanket Waiver Area**

2. **Parking where an alley is primary access.** New single-family residential development with an alley as its primary access is required to have two on-site parking spaces in addition to those normally required in order to compensate for the lack of street parking. These spaces may be located in the setback from an alley.
3. **Setbacks for parcels fronting only an alley.** Parcels with no street frontage other than an alleyway shall maintain the following setbacks:
  - a. A minimum of 20 feet from the alley, in order to accommodate parking between the structure and the alley.
  - b. A minimum of 5 feet from parcel lines perpendicular to the alley.
  - c. A minimum of 10 feet from the parcel line parallel to and opposite the alley frontage.
4. **Mission Gardens site (Figure 104-11).** The following standards apply only the Mission Gardens site, as shown in Figure 104-11.



**Figure 104-11 – RSF – Mission Gardens Site**

- a. **Density limitation.** Maximum number of residential parcels is limited to 60.
  - b. **Cluster requirement.** Land divisions shall be clustered west of the Flood Hazard (FH) combining designation.
  - c. **Open space requirement.** Flood hazard areas and areas reserved to reduce noise, protect visual resources, or to preserve cultural resources shall remain in open space.
5. **Mission Vineyard Estates site (Figure 104-12).** The following standards apply only to the Mission Vineyard Estates site, as shown in Figure 104-12.



**Figure 104-12 – RSF – Mission Vineyard Estates Site**

- a. **Ridgetop development prohibited.** Development must occur below the 687-foot contour.
- b. **Visual mitigation requirements.**
  - (1) All development shall blend in with existing topography.
  - (2) Cut and fill slopes shall be rounded to reduce the transition between slope angles.
  - (3) Finished building pads should be at or below the average natural elevation.
  - (4) Building height shall not exceed 20 feet.
  - (5) Hipped-roof design is required.
  - (6) Colors must be dark, muted, earth-tone shades.
  - (7) A landscaping plan must be submitted to provide 50 percent screening within 5 years and 80 percent screening within 10 years.
  - (8) An exterior lighting plan shall be submitted and reviewed to ensure illumination levels are the minimum needed for public safety.
- c. **Landscape buffers.** Landscape buffer areas are required as follows:
  - (1) 15 feet along the southern property boundary.
  - (2) 100 feet along the eastern property boundary.
  - (3) 40 feet along the northern property boundary.

- d. **Subdivisions.** Open space is required above the 687-foot elevation.

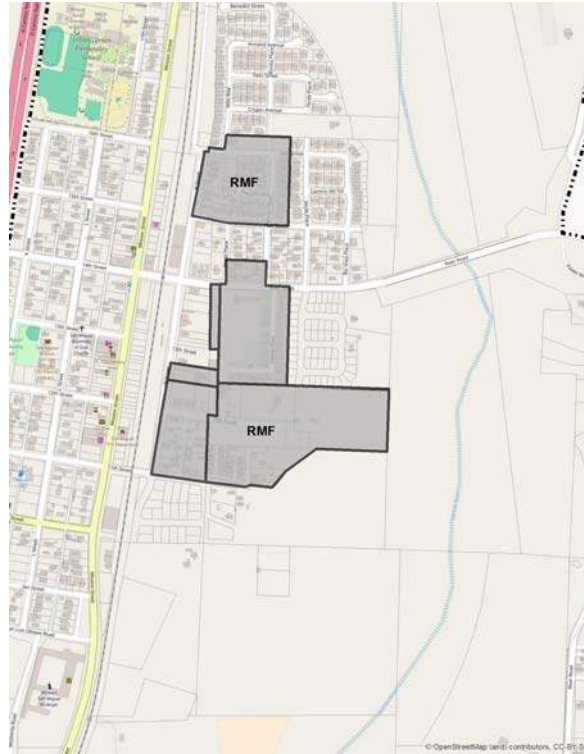
**C. Residential Multi-Family (RMF) land use category.**

1. **Useable open areas.** New RMF development must include usable open areas (e.g. patios, gardens, play areas, swimming pools, etc.) based on the following standards:
  - a. **Development with useable common open areas.** Development shall meet the provisions specified in Subsections B.e.(1), B.e.(2), and B.e.(3) of Land Use Ordinance Section 22.22.145 (Planned Development). The minimum open area required by Section 22.10.130.B.2 shall include usable common open areas. In addition, each unit shall include a usable private open area containing a minimum of 175 square having minimum dimensions of 10 feet. Upper story units with no ground floor shall have a minimum of 60 square feet of usable private outdoor area having a minimum dimension of six feet.
  - b. **Development with useable private yards.** This standard applies to multi-family projects (such as duplexes, row houses, or detached units) that propose individual private yards rather than usable common open areas. A usable common open area is not required, provided that the minimum open area of Section 22.10.130.B.2 is met, and a minimum of 750 square feet of usable private yards, with a minimum dimension of 15 feet, is provided for each unit.
2. **Building height.** Buildings with dwelling units that have entries not located on the ground floor are limited to two stories in height. Buildings that are designed to resemble single family dwellings, town houses, row houses or similar structures where each unit's entry is on the ground floor, are subject to the height limits of Section 22.10.090.
3. **Residential Multi-Family design guidelines.** Residential multi-family project shall meet a minimum of five of the following guidelines.
  - a. **Unit size and type.** Developments where all units are the same size and type are discouraged. Larger multi-family developments should provide a mix of unit sizes and types.
  - b. **Units per building.** Buildings should be limited to no more than six dwellings.
  - c. **Front setback should not be used for parking.** The space between the building and the front property line where there is street frontage should not be used for parking. Parking should be in the interior of the site or on the sides where they can be screened by landscaping.
  - d. **Entries.** Each unit of a multi-family development should have its own separate main entry from the outdoors. Any building having frontage on a public street should have at least one-half of its entries face the street.

Alternatively, multi-family residential structures that are constructed to mimic the design, scale, siting, and form of a single-family residence may propose a single consolidated entry point for all units. Any consolidated entry point should face the street.



- e. **Footprints.** Building footprints should resemble a series of partially overlapping rectangles as opposed to a single rectangle.
  - f. **Details.** Buildings should include details associated with single-family residences, for example, porches, bay windows, chimneys, trellises, built-in planters, integrated low walls, etc.
  - g. **Building variations.** Where two buildings are adjacent to one another with the same orientation, different design features should be used to differentiate between the buildings. In instances where there is a row of more than two buildings, a maximum of two adjacent units may have identical wall and roof lines.
  - h. **Elevations.** All sides of multi-family residential developments and garages should be detailed and articulated with relief elements and changes in plane.
  - i. **Parking layout.** No more than six parking spaces or carport stalls should be grouped together, and landscaping should be installed between each group of parking spaces. Any carport structures should be architecturally compatible with adjacent residential structures and should be integrated with patio or building walls whenever possible.
  - j. **Covered parking.** In order to ensure that covered parking areas are retained for parking rather than storage, carports are favored over garages.
  - k. **Landscape details.** Multi-family units should have landscape features commonly associated with single-family homes, such as flowering plants, fenced yards, private parking areas, planter boxes, stone or stepping stone pathways, etc.
4. **Development east of the railroad tracks.** The following standards apply to development in the RMF land use category east of the railroad tracks as shown as Area A in Figure 104-13, below:



**Figure 104-13 - RMF - East of the Railroad Tracks**

- a. Link cul-de-sacs and dead end streets.
  - b. Incorporate traffic calming features into the design of new streets to reduce vehicle speed.
  - c. Include easements for bikeways and pedestrian walkways.
  - d. Provide sidewalks, landscaping, and on-street parking.
  - e. Include adequate lighting for sidewalks and crosswalks.
  - f. Provide secure on-site bicycle parking.
  - g. Provide easements or land dedications for trails, consistent with the Parks and Recreation Element, for development near the Salinas River.
  - h. Submit a vernal pool habitat evaluation and a botanical survey shall be submitted with grading, construction or land use permit applications.
  - i. Cluster development on the areas west of the Flood Hazard (FH) combining designation. Retain FH areas in as usable open areas or open space.
  - j. Limit density to 20 units per net acre (excluding the Flood Hazard Zone, rights-of-way and access easements).
5. **L Street area.** Within the L Street Area, as identified in Figure 104-14, new residential developments proposing access from the alley shall be evaluated by a traffic engineer for improvement and safety recommendations.



Figure 104-14 - RMF - L Street Area

6. N Street Site (Figure 104-15). The following standards apply to development in Area B:

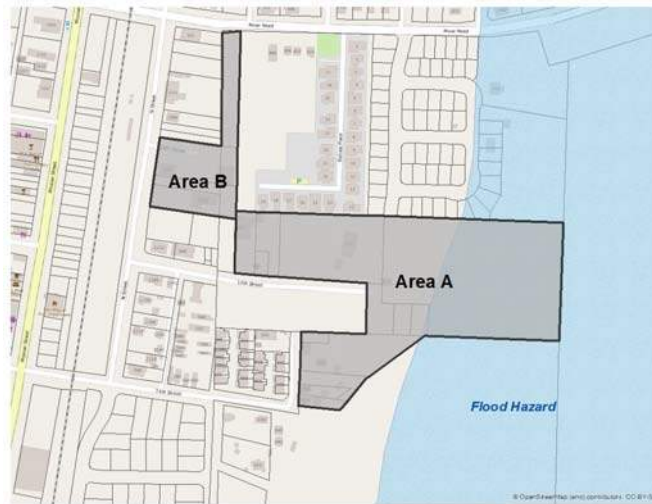


Figure 104-15 - RMF - N Street Site

- a. **Density.** The maximum density is 15 units per acre.
- b. **Access.** For those sites fronting on a private road, as shown on Figure 104-15, access shall be taken from the private road.

- c. **Parking.** Adequate on-site parking shall be provided for sites fronting the private road, where the road's width is too narrow to allow on-street parking.
- 
- 7. **16<sup>th</sup> Street and Bonita Place.** The overall density shall be limited to 10 units per gross acre. Residential development shall be designed to blend in with the surrounding single-family residential neighborhood.

# APPENDIX B

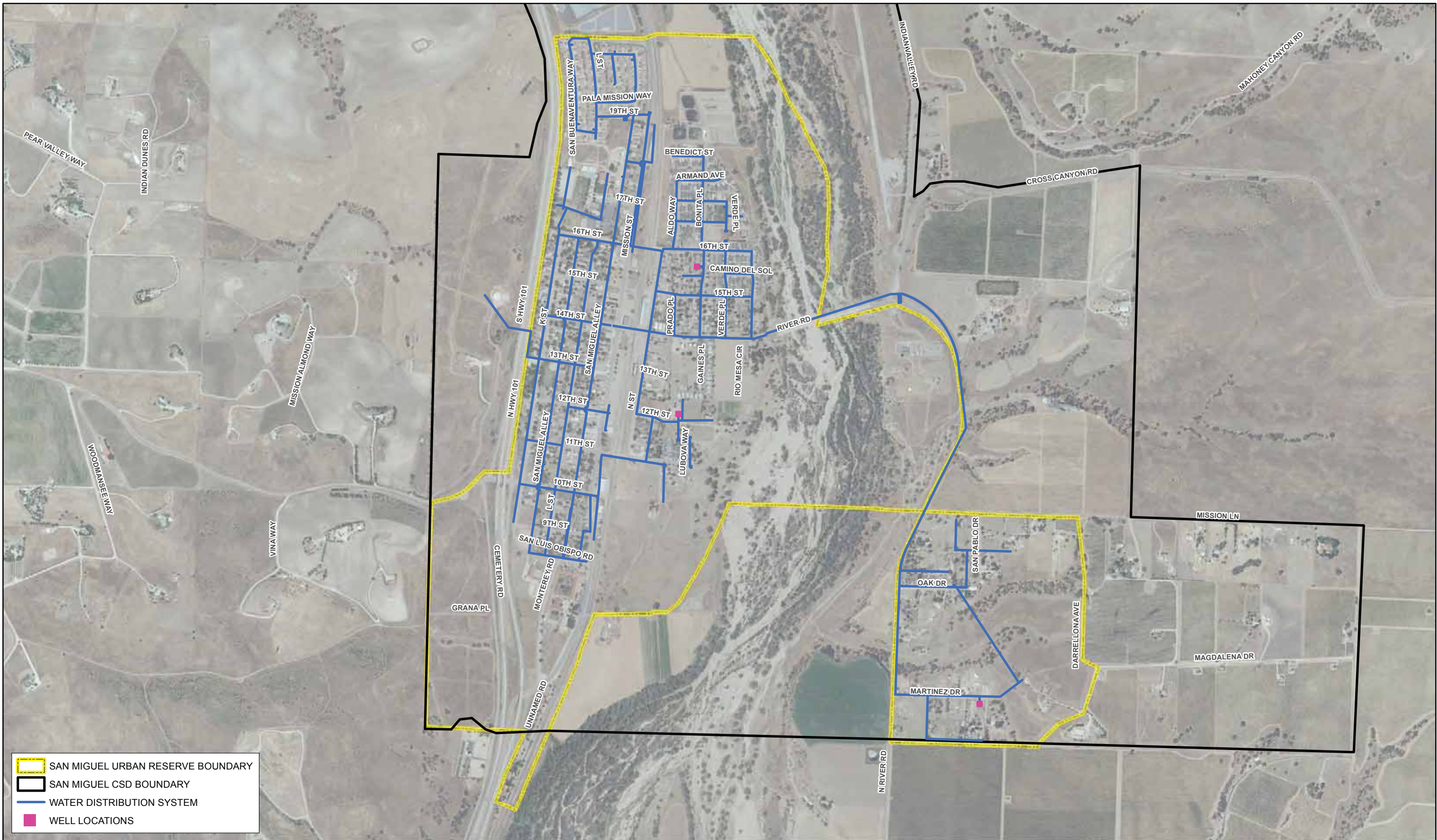
## INFRASTRUCTURE EXHIBITS

### Complete Communities Survey

The Complete Communities Survey is one of several projects funded through a Sustainable Communities planning grant to the County. The project seeks to identify what infrastructure and public facilities will be needed in the future in San Miguel, Templeton, Oceano, and Nipomo; how much they will cost; and how to fund them. Examples of infrastructure and public facilities are water, sewer and drainage systems; roads; sidewalks; trails; parks; and public buildings. This study will help the County and the community services districts plan for improvements to the communities. When finished, the Complete Communities Survey will include the following components:

- Research Summary
- Facilities Inventory
- Funding and Financing Plan
- Community Profile





**FIGURE B1%**

**COUNTY OF SAN LUIS OBISPO  
 COMPLETE COMMUNITES SURVEY (EXISTING) - INFRASTRUCTURE  
 WATER DISTRIBUTION**

**COMMUNITY OF SAN MIGUEL**



1 inch:1,000 feet

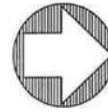


San Miguel  
C.S.D.

Legend:

- Proposed Pipelines
- Existing Pipelines
- ② Priority of Improvement

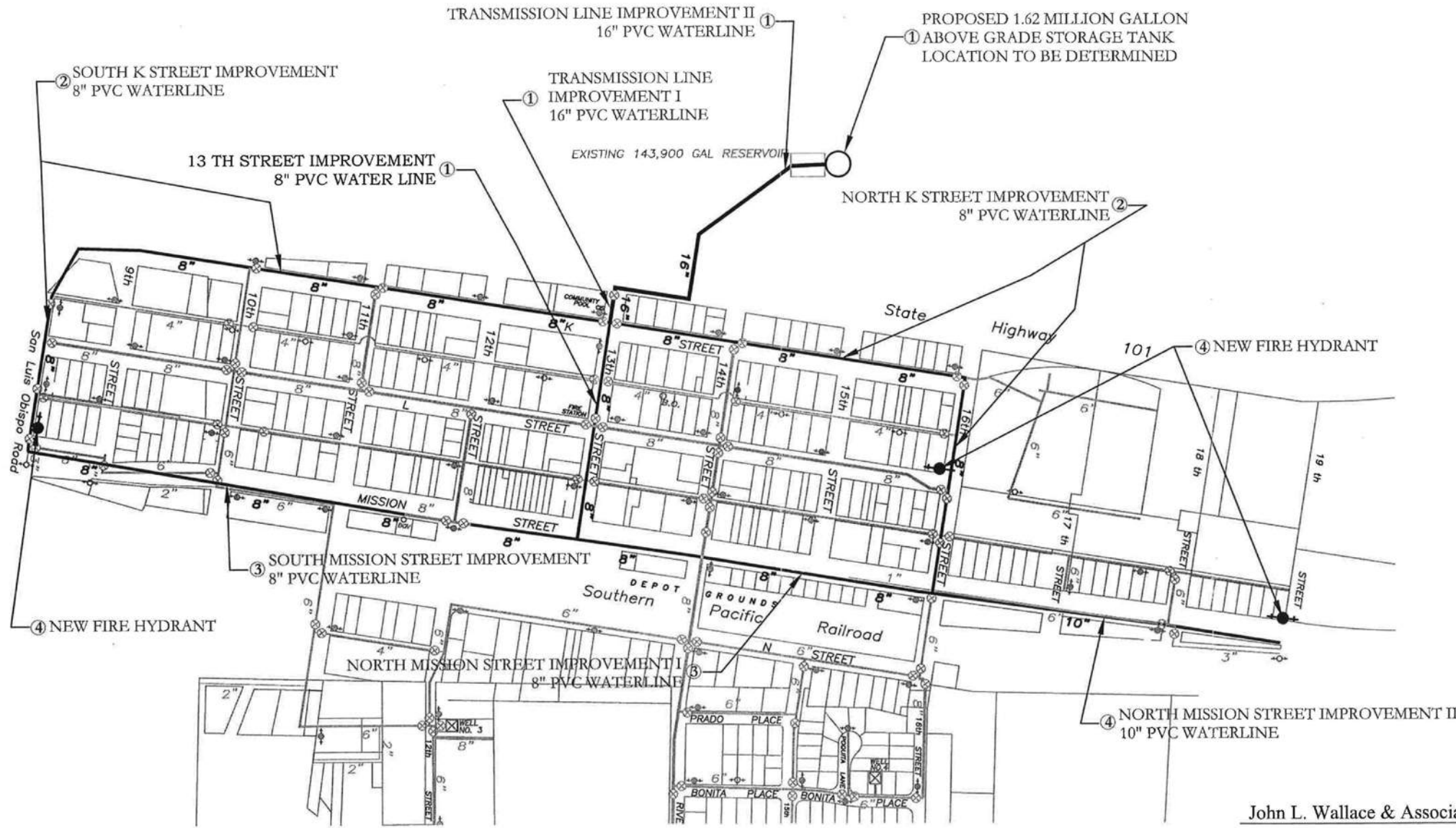
1" = 400'  
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Water System Master Plan

Figure 3

Capital Improvement Projects



John L. Wallace & Associates **JLWA**



Legend:

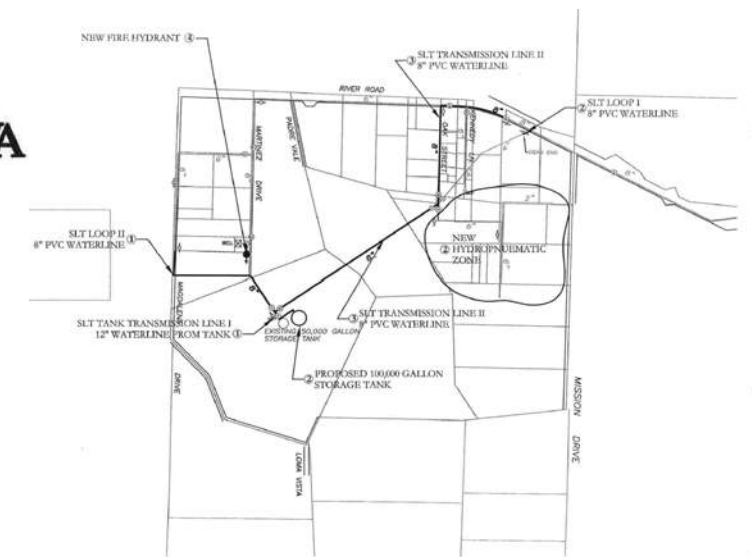
- SLT Extension Project
- CIP Proposed Pipeline
- Existing Pipeline

1" = 600'  
0 300 600



S.M.C.S.D.  
Water System Master Plan  
SLT Extension Project  
Figure 5

John L. Wallace & Associates **JLWA**



San Miguel  
C.S.D.

- Legend:
- Proposed Pipelines
  - Existing Pipelines
  - ② Priority of Improvement

Water System Master Plan  
Figure 4  
San Lawrence Terrace  
Capital Improvement Projects

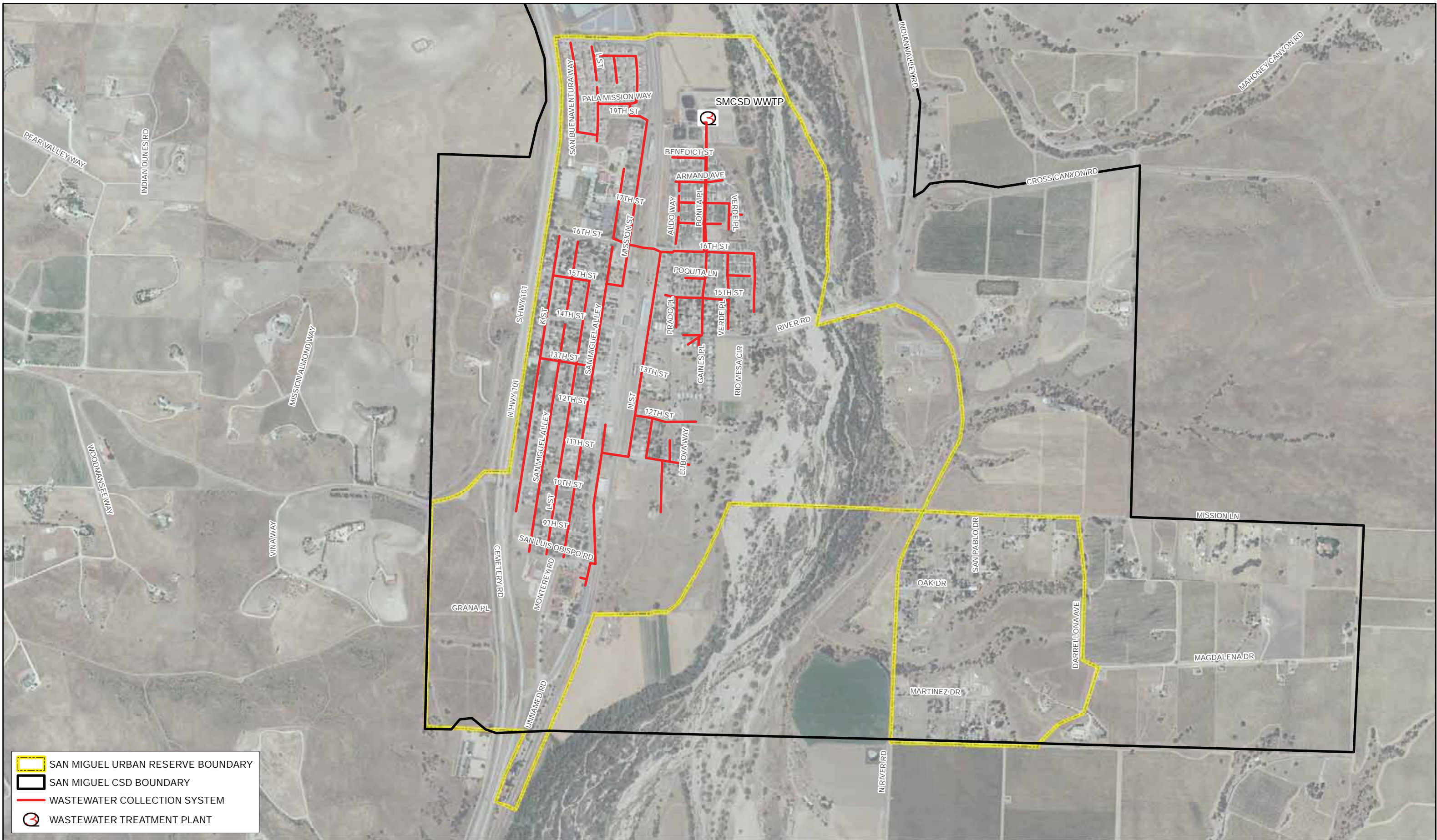
1" = 400'  
0 200 400

John L. Wallace & Associates **JLWA**

FIGURE B-2

COMMUNITY OF SAN MIGUEL





**FIGURE B-3**

COUNTY OF SAN LUIS OBISPO  
 COMPLETE COMMUNITES SURVEY (EXISTING) - INFRASTRUCTURE  
 WASTEWATER COLLECTION

COMMUNITY OF SAN MIGUEL



1 inch:1,000 feet



San Miguel  
Community  
Services District

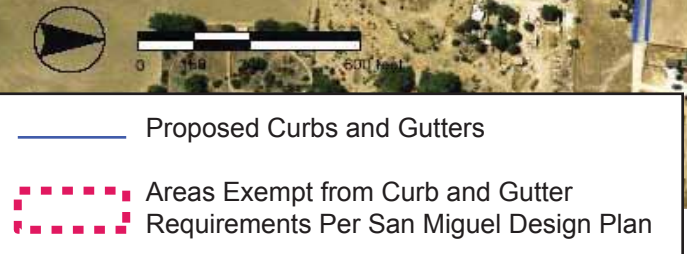
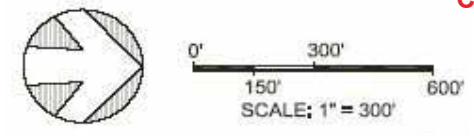
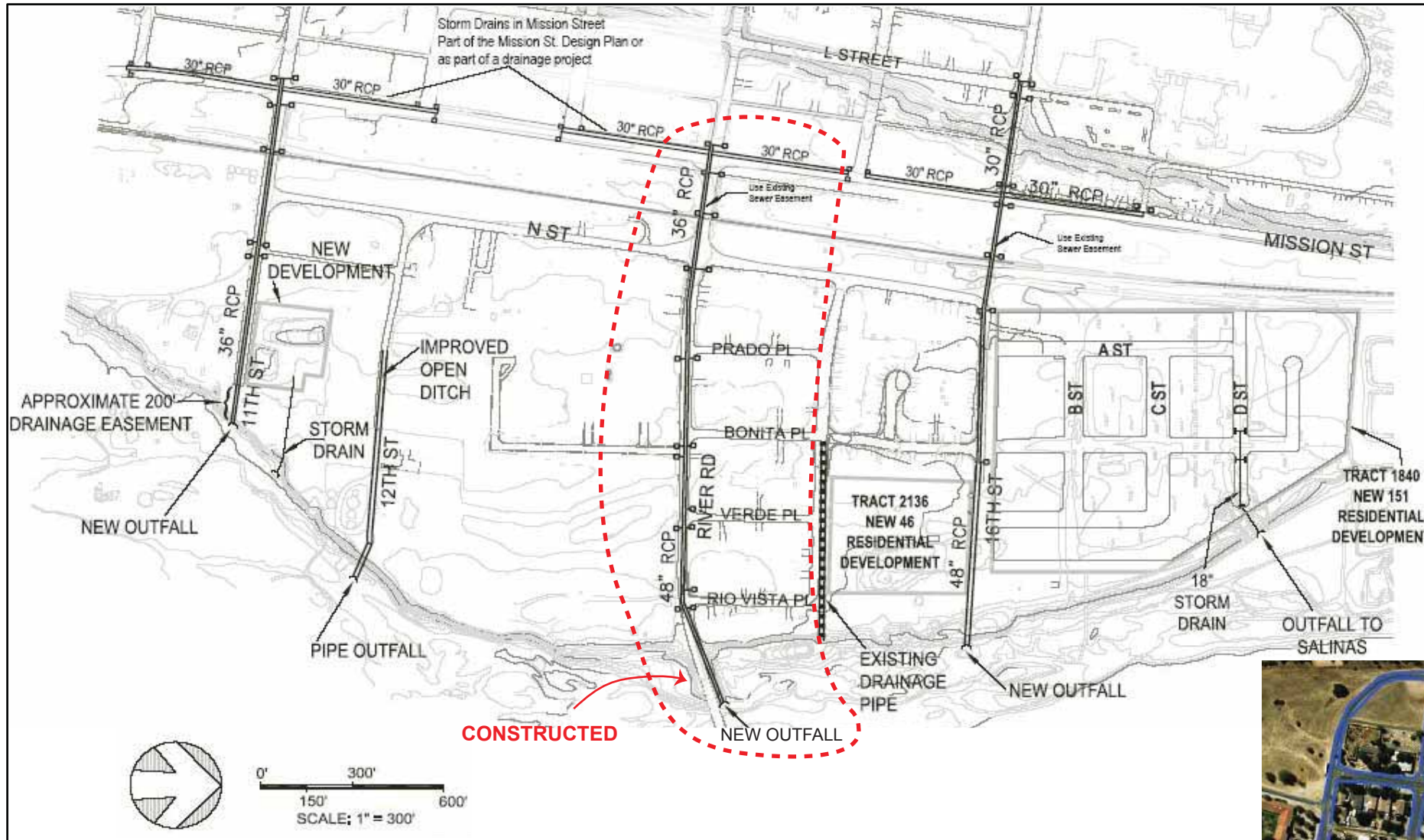


FIGURE B-4

COUNTY OF SAN LUIS OBISPO  
COMPLETE COMMUNITIES SURVEY (FUTURE) - INFRASTRUCTURE  
WASTEWATER COLLECTION

COMMUNITY OF SAN MIGUEL

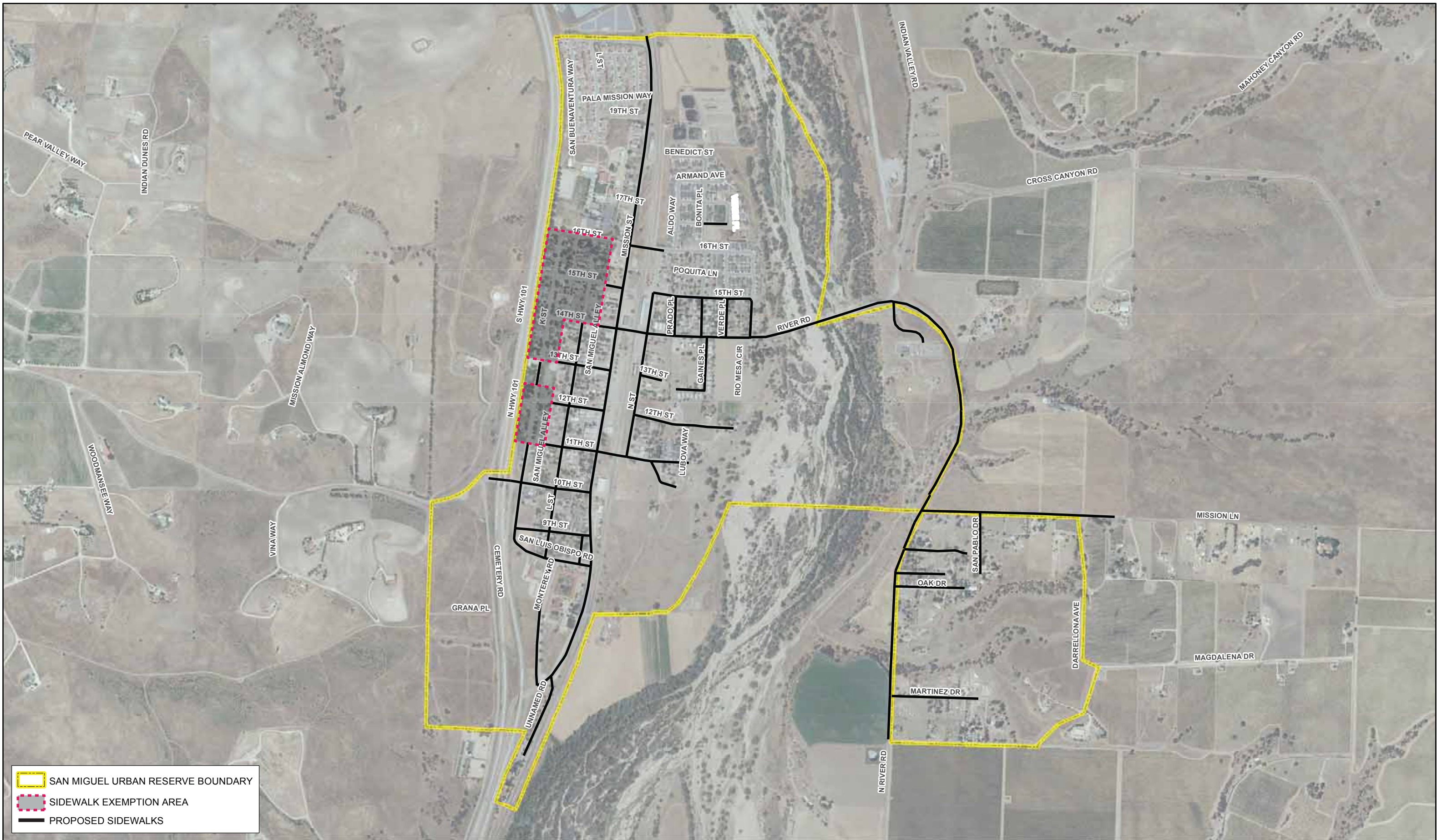




↑ **Figure 2-5A Proposed Underground Storm Drain System**  
 → **Figure 2-5B Proposed Curbs and Gutters**

Source: San Luis Obispo County Flood Control and Water Conservation District, 2003, San Miguel Drainage and Flood Control Study.



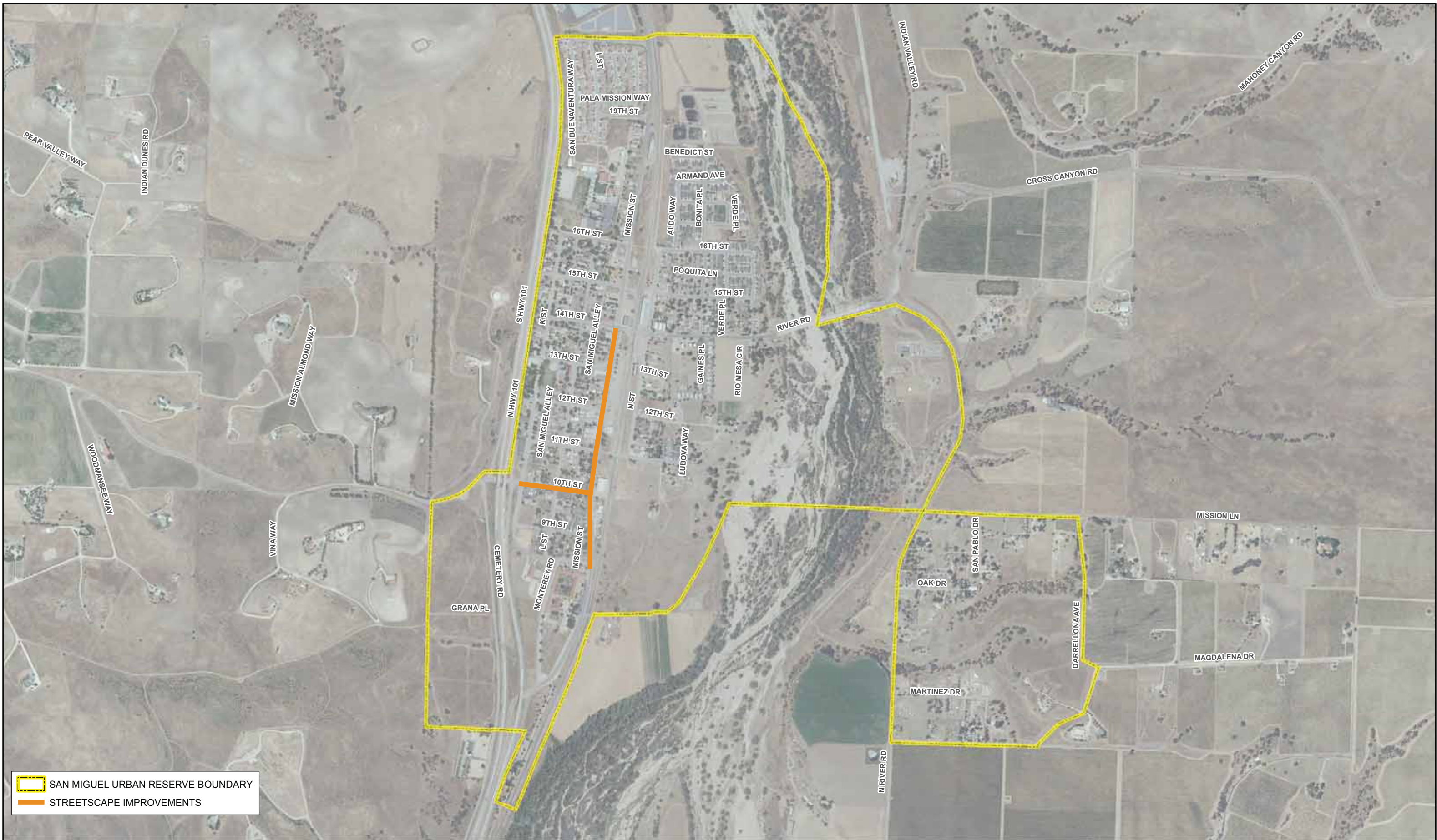


**FIGURE B-\***

**COUNTY OF SAN LUIS OBISPO  
COMPLETE COMMUNITES SURVEY (FUTURE) - INFRASTRUCTURE  
SIDEWALKS**

**COMMUNITY OF SAN MIGUEL**





**FIGURE B-7**

**COUNTY OF SAN LUIS OBISPO  
 COMPLETE COMMUNITES SURVEY (FUTURE) - TRANSPORTATION  
 STREETScape IMPROVEMENTS**

**COMMUNITY OF SAN MIGUEL**



1 inch:1,000 feet

## Appendix C

### San Miguel Master Tree List with Tree Characteristics

The following table lists the characteristics of tree species that passed screening through both the first and second sets of criteria.

**Table III: Tree Characteristics**

TERTIARY CRITERIA	Height/ Breadth	Branch Strength	Life Span	Shade Capacity <sup>1</sup>	Shade Tree <sup>2</sup>	Disease Prone	Fall Color	Evergreen	Shape	Texture	Ornamental	Spring Flowering	Allergen/ Irritant	PG & E Approved
SPECIES														
Arbutus menziesii/ Madrone	to 100' x 80'	Strong	Long	MD	✓			✓	Round	✓	✓		✓	
Brachychiton acerifolius/ Illawarra Flame Tree	to 60' x 30'	Weak	Long	D		✓	✓		Cone		✓	✓ 10 yrs	✓	
*Fraxinus angustifolia (oxycarpa)/ Raywood Ash*	to 35' x 25'	Medium	Long	M	✓	✓	✓		Oval-Hrzt	✓			✓	
*Ginkgo biloba/Maidenhair tree*	to 35' x 25'	Strong	Long	M	✓	✓	✓		Cone				✓	
Koelreuteria bipinnata/ Chinese Flame Tree	to 40' x 40'	Medium	Medium—Long	M	✓	✓	✓		Round		✓	Late Summer		
Koelreuteria paniculata/ Golden Raintree	to 35' x 40'	Medium	Medium—Long	LM		✓	✓		Round		✓	Mid Summer	✓	
Lagerstroemia indica/ Crape Myrtle	to 25' x 25'	Medium	Medium—Long	M	✓	✓	✓		Round		✓	Summer		✓
Pinus monticola/ Western White Pine	to 60' x 20'	Medium	Long	M				✓	Cone	✓			✓	
*Pistacia chinensis/ Chinese Pistache*	to 60' x 40'	Strong	Long	M	✓	✓	✓		Oval-Vrt	✓	✓		✓	
Prunus 'Okame'/ Flowering Cherry	to 25' x 20'	Strong	Long	MD	✓	✓	✓		Oval-Vrt		✓			✓
Quercus agrifolia/ Coast Live Oak	to 70' x 70'+	Strong	Long	MD	✓			✓	Umbrella				✓	
Quercus douglasii/ Blue Oak	to 50' x 70'	Strong	Long	M	✓				Round	✓			✓	
Umbellularia californica/ California Bay Laurel	to 25' x 25'	Strong	Long	D	✓			✓	Round				✓	

Source: Shandon Area Master Tree Plan – T. Pullen, 2007

\*Community Preferred Tree\*

<sup>1</sup> Rated by the Urban Forest Ecosystems Institute as low, moderate, or densely leaved.

<sup>2</sup> Must be rated moderate (M) to densely (D) leaved and have a spread at least half of height to be considered a shade tree.

## APPENDIX D –

### SAN MIGUEL COMMUNITY FORWARD CONSENSUS COMMENTS AND RESPONSES

#### Background

These comments were compiled by the San Miguel Forward Collaborative and brought before the San Miguel Advisory Council for endorsement. After making modifications, the Advisory Council endorsed Comments 1 through 66 on February 28, 2014 and endorsed Comments 67 through 79 on November 18, 2015.

General themes conveyed in the San Miguel Forward meetings:

- a. **Flexible standards for a business-friendly community.** As a whole, the group seemed to favor flexibility in land use standards for new businesses seeking to locate in the community.
- b. **Citizens taking action themselves.** San Miguel residents have a “can do” attitude. The community would like to see solutions that could be privately implemented by local volunteer groups, individuals, or businesses. Programs that would require a local government agency assuming long-term responsibility were less popular, due to financing concerns. Formation of an assessment district, for example, is an unpopular idea.

- c. **It’s our plan; use plain English.** The San Miguel Community Plan is our document. It should represent what we want, not what outsiders think we should have. The wording should be clear and easy to follow (i.e. get rid of the “planner talk”). We need to clearly state what we mean, because this document will be read and interpreted many years from now.
- d. **Economically-balanced community.** In order to thrive, San Miguel needs to achieve economic balance. Planning should consider what measures can attract additional high-end residential development. Filling space with mostly low-income housing will not achieve this needed balance.

#### VISION

In 2035, our vision of San Miguel is a thriving community where residents work together:

- A business friendly community.
- A family friendly community.
- A cultural center in the North County.
- A place where people want to live, shop, and play.
- A place that honors the surrounding agricultural influence.



Vision Statement

*We wish to preserve the rich history of San Miguel with respect to its surrounding rural and agricultural environment, by supporting its schools, and by purposely strengthening and motivating its vibrant, prosperous, forward-looking and unified*

*community. San Miguel is a friendly, welcoming place where people come to visit, shop, and enjoy special events. San Miguel balances local, social, cultural, and economic needs while providing public facilities and encouraging sustainable low-impact development and resource conservation.*

San Miguel Forward Comment	County Response
<b>Economic Development</b>	
1 Incorporate the Art in Public Places guidelines (adopted by San Miguel Advisory Committee) into the Community Plan.	<b>We concur.</b> A new appendix, Appendix E, has been included, which describes the San Miguel Masters in Artful Places program. A new standard is also proposed for Section 22.104.060 (Subsection A.14) which would exempt art projects from signage permit requirements.
2 There should be some leniency with County permits for owners who we hope to encourage to clean up their property and/or bring their home up to date.	<b>We concur.</b> A new program (Program 3-3b and 3-3c) has been added to improve community aesthetics and encourage homeowners to improve the appearance of their properties.
<b>Land Use</b>	
3 New subdivisions should be designed to avoid the need for sewer pump stations.	<b>We concur.</b> A new policy (Policy 7-6) has been added to Chapter 7 to discourage subdivision designs that would require the use of sewer pump stations.
4 Primary uses of the Union Pacific land along N Street should include centralized parking and drainage facilities.	<b>We concur.</b> A new policy (Policy 3-18) has been added to reflect the desired uses. Language describing the potential for use as parkland has been removed.
5 Fiber optic conduits should be installed to serve the Indian Valley and Cemetery Road commercial areas when other utility work is being done.	<b>We concur.</b> Two new policies (Policies 7-15 and 7-16) have been added to Chapter 7 to encourage fiber optic improvements. Program 7-9 proposes installation of a fiber optic service turnout. A standard in Section 22.104.060 (Subsection A.3.a) requires that new subdivisions install fiber optic conduits.

<b>San Miguel Forward Comment</b>	<b>County Response</b>
6 For the purposes of calculating density and open space requirements, flood hazard areas (east of the valley wall) should not be counted.	<b>We concur.</b> A new policy has been added to Chapter 3 (Policy 3-22) and a new standard has been added in Section 22.104.060 (Subsection B.1.a) to exclude areas within the flood hazard combining designation from residential density calculations. The County does not support using the existing valley wall as a boundary for determining density calculations, as there may be some areas that may be outside of the flood hazard but east of the valley wall where residential development would be feasible.
7 Larger multi-family developments should be required to provide a mix of unit sizes and types. Developments where all units are of the same size and type are discouraged.	<b>We concur.</b> A new policy has been added to Chapter 3 (Policy 3-20) that encourages mixed unit sizes. A guideline has also been included in Section 22.104.060 (Subsection J.3.a).
8 In multi-family developments, carports are favored over garages. This is largely due to the tendency to convert garages to storage, resulting in insufficient parking.	<b>We concur.</b> A new policy has been added to Chapter 3 (Policy 3-26) that promotes carports over garages in multi-family developments. A guideline has also been included in Section 22.104.060 (Subsection J.3.j).
9 Retain 10 <sup>th</sup> and L Street intersection in RMF zoning. Concern: accessing the site by way of the alley.	<b>We concur.</b> In response to comments from property owners, the zoning map has been revised to retain the Residential Multi-Family (RMF) zoning at the intersection of 10 <sup>th</sup> and L Streets. A standard has also been added to Section 22.104.060 (Subsection J.5) to require traffic engineer evaluation for projects proposing alley access.
10 Eliminate proposed rezone (RSF to RMF) on L Street. Secondary residences already allowed in RSF zone.	<b>We concur.</b> In response to comments from property owners, the zoning map has been revised to retain the Residential Single Family (RSF) zoning in this area.
11 Extend Commercial Service zoning southward along N Street, past the old 13 <sup>th</sup> Street right-of-way.	<b>We concur.</b> The zoning map has been updated to reflect extension of the Commercial Service (CS) land use category. Additionally, the N Street Concept Plan in Chapter 3 has been updated.
12 Extend the Urban Reserve Line to incorporate the former Dickmeyer property (between railroad and river, north of sewer plant); retain in AG zoning.	<b>We concur.</b> The zoning map has been updated to incorporate the Dickmeyer (now Gallo) property into the Urban Reserve Line. The site would retain an Agriculture (AG) land use category. Future rezones would depend upon the level of access granted to the site by Union Pacific Railroad.

San Miguel Forward Comment	County Response
13 Extend the Urban Reserve Line to incorporate all of San Lawrence Terrace (add the AG zoned portion), similar to the CSD boundary.	<b>We disagree.</b> The Urban Reserve Line does not need to match the community services district boundary. Based on principles and policies in the Framework for Planning, the eastern portion of San Lawrence Terrace is most appropriately placed in the Agriculture land use category and outside of the Urban Reserve Line.
14 Concerns with development in flood-prone areas. In particular: Chrisman/Barker properties; proposed extension of Verde Place.	<i>Refer to Comments # 73 through 79</i>
15 Require special standards for residential parcels with their only available access being from an alley. Setbacks and parking are the main considerations.	<b>We concur.</b> Standards have been added to Section 22.104.060 (Subsection I.2 and J.5). Subsection I.2 increases the parking requirement for parcels fronting only the alley in the Residential Single Family (RSF) category. Subsection J.5 requires a civil engineer to evaluate alley access for multi-family development.
16 <u>Policy 3-1 (High Quality Development)</u> – Revise as follows: It should read “ <u>Encourage economically balanced, high-quality development...</u> ” In order of the following priority: <ul style="list-style-type: none"> <li>• 1<sup>st</sup>: Development within the Urban Reserve Line</li> <li>• 2<sup>nd</sup>: Development within the Community Services District</li> <li>• 3<sup>rd</sup>: Development outside of the 2013 CSD boundaries</li> </ul>	<b>We concur.</b> Policy 3-1 has been revised to incorporate the recommended language.
17 <u>Policy 3-2 (Health)</u> – Bullet points should reflect quality-of-life things, such as play area for children.	<b>We concur.</b> Policy 3-2 has been updated to include a bullet point regarding quality of life improvements.
18 <u>Policy 3-4 (Parks)</u> – Open space and parks should be useable and centralized. HOA parks with restricted use (or just grass) don’t fulfill the need.	<b>We concur.</b> Policy 3-4 has been updated to better describe the types of parks and public spaces the community prefers.

<b>San Miguel Forward Comment</b>	<b>County Response</b>
19 <u>Policy 3-5 (Camp Roberts)</u> – Indicate that Camp Roberts should also be compatible with San Miguel. Essentially, make this policy reciprocal.	<b>We concur.</b> Chapter 4.1 of the Joint Land Use Study (JLUS) describes a mutual commitment to consult regarding new growth and development. Additional verbiage has been added to Policy 3-5 to provide better context.
20 <u>Policy 3-8 (Pedestrian Connections)</u> – Revise to include bicycle connections as well as pedestrian connections.	<b>We concur.</b> Policy 3-8 has been updated to include a reference to bicycle connectivity.
21 <u>Policy 3-9</u> – Eliminate this policy or blend it into Policy 3-1.	<b>We concur.</b> Policy 3-8 has been eliminated. Amendments to Policy 3-1 appear to capture the same message.
22 <u>Policy 3-14 (Adaptive Reuse)</u> – Clarify. What does “adaptive reuse” mean? Can this be implemented with a standard or guideline?	<b>We concur.</b> Policy 3-14 (now 3-15) has been modified. Additionally, a standard is included in Section 22.104.060 (Subsection L.1 and L.2).
23 <u>Policy 3-15 (Floor Area Ratios)</u> – Committee may wish to revisit this policy.	<i>Refer to Comments 67 through 72.</i> Ultimately the committee did not revisit the FAR policy.
24 <u>Policy 3-16 (Architectural Style)</u> – Eliminate “old” so it says “throughout town”	<b>We concur.</b> The change has been made to Policy 3-16 as requested.
25 <u>Policy 3-17 (Housing Types)</u> – Concerns with development in RMF neighborhoods.	<i>Refer to Comments 73 through 79.</i> The N Street Neighborhood Concept Plan is intended to address many of the concerns the community had with development in the RMF zoned area.
26 <u>Policy 3-18 (Blight)</u> – Need a program to implement this	<b>We concur.</b> A new Program 3-6 has been added, which proposes to have twice annual collaborative community walk-throughs.
27 <u>Policy 3-19</u> – Eliminate. No support for this policy.	<b>We concur.</b> This policy has been eliminated.
28 <u>Program 3-1 (Streamlining)</u> – Concerns with streamlining of development –we need to discuss what “preferred development” is.	<b>We concur.</b> This program has been modified to include a list of six types of development that the community has generally indicated preference for.

<b>San Miguel Forward Comment</b>	<b>County Response</b>
<p>29 Several major concerns regarding the concentration of multi-family development around the N Street area (11<sup>th</sup> to 14<sup>th</sup> Street). Concerns include: parking, open space, rural appearance, density bonuses, affordable housing, useable yard area, etc.</p>	<p><i>Refer to Comments 73 through 79.</i> The N Street Neighborhood Concept Plan is intended to address many of the concerns the community had with development in the RMF zoned area.</p>
<b>Natural Resources and the Environment</b>	
<p>30 Leverage environmental mitigation requirements to create economic benefits for the community. Example: kit fox education center, archaeology museum, etc.</p>	<p><b>We concur.</b> A new Policy 4-1 has been added.</p>
<p>31 The County should consider doing a “water-wise landscaping” demonstration project in San Miguel</p>	<p><b>We concur.</b> Program 4-2 calls for the County to collaborate with the Community Services District on several water conservation programs.</p>
<p>32 The County (Flood Control District) should develop a vegetation and siltation management program for the Salinas River. The program should (1) improve flood hazard conditions; (2) increase recharge into the Paso Robles Groundwater Basin; and (3) allow for recreational uses in the Salinas River corridor.</p>	<p><b>We concur.</b> A program has been added (Program 4-4) which would enable the development and implementation of a management program for the Salinas River.</p>
<p>33 Reflect the community’s history in the naming of streets. Recommended list of street names provided.</p>	<p><b>We concur.</b> A new appendix (APPENDIX F) has been added to the Community Plan to include a suggested list of family names. Additionally, a planning standard (Subsection A.3.b) requires that new subdivisions be conditioned to follow the naming scheme.</p>
<p>34 Provide a cross-section exhibit showing the Salinas River corridor and various features (e.g. flood plain, flood way, riparian vegetation, top-of-bank, etc.). Perhaps two cross-sections are warranted – one with a gentle slope, one with a clearly-defined bank.</p>	<p><b>We concur.</b> A sample cross-section image of the Salinas River is shown in Figure 4-A. While this figure represents the majority of the corridor through the community, there are some areas (e.g. west bank at 11<sup>th</sup> Street) where the fluvial scarp is technically located outside of the floodplain.</p>

<b>San Miguel Forward Comment</b>	<b>County Response</b>
35 Define “flood plain” versus “floodway” versus “flood hazard” in the text.	<b>We concur.</b> Language has been added to the text in Section 4.1.1.F to explain the various terms.
36 When referencing the Salinas River, clarify if referring to flood plain, floodway, top-of-bank to top-of bank, etc.	<b>We concur.</b> Most references rely on the County’s definition of Flood Hazard combining designation, which should be coterminous with the FEMA-designated flood plain.
37 <u>Policies 4-2 and 4-3</u> – These policies should be broadened. “Natural state” should not preclude recreational use of the river or other modifications (e.g. flood control). The Salinas River should be open to multiple uses – including recreation (e.g. trails).	<b>We concur.</b> Clarifying language has been added to both Policies 4-2 and 4-3 (now 4-3 and 4-4).
38 Get an updated flood study to determine where the flood hazard zone is.	<b>We concur.</b> A new program has been added (Program 4-4), which proposes a flood hazard study be commissioned.
39 Include photos of special-status animals and plants.	<b>We concur.</b> Two figures were added to Chapter 4. One figure shows sensitive plants, the other shows sensitive wildlife.
40 Eliminate references to the Habitat Conservation Plan (no longer in process)	<b>We concur.</b> Since the North County Habitat Conservation Program is no longer being pursued, references to this program have been removed.
41 Upon first sale of land, new homeowners should be provided with literature on drought-tolerant landscaping	<b>We concur.</b> Recently adopted state regulations impose new drought-tolerant landscaping requirements on new developments. These regulations are known as the Model Water Efficient Landscaping Ordinance (MWELo). MWELo requires strict documentation of landscaping installations and requires development of an irrigation and maintenance schedule which must be provided to the homeowner. Implementation of the MWELo will ensure that homeowners in new developments will be aware of their obligation to properly maintain drought-tolerant landscaping.



<b>San Miguel Forward Comment</b>	<b>County Response</b>
42 Revise the street tree list. We should limit the options to around 5 or so species. Use species selected for Mission Street improvements as a basis. Selected trees should be pretty, small leaves, 8-foot clearance from bottom to tree limbs; other vegetation should be less than 30" high to avoid obscuring traffic.	<b>We concur.</b> Appendix B has been modified to reduce the number of street trees.
43 Address bluff retreat on the east bank of the Salinas River near River Road.	<b>We concur.</b> A policy has been added (Policy 4-6) which encourages addressing bluff retreat with new development on the east side of the river.
44 Reword <u>Policy 4-9</u> so that it can be understood.	<b>We concur.</b> Policy 4-9 (now 4-10) has been reworded in hopes of being clearer.
45 Revise and update <u>Program 4-6 (Historic Preservation)</u> . Title this as the San Miguel Historic Preservation Project.	<b>We concur.</b> Policy 4-6 has been updated.
46 Provide more information on tax incentives for historic properties (i.e. Mills Act). How does this affect property rights? What is a "designated" building?	<b>We concur.</b> We've provided an information box on Page ?? (Chapter 4) that provides some additional information on the Mills Action. Additionally, we've added a Program 4-7, which calls for the County to develop a standardized procedure for implementing the Mills Act.
<b>Transportation and Circulation</b>	
47 <i>Comment Deleted</i>	---
48 Truck loading zones should take sight-distance into consideration, particularly in the Central Business District.	<b>We concur.</b> Policy 5-11 has been added to encourage review of truck loading zones. Additionally, a guideline has been added (Section 22.104.060, Subsection C).
49 A centralized parking program is needed; but unsure if this should be a government program or an initiative by private business.	<b>We concur.</b> Program 5-6 has been added to address centralized parking. When the community decides to pursue this program, the issue of an assessment district will need to be addressed at that time.
50 In support of a centralized parking program, the parking ratios for development in the Central Business District should be revised.	<b>We concur.</b> Program 5-6 (Centralized Parking) calls for consideration of modifying parking ratios in the central business district. No study has been completed, and so we do not recommend adjusting the parking ratio at this time.

<b>San Miguel Forward Comment</b>	<b>County Response</b>
51 Informal road associations and shared maintenance agreements in the San Lawrence Terrace neighborhood should be consolidated.	<b>We concur.</b> Program 5-7 has been added to begin the work needed to consolidate road maintenance associations.
52 Subdivisions in San Lawrence Terrace should only be allowed if there is a paved road with organized maintenance extending to a County-maintained road.	<b>We concur.</b> Subsection A.3 of Section 22.104.060 has been added to address this issue.
53 Fire safety access concerns should be addressed. In particular: (1) Kennedy Lane; (2) Private driveways at 11 <sup>th</sup> and Lubova; (3) N Street alley from 11 <sup>th</sup> to 12 <sup>th</sup> Streets	<b>We concur.</b> Program 5-8 has been added to address this issue.
54 Eliminate the Prado Place – Lubova Way connection through the White Oak Mobile Home Park	<b>We concur.</b> The Prado-Lubova connector is no longer shown on the circulation maps, although concept plans do retain the possibility of a pedestrian/bicycle connection near this area.
55 Eliminate the 13 <sup>th</sup> Street connection from N Street to the Prado-Lubova connection	<b>We concur.</b> The 13 <sup>th</sup> Street connection is no longer shown on the circulation maps.
56 Routing for Downtown Connector Trail: Mission to 12 <sup>th</sup> , 12 <sup>th</sup> to the Park, Down 13 <sup>th</sup> , Back along Mission. Connection to east side at 11 <sup>th</sup> and 16 <sup>th</sup> Streets.	<b>We concur.</b> The circulation plan has been updated to show the downtown loop trail.
57 Downtown trail is a priority above doing curb, gutter, sidewalk improvements throughout town.	<b>We concur.</b> Policy 5-6 has been added to communicate that a useable trail network is a higher priority than ensuring that each street has sidewalk improvements.
58 Update plan to reflect proposed CalTrans improvements to the southbound Mission Street onramp.	<b>We concur.</b> The circulation plan has been updated, and a reference has been added in the text of Chapter 5.
59 Elimination of bike lanes along Mission Street where diagonal parking is located can cause confusion. Consider adding “sharrows” (share the road arrows) in this area.	<b>We concur.</b> Adding a visual indicator for vehicles and cyclists to understand that they are sharing the lane could help clarify the situation. Program 5-5e has language that encourages proper marking of a Class III bike lane.

<b>San Miguel Forward Comment</b>	<b>County Response</b>
60 Traffic calming measures should be added to Mission Street to encourage drivers to slow down. Any traffic calming measures would need to consider that trucks use the road.	<b>We concur.</b> Language has been added to Program 5-5 to indicate that truck traffic must be taken into consideration in the design of traffic calming measures.
61 A crosswalk program should be developed. There is a desire for crosswalks at all downtown corners, and especially at Mission and 14 <sup>th</sup> Street	<b>We concur.</b> Program 5-4 (Traffic Calming on Mission Street) has been added to address this issue.
62 L Street is a main access for Lillian Larsen school. The road should be widened to create some room to walk between 13 <sup>th</sup> and 14 <sup>th</sup> Streets.	<b>We concur.</b> County Parks is already pursuing an improvement at this location in association with the proposed K Street road closure. Program 5-9 encourages that transportation funds be put towards improvements that link the community to the school.
63 <i>Comment Deleted</i>	---
64 Private roads should be discouraged. Enforcing parking restrictions on private roads is too difficult. If private roads are proposed, they should not be dead-ends (creates a fire safety concern). San Miguel Fire should review and approve all plans for private roads.	<b>We concur.</b> Policy 5-14 discourages private roads in new developments. County ordinance already requires that San Miguel Fire Department review and approve a fire safety plan for new development projects.
65 Alleys should be named, particularly where structures have their only access from the alley.	<b>We concur.</b> Program 5-10 would entail going through the road naming procedure to name the alleys.
<b>Infrastructure, Drainage, and Utilities</b>	
66 The 2003 Drainage Plan requires an update and a financing plan.	<b>We concur.</b> Program 7-5 would entail updating the community drainage plan.
<b>Town Center Concept Plan</b>	
67 Include a policy that encourages using vacant lots in the downtown area for parking on an interim basis, before they're developed with more permanent structures.	<b>We concur.</b> Additional text has been is now provided in the body of Section 3-2.3A(1). A new policy (Policy 3-15) has been added as well. Program 5-7 also takes this possibility into consideration.

<b>San Miguel Forward Comment</b>	<b>County Response</b>
<p>68 The community is open to the concept of residential uses as part of mixed use projects in the downtown area; however, they would prefer to keep areas near the proposed town square (13<sup>th</sup> and Mission) primarily for commercial use. No more than 75 percent of floor space should be residential.</p>	<p><b>We concur.</b> Policy 3-11 has been revised to include language allowing more than 50 percent of floor area to be residential. A planning area standard is also proposed for Section 22.104.060D.2, which would allow this to occur.</p>
<p>69 The County shall work with California Highway Patrol to have an increased enforcement program along Mission Street and 14<sup>th</sup> Street/River Road during the grape harvest season.</p>	<p><b>We concur.</b> This item has been incorporated into Program 6-6.</p>
<p>70 N Street is a common alternate route for Mission Street. Traffic calming considerations should include not only Mission Street, but also N Street.</p>	<p><b>We concur.</b> New Program 5-6 provides for traffic calming on N Street.</p>
<p>71 The following Mission Street traffic calming measures are considered high priorities:</p> <ul style="list-style-type: none"> <li>- Crosswalks on all 4 sides at 14<sup>th</sup> St/River Road</li> <li>- Painted indication of 25 mph speed limit on the road.</li> <li>- A raised platform crosswalk – perhaps at 13<sup>th</sup> Street.</li> </ul>	<p><b>We concur.</b> The most recent Mission Street improvements are fully compatible with complete streets guidelines, including travel lanes, Class II bike lanes, pedestrian bulb outs, crosswalk, landscaping, and sidewalks all to promote multi modal transportation.</p>
<p>72 The San Miguel Community Services District should use its landscape and lighting authority in order to maintain publicly installed landscaping along Mission Street.</p>	<p><b>We concur.</b> New Policy 6-19 has been added to encourage transferring maintenance duties to the San Miguel CSD.</p>

San Miguel Forward Comment	County Response
<b>N Street Neighborhood Concept Plan</b>	
73 Include a policy that envisions this area as a mixed-income neighborhood.	<b>We concur.</b> New Policy 3-18 has been added to encourage mixed-income neighborhoods.
74 Eliminate the road connection from Prado Place to Lubova Way. A pedestrian and bicycle connection in this area would be acceptable.	<b>We concur.</b> This comment is similar to Comment #54. The circulation map has been revised.
75 While the river is a great opportunity for parkland, it is important that active recreation be planned close to the housing. A centrally located multi-use field is recommended.	<b>We concur.</b> This has been included as a goal in the N Street Neighborhood Concept Plan. Additionally Policy 6-7 encourages active park areas to be located in easily accessible and visible locations.
76 Security is a major consideration for any parks and recreational facilities in the Salinas River flood zone. Involve the Sheriff's Office early on in the design process to ensure crime prevention measures are incorporated (e.g. site design, adequate lighting, etc.)	<b>We concur.</b> Policy 6-8 has been added. This policy calls for Sheriff involvement in the review of new parks and recreation facilities.
77 Allow for recreational uses, such as an equestrian facility, at the eastern end of 11 <sup>th</sup> Street (Chrisman property).	<b>We concur.</b> The Public Hearing Draft contains a revision in zoning for the 17-acre parcel at the end of 11 <sup>th</sup> Street. This parcel, currently designated Residential Suburban (RS), was proposed to be designated Residential Multi-Family (RMF). Since RMF areas do not allow equestrian facilities, the Public Hearing Draft now proposes this area be re-designated to Recreation (REC). The REC zone allows development to occur at multi-family densities, while also allowing the establishment of a commercial equestrian facility.
78 The Flood Control District will take the lead in developing a communitywide storm drainage system. The Flood Control District should work with the CSD to plan for stormwater retention.	<b>We concur.</b> The Flood Control District would be responsible for implementing Programs 7-5 and 7-6. Language has been added to Program 7-5 to reference coordination between the Flood Control District and the Community Services District.

<b>San Miguel Forward Comment</b>	<b>County Response</b>
79 Homeowner’s associations provide a tool for parking enforcement and reduction of blight. Require that developments of more than 5 units form a homeowner’s association or use another entity for enforcement.	<b>We concur.</b> A planning area standard has been added (Section 22.104.060, Subsection A.3.d) to require some form of organized enforcement of parking and CC&Rs when a development includes more than 5 units.



## Appendix E

### San Miguel Masters in Artful Places Guide to Art in Our Community

Established in 2006 by San Miguel Resource Connection for the community of San Miguel  
Approved by the California State Arts Council

#### I. Policy:

San Miguel Masters in Artful Places, a committee of San Miguel Resource Connection, has developed a set of guidelines to be used in planning major exterior works of art in San Miguel. These guidelines will help ensure that art of the highest quality and expression are displayed in our public places. The policies outlined in this document, although not mandatory, will set a standard of aesthetic excellence for public and private exterior works of art.

#### II. San Miguel Masters in Artful Places Role:

The San Miguel Masters in Artful Places will be composed of artists and community representatives. The committee will ensure that artwork, whether purchased or commissioned, is appropriate for its site by using the following criteria:

- a. Compatible with its proposed location,
- b. Potential to celebrate our community's identity through appropriate artistic expression,
- c. Potential to enliven our public spaces.

#### The San Miguel Masters in Artful Places goals are:

- Create diverse and challenging opportunities for our artists by celebrating our cultural heritage and history in our public art collection.
- Make art accessible to the community so that the public may expand its experience through awareness, sensitivity and understanding of the arts, thereby enhancing the lives of our citizens and visitors through the interaction with public art.
- Encourage the collaboration between artists, urban planners, architects, engineers and other city agencies in order to create a more artistic environment, thus recognizing the importance of artists as "aesthetic decision-makers" in planning our environment.

#### III. Art Selection Process

1. The San Miguel Masters in Artful Places wishes to commission the best and most appropriate artworks: consequently there shall be no overall policy about residency requirements for artists within and not limited to the greater San Miguel area. It shall be our goal to ensure a mix of work done by artists which celebrate our community.

2. The San Miguel Masters in Artful Places shall seek commissions among a wide number of artists and shall strive for overall diversity in style, scale, and intent.
3. Artists / Landowners shall apply for placement of artwork by completing San Miguel Masters Application forms and submitting appropriate proposals to the San Miguel Masters in Artful Places at 2011SMRC@gmail.com.
4. The selection of artwork will be made by the San Miguel Masters in Artful Places, a committee facilitated by the San Miguel Resource Connection with an invitation to the San Miguel Advisory Committee, but not dependent upon their presence. The Selection Committee will strive to provide a panel of San Miguel Masters members and an invited forum of artists, designers, architects, city planners, gallery owners, dealers, and professionals deemed appropriate to make artwork selections that will celebrate our community's heritage and diversity. This panel will change from selection to selection in an attempt to bring a diverse perspective which reflects the cultural and ethnic diversity of the San Miguel area. The San Miguel Masters in Artful Places will maintain a file of potential panelists, containing information on the experience of individuals wishing to serve in this capacity.
5. The San Miguel Masters in Artful Places Selection Committee will review all applications and will select the proposal / artists by one of the following methods;
  - o Invitation: One artist set forth to develop a proposal.
  - o Limited Competition: A small number of invited artists set forth to develop proposals
  - o Direct Purchase: A completed work of art is purchased.
  - o Open Competition: Site and program advertised, applications accepted from all artists and/or landlords; (*example: might be from business seeking multiple proposals & needs to submit application to committee for selection of best proposal*)

In all cases after selections have been made all proposals shall be applied to the appropriate city agencies for further review and acceptance.

At any stage the proposal / artist selection process may be interrupted by a majority vote of the San Miguel Masters in Artful Places Selection Panel. At that point, the following options are available:

1.
  - Ask artist for clarification or redesign of proposal.
  - Select another artist.
  - Make no selection.

2.
  - Ask panel for clarification / intention.
  - Ask panel for new artist.
  - Develop new proposal.
  - Convene new panel.
3.
  - Request clarification of new panel.
  - Request new artist's intent.
  - Request new proposal.
  - Abandon proposal entirely.

In reviewing the panel's recommendation the San Miguel Masters in Artful Places will take into account this program's goals for developing a diverse collection, its commitment to the review panel's process and the San Miguel Masters role as a bridge between the arts community, the general public and the built environment. These considerations should outweigh any individual or personal preference in the San Miguel Master's decision-making process.

#### **IV. Definition of Artwork**

For these purposes, artwork includes, but is not limited to, all paintings, murals, inscriptions, stained glass, fiber work, statues, relief's or other sculpture, monuments, fountains, arches, or other structures intended for ornament or commemoration. Also included are carvings, frescoes, mosaics, mobiles, photographs, drawings, collages, prints and works in clay, fiber, wood, metal, glass, plastics and other materials.

#### **Title and Ownership of Artwork / Copyright**

- The San Miguel Masters in Artful Places shall follow and acknowledge all state and federal copyright laws pertaining to public artworks.
- The San Miguel Masters in Artful Places will maintain ownership of all artwork procured, commissioned and or purchased by the committee.
- The San Miguel Masters in Artful Places will maintain all documentation necessary to record and maintain site / location and historical evidence of its art collection displayed within San Miguel.
- As stated in maintenance agreement the ongoing upkeep and maintenance of said artwork shall be the responsibility / ownership of the San Miguel Masters in Artful Places depending on review and approval. All costs for routine maintenance of artwork

shall be funded by the San Miguel Masters in Artful Places funds for public artwork. *[This is something SMRC needs to develop at some point in time]*

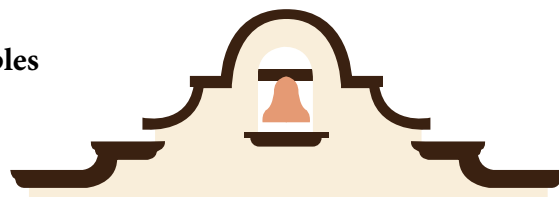
- It is the intent of the San Miguel Masters in Artful Places to hold title to each selected artwork (unless previously agreed upon with the artist) and shall hold copyright to said artwork. *(SMRC desires ownership or usage of copyright)*
- The San Miguel Masters in Artful Places shall maintain an irrevocable license to reproduce, to distribute, and / or display copies / reproductions of said artwork, unless previously agreed upon with the artist.
- The San Miguel Masters in Artful Places shall use its best efforts to give credit to the artist in any publicity or distribution of image / artwork, public showing, and any and all reproductions of said artwork.
- The artist gives to the San Miguel Masters in Artful Places permission to use the artist's name, picture, portrait, and photograph in all forms of media and in all manner, including but not limited to exhibition, display, advertising and editorial uses, without violation of the artist's rights of privacy or permission, or any other personal and proprietary rights the artist may possess in connection with said artwork. Also included are proposal drawings or any incidental works made in the creation of said artwork or any agreements granted to the San Miguel Masters in Artful Places by the artist under this agreement.
- The artist shall own all design proposals directly related to conception, fabrication and installation of said artwork.
- The San Miguel Masters in Artful Places shall also define each artwork by the placement of a plaque which defines "Title of Said Artwork" – "Artist" – "Donors / Funded by" – "Dedicated to" (Memoriam) at each artwork location.
- In the act of an infringement by a third party of the rights granted under this agreement to the San Miguel Masters in Artful Places and the artist shall have the right to sue jointly for the infringement and after deducting the expenses of bringing suit (to be borne equally) to share equally in any recovery. If either party chooses not to join in the suit, the other party shall have the right, but not the obligation, to institute suit.

*[Federal law dictates that you cannot block public art]*

## **APPENDIX F: RECOMMENDED STREET NAMES**

The Community of San Miguel desires to reflect its cultural history in the naming of new streets and alleyways. The following is a list of historic family names. These names should be considered by the Review Authority before an alternative name is applied.

Bayer	Mahoney
Bonnifield	Makin
Bressler	Murphy
Clemons	Negley
Corbaley	Noggle
Creuss	O'Neil
Dittemore	O'Reilly
Douglas	Sanchez
Firanzi	Simmons
Forbes	Smalling
Gorham	Stringham
Gunderson	Sonnenberg
Hoffmann	Thralls
Houghton	Twisselmann
Kingery	Wayland
Linn	Wickstrom
Lowe	Williams
McCulloch	Wilmar
McNaul	Work
Machado	



# Mission Era



## COMMON THEMES

- Mission style arches
- Bells
- Adobe-like finish, exposed bricks
- River rock accents
- Spanish tile roof







# *Railroad and Victorian Era*



## COMMON THEMES

- Wood-like siding
- Western-style facades
- Gable roofs
- Covered walkways and porches
- Decorative architectural details





# Second World War Era

## COMMON THEMES

- Adaptive reuse of automobile-oriented businesses on Mission St.
- Ranch-style homes
- Picket fences





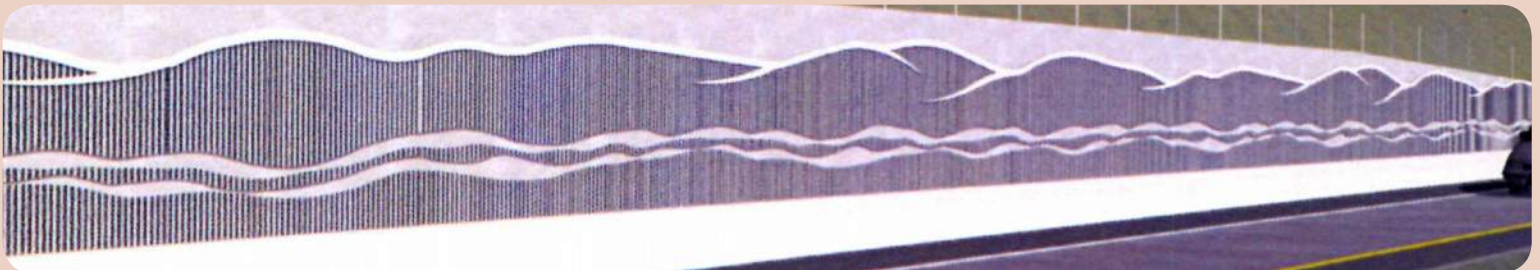


# Accents and Elements

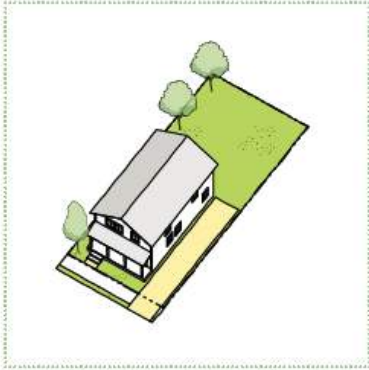


## COMMON THEMES

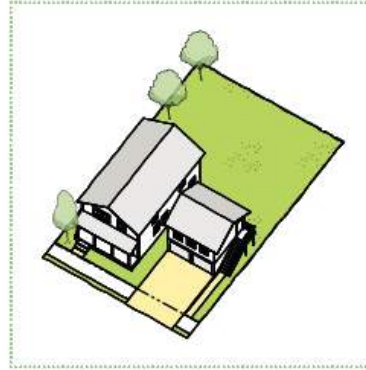
- Reference to history
- Timber railing at the adobe
- Mission bells
- Victorian-style fixtures
- Reference to geography
- Images of rolling hills and a meandering river
- River rock
- References to agriculture
- Windmills
- Bike Hitching Posts



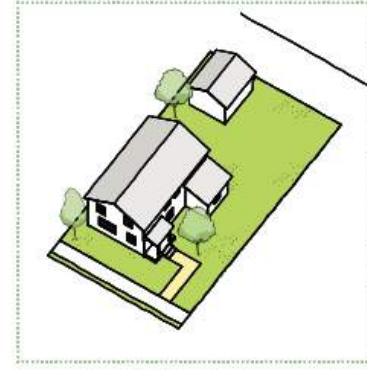
## Residential Development Types



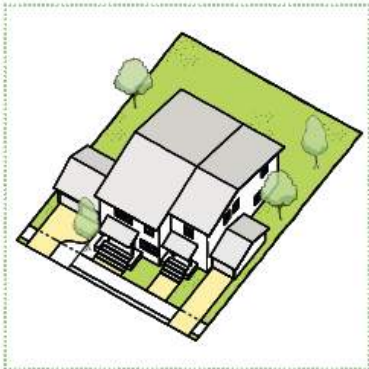
Small Lot Single Family Homes



Carriage Homes



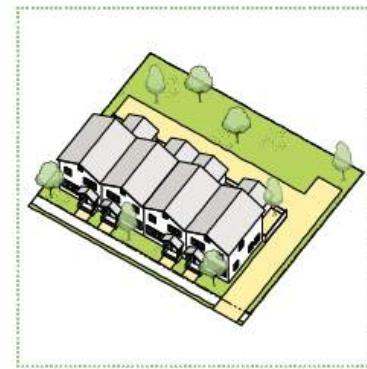
Side Yard Homes



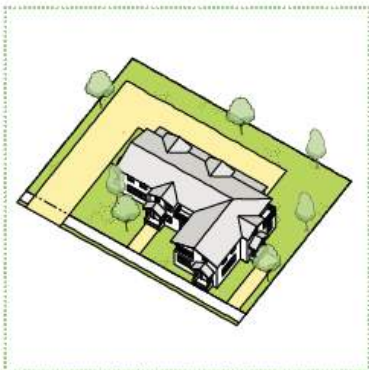
Duplex, Triplex & Quadplex



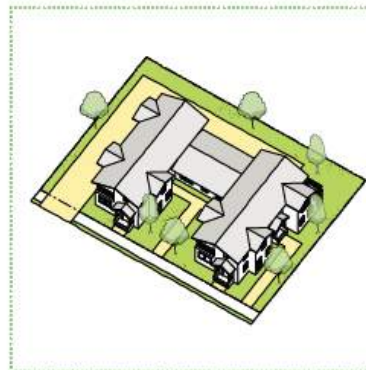
Bungalow Courts



Townhomes



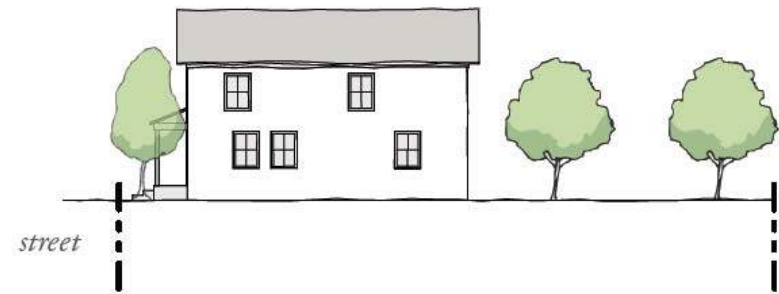
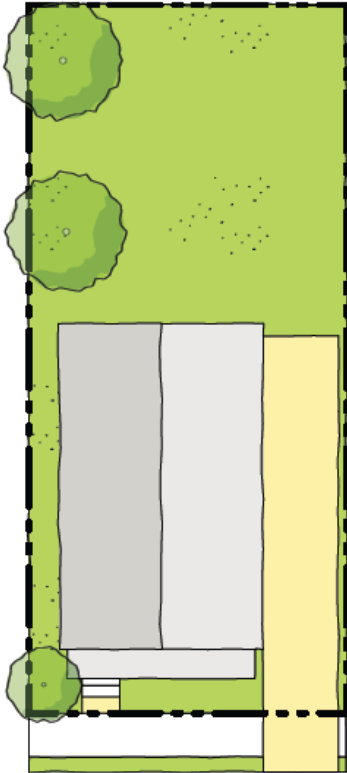
Small Apartment Buildings



Courtyard Apartment Buildings



# SMALL LOT SINGLE-FAMILY HOMES

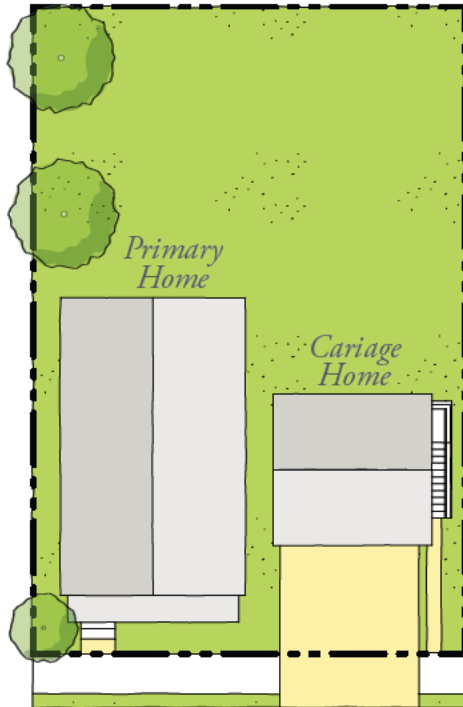


## Typical Unit and Lot Sizes

- » Unit size: 600 square feet to 1,800 square feet
- » Lot width: 25 feet to 50 feet
- » Lot depth: 100 feet to 150 feet
- » Density: 5 to 15 dwelling units per acre



# CARRIAGE HOMES

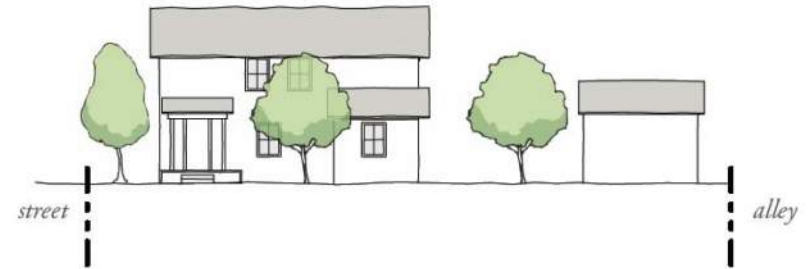
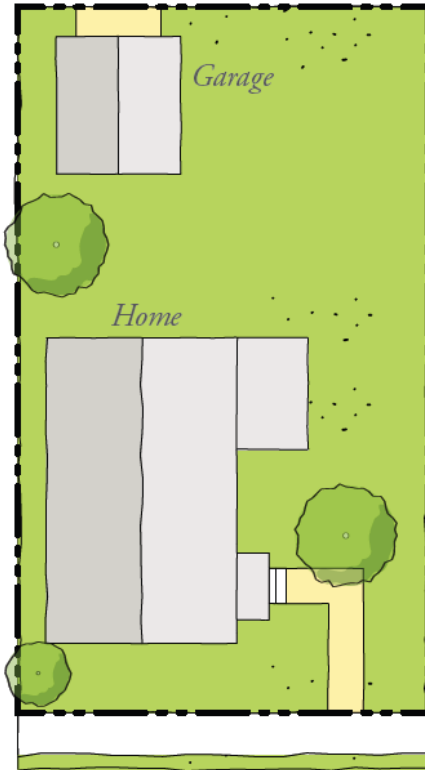


## Typical Unit and Lot Sizes

- » Unit size: 500 square feet to 800 square feet
- » Minimum lot size (of primary home): 5,000 square feet
- » Density: Variable, depends on the size of lots in neighborhood



# SIDE YARD HOMES



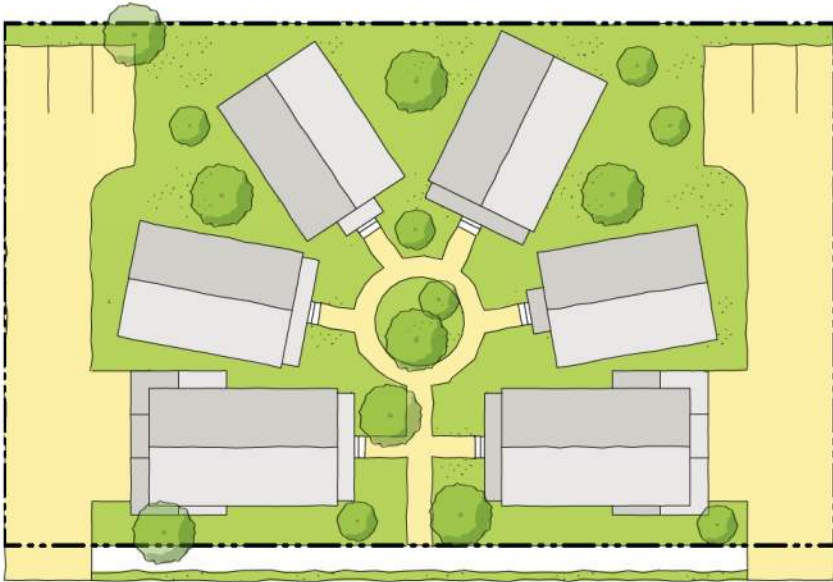
## Typical Unit and Lot Sizes

- » Unit size: 600 square feet to 1,800 square feet
- » Lot width: 35 feet to 50 feet
- » Lot depth: 100 feet to 150 feet
- » Yard side setback: 10 feet to 20 feet
- » Density: 5 to 15 dwelling units per acre





# BUNGALOW COURTS



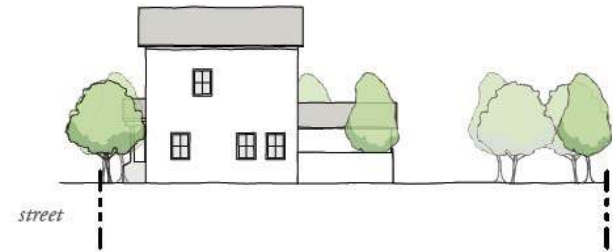
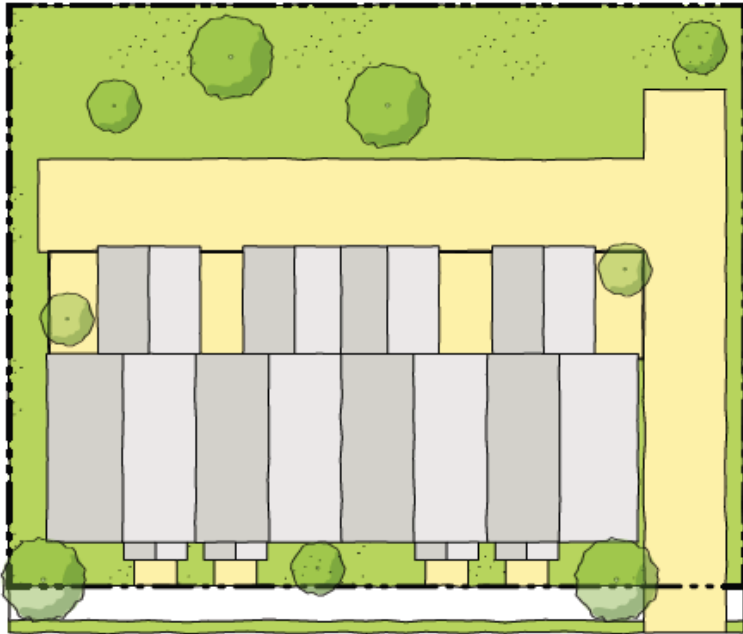
## Typical Unit and Lot Sizes

- » Unit size: 600 square feet to 1,200 square feet
- » Lot width: 100 feet to 180 feet
- » Lot depth: 100 feet to 150 feet
- » Density: 15 to 20 dwelling units per acre





# TOWNHOMES

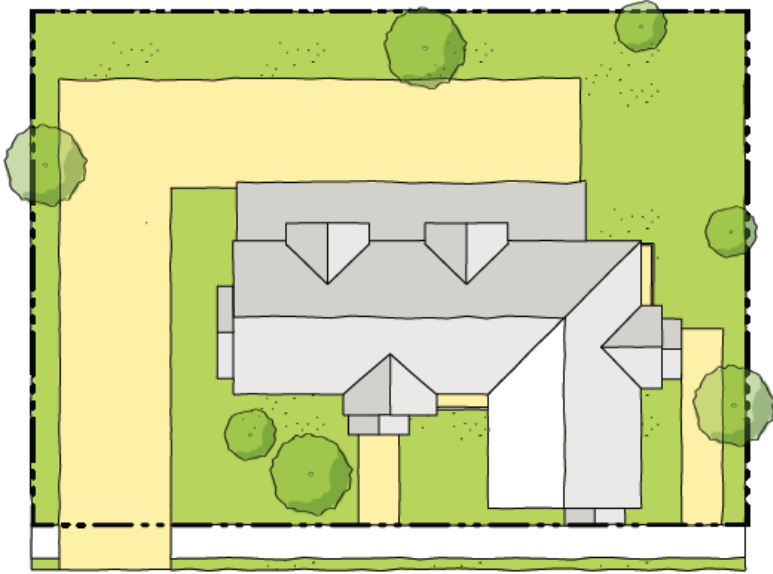


## Typical Unit and Lot Sizes

- » Unit size: 850 square feet to 2,200 square feet
- » Lot width: 40 feet to 120 feet
- » Lot depth: 80 feet to 150 feet
- » Density: 10 to 20 dwelling units per acre



# SMALL APARTMENT BUILDINGS

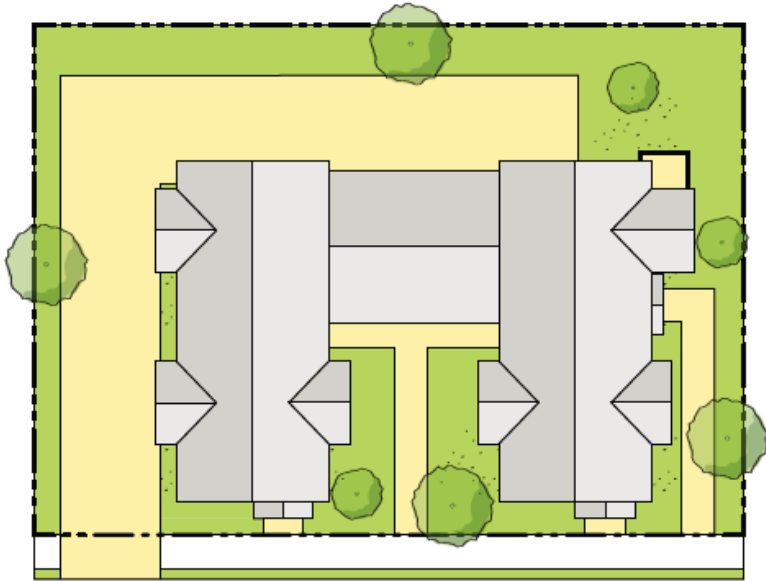


## Typical Unit and Lot Sizes

- » Unit size: 500 square feet to 1,700 square feet
- » Lot width: 125 feet to 200 feet
- » Lot depth: 100 feet to 150 feet
- » Density: 15 to 30 dwelling units per acre



# COURTYARD APARTMENT BUILDINGS



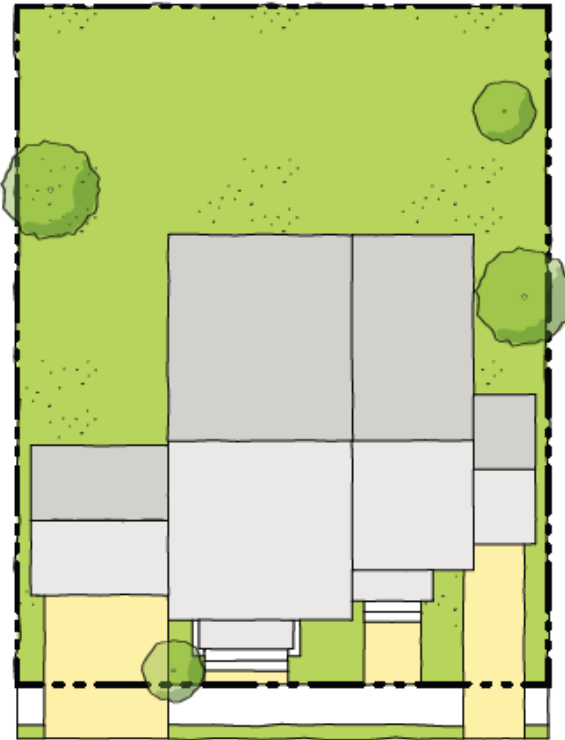
## Typical Unit and Lot Sizes

- » Unit size: 600 square feet to 1,700 square feet
- » Lot width: 125 feet to 200 feet
- » Lot depth: 100 feet to 150 feet
- » Density: 15 to 30 dwelling units per acre





# DUPLEX, TRIPLEX, AND QUADPLEX



## Typical Unit and Lot Sizes

- » Unit size: 600 square feet to 1,600 square feet
- » Lot width: 50 feet to 120 feet
- » Lot depth: 100 feet to 150 feet
- » Density: 12 to 26 dwelling units per acre





# APPENDIX I COMMUNITY OUTREACH

Engage all segments of the community to gather relevant information regarding community needs and priorities through community visioning, surveys, and continuous feedback to ensure all ideas are incorporated.

Appendix I courtesy of California Polytechnic State University, SLO



## *Appendix C – Community Outreach*

*With special thanks to:*

**California Polytechnic State University, SLO**

**City and Regional Planning Department**

Zeljka Pavlovich-Howard, Faculty Advisor

**Community Planning Laboratory 2010-2011**

Marc Abdelsayed

Kevin Bocci

Marcus Carloni

Wendy Catillejo

Brynae Emerzian

Joan Gargiulo

Travis Griffith

Jared Glenn

Erin Gorman

Michael Hanebutt

Victoria Hernandez

Stephan Jackson

Brittany Lambert

Lucas Martens

Anastasio Martinez

Joshua Miller

Travis Norberto

James Parrish

Omar Salazar

Federico Tallis

Kevin Valente

Katie Villela

Jessica Wafer



## APPENDIX C: COMMUNITY OUTREACH PROGRAM

Community involvement in the planning process is vital for gathering relevant information about community's needs and priorities. In order to actively involve the community in development of the San Miguel Community Plan Update an outreach program was developed to engage all segments of the community. The outreach program consisted of three community workshops, community questionnaire, Visual Preference survey, visits to Lillian Larsen Elementary School, targeted outreach to the Spanish-speaking community Flyers (Appendix B, Figures B-1 to B-4) promoting the workshops and their respective objectives were distributed within San Miguel, hand-delivering them to local businesses. San Luis Obispo County sent out letters (Appendix B, Figure B-5) inviting property owners in San Miguel to attend the workshop.

The first workshop, held in October 2010, served as a community visioning exercise to address local issues, the needs and desires of community members, and to learn about the preferred types of development they would like to see San Miguel. The second workshop was held in December 2010 to explore opportunities within two alternative concept plans for future development that were based on the community feedback from the first workshop. The final workshop was held in January when the community reviewed a consensus plan that incorporated the feedback from the previous two workshops.

# WORKSHOP 1: COMMUNITY VISIONING

Beginning the public outreach program with community visioning is important to gain a clear understanding of the general direction in which the community wants to grow, physically, socially, and economically.

The effort in promoting public input contributed to a successful first workshop held in October 2010. Valuable input from the community was gathered through an interactive approach between all participating parties during the workshop. The workshop began with a presentation of San Miguel's existing conditions, with information provided by the Cal Poly Consulting Team and San Luis Obispo County staff. Workshop activities included a visual preference survey, a community survey, and an interactive mapping exercise.

The physical aspect of development and design is essential to satisfy the community members vision for the future of San Miguel. A visual preference survey was conducted to better understand the types of development San Miguel community members desired. A total of 42 images were presented, including: downtown commercial, commercial outside of downtown, mixed-use development, streetscape, public spaces, parks, single family residential, and multi-family residential developments. Participants evaluated each image on a numerical scale ranging from positive three to negative three. There were common themes that resulted from the visual preference survey with regards to areas of commercial, mixed-use, residential, public space, and streetscape development, which helped guide the development of concept design plans.

The following pages provide the summaries of the survey results. See Appendix B, Figure B-5 for the Visual Preference Survey Poster used at Workshop 2.



Figure 2-1: Workshop participants collaborating on ideas for San Miguel's future. (Cal Poly, 2010)

# VISUAL PREFERENCE SURVEY

## Downtown Commercial

The community responded positively to the images of downtown commercial development that encompasses the historic character within its physical design, particularly with that of older, small-town characteristics. Varied rooflines and façade details, such as the use of traditional-appearing materials and size and placement of windows and doors, are also qualities of downtown commercial development that the community would like to see in future development (Figure 2-2 and Figure 2-3).

**AVERAGE: 2.6**  
**MODE: 3**

**POSITIVE COMMENTS:**  
Historic Character  
Old Town Feel  
Varierd Rooflines

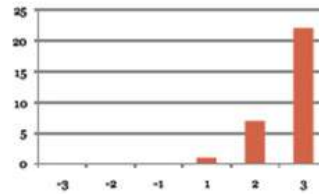


Figure 2-2: Downtown commercial development incorporating historic, Western character and varied materials and facades.

**AVERAGE: 1**  
**MODE: 2**

**POSITIVE COMMENTS:**  
Historic Character  
Old Town Feel  
Facade Materials Vary

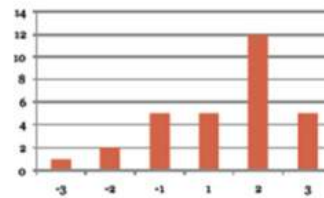


Figure 2-3: Downtown commercial development with varied rooflines and materials.

## Commercial outside of Downtown

In regards to commercial development outside of the downtown area, the community preferred to see development that incorporated the rustic feel and rural character of the town. The community also expressed the need for sufficient parking within the commercial development (Figure 2-4).

**AVERAGE: 2**  
**MODE: 2**

**POSITIVE COMMENTS:**  
Rustic Feel  
Rural Character  
Good Parking

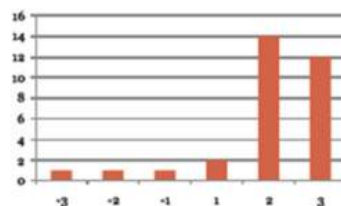


Figure 2-4: Commercial development outside of downtown incorporating rural characteristics and sufficient parking.

## Mixed Use

The community responded positively to the idea of bringing mixed use development into the downtown area with a few exceptions. The community would like to see mixed use development that incorporates the old town feel of the town, similar to the existing mixed use within the town. The community also expressed that the building height should not exceed two stories (Figure 2-5).

**AVERAGE: 1.6**  
**MODE: 2**

**POSITIVE COMMENTS:**  
Old Town Feel  
Similar to Existing San Miguel

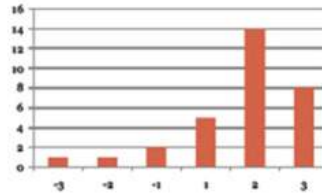


Figure 2-5: Mixed-use development with old-town style architectural style and limited height.

## Multi-Family Residential

Neighborhood-oriented multi-family development was the top-rated form of multi-family residential development preferred by the community. They would want multi-family development that resembles existing single-family residential development within San Miguel, where there are outdoor areas for family recreational enjoyment and where building density does not disrupt a “family feel” (Figure 2-6).

**AVERAGE: 1.4**  
**MODE: 2**

**POSITIVE COMMENTS:**  
Nice Family Feel  
Neighbor Friendly

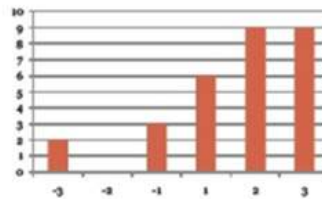


Figure 2-6: Multi-family residential development resembling single-family residential characteristics.

## Single Family Residential

A reflection of traditional-style architecture found in existing neighborhood areas in the community is what the community would like to see in future single-family development. Front porches and detached garages or garages set back from the front yard are two of the most common themes that emerged from the Visual Preference Survey regarding future single-family development (Figure 2-7).

**AVERAGE: 1.5**  
**MODE: 3**

**POSITIVE COMMENTS:**  
Porch Style  
Detached Garage

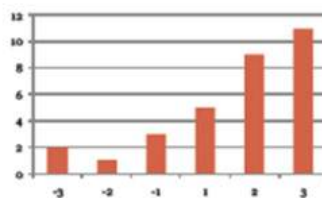


Figure 2-7: Single-family housing with a porch and detached garage.

## Streetscape

The community expressed a desire to develop the existing streetscape into a pedestrian friendly environment with wider sidewalks (Figure 2-8). The community also responded positively to covered sidewalks in the downtown area to provide shelter from the natural elements, and vegetation along the sidewalks to provide an aesthetically pleasing environment (Figure 2-9).

**AVERAGE: 1.3**  
**MODE: 1**

**POSITIVE COMMENTS:**  
People Friendly  
Sidewalk Width  
Landscaping

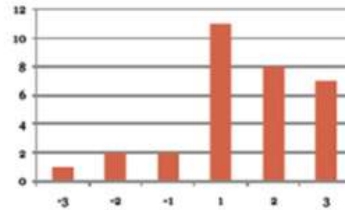


Figure 2-8: Streetscape with a wide, pedestrian-friendly sidewalk.

**AVERAGE: 1.3**  
**MODE: 3**

**POSITIVE COMMENTS:**  
Very Inviting Space  
Friendly Atmosphere  
Covered Sidewalk

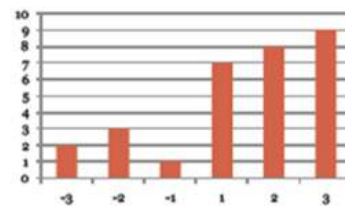


Figure 2-9: Streetscape incorporating covered sidewalk and aesthetic vegetation.

## Public Space

The community expressed a desire to expand the existing park space to include a large shaded play area for the youth and a gazebo that can be used as the center of recreational events such as community barbecues (Figure 2-10). In regards to public space within the downtown area, the community responded positively to the creation of space that resembles a European style to attract tourists (Figure 2-11).

**AVERAGE: 2.7**  
**MODE: 3**

**POSITIVE COMMENTS:**  
Large Shaded Play Area  
The Gazebo

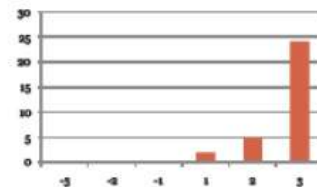


Figure 2-10: Public park with large, shaded recreational space and a gazebo.

**AVERAGE: 1.4**  
**MODE: 2**

**POSITIVE COMMENTS:**  
Cozy Space  
Tourist Attraction  
European Feel

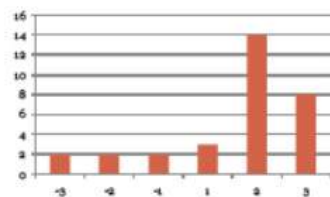


Figure 2-11: Public space with European characteristics to attract tourists.



## COMMUNITY SURVEY

A community survey was administered during the first workshop. The survey contained 20 questions that addressed aspects in the community to be maintained, added, or changed (Appendix B, Figure B-7 to B-14). The survey topics included general demographics, features about San Miguel that the community would like to preserve, desired changes, preferred growth patterns, economic expansion, and recreational opportunities. The survey was posted online to allow those not present at the workshop to participate in the visioning process.

An abbreviated version of the community survey was used for post-workshop outreach conducted with Spanish speaking members of the community. The survey consisted of eight of the most relevant questions toward understanding community preferences for future growth and development.

One of the main questions in both the original and abbreviated surveys asks what individuals would like to change the most in San Miguel. There were a wide variety of answers provided by the respondents; however, the following summarize the most prevalent themes:

- Focus on the development of downtown and make it a destination for residents and visitors. Increase affordable opportunities for locally owned businesses to start and grow.
- Preserve the historic resources and buildings within San Miguel.
- Instill a sense of pride for community members by maintaining properties in an aesthetic manner. Refresh and update buildings throughout the community.
- Promote walkability throughout San Miguel by encouraging street improvements with sidewalks and crosswalks. Residential and commercial developments should be planned accordingly.

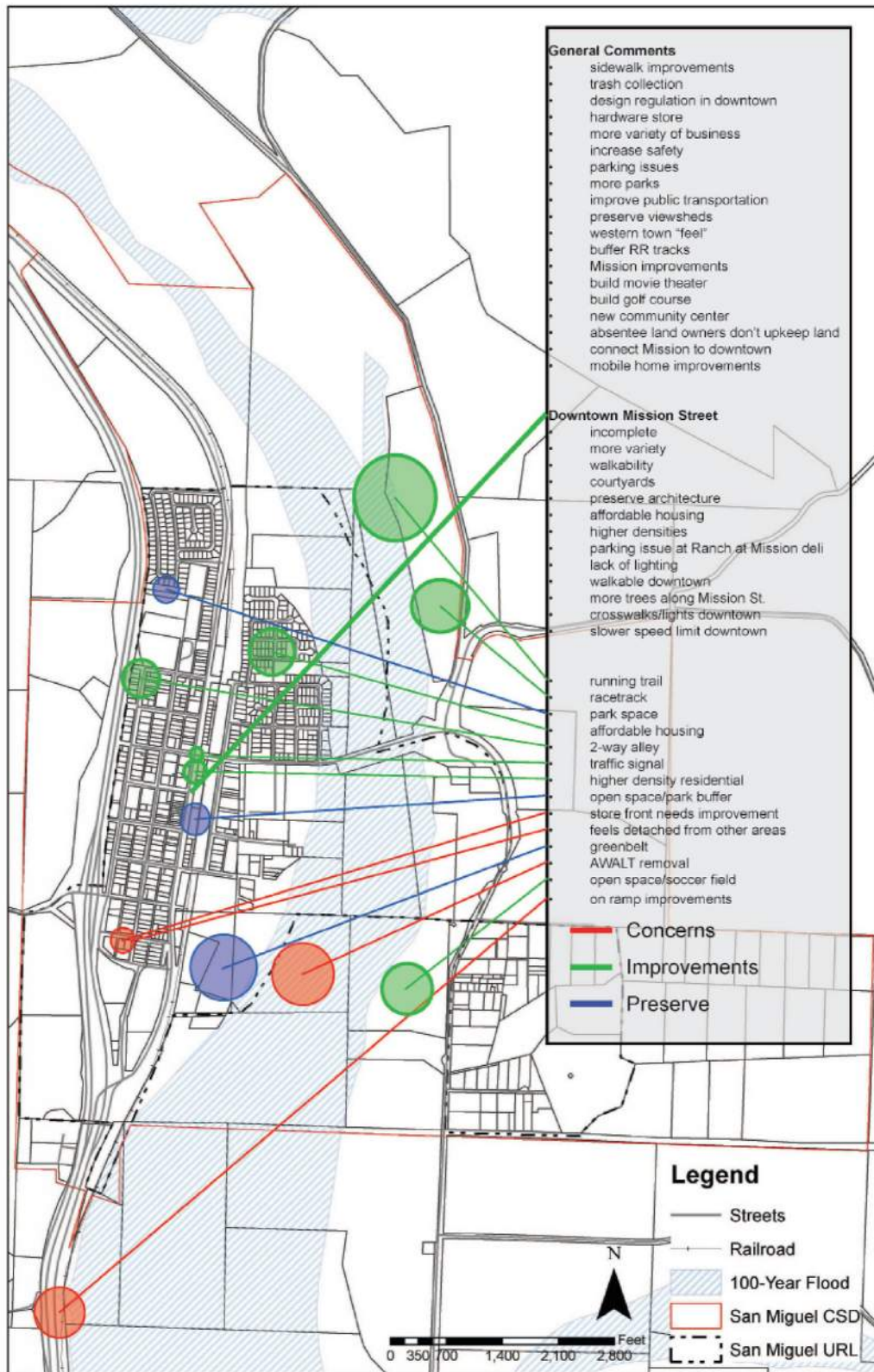
### Break-out Session and Mapping Exercise

A third component of the workshop was small-group discussion, lead by the Cal Poly Consulting Team, and a mapping exercise. A personal worksheet was provided to gather additional qualitative information (Appendix B, Figure B-15). Four areas of interest were discussed, including positive aspects of San Miguel, primary concerns, missing elements in the community, and vision of the future. The Consulting Team facilitated discussion of these ideas and assisted community members to express their ideas graphically through a mapping exercise (Figure 2-1). Map CO 2-1 provides a summary of all the comments resulting from the participants who completed the mapping exercise.



# WORKSHOP 1 MAPPING EXERCISE SUMMARY

## Community Outreach Map 2-1



## POST WORKSHOP 1 OUTREACH

Additional outreach methods were designed to gather input from the Spanish-speaking community as this community group was underrepresented at the first workshop. The post workshop outreach program was less formal, where the Cal Poly Consulting Team met with community members to discuss issues on a personal basis. A list of contacts with community representatives was created with the intention of receiving input on how to reach out to the Spanish-speaking community.

### Visit to Lillian Larsen School

The Consulting Team was directed to the local food bank at Lillian Larsen Elementary School, where a large majority of the recipients are members of the Spanish-speaking community. It was here that the Consulting Team spoke with those present at the school about the purpose of the visit and the importance of participating in the community planning process. Many of the community questionnaires were conducted at school; others were distributed and returned at local businesses and restaurants, and some were left at the community health center to be collected at a later date.

### Visit to the Community Health Center

On the second visit to the community health center, the Consulting Team's outreach was expanded to gather input from the patients in the reception office through their completion of the community surveys and informal conversation. The feedback was a continuation of a common theme: expanding and maintaining small-town characteristics, enhancing abandoned and deteriorating existing development, and promoting San Miguel's downtown as a central gathering space that draws attention to visitors and residents. An employee at the health center pointed the Consulting Team back to Lillian Larsen Elementary School as a prime location to reach out to the Spanish-speaking community, as many parents pick up their children after school. Not only did visit to Lillian Larsen Elementary School succeed in reaching out to members of the Spanish-speaking community, but it also allowed the Consulting Team to reach out to the children of San Miguel.



Figure 2-12: Reaching out to the Spanish-speaking community at Lillian Larsen Elementary Bake Sale.  
(Cal Poly, 2010)

Visit to  
Bake Sale

Fifth grade students were hosting a Halloween bake sale, which proved to be an important venue to gather input from the students (Figure 2-12). Additionally, the teachers at the school invited the Consulting Team to speak to the eighth grade classes about the importance of participatory planning and becoming involved workshops.

Questionnaires

Questionnaires were also distributed at two local Mexican food eateries— Dos Padres and the Carniceria—as well as the Mission Market & Deli, to collect additional information from Spanish-speakers. By the end of the post workshop public outreach program, 54 questionnaires from the Spanish speaking community were obtained.

The informal public outreach approach provided a valuable feedback from the Spanish-speaking community. This approach has also been well-received by participating members of the community workshops during roundtable discussions, creating a more relaxed discussion atmosphere to allow for an easier flow of communication between both participants and the Consulting Team.

A wide range of feedback was received from a diverse population, allowing a full understanding of the issues facing San Miguel. Taking an informal approach with the community allowed for additional feedback that led to a better understanding of the community’s goals.

# COMMUNITY SURVEY RESULTS AND ANALYSIS

The data gathered through the community survey was tabulated and reviewed to gain a better understanding of community viewpoints. The surveys collected on the County’s website and during the workshop, and those administered in person by the Consulting Team during on-site visits to San Miguel displayed similar results. These viewpoints provided insight into community goals that will further aid the Consulting Team during subsequent events and processes.

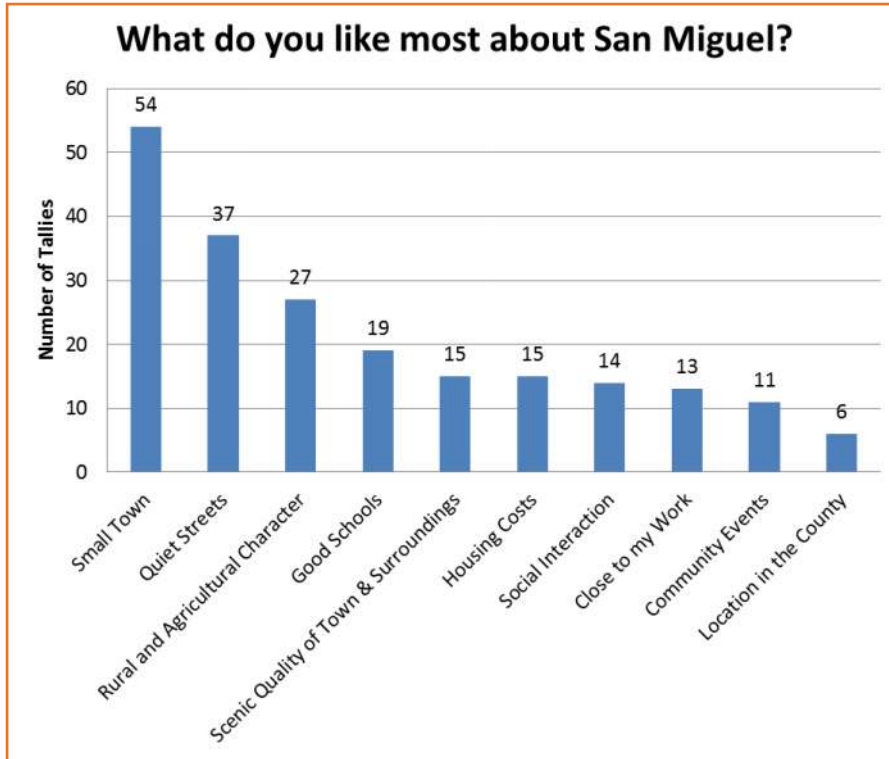


Figure 2-13: The community’s preference of current characteristics based on the community survey conducted in December 2010.

(Cal Poly, 2010)

Results show that the main priorities in San Miguel revolve around maintaining the small-town characteristics of the community while only developing within the existing developed areas of San Miguel (Figure 2-13 and Figure 2-14). This information has informed development of the two alternative concept plans for the future growth of San Miguel.

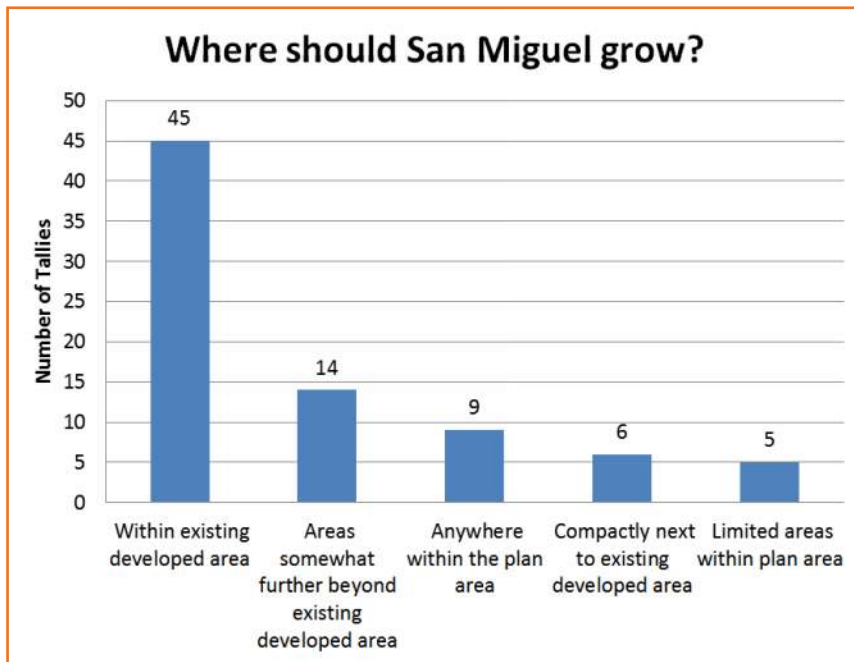


Figure 2-14: The community's preference on location of future development based on the community survey conducted in December 2010. (Cal Poly, 2010)

The participating community members prefer development to be within the existing developed areas, with areas of development expanding past the existing developed areas as a secondary preference. This data informed the Consulting Team's development of the two concept designs in determining boundaries for designing proposed development and accommodating future growth.

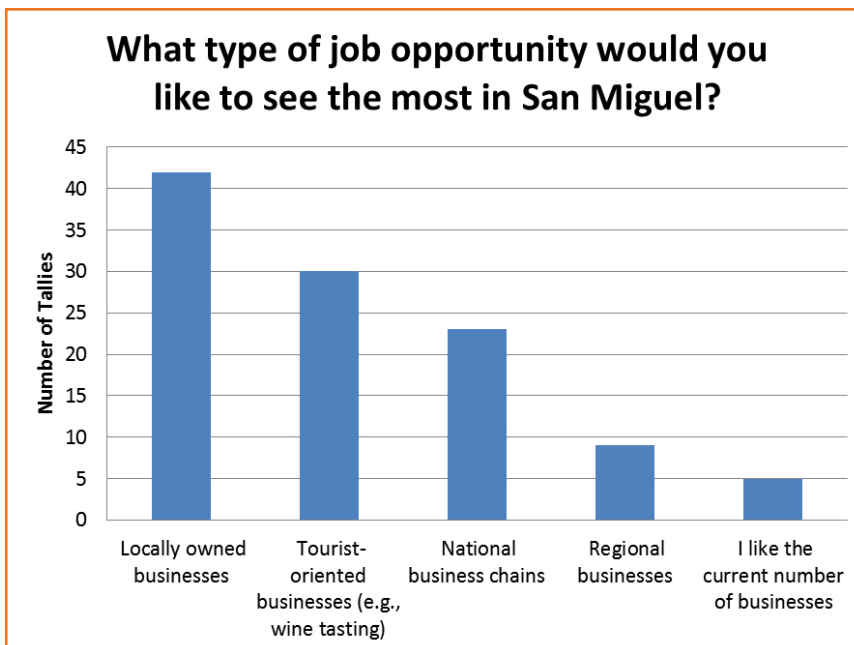


Figure 2-15: The job opportunities that the community wants to see grow based on the community survey conducted in December 2010. (Cal Poly, 2010)



The community would prefer to expand locally owned businesses, particularly in groceries, clothing, entertainment and health services, and to capitalize on the community's natural resources to develop tourist-oriented opportunities (Figure 2-15 and Figure 2-16). This information informed the Consulting Team about the type of job opportunities and land uses that could be included in the concept places.

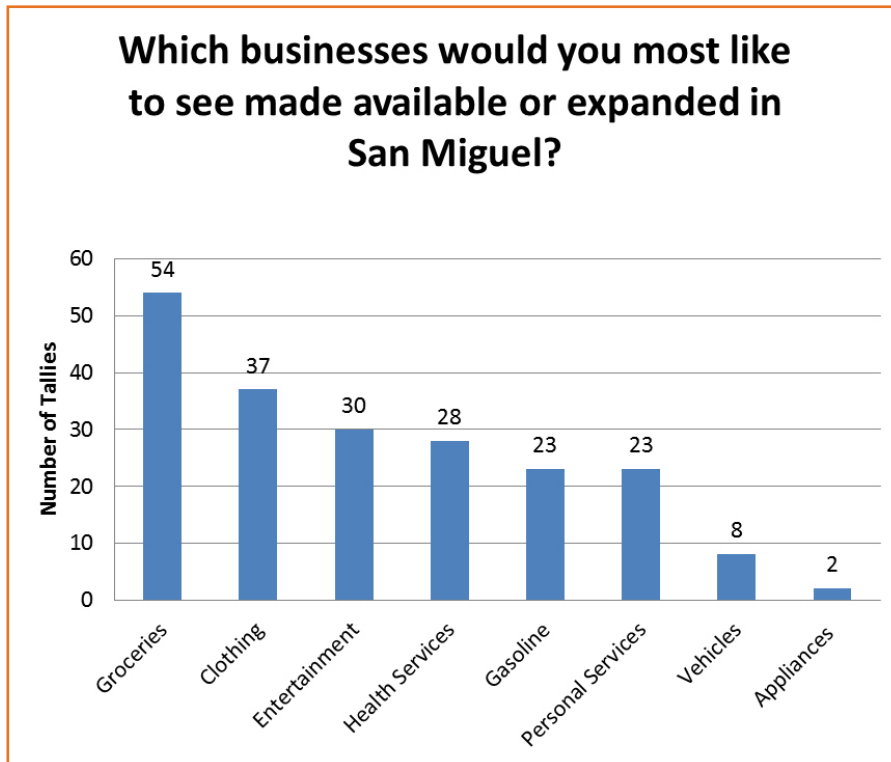


Figure 2-16: The businesses that the community wants to see made available or expanded in San Miguel based on the community survey conducted in December 2010. (Cal Poly, 2010)

In a more specific sense, the community's priorities focus on the addition of more activities that cater toward families and children, and the development of a town center to continue community congregation while maintaining attractive streets with plenty of pedestrian access (Figure 2-17). These priorities show a strong affinity toward community-enabling activities, as they are all oriented around priorities that would bring individuals together in social settings. The desire for community park improvements, while mainly a physical attribute, shows a need for a well-kept area in which community interaction can take place.

Frequently addressed issues from the first workshop visioning exercises revealed the community's interest in developing diverse housing types, improving the storm water drainage system, and improving public transportation services. The community also expressed a desire to increase the maintenance of local parks.



## OUTREACH TO THE SPANISH COMMUNITY

The analysis of the community outreach directed to the Spanish-speaking community resembled many of the same aspects as the information received from the first workshop and online survey; however, this portion of the community showed different priorities. The Spanish-speaking community expressed their concerns for increased security, which includes more street lighting and crosswalks. This portion of the community would also like to see an increase in police presence within the area. Increasing the amount of entertainment options for both children and adults was a big concern, as well as the expansion of jobs as career opportunities.

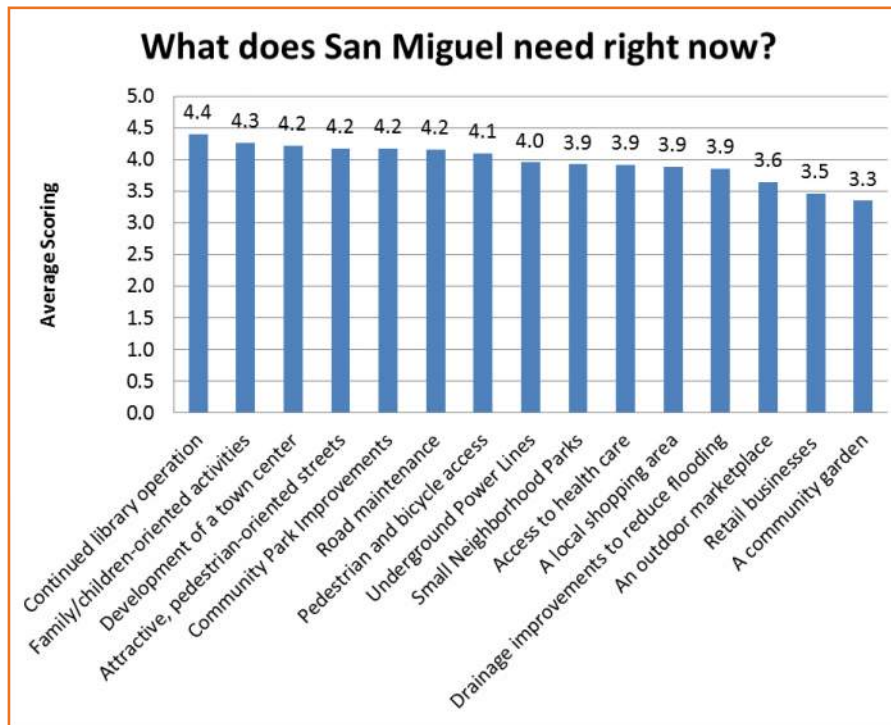


Figure 2-17: The primary focus of community needs within San Miguel based on the community survey conducted in December 2010.

(Cal Poly, 2010)

## WORKSHOP 2: EXPLORING OPPORTUNITIES

Because community input is a key contributor to the development of a successful community plan, it is important that the community be involved in all steps of the development process. The second workshop was held in December 2010 with the main objective to receive feedback on two concept plans, Concept “A” and Concept “B”, developed by the Consulting Team. After a presentation describing each concept design and the logic behind the details of each concept, roundtable discussions were established to receive the community’s input on the two plans. This feedback later served as a guide in selecting the features of the concept plans that the community prefers and synthesizing the two plans into one, consensus plan.

Despite efforts to reach out to the Spanish-speaking community, members of this community group were still not present at the second workshop, and the turnout was disappointingly lower than the first workshop. It is important to note, however, that the smaller turnout could have been due to the time when the workshop was held, a weeknight, versus the weekend morning when the first workshop was held. Most of the feedback from the discussions was positive. Those present from the community enjoyed the innovative concepts to promote a sustainable, walkable, and economically viable San Miguel. They were pleased that much of what they expressed about the future of San Miguel was reflected in the two concept plans such as focusing on connectivity to the downtown area as a catalyst for inspiring economic growth and specialized, local jobs and careers, or limiting the density in future development to preserve small-town characteristics. For future housing, the community prefers an emphasis on single-family housing and to steer away from multi-family housing development due to its denser design. However, the community preferred less focus on housing development altogether, and more focus on non-residential development to allow for job growth.

## CONCEPT “A”

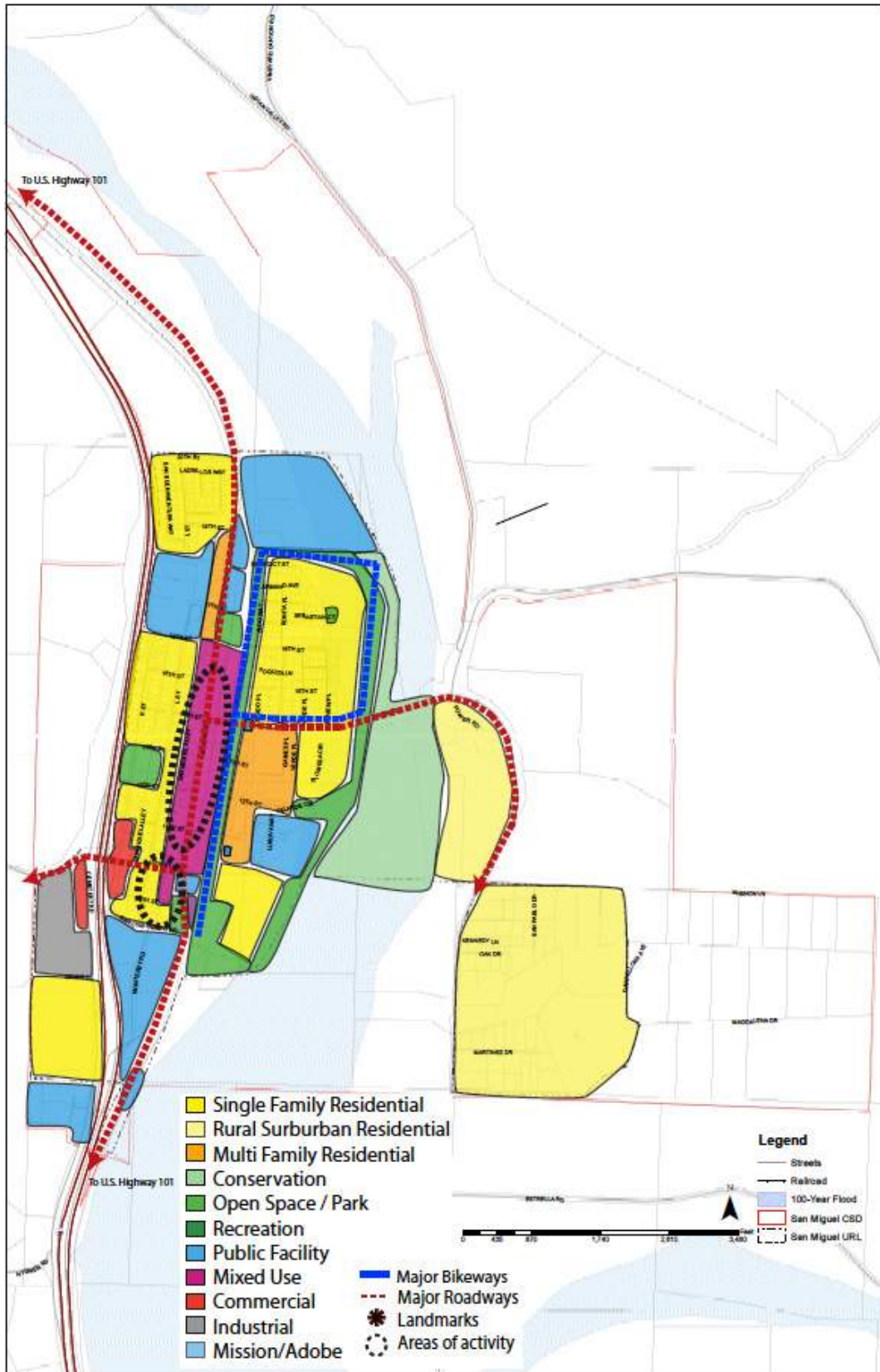
The Concept “A” Alternative Plan (Map CO 2-2) is based on a projected population of 3,756 residents at full build-out based on an average household size of 3.03 persons. The term “full build-out” refers to the maximum development and population that can be accommodated based on the development types and their allowed densities; however, development typically will never reach full build-out. Key features relevant to this plan are:

- Adaptive reuse of the Purina Chows building as a community center
- Extensive trail system and habitat restoration efforts east of the railroad tracks
- Central community plaza located on Mission Street
- Established commercial district along Mission Street
- Proposed high school located near the eastern end of 11th Street
- Cultural arts district located near Mission San Miguel Arcangel
- Light industrial center located on the western edge of 10th Street
- Recycled water system in the existing water treatment facility

More specifics on the land use designations are on Map CO 2-2.

# ALTERNATIVE "A" CONCEPT PLAN

Community Outreach Map 2-2



## CONCEPT “B”

The Concept “B” Alternative Plan (Map CO 2-3) is based on a projected population of 6,819 residents at full build-out. This is based on the assumption that San Miguel will reach estimated concept plan build-out which represents capacity at a reasonable development potential. Like Concept “A”, Concept “B” was designed on an average household size of 3.03 persons. Key features relevant to this plan are:

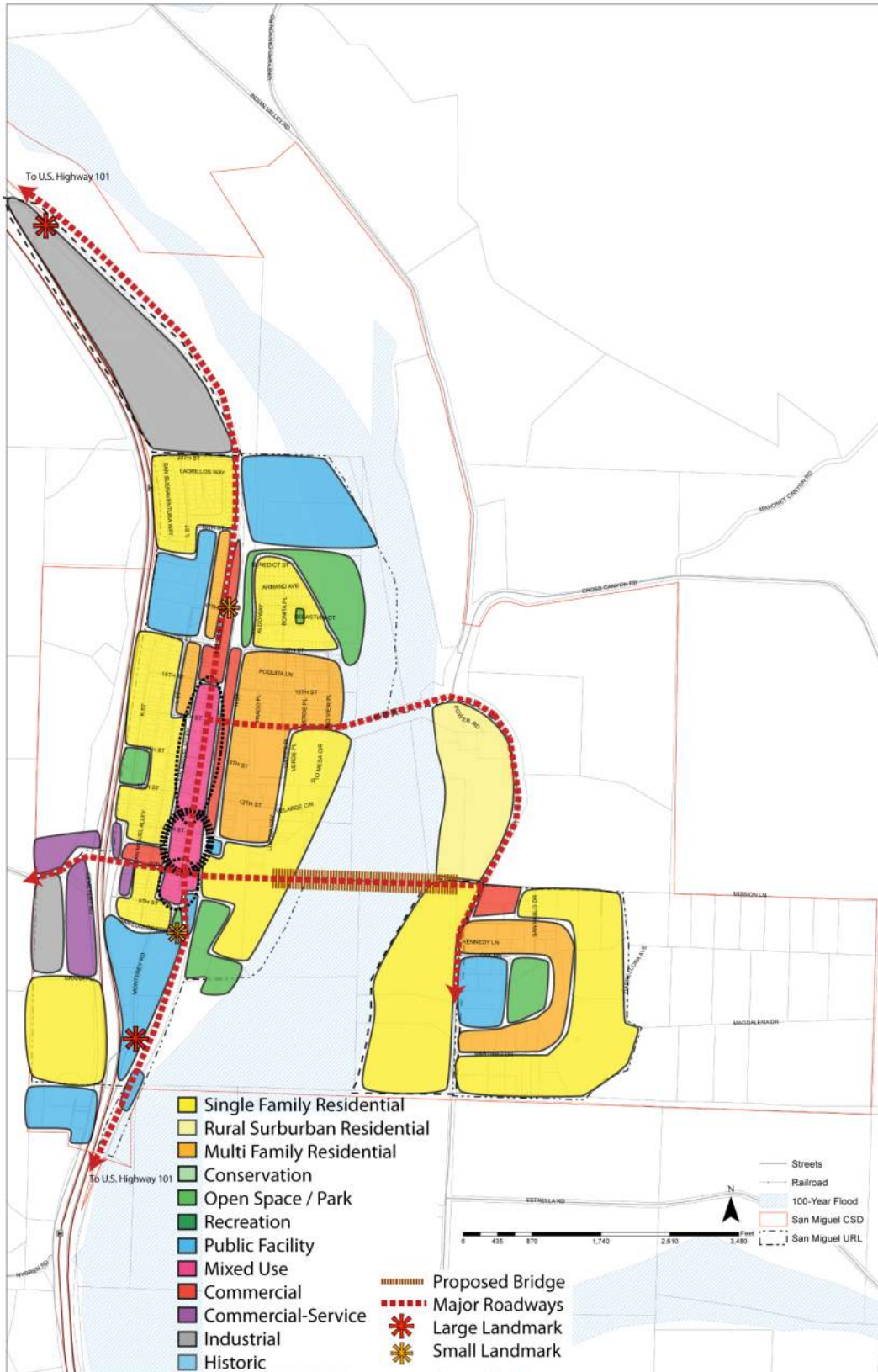
- Expanded urban reserve line along the northern edge of town and on San Lawrence Terrace
- Develop San Lawrence Terrace as a planned-unit development with a high school as a center
- Tourism as a catalyst for economic growth
- Promotion of Specialty Manufacturing
- Mission Street as a downtown core
- Creation of Highway Commercial
- 10th Street Connection to San Lawrence Terrace (bridge)
- Maintenance of small town character
- Compact urban form

More specifics on the land use designations are on Map CO 2-3.

Much concern, however, was raised with the means of funding either of these alternative concept plans and the majority of the discussions focused around this issue. However, there was still vital input that was gathered for the use of developing the final concept plan, such as locations where park space development could not occur due to private ownership of the proposed location.

# ALTERNATIVE "B" CONCEPT PLAN

## Community Outreach Map 2-3





## WORKSHOP 3: DEVELOPING A CONSENSUS PLAN

More than forty community members and interested individuals took part in the third and final workshop, the largest turnout of the workshop series. The workshop presentation consisted of three primary areas: findings of previous workshop discussions, development of Draft Consensus Plan, and key features of the Draft Consensus Plan. The workshop began with a presentation that summarized the discussion and findings from the previous two workshops (Maps CO 2-4 to CO 2-8). This provided those in attendance a better understanding if they had not participated previously and served to confirm the intentions of those who had. The process for the Draft Consensus Plan development was reviewed and included brief presentations on the alternative concept plans, and incorporation of workshop findings into the Consensus Plan. The Draft Consensus Plan was presented simultaneously in four stations, each concentrating on one of the four main topic areas:



Figure 2-18: Presentation and Discussion Areas



Figure 2-19: Workshop participants talking with presenters

Residential Development; Circulation, Parks, and Public Facilities; Downtown District and Downtown Core; and Service Commercial Districts (Figure 2-18). This was followed by the opportunity for public comment (Figure 2-18).

Attendees were assigned starting stations and rotated through all of the stations. Key features of each topic area were presented; workshop attendees were asked to complete a survey at the end of each rotation (Figure 2-19). Also included in this activity was a “dot exercise” at each station. Workshop attendees were asked to place a dot in either a “Yes” or “No” box, specific to each feature, to illustrate which features were liked and disliked (Figure 2-20).

This method provided a considerable amount of feedback and the input from workshop attendees was acknowledged directly by the Consulting Team. The third workshop was deemed a resounding success with considerable input from workshop attendees.

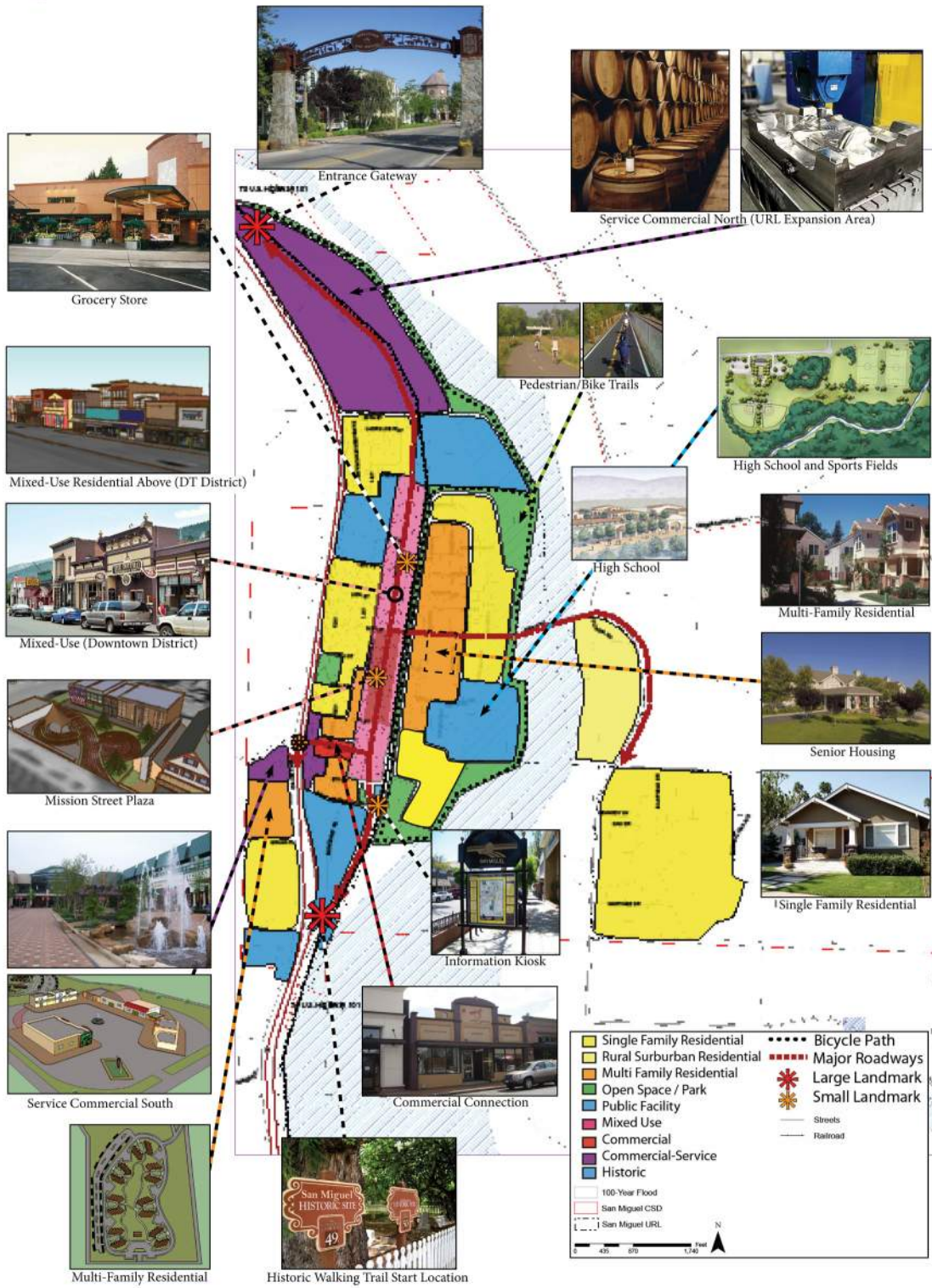


Figure 2-20: Workshop participants walking around, looking at the different district maps



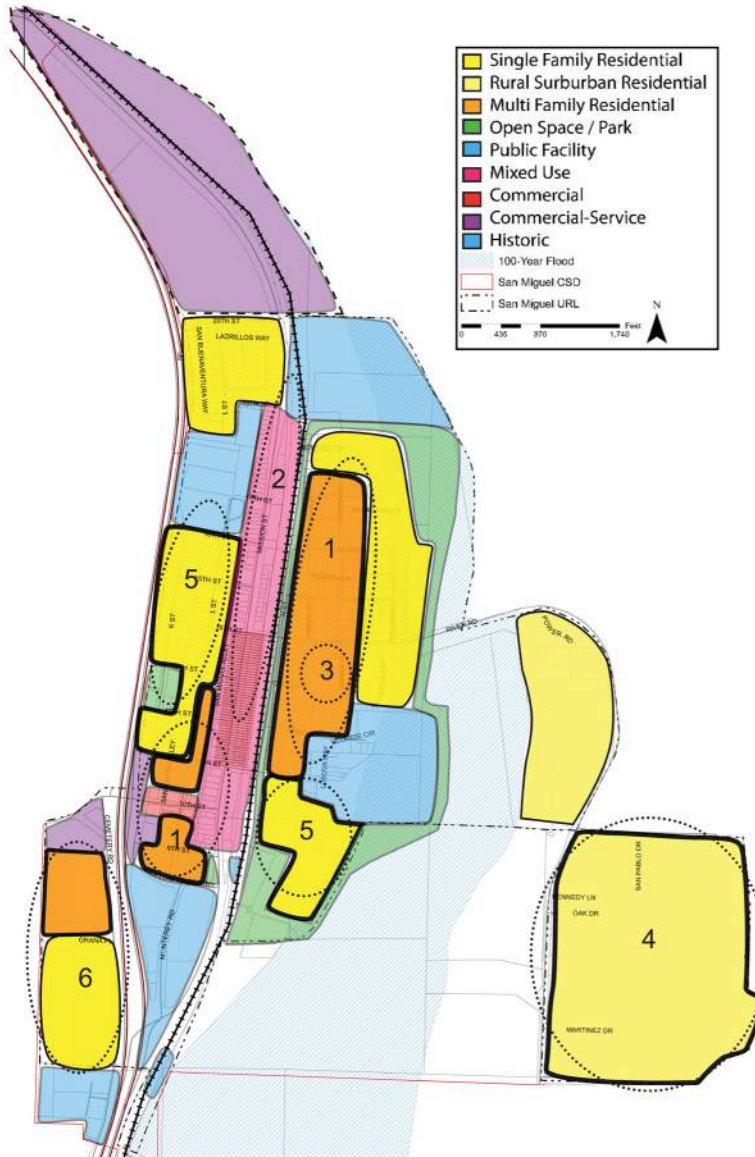
# SAN MIGUEL DRAFT CONSENSUS PLAN

## Community Outreach Map 2-4



# RESIDENTIAL DEVELOPMENT KEY FEATURES

## Community Outreach Map 2-5



**#1 MULTI-FAMILY RESIDENTIAL**

DENSITY: 15 - 18 DU/AC

**#2 MIXED USE RESIDENTIAL**

**#3 SENIOR LIVING**

DENSITY: 15 - 18 DU/AC

THREE TYPES OF SENIOR LIVING:  
 SENIOR COMMUNITY LIVING  
 ASSISTED SENIOR LIVING FACILITY  
 NURSING HOME

**#6 RESIDENTIAL WEST OF HIGHWAY 101**

NORTH  
 MFR: 15 - 18 DU/AC

SOUTH - APPROVED  
 SFR: 8 DU/AC

**#5 SINGLE FAMILY RESIDENTIAL**

DENSITY: 8 DU/AC

**#4 SAN LAWRENCE TERRACE**

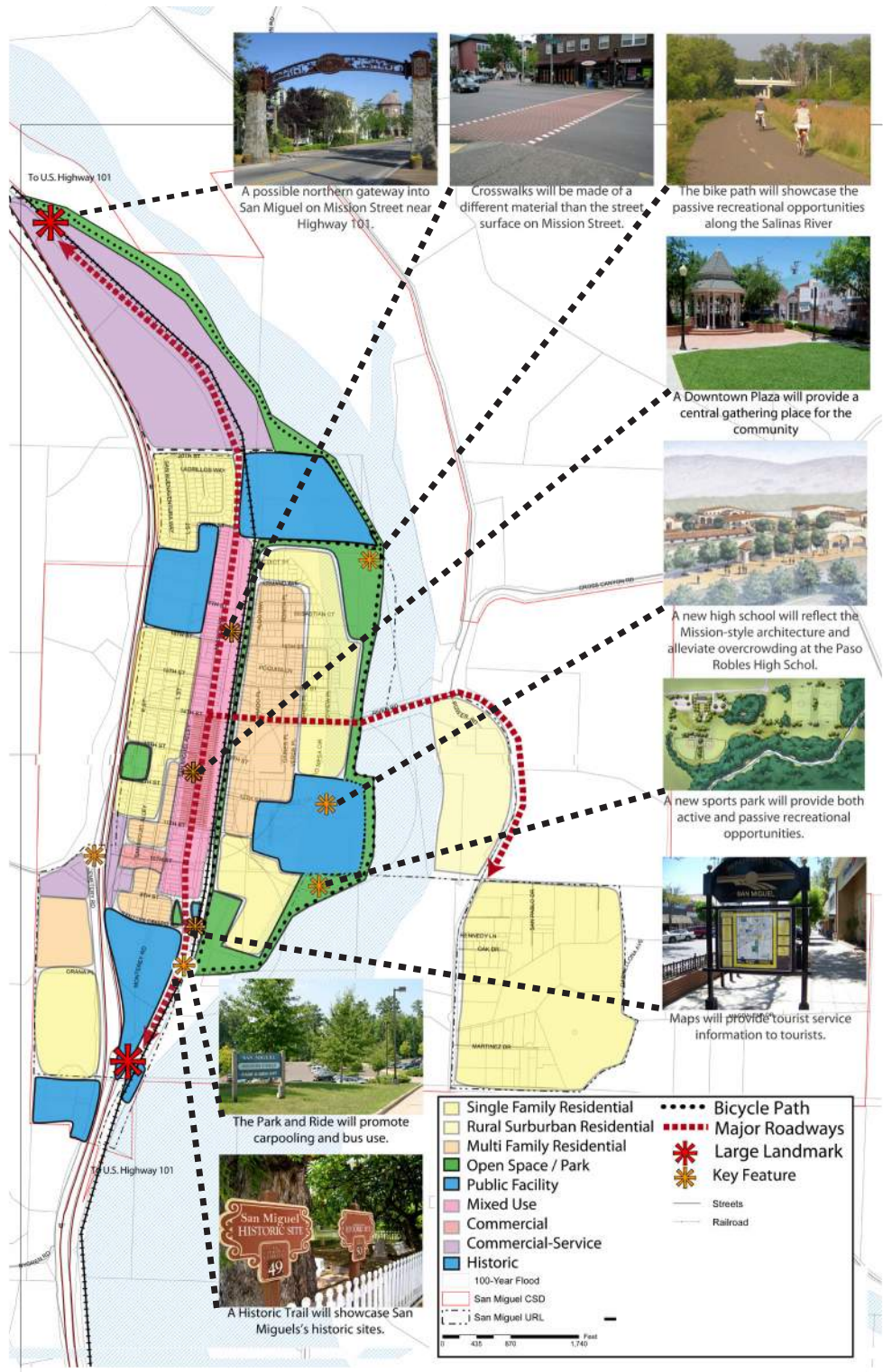
PHASE 1  
 RURAL SUBURBAN  
 DENSITY: 2 DU/AC

PHASE 2  
 SFR: 8 DU/AC  
 MFR: 15-18 DU/AC



# CIRCULATION, PARKS & PUBLIC FACILITIES KEY FEATURES

## Community Outreach Map 2-6



# DOWNTOWN DISTRICT & DOWNTOWN CORE KEY FEATURES

## Community Outreach Map 2-7



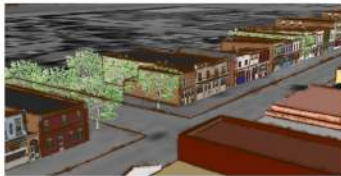
Mixed-Use, between 15th and 19th Streets



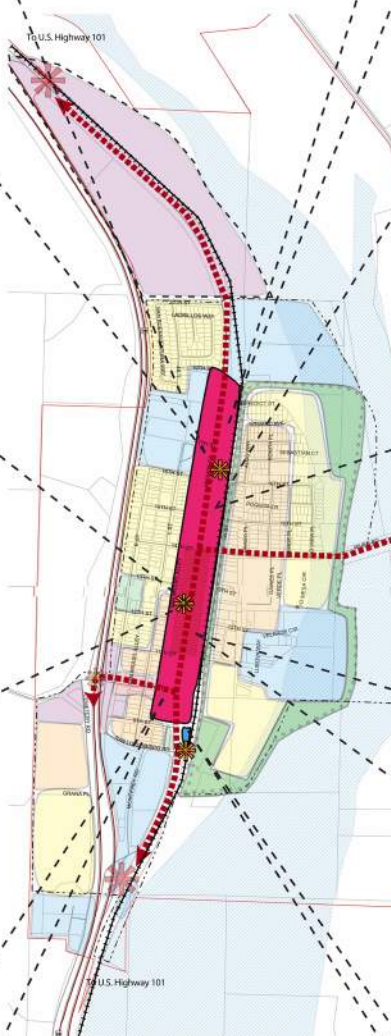
Grocery Store, between 16th and 19th Streets



Grocery Store, between 16th and 19th Streets



Mixed-Use, between 15th and 19th Streets



Mixed-Use, between 14th and 16th Streets



Mission Street Plaza, between 12th and 13th Streets



Mixed-Use, between 14th and 16th Streets



Mixed-Use, between 11th and 14th Streets



Approved Project, between 11th and 14th Streets



Townhomes, between 9th and 11th Streets



Approved Project, between 11th and 14th Streets



Townhomes, between 9th and 11th Streets



Wine Tasting/Art Gallery, between 10th and 11th Streets



Wine Tasting/Art Gallery, between 10th and 11th Streets






# SERVICE COMMERCIAL KEY FEATURES

Community Outreach Map 2-8

**Service Commercial North (In the URL Expansion Area)**




Bed and Breakfast



Winery/Wine Tasting Room



Specialized Manufacturing



Gateway Connecting West-East Mission Street

**10th Street Commercial Connection to Mission Street**



One Story Commercial Store



Landscaping and Street Furniture



Commercial Connection Massing View



Hotel for Tourist Attraction

**Service Commercial Site Plan in URL Expansion**



**Service Commercial South (West of Highway 101)**



Commercial center store fronts



Aerial View of Commercial Center



Townhomes with playground



Street View of Townhome Massing

**10th Street Commercial Connection**



**Commercial and Residential Site Plan**




- Single Family Residential
- Rural Suburban Residential
- Multi Family Residential
- Open Space / Park
- Public Facility
- Mixed Use
- Commercial
- Commercial-Service
- Historic
- 100 Year Flood
- San Miguel CDD
- San Miguel LMA

# WORKSHOP 3 FEEDBACK

The Draft Consensus Plan's four main topic areas and their respective key features were well received by community members. Key comments and responses are summarized below.

## Residential Development

- Proposed single-family residential south of 11th Street may become a self-help housing project with increased density.
- Proposed multi-family west of Highway 101 needs to be redesigned to accommodate proximity to Highway 101.
- San Lawrence Terrace density should not be increased, and commercial development of any form should be avoided.
- The increased density for housing closer to downtown was well received, with decreasing density further from the downtown core.

## Circulation, Parks & Public Facilities

- The 10th Street on-ramp improvement to Highway 101 is a high priority to reduce flow on Cemetery Road.
- Downtown Park-n-Ride lot should be converted to visitor parking. The Park-n-Ride itself should remain at its current location near Highway 101.
- Bike and walking trail should be extended to senior housing and merge with the proposed De Anza County Trail. Property rights in the flood plain may be an issue and needs to be looked into with the County.
- Groundwork for the historic walking trail is already complete, it simply needs improvements.
- North Mission Street gateway should steer away from the concept of a gateway, and more of a landmark. Landmarks should be on both north and south ends of Mission Street.
- The need for the high school is questionable; other high schools may have been already proposed elsewhere outside of San Miguel.
- Alleyways in residential area west of Mission Street are becoming one-way paths.

## Downtown District and Downtown Core

- The mixed-use concept between 11th and 14th Streets is desirable provided that density does not become too intense.
- Adaptive reuse of the barn between 10th and 11th Streets as a tasting room and art gallery is desirable.
- Alleyways should be named.

## Service Commercial

- Topography issues (slope) on 10th Street creates a problem for the proposed local commercial services.
- Expansion of URL is desirable to accommodate passive recreation, commercial services, and the expansion of the wine distribution center.
- The reinstallation of the bed and breakfast was well received.

## POST WORKSHOP 3 OUTREACH

The third workshop was a large success with the community members excited for the progress made in the development of the Draft Consensus Plan. Most of the features were well received and comments, both positive and negative, were considered and incorporated into the development of the final Consensus Plan. The overall mood from this workshop suggests that the community is looking forward to the progress in finalizing the Consensus Plan and the adoption of the 2035 San Miguel Community Plan Update.

### District English Learner Advisory Committee

Due to the lack of attendance by the Spanish-speaking community at the third workshop, a post-workshop outreach program was prepared. The post-workshop outreach program took the presentation directly to the Spanish-speaking community at a District English Learner Advisory Committee (DELAC) meeting. DELAC represents the student council for the Spanish-speaking community of Lillian Larson Elementary School. Members of the committee were presented a condensed version of the workshop presentation, highlighting the key features of the Draft Consensus Plan. As the key features were presented, surveys were filled out to gather input. The survey results revealed that a majority of the Spanish-speaking community responded positively to many of the key features. All positive and negative comments were incorporated into the final consensus plan for San Miguel.

## CONCLUSION

The results of the outreach efforts revealed that the community's preference for physical development is to maintain the historic character of San Miguel, particularly in development outside the main commercial core via architectural style and limited density. Development in the commercial core on Mission Street should encompass architectural elements to contribute to European-style characteristics in order to attract tourists and business opportunities and to foster economic growth. Housing development is preferred to focus on single-family versus multi-family housing to preserve existing small town development patterns.

Pedestrian circulation and connectivity throughout the town are also priorities for the community, especially in creating an aesthetic connection from the Mission to the downtown core. Opportunities for economic growth through tourist attraction and capitalizing on San Miguel's natural resources was a primary focus as there are opportunities in surrounding vineyards and open space to allow for pedestrian-friendly recreational uses and the potential for bike trails.

Sustaining San Miguel's natural resources is a particular concern for residents of San Miguel, especially with the town's water resources. They enjoy ideas entertained in the conceptual designs to conserve water, such as utilizing recycled water to sustain a larger community with limited water supply.

The community feedback from the public outreach efforts has provided a significant amount of valuable information with which the Consulting Team can work. The goal of the Consulting Team is to make the community's vision of San Miguel's future a concrete reality for both current and future residents to thrive.

## Appendix J

### EIR Mitigation Measures

New Development shall comply with the following mitigation measures from the *Environmental Impact Report for the San Miguel Community Plan Update*.

- AG-2**      ***Farmland Conservation.*** Prior to the recordation of a final map, issuance of a grading permit, or issuance of a construction permit, whichever comes first, for urban development on the Indian Valley Road site (Figure 3-M), the applicant shall do the following:
- a. Submit evidence to the County Department of Planning and Building that funds have been paid, as determined sufficient by the Agricultural Commissioner or designee to purchase a farmland conservation easement, deed restriction, or other farmland conservation mechanism, which will provide for the conservation of farmland, within the same agricultural region in San Luis Obispo County of similar quantity and quality, to the farmland being converted on the Indian Valley Road site, based on a 1:1 ratio.
  - b. As approved by the Agricultural Commissioner or designee, the applicant shall pay to the California Farmland Conservancy Program or similar program compensation for the administrative costs incurred by the implementation of this standard.
- AQ-1(a)**      ***Construction Equipment Emissions Reductions.*** Construction projects shall implement the following emissions control measures in accordance with San Luis Obispo Air Pollution Control District (SLOAPCD) and California Air Resources Board (ARB) regulations:.
- a. Maintain all construction equipment in proper tune according to manufacturer's specifications;
  - b. Fuel all off-road and portable diesel powered equipment with ARB certified motor vehicle diesel fuel (non-taxed version suitable for use off-road);
  - c. Use diesel construction equipment meeting ARB's Tier 2 certified engines or cleaner off-road heavy-duty diesel engines, and comply with the State Off-Road Regulation;
  - d. Use on-road heavy-duty trucks that meet the ARB's 2007 or cleaner certification standard for on-road heavy-duty diesel engines, and comply with the State On-Road Regulation;
  - e. Construction or trucking companies with fleets that do not have engines in their fleet that meet the engine standards identified in c and d above (e.g. captive or NO<sub>x</sub> exempt area fleets) may be eligible by proving alternative compliance;
  - f. All on and off-road diesel equipment shall not idle for more than 5 minutes. Signs shall be posted in the designated queuing areas and or job sites to remind drivers and operators of the 5 minute idling limit;

- g. Diesel idling within 1,000 feet of sensitive receptors is not permitted;
- h. Staging and queuing areas shall not be located within 1,000 feet of sensitive receptors;
- i. Electrify equipment when feasible;
- j. Substitute gasoline-powered in place of diesel-powered equipment, where feasible; and
- k. Use alternatively fueled construction equipment on-site where feasible, such as compressed natural gas (CNG), liquefied natural gas (LNG), propane or biodiesel.

**AQ-1(b)**

***Fugitive Dust Control Measures.*** Construction projects shall implement the following dust control measures so as to reduce PM10 emissions in accordance with San Luis Obispo Air Pollution Control District (SLOAPCD) requirements:

- a. Reduce the amount of the disturbed area where possible;
- b. Use of water trucks or sprinkler systems in sufficient quantities to prevent airborne dust from leaving the site. Increased watering frequency would be required whenever wind speeds exceed 15 mph. Reclaimed (non-potable) water should be used whenever possible;
- c. All dirt stock pile areas should be sprayed daily as needed;
- d. Permanent dust control measures identified in the approved project revegetation and landscape plans should be implemented as soon as possible following completion of any soil disturbing activities;
- e. Exposed ground areas that are planned to be reworked at dates greater than one month after initial grading should be sown with a fast germinating, non-invasive grass seed and watered until vegetation is established;
- f. All disturbed soil areas not subject to revegetation should be stabilized using approved chemical soil binders, jute netting, or other methods approved in advance by the SLOAPCD;
- g. All roadways, driveways, sidewalks, etc. to be paved should be completed as soon as possible after grading unless seeding or soil binders are used;
- h. Vehicle speed for all construction vehicles shall not exceed 15 mph on any unpaved surface at the construction site;
- i. All trucks hauling dirt, sand, soil, or other loose materials are to be covered or should maintain at least two feet of freeboard (minimum vertical distance between top of load and top of trailer) in accordance with CVC Section 23114;
- j. Install wheel washers where vehicles enter and exit unpaved roads onto streets, or wash off trucks and equipment leaving the site;
- k. Sweep streets at the end of each day if visible soil material is carried onto adjacent paved roads. Water sweepers with reclaimed water should be used where feasible;
- l. All of these fugitive dust mitigation measures shall be shown on grading and building plans; and



m. The contractor or builder shall designate a person or persons to monitor the fugitive dust emissions and enhance the implementation of the measures as necessary to minimize dust complaints, reduce visible emissions below 20 percent opacity, and to prevent transport of dust offsite. Their duties shall include holidays and weekend periods when work may not be in progress. The name and telephone number of such persons shall be provided to the SLOAPCD Compliance Division prior to the start of any grading, earthwork or demolition.

**AQ-2** ***Valley Fever Exposure Reduction.*** For all projects requiring a grading permit, property owners and applicants shall incorporate applicable recommendations from the Public Health Department regarding recognition and control of Valley Fever in safety plans and worker training material.

**BIO-1(a)** ***Special Status Species Habitat Loss Minimization.*** The County encourages preservation or enhancement of upland habitat for wildlife species to the maximum extent feasible on parcels containing suitable habitat (e.g. areas used for foraging, breeding, dispersal, etc.). To the extent feasible, habitat preservation and enhancement should promote regional connectivity and discourage isolated habitat.

**BIO-1(b)** ***Neighborhood-wide Biological Resources Assessments.*** Conduct neighborhood-wide biological resources assessments (BRA) to document the existing biological resources within partially developed neighborhoods to determine potential impacts to those resources. The BRA shall be conducted by a County-approved biologist and conform to the requirements set forth in the County guidance document, *Guidelines for Biological Resources Assessments - Guidelines for Biological Consultants* that is on file with the Department of Planning and Building.

**BIO-1(b)** ***Biological Resources Assessment, Discretionary Projects.*** Discretionary land use permits and land division applications shall include a biological resources assessment (BRA) to document the existing biological resources within the project footprint plus any necessary buffer to determine potential impacts to those resources. The BRA shall be conducted by a County-approved biologist and conform to the requirements set forth in the County guidance document, *Guidelines for Biological Resources Assessments - Guidelines for Biological Consultants*.

**BIO-1(c)** ***Special Status Plant Species Surveys.*** If the BRA determines that special status plant species may occur on-site, surveys for special status plants shall be completed. The surveys shall be floristic in nature and shall be seasonally timed to coincide with the target species identified in the BRA. All plant surveys shall be conducted by a County-approved biologist no more than two years before initial ground disturbance. All special status plant species identified on-site shall be mapped onto a site-specific aerial photograph and topographic map. Surveys shall be conducted in accordance with the most current protocols established by the CDFW, USFWS, and the County if said protocols exist. A report of the survey results shall be submitted to the Department of Planning and Building, and the CDFW and/or USFWS, as appropriate, for review and approval.

**BIO-1(d) and (e)**

***Special Status Plant Species Avoidance, Minimization, and Mitigation.***

If Federal listed, State listed or California Rare Plant List 1B species are found during special status plant surveys, then the project shall be re-designed to avoid impacting these plant species, if feasible. Rare plant occurrences that are not within the immediate disturbance footprint, but are located within 50 feet of disturbance limits of construction shall have bright orange protective fencing installed at least 30 feet beyond their extent, or other distance as approved by a County-approved biologist, to protect them from direct and indirect impacts.

***Restoration and Monitoring.*** If special status plant species cannot be avoided, all impacts shall be mitigated at a minimum ratio of 2:1 (number of acres/individuals restored to number of acres/individuals impacted) for each species. A restoration plan shall be prepared and submitted to the County as well as other State or Federal agencies as appropriate. The restoration plan shall include, at a minimum, the following components:

- Description of the project/impact site (i.e., location, responsible parties, areas to be impacted by habitat type);
- Goal(s) of the compensatory mitigation project [type(s) and area(s) of habitat to be established, restored, enhanced, and/or preserved; specific functions and values of habitat type(s) to be established, restored, enhanced, and/or preserved];
- Description of the proposed compensatory mitigation site (location and size, ownership status, existing functions and values);
- Implementation plan for the compensatory mitigation site (rationale for expecting implementation success, responsible parties, schedule, site preparation, planting plan);
- Maintenance activities during the monitoring period, including weed removal as appropriate (activities, responsible parties, schedule);
- Monitoring plan for the compensatory mitigation site, including no less than quarterly monitoring for the first year (performance standards, target functions and values, target acreages to be established, restored, enhanced, and/or preserved, annual monitoring reports);
- Success criteria based on the goals and measurable objectives; said criteria to be, at a minimum, at least 80 percent survival of container plants and 30 percent relative cover by vegetation type;
- An adaptive management program and remedial measures to address any shortcomings in meeting success criteria;
- Notification of completion of compensatory mitigation and agency confirmation; and

- Contingency measures (initiating procedures, alternative locations for contingency compensatory mitigation, funding mechanism).

**BIO-1(f)**

***Special Status Species Habitat Assessment and Protocol Surveys.*** If the results of the BRA determine that suitable habitat may be present for special status species, prior to issuance of construction permits, protocol habitat assessments/surveys shall be completed in accordance with California Department of Fish and Wildlife (CDFW), United States Fish and Wildlife Service (USFW), and County, protocols, as applicable. If through consultation with the CDFW and/or USFWS it is determined that protocol habitat assessments/surveys are not required, said consultation shall be documented prior to issuance of any construction permits. Each protocol has different survey and timing requirements. Applicants for each project shall be responsible for ensuring that the protocol requirements are followed.

**BIO-1(g)**

***Special Status Species Avoidance and Minimization. Based on the results of the Special Status Species Habitat Assessment and Protocol Surveys required by BIO-1(f),*** the following measures may be applied to aquatic and/or terrestrial species and should be applied to each project, as applicable. It should be noted that if an Endangered or Threatened species may be impacted by a given project, the CDFW and/or USFWS would likely require additional permits to authorize take under the Federal Endangered Species Act and California Endangered Species Act. These permits could also include additional measures and requirements in which project applicants will need to comply with.

- Ground disturbance shall be limited to the minimum necessary to complete the project. The project limits of disturbance shall be flagged. Areas of special biological concern within or adjacent to the limits of disturbance shall have highly visible orange construction fencing installed between said area and the limits of disturbance.
- All projects occurring within/adjacent to aquatic habitats (including riparian habitats and wetlands) shall be completed between April 1 and October 31, if feasible, to avoid impacts to sensitive aquatic species.
- Pre-construction clearance surveys shall be conducted within 14 days of the start of construction (including staging and mobilization) by a County-approved biologist. The surveys shall cover the entire disturbance footprint plus a minimum 200 foot buffer, if feasible, and shall identify all special status animal species that may occur on-site. All non-listed special status species shall be relocated from the site either through direct capture or through passive exclusion (e.g., American badger). The results of the pre-construction survey shall be submitted to the County and construction shall not commence without authorization from the County.

- All projects occurring within or adjacent to sensitive habitats that may support special status species shall have a County-approved biologist present during all initial ground disturbing/vegetation clearing activities. Once initial ground disturbing/vegetation clearing activities have been completed, said biologist shall conduct daily pre-activity clearance surveys for Endangered/Threatened species, as appropriate. Alternatively, said biologist may conduct site inspections at a minimum of once per week to ensure all prescribed avoidance and minimization measures are being fully implemented.
- No Endangered/Threatened species shall be captured and relocated without expressed permission from the CDFW and/or USFWS.
- If at any time during construction of the project an Endangered/Threatened species enters the construction site or otherwise may be impacted by the project, all project activities shall cease. A CDFW/USFWS-approved biologist shall document the occurrence and consult with the CDFW and/or USFWS as appropriate.
- All vehicle maintenance/fueling/staging shall occur not less than 100 feet from any riparian habitat or water body. Suitable containment procedures shall be implemented to prevent spills. A minimum of one spill kit shall be available at each work location near riparian habitat or water bodies.
- At the end of each work day, excavations shall be secured with cover or a ramp provided to prevent wildlife entrapment.
- All trenches, pipes, culverts or similar structures shall be inspected for animals prior to burying, capping, moving, or filling.
- Upon completion of the project, a qualified biologist shall prepare a Final Compliance report documenting all compliance activities implemented for the project, including the pre-construction survey results. The report shall be submitted to the County within 30 days of completion of the project.
- If special status bat species may be present and impacted by the project, a qualified biologist shall conduct within 30 days of the start of construction presence/absence surveys for special status bats in consultation with the CDFW where suitable roosting habitat is present. Surveys shall be conducted using acoustic detectors and by searching tree cavities, crevices, structures and other areas where bats may roost. If active roosts are located, exclusion devices such as netting shall be installed to discourage bats from occupying the site. If a roost is determined by a qualified biologist to be used by a large number of bats (large hibernaculum), bat boxes shall be installed near the project site. The number of bat boxes installed will depend on the size of the hibernaculum and shall be determined through consultations with the CDFW. If a maternity

colony has become established, all construction activities shall be postponed within a 500-foot buffer around the maternity colony until it is determined by a qualified biologist that the young have dispersed. If the maternity colony cannot be avoided, projects shall be redesigned to avoid the colony. If redesign is not feasible the maternity colony can only be removed in consultation with and authorization from the County and CDFW. For State listed bat species in addition, a maternity colony can only be removed if authorized by the CDFW and covered under an incidental take permit.

**BIO-1(h)**      ***Preconstruction Surveys for Nesting Birds.*** For construction activities occurring during the nesting season (generally February 1 to September 15), surveys for nesting birds covered by the California Fish and Game Code and the Migratory Bird Treaty Act shall be conducted by a County-approved biologist no more than 14 days prior to vegetation removal. The surveys shall include the entire segment disturbance area plus a 500-foot buffer around the site. If active nests are located, all construction work shall be conducted outside a buffer zone from the nest to be determined by the qualified biologist. The buffer shall be a minimum of 50 feet for non-raptor bird species and at least 300 feet for raptor species. Larger buffers may be required depending upon the status of the nest and the construction activities occurring in the vicinity of the nest. The buffer area(s) shall be closed to all construction personnel and equipment until the adults and young are no longer reliant on the nest site. A County-approved biologist shall confirm that breeding/nesting is completed and young have fledged the nest prior to removal of the buffer. The results of the pre-construction survey shall be submitted to the County and construction shall not commence without authorization from the County.

**BIO-1(i)**      ***Worker Environmental Awareness Program (WEAP).*** Prior to initiation of construction activities (including staging and mobilization), all personnel associated with project construction shall attend WEAP training, conducted by a County-approved biologist, to aid workers in recognizing special status resources that may occur in the project area. The specifics of this program shall include identification of the sensitive species and habitats, a description of the regulatory status and general ecological characteristics of sensitive resources, and review of the limits of construction and mitigation measures required to reduce impacts to biological resources within the work area. A fact sheet conveying this information shall also be prepared for distribution to all contractors, their employers, and other personnel involved with construction of the project. All employees shall sign a form documenting provided by the trainer indicating they have attended the WEAP and understand the information presented to them. The form shall be submitted to the County to document compliance.

- **BIO-2 *San Joaquin Kit Fox(SJKF) Habitat Mitigation.*** Prior to issuance of construction permits, the applicant shall mitigate for the loss of SJKF habitat based on the following ratios for the areas shown in Figure 4.4-6: Low quality SJKF habitat within Developed-Urban areas: No ratio
- Developed-Rural areas: 1:1
- Agricultural areas currently in vineyard production: 1:1
- Agricultural forage production areas: 2:1
- All other areas consisting of medium quality habitat associated with the Salinas River: 2:1
- High quality habitat: 4:1

**BIO-3(a)** ***Riparian Setbacks.*** New development shall be setback a minimum of 25 feet from the upland extent of the willow-cottonwood riparian forest associated with the Salinas River and its tributaries within the Plan area, unless a smaller setbacks is approved by the California Department of Fish and Wildlife (CDFW) or the United States Fish and Wildlife Service (USFW . For discretionary land use permits or land division application, larger setbacks could be determined by the County on a project-by-project basis, such as for occupied buildings, if deemed appropriate. The riparian setbacks do not apply to low impact (non-structural) features such as trails.

The upland extent of the riparian vegetation shall be included on site plans, and be determined by a qualified biologist, if necessary.

**BIO-3(b)** ***Trail Development - Sensitive Communities Minimization.*** To the maximum extent feasible, trail development should be designed to avoid impacts to willow-cottonwood riparian forest.

**BIO-3(c)** ***Trail Development - Willow-cottonwood Riparian Forest Restoration and Monitoring.*** If trail development, notably the proposed Airport Loop Trail and Salinas River Trail, cannot avoid impacts to this vegetation community, a County-approved biologist shall prepare a Habitat Restoration Plan in accordance with the requirements described in Mitigation Measure BIO-1(e) of the CPU EIR. Compensatory mitigation ratios for this vegetation community shall be a minimum of 2:1 ratio (area restored/created/enhanced: area lost). Mitigation for loss of or trimming of trees shall be done according to the tree removal and trimming standards set forth by the County.



**BIO-4(a)**      ***Jurisdictional Delineation.*** If future trail development occurs within or adjacent to wetlands, drainages, riparian habitats, or other areas that may fall under the jurisdiction of the CDFW, USACE, and/or RWQCB, a County-approved biologist shall complete a jurisdictional delineation. The jurisdictional delineation shall determine the extent of the jurisdiction for each of these agencies and shall be conducted in accordance with the requirement set forth by each agency. The result shall be a preliminary jurisdictional delineation report that shall be submitted to the County, USACE, RWQCB, and CDFW, as appropriate, for review and approval.

**BIO-4(b)**      ***Jurisdictional Water and Wetlands Restored.*** Impacts to jurisdictional waters and wetlands shall be mitigated at a minimum ratio of 2:1 (area restored/created/enhanced: area lost), which is typically the standard for the USACE and RWQCB; but it should be noted that these agencies could request more mitigation during the permitting process. Furthermore, the CDFW mitigation ratios typically range between 3:1 and 5:1 for temporary and permanent impacts, respectively. Mitigation shall occur on-site or as close to the impacted habitat as possible. A mitigation and monitoring plan shall be developed by a County-approved biologist in accordance with the requirements described in BIO-1(e) of the CPU EIR.

**BIO-4(c)**      ***Construction Best Managements Practices During Construction.*** The following best management practices shall be required for development within or adjacent to jurisdictional areas.

- Access routes, staging, and construction areas shall be limited to the minimum area necessary to achieve the project goal and minimize impacts to other waters including locating access routes and construction areas outside of jurisdictional areas to the maximum extent feasible.
- To control sedimentation during and after project implementation, appropriate erosion control materials shall be deployed to minimize adverse effects on jurisdictional areas in the vicinity of the project.
- Project activities within the jurisdictional areas should occur during the dry season (typically between June 1 and November 1) in any given year to the extent practicable, or as otherwise directed by the regulatory agencies.
- During construction, no litter or construction debris shall be placed within jurisdictional areas. All such debris and waste shall be picked up daily and properly disposed of at an appropriate site.

- All project-generated debris, building materials, and rubbish shall be removed from jurisdictional areas and from areas where such materials could be washed into them.
- Raw cement, concrete or washings thereof, asphalt, paint or other coating material, oil or other petroleum products, or any other substances which could be hazardous to aquatic species resulting from project-related activities, shall be prevented from contaminating the soil and/or entering jurisdictional areas.
- All refueling, maintenance, and staging of equipment and vehicles shall occur at least 60 feet from bodies of water where possible, and in a location where a potential spill would not drain directly toward aquatic habitat (e.g., on a slope that drains away from the water source). Reduced distances shall be approved by the County. Prior to the onset of work activities, a plan must be in place for prompt and effective response to any accidental spills. All workers shall be informed of the importance of preventing spills and of the appropriate measures to take should an accidental spill occur.

**BIO-5**      ***Outdoor Lighting Design.***

Outdoor lighting shall be designed to be minimally disruptive to wildlife. This may be accomplished through the use of hoods to direct light away from natural habitat, using low intensity lighting, and using a few lights as necessary to achieve the goals of the project.

**BIO-6**      ***Tree Protection.*** If it is determined that construction may impact trees protected by County, the applicant shall procure all necessary tree removal permits. Trees protected by the County include any existing trees within urban or village reserve lines with the exception of those stated in Section 22.56.020.A of the Land Use Ordinance. A tree protection plan shall be developed by a certified arborist as appropriate and in conformance with County standards regarding oak protection. The plan shall include, but would not be limited to, an inventory of trees to within the construction site, setbacks from trees and protective fencing, restrictions regarding grading and paving near trees, direction regarding pruning and digging within root zone of trees, and requirements for replacement and maintenance of trees. If protected trees will be removed, replacement tree plantings of like species in accordance with County standards. If a protected tree shall be encroached upon but not removed, a certified arborist shall be present to oversee all trimming of roots and branches.

**Plan Requirements and Timing.** The Planning and Building Department shall add the recommended language to the CPU prior to Plan adoption.

**Monitoring.** Planning and Building shall ensure that the above language is included in the CPU prior to adopting the Plan.

**CR-1(a)**      ***Cultural Resource Protection.*** Where cultural resources have been identified and preservation is not feasible, the significance of each resource shall be evaluated according to current professional standards and appropriate mitigation measures shall

be implemented prior to County approval of any development. Mitigation may include, but not be limited to, data recovery and graphic documentation (photographs, drawings, etc.).

**CR-1(a)** ***Historical Resource Protection, Discretionary Projects.*** For discretionary land use permits and land division applications involving historical resources, alterations and/or the adaptive reuse of historical resources shall conform to the Secretary of the Interior's Standards, or implement other feasible mitigation measures such that significant adverse impacts on historic resources will be reduced or avoided.

**CR-1(b)** ***Historical Resource Protection.*** At the time of application for discretionary land use permits, subdivisions, or construction or demolition permits that involve the demolition, substantial alteration, or relocation of buildings or structures that were identified in the Historic Resources Inventory found in Appendix X, the applicant shall retain a historian or architectural historian who meets the Secretary of Interior's Professional Qualifications Standards to document and evaluate the historical significance of the affected buildings or structures. If such documentation and evaluation indicates that the building or structure qualifies as a significant historical resource, further documentation to reduce impacts to the historical resource shall be provided, including but not limited to archival quality photographs, measured drawings, oral histories, interpretive signage, and/or other measures.

**CR-2(a)** ***Archeological Resource Protection, Discretionary Projects.*** At the time of application for discretionary land use permits or land division applications that will involve any grading, trenching, or other ground disturbance, the applicant shall retain a County qualified Registered Professional Archaeologist to complete a Phase 1 archaeological inventory of the project site. In addition to the surface survey, the inventory shall include sufficient background archival research and field sampling to determine whether subsurface prehistoric or historic remains may be present.

Any prehistoric or historic archaeological remains so identified shall be evaluated for significance and eligibility to the California Register of Historic Resources (CRHR). Phase 2 evaluation shall include any necessary archival research to identify significant historical associations as well as mapping of surface artifacts, collection of functionally or temporally diagnostic tools and debris, and excavation of a sample of the cultural deposit to characterize the nature of the sites, define the artifact and feature contents, determine horizontal boundaries and depth below surface, and retrieve representative samples of artifacts and other remains. Any excavation at Native American sites shall be monitored by a tribal representative. Cultural materials collected from the sites shall be processed and analyzed in the laboratory according to standard archaeological procedures. The results of the investigations shall be presented in a technical report following the standards of the California Office of Historic Preservation publication "Archaeological Resource Management Reports: Recommended Content and Format

(1990 or latest edition)". Upon completion of the work, all artifacts, other cultural remains, records, photographs, and other documentation shall be curated at the Repository for Archaeological and Ethnographic Collections of the University of California, Santa Barbara, or another facility approved by the Environmental Coordinator.

If any of the resources meet CRHR significance standards, then all feasible recommendations for mitigation of archaeological impacts shall be incorporated into the final design and any permits issued for development. Any necessary data recovery excavation shall be carried out by a County qualified Registered Professional Archaeologist according to a research design reviewed and approved by the County Environmental Coordinator prepared in advance of fieldwork and using appropriate archaeological field and laboratory methods consistent with the California Office of Historic Preservation Planning Bulletin 5 (1991), Guidelines for Archaeological Research Design, or the latest edition thereof.

**CR-2(b)**

**CR-3** ***Paleontological Resource Construction Monitoring.*** Excavations that will exceed five feet in depth in areas shown in Figure X-X shall be monitored by a qualified paleontological monitor. The frequency of monitoring shall be determined by the paleontologist. If no fossils are observed during the first 50 percent of excavations that exceed three feet in depth, or if the paleontologists can determine that excavations are not disturbing Pleistocene or Pliocene aged sediments, then the frequency of monitoring may at the discretion of the paleontologist.

***Fossil Salvage.*** If fossils are discovered, then work shall be stopped to allow a qualified paleontologist to recover the fossils. Once salvaged, fossils shall be identified to the lowest possible taxonomic level, prepared to a curation-ready condition and curated in a scientific institution with a permanent paleontological collection, along with all pertinent field notes, photos, data, and maps.

**HAZ-3**

***Soil Sampling and Remediation, Application Content.*** For the first discretionary land use permit or land division application for urban development on the Indian Valley Road site as shown in Figure 3-M, the applicant shall submit a contaminated soil assessment. Soil samples shall be collected under the supervision of a professional geologist or professional civil engineer to determine the presence or absence of contaminated soil on the site. Soil analysis and sampling density shall be in accordance with guidance from San Luis Obispo County Environmental Health Services. If soil sampling indicates the presence of pesticides exceeding applicable environmental screening levels, the soil assessment shall identify the volume of contaminated soil to be excavated.

If concentrations of contaminants warrant remediation, contaminated materials shall be remediated prior to grading and construction activities, and an Environmental Site Assessment shall be prepared. The remediation program shall also be approved by a regulatory oversight agency, such as the County Environmental Health Services, the Regional Water Quality Control Board, or the Department of Toxic Substances Control.

**HAZ-5**

***Preliminary Endangerment Assessment, Application Content.*** Due to the cleanup status and the potential presence of unknown contaminants of concern associated with the San Miguel Rec Site and San Miguel War Housing Project cleanup sites (as shown on Figure X.X), applicants for building plans or grading permits for development within 500 feet of these sites shall include a Preliminary Endangerment Assessment (PEA) or equivalent. The evaluation shall include a determination of whether no further action, removal, remedial action, or further extensive investigation of the site is necessary.

- HWQ-2**      ***Post-Construction Stormwater Management Special Circumstances Program.*** Prepare a communitywide or neighborhood-wide stormwater management plan(s) that would provide an acceptable alternative to individual stormwater management plans within the described area(s). This could be in conjunction with an update to the San Miguel community Drainage Plan, and should be approved by the Regional Water Quality Control Board as an acceptable watershed or regional drainage plan for purposes of post-construction stormwater management.
- N-1**      ***Noise and Vibration Reduction Plan.*** *Projects that involve grading, demolition, and/or construction on lots adjacent to occupied residential structures shall implement the following noise and vibration measures, where feasible and practicable to minimize adverse impacts to sensitive receptors from construction related noise:*
- a. Shield especially loud pieces of stationary construction equipment;
  - b. Locate portable generators, air compressors, etc. away from sensitive noise receptors; and
  - c. Limit grouping major pieces of equipment operating in one area to the greatest extent feasible.
- N-2**      ***Noise Study, Discretionary Projects.*** **For discretionary land use permits or land division applications** where new development would be located adjacent to existing residential uses, a site specific noise study should be conducted to demonstrate compliance with the County noise standards in the Land Use Ordinance (Section 22.10.120). For this section, “adjacent” includes properties immediately bordering the existing use where the existing structures are within 50 feet of the project site. This study shall determine the area of impact and present appropriate mitigation measures.
- N-3**      ***Exterior Noise Reduction.*** Proposed residential development within 180 feet of the UPRR track shall be designed so that exterior use areas are shielded by walls or buildings to the extent feasible, in order to reduce exterior noise levels below the 60 dBA Ldn exterior threshold. Interior living spaces shall comply with the interior 45 dBA Ldn standard.
- REC-1**      **Plan for Parkland Dedication in Areas where the Urban Reserve Line is Expanded.**
- Identify suitable land for community and neighborhood parkland when the Urban Reserve Line is expanded.



# San Miguel Community Plan – Economic Strategy

Submitted to: SLO County Planning

*San Miguel Community Plan – Public Review Draft  
June 2013*



With  
Tom Pitts, Wine Industry Consultant

THE NATELSON DALE GROUP, INC.  
San Miguel Community Plan – Economic Strategy | The Natelson Dale

# San Miguel Community Plan – Economic Strategy

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# San Miguel Community Plan – Economic Strategy

## Executive Summary – Strategic Overview

Figure 1 below summarizes the strategic overview of a framework by which tourism and other aspects of the job base can expand in San Miguel. The chart encapsulates the following concepts and primary elements of the strategic framework.

- A comprehensive range of actions, encompassing at a minimum infrastructure development, property (land and building) improvement programs, community promotion, and development coordination based on economic development principles will most likely be required for San Miguel to achieve economic development success.
- Positive development effects will come from a number of influences.
- In executing the strategic plan, rather than attempting to do everything at once, it might be preferable to leverage one or a limited number of the strongest assets to generate momentum for growth, and have carefully prioritized “thresholds” at which other strategic actions from the plan would begin implementation.

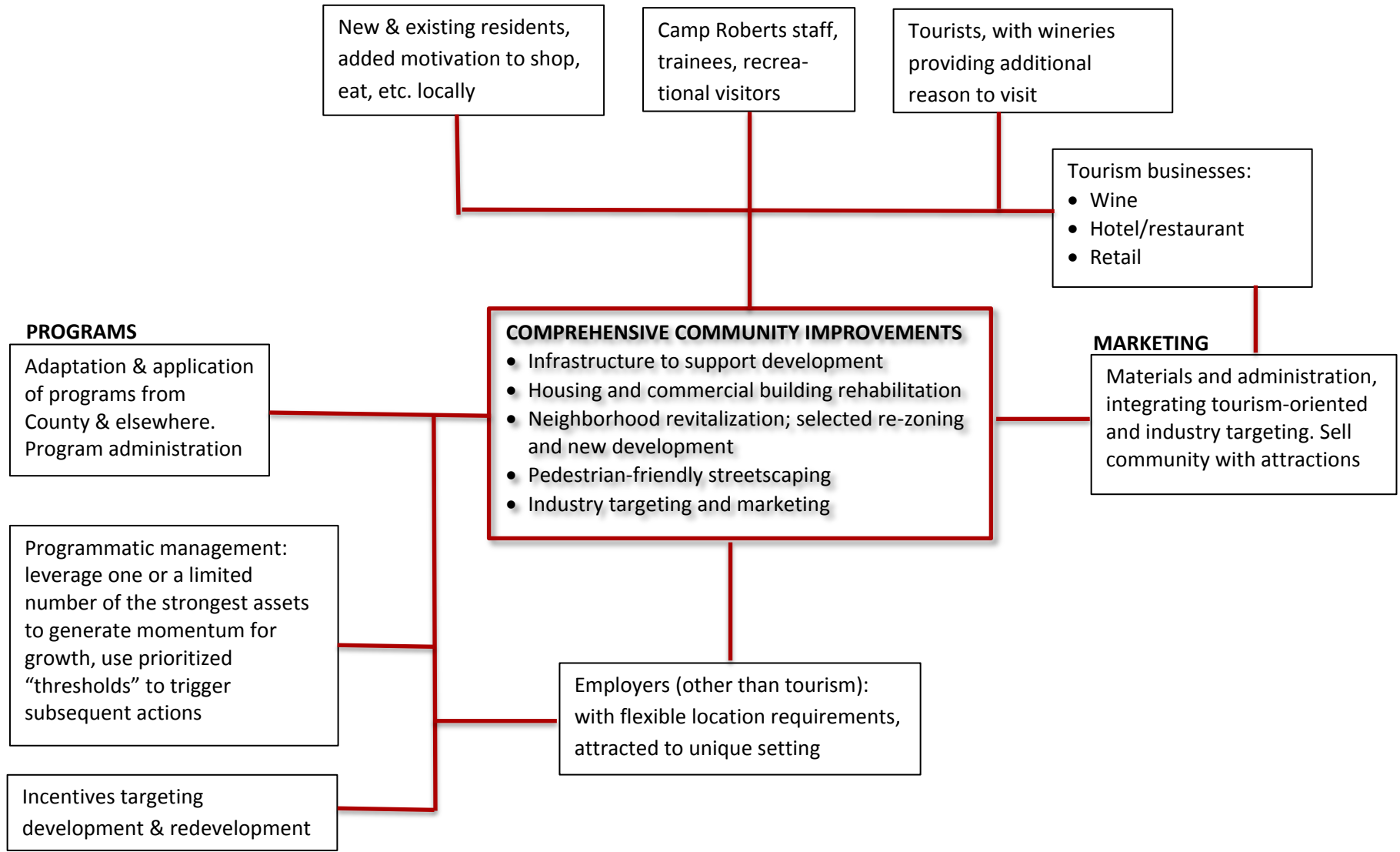
The following general strategic concepts also supplement the diagram on Figure 1.

- **Capacity for commercial/industrial development:** Implement re-zonings to expand sites for local and regional commercial use, including existing vacant and, selectively, existing developed areas that a) are in need of revitalization, b) could serve as commercial development locations and c) are suitable for potential use change. Projected demand for Office and Industrial space over the projection period (to 2035) is modest, approximately 7,000 and 29,000 square feet, respectively, which could be accommodated in less than 4 acres. These estimates should be considered a conservative minimum (see discussion in Section G.2).
- **Fiber optics:** Consider alternative public-private partnership arrangements to expedite the spread and upgrade of broadband. Some of these efforts can be as simple as notifying broadband suppliers of plans to dig a trench for some other utility, at which point they could opt to participate in the trench, at a lower cost than a dedicated trench for their line. There are also models elsewhere in the country where the public role has been more proactive.
- **General tourism support:** Investigate the potential by which tourism marketing, currently handled within the County by the San Luis Obispo Chamber of Commerce and the Visitors and Conference Bureau, can be structured to properly position San Miguel within the larger region, including the notion that the community is a “gateway” from the north, shares many assets with the County generally, and is an emerging wine region.

## Executive Summary – Strategic Overview

- **General marketing:** Integrate economic development marketing and tourism marketing, positioning the enhanced community (by virtue of other strategies) as a unique business environment, to specific targeted industries as discussed elsewhere in this document (Chapter G), namely the targets of “uniquely SLO County,” building design and construction, specialized manufacturing, and knowledge and innovation services.
- **Expand population:** encourage the development of additional housing in San Miguel, so that the community can benefit from a more diverse population while increasing its threshold for additional goods and services.
- **Infrastructure:** Implement existing infrastructure plans that support development of the community. Note: In order to effectively promote San Miguel as an integral component of regional agriculture and tourism, the emerging wine industry and the revitalization of the Mission Street corridor, investments are required in the community’s water and sewer infrastructure. Following discussions with local officials, these upgrades may be implemented in a cost-effective incremental manner.
- **Community design and enhancement:** Establish and administer programs for facility improvements through some form of public support. Consider tying such programs to publicly supported streetscape improvements that can enhance the pedestrian experience in the community.
- **Leverage the wine industry momentum,** e.g. winery and land acquisitions by Gallo, overall increase in vineyard development, by encouraging vintners to create (initially) a small number of wine tasting rooms in San Miguel, creating a cluster of activity in San Miguel to attract new complementary development to the area.
- **Lessons from case study communities:** 1) Investigate the potential for and desirability of promoting San Miguel as a residential choice for seniors; 2) investigate the practicality of giving special consideration to San Miguel as a focus for entrepreneurial training and small business development.

Figure 1. Graphic Overview of Strategy Framework



# San Miguel Community Plan – Economic Strategy

## A. Introduction

This study supplements a wide range of planning exercises within San Luis Obispo County that relate, either directly or indirectly, to San Miguel. The community encompasses a number of challenges and opportunities that also relate back to San Luis Obispo County as a whole. That is, the opportunities in the community are similar to those of the County as a whole, and some of the challenges it faces are a direct result of its geographic location. Challenges and opportunities can be intertwined. For example, the community's historic base creates an interesting experience but also imposes the necessity for diligent maintenance as well as preservation. From its location at the fringe of the county and Paso Robles urbanization, San Miguel is subject to being relegated to a bedroom community, and a low-cost one at that, given its supply of older homes. For these and other reasons, this study takes a comprehensive view of San Miguel and its surrounding area, and includes both an assessment of conditions in and around the community and a review of case study communities with both similarities and differences that apply to San Miguel, for comparison purposes.

In this report, the Executive Summary of strategic recommendations appears at the front of the document, followed by this introduction, a discussion of present economic conditions and strengths, weaknesses, opportunities and constraints that apply to the community, a discussion of case study communities, a market analysis for retail and office and industrial uses, an analysis of the wine industry as it applies to San Miguel, and finally an overview of topics relating to the strategic direction from which the Executive Summary was derived.

# San Miguel Community Plan – Economic Strategy

## B. Present Economic Conditions, Strengths, Weaknesses, Opportunities, and Constraints

### **B.1. Historic setting for present economic conditions**

Although San Miguel can trace its origins back to the founding of the Mission, commercial development in the community was later heavily influenced by the demand generated by large (as large as 45,000) troop contingents at Camp Roberts. The Camp's mission was greatly curtailed in the 1950s, businesses closed or coped with reduced patronage, and no meaningful re-development of the commercial activity has ensued in the intervening years. The modest size of the remaining population from that period of downsizing, the minimal population growth that has occurred, and the fact that residents can readily meet their everyday shopping needs in nearby Paso Robles, have all contributed to an essentially stagnated commercial environment for the community, including substantial retail leakage.

Quantitative indicators of economic conditions are shown on Table B-1. The table shows that San Miguel's unemployment rate is much higher than the state's (based on this particular source). San Miguel differs from the state as a whole in having a greater proportion of the population engaged in agriculture, construction, and "other services," and a lower proportion in finance, information, and wholesale trade. San Miguel residents have a lower median household income, fewer retirement-age people, and a much higher percentage of the population in poverty, compared to the state.

Present Economic Conditions, Strengths, Weaknesses, Opportunities, and Constraints

**Table B-1. Selected Economic/Demographic Data**

Economic Variable	California	San Miguel CDP
<b>Employment Status</b>		
% in labor force	64.7%	72.3%
% Unemployed	5.8%	10.0%
<b>Class of Worker</b>		
<b>Civilian employed population 16 years +</b>	16,632,466	1,116
Private wage and salary workers	12,729,790	910
Government workers	2,425,341	120
% government workers	14.6%	10.8%
Self-employed in own not incorporated business workers	1,444,135	86
% self-employed	8.7%	7.7%
<b>Commuting (1)</b>		
Mean travel time to work (minutes)	26.9	17.5
<b>Employment by Industry (residents)</b>		
<b>Civilian employed population 16 years +</b>	16,632,466	1,116
Agriculture, forestry, mining, etc.	2.1%	6.27%
Construction	7.0%	18.10%
Manufacturing	10.3%	12.81%
Wholesale trade	3.4%	0.00%
Retail trade	11.0%	13.71%
Transportation and warehousing, and utilities	4.7%	4.75%
Information	3.0%	0.45%
Finance and insurance, and real estate and rental and leasing	7.0%	0.99%
Professional, scientific, and management, and administrative etc.	12.2%	10.57%
Educational services, and health care and social assistance	20.1%	6.27%
Arts, entertainment, and recreation, and accommodation and food svcs.	9.2%	10.48%
Other services, except public admin.	5.2%	14.16%
Public administration	4.6%	1.43%
<b>Income and Benefits (in 2010 inflation-adjusted dollars)</b>		
Median Household Income	\$60,883	\$42,176
With Social Security (households)	2,976,629	69
% with Social Security	24.0%	9.0%
<b>Percentage of Families and People Whose Income in the Past 12 Months is Below the Poverty Level</b>		
% of all families	10.2%	25.0%

Source: U.S. Census Bureau, 2006-2010 American Community Survey.



## Present Economic Conditions, Strengths, Weaknesses, Opportunities, and Constraints

Table B-2, below, summarizes Strengths, Weaknesses, Opportunities, and Constraints in San Miguel, and identifies some of the key strategic implications of those conditions. Much of the material in the table comes from the sources listed below the table. Bracketed abbreviated identifiers in the table refer back to these sources. Unless so noted, comments in the table are from TNDG, with the contributions of Tom Pitts, Wine Industry Consultant, noted specifically.

Present Economic Conditions, Strengths, Weaknesses, Opportunities, and Constraints

**Table B-2. Summary of Strengths, Weaknesses, Opportunities, and Constraints in San Miguel**

Underlying Condition	S W O C*	Strategic Implications
<b>Present Economic Conditions</b>		
<p>Camp Roberts, directly accessible from San Miguel, is currently experiencing major reinvestment for expanded capabilities. The Camp is preparing for a major demolition program to remove some 250 buildings along the highway. Contracts have been let for a total of \$20 - \$30 million worth of new infrastructure projects, including water, sewer, and fiber optic systems. Camp Roberts has been designated as a national ‘pre-mobilization’ site. While the number of trainees varies, 650 people work on post every day. As a National Guard training facility, the post is not allowed to build on-post housing for permanent staff and training crews. Similarly, they do not have, nor can they build, an on-site commissary for their staff or trainees.</p>	<p><b>S</b></p>	<p>From the standpoint of tourism and potential growth, Camp Roberts has exposed many people, particularly California citizens, to San Miguel and the region, and will continue to do so. The Camp provides ID cards and services for military retirees, who are attracted to the area for those reasons. The component of market demand represented by the staff, trainees, and retirees should be incorporated into marketing materials, as well as the lack of on-site facilities at the Camp.</p>
	<p><b>S</b></p>	<p>People who have trained at Camp Roberts can be a source of new residents</p>
<p>Limited population size of the community, plus easy access to Paso Robles, mean that sufficient population thresholds for local-serving commercial development are difficult to achieve</p>	<p><b>C</b></p>	<p>New housing should be encouraged, with expanded diversity and choice [Moresco, Salinas River Plan (also for residential notes below)]</p>
	<p><b>S</b></p>	<p>The Residential Suburban category can take advantage of natural constraints and add diversity to housing options</p>
	<p><b>C</b></p>	<p>In the Residential Single Family category, in which older, moderately priced housing tends to occur, incompatible land uses need to be phased out</p>

Present Economic Conditions, Strengths, Weaknesses, Opportunities, and Constraints

Underlying Condition	S W O C*	Strategic Implications
	<b>S</b>	New retail/local service development should take into account potential from the larger trade area outside the community, plus tourists and other travelers
Some vacant land is available for new development	<b>S</b>	Limited assets must be nurtured through careful planning, site plan approval, etc.
	<b>O, C</b>	Areas with good access from The 10th Street-Highway 101 interchange should develop with attractive visitor-serving uses that do not detract from community- and visitor-serving uses in the central business district [Salinas River Plan]
Some historic buildings, residential and commercial, suffer from neglect, which age intensifies. Many commercial buildings are vacant, and may not be economically adaptable to new uses, even if a market could be established [Design Plan]	<b>C</b>	The area should be improved by using compatible architectural treatments, signing and landscaping to create a desired community theme consistent with San Miguel's historic character [Salinas River Plan]
An existing fiber optic cable parallels the railroad line in San Miguel	<b>O</b>	While over 90% of all citizens and businesses in SLO County have the ability to access broadband services, expansion of service (both geographically and in terms of speed) by private providers is slow, apparently based on overall feasibility, [memo from SLO County General Services]. To the extent this is true and persists, San Miguel would have to be considered a marginal area for expanded penetration, based solely on density of commercial/industrial development. See note 1.
While SLO County residents and businesses receive broadband services that are slightly better than most Americans, the nation as a whole lags other countries in the quality (speed) of service [memo from SLO County General Services]	<b>C, O</b>	A proactive approach to expanding/upgrading broadband service, which would likely involve a public-private partnership (see above), could send a strong message about SLO County's commitment to economic development. The extent to which this could spill over to San Miguel is questionable, other than the possibility for "trickle down" effects, if other parts of the County experience strong growth in broadband business users.

Present Economic Conditions, Strengths, Weaknesses, Opportunities, and Constraints

Underlying Condition	S W O C*	Strategic Implications
	O	Public-private partnerships can be used to expedite the spread and upgrade of broadband. Some of these efforts can be as simple as notifying broadband suppliers of plans to dig a trench for some other utility, at which point they could opt to participate in the trench, at a lower cost than a dedicated trench for their line
Area is experiencing strong growth, in viticulture and also wine production facilities [MKF Research LLC]	S	Supports expansion of, besides high-value agriculture, both the food manufacturing industry and tourism, and the employment growth and potential facility development that goes along with such expansion
	S	Other opportunities with direct linkages to wine production exist in ancillary support businesses, including barrel making, vineyard and winery supply industries, bottling, warehousing and shipping support companies
	S	Wine production is a sustainable industry that will provide a long-term return on investment. <i>Vitis vinifera</i> (the grapes that produce fine wine) are low water use plants, when compared to other crops (e.g. alfalfa), which, once established, will continue (with minimum expense) to produce for a minimum of 35 years. Many remain in production for over 100 years [Pitts]
	C	Region’s focus on wine makes it vulnerable to fate of a single agricultural product type, although in this case tourism is also part of the mix. Consequently, opportunities to further diversify the economy should be acted upon.
San Miguel is located in the center of the Monterey County/San Luis Obispo County viticulture region that has recently been recognized worldwide for its wine-growing achievements. Nearby Paso Robles, in particular has become a rising star in the wine world. [Pitts]	S	San Miguel should be able to readily capitalize on that proximity

Present Economic Conditions, Strengths, Weaknesses, Opportunities, and Constraints

Underlying Condition	S W O C*	Strategic Implications
We have the proper <i>terroir</i> (the French term used to describe the combination of soil, climate, and the other elements that define an area’s geographic and agricultural components) to grow fine wine grapes capable of producing wine to rival the best wine produced anywhere in the world. Such proven locations are limited and we have one of the best (in the San Miguel area). [Pitts]	<b>S, O</b>	Other specialty crop growers and marketers typically are attracted to wine growing regions, as are the culinary arts, and eco-tourism operators
	<b>S</b>	Once a reputation for fine wine production is established in the wine world, it is maintained indefinitely. In addition, this is an industry that is dependent upon place – the industry and its associated jobs cannot be exported
	<b>S</b>	Wine-based tourism has become a huge economic driver. As an example, some people have claimed that the Napa Valley has more visitors and generates more tourism dollars each year than Disneyland (a claim not verified in this study)
	<b>S</b>	There is a strong opportunity to network with group tour businesses serving the region
Research and job training to support the growth of the wine industry are readily available via viticulture and enology programs at Cal Poly San Luis Obispo and Allan Hancock College	<b>S</b>	Institutions should be integral to strategic plan development, for implementation and marketing considerations
There are still a small number of wine producers in San Miguel	<b>W</b>	Additional growth is needed to maintain and grow market share

Present Economic Conditions, Strengths, Weaknesses, Opportunities, and Constraints

Underlying Condition	S W O C*	Strategic Implications
	<b>C</b>	There is a large time lag from commitment to planting to initial return on investment (while most wineries buy fruit or juice from outside source to establish market share while their vineyards are being established, a new vineyard can take three to seven years to begin to cash flow). It is expensive to establish a new vineyard (typically on the order of \$25,000 to \$35,000 per acre, not including land costs), and interest could wane if production development is slowed [Pitts]
Traditional sources of capital have been slow to respond to the needs of an expanding wine industry thus far [Pitts]	<b>C</b>	Venture capital and other non-traditional forms of project financing will likely be needed to maximize opportunities
There is an established base of tourism attractions and activity in the community and surrounding region (approx. 30-mile radius), including the Mission and many other historic buildings and historic character, agro-tourism (wineries), coastal attractions including San Simeon, recreational facilities, and the “destination” communities of Paso Robles and San Luis Obispo, Morro Bay, and others	<b>S</b>	Mutual leveraging of existing attractions and new wineries
San Miguel lacks sufficient hospitality businesses to capitalize on all categories of travelers, which should include a growing cohort of tourists	<b>W</b>	Strong marketing support that properly positions San Miguel within the larger region will be needed for hospitality development to reach its full potential
General Strengths/Weaknesses		
Walkable community, e.g. Mission to downtown [Design Plan]	<b>S, C</b>	Walkable portion of community needs shade, other amenities to enhance visitor appeal and resident functionality [Design Plan]
Access to a high volume of travelers of all types	<b>S</b>	
San Miguel is a gateway community to the County and the recreational resources of Nacimiento and San Antonio Lakes [Salinas River Plan]	<b>S</b>	Helps support visitor-serving development, augmenting the attraction of Mission San Miguel. [Salinas River Plan]



Present Economic Conditions, Strengths, Weaknesses, Opportunities, and Constraints

Underlying Condition	S W O C*	Strategic Implications
Assets of SLO County that are shared by and particularly relevant to San Miguel are the following: Recreational opportunities; Quality of life; Tourism potential; Image as retirement community Small livable communities [Economic Element]	<b>S</b>	Shared marketing and overall identification of San Miguel with the County
Previous and ongoing planning and other studies provide some guidance for upgrading infrastructure and making other improvements in the community	<b>S</b>	Allows development to begin sooner
San Luis Obispo County is designated a nonattainment area for the state, for ozone and PM10 [Salinas River Plan]	<b>W</b>	A factor in targeting specific prospects

\*Strength, Weakness, Opportunity, or Constraint, as designated by S, W, etc.

Table Notes:

1. There are “public use” fiber optic lines that serve government offices throughout much of the County. Private carriers, including Digital West, Charter, Time Warner, AT&T, and Verizon, serve businesses and homeowners. These lines can connect to a trans-Pacific cable that has multiple landing sites in the County [memo from SLO County General Services].

## Present Economic Conditions, Strengths, Weaknesses, Opportunities, and Constraints

### Source Material for Table B-2:

*Economic Element*, San Luis Obispo County General Plan. Prepared by the Economic Advisory Committee and the Department of Planning and Building with assistance from Mundie & Associates. Adopted October 19, 1999; Amended by Approval of Dalidio Ranch Initiative Measure, November 2006; Comprehensively Amended Nov. 2012.

*The Land Use and Circulation Elements of the San Luis Obispo County General Plan, Salinas River Area Plan*. Adopted by the San Luis Obispo County Board Of Supervisors, September 22, 1980 - Resolution 80-350; Updated January 2, 1996 – Resolution 96-24; Amended By Approval Of Dalidio Ranch Initiative Measure November 2006.

*San Miguel Community Design Plan*. Adopted by the San Luis Obispo County Board Of Supervisors. April 8, 2003. Department of Planning and Building, County Of San Luis Obispo, San Luis Obispo, CA 93408.

*San Miguel Existing Conditions and Future Prospects, A Community Study*. December 2003. Prepared by the Community Planning Laboratory of the City and Regional Planning Department, California Polytechnic State University, San Luis Obispo.

*Economic Impact of Wine and Grapes in The Paso Robles AVA and Greater San Luis Obispo County, 2007*. MKF Research LLC, for the Paso Robles Wine Country Alliance.

*California National Guard, Year in Review, 2011*. Published by the California Military Department Public Affairs Office, page 30, and interview with Colonel Barbara Nuismer, Garrison Commander, Camp Roberts.

Telephone interview with Dennis Moresco, Midland Pacific Homes, 9-24-12.

Telephone interview with Anita Robinson, Coast National Bank, 9-26-12.

# San Miguel Community Plan – Economic Strategy

## C. Case Study Community Selection

### C.1. Case Study Communities Starting List

The original list of Case Study communities was derived from From County documents:

- Cal Poly reviewed [selected] communities of: Jamestown, Holtville, San Juan Bautista, Guadalupe, Willows, Dos Palos, Live Oak, and Ferndale.
- Community ideas from other prior efforts [selected]: Biggs, Blue Lake, Colfax, Dorris, Ferndale, Isleton, Loyalton, Maricopa, Montague, Portola, Sutter Creek, Williams, and Westmorland.
- Other ideas (from M. Wulkan): Geyserville

### C.2. Case Study Communities Screening

Initial case study communities screening: California case study communities mentioned in previous studies were initially screened for those with strongly positive rates of growth in sales tax collections, then ranked (approximately) by rates of growth in sales taxes (from tax collections reported to California State Controller). This process yielded the following *preliminary* list, in roughly highest to lowest rates of growth<sup>1</sup> in sales tax collections:

Maricopa  
Westmorland  
Guadalupe  
San Juan Bautista  
Loyalton  
Holtville  
Live Oak  
Portola  
Williams  
Montague  
Willows

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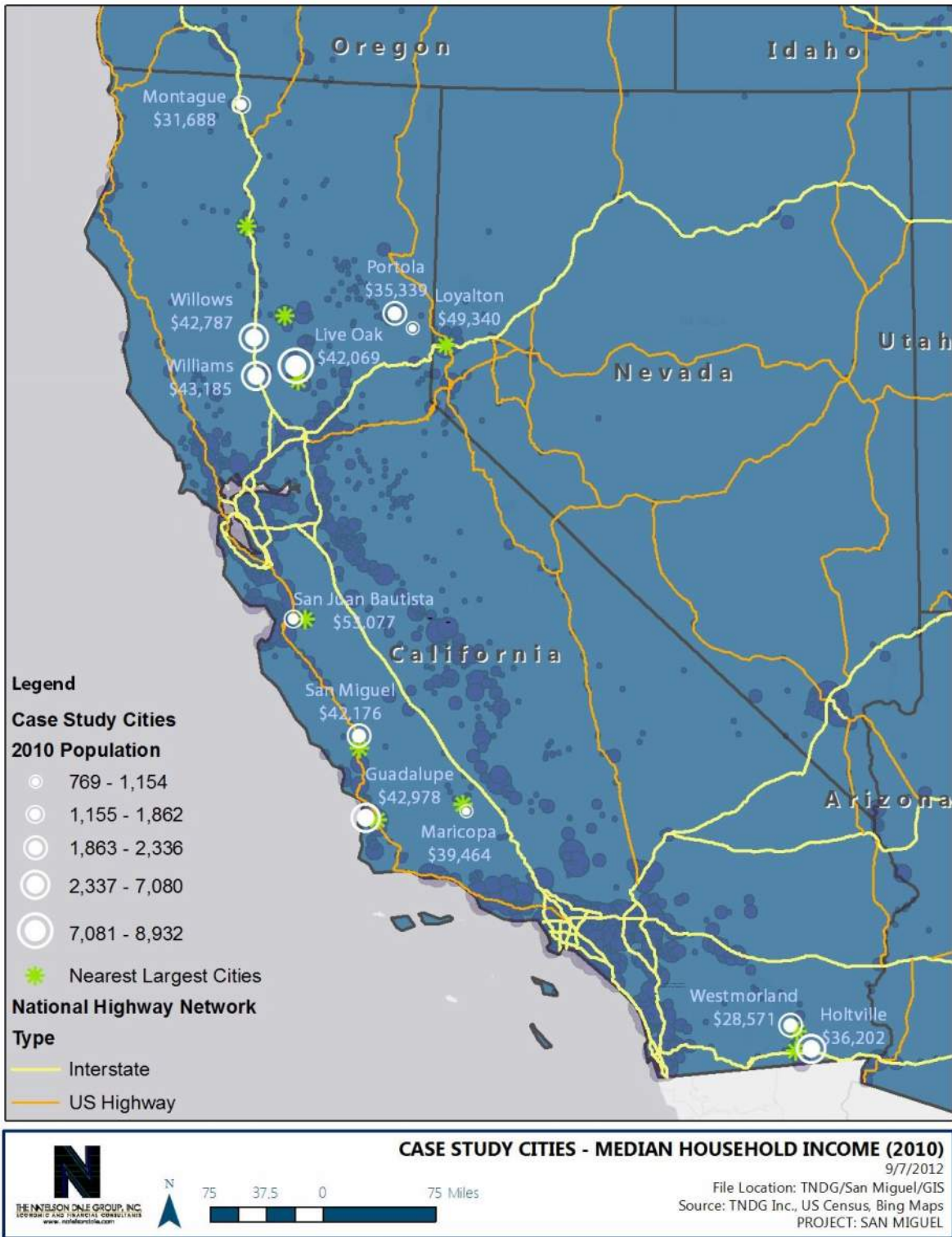
<sup>1</sup> For two time periods, FY 93-94 to 01-02, and FY 01-02 to 07-08. Generally, selected communities were those that had positive growth in both time periods; but some with high growth in either period and minimal negative growth in the other period were also included.

## Case Study Community Selection

These communities are shown on the following maps. Figure C-2 shows locations with figures for 2010 median household income, Figure C-3 identifies nearest larger cities for the case-study communities. Economic/demographic variables of interest in this analysis, for San Miguel and the recommended final set of case study communities (highlighted cells near top of table), are shown on Table C-1.

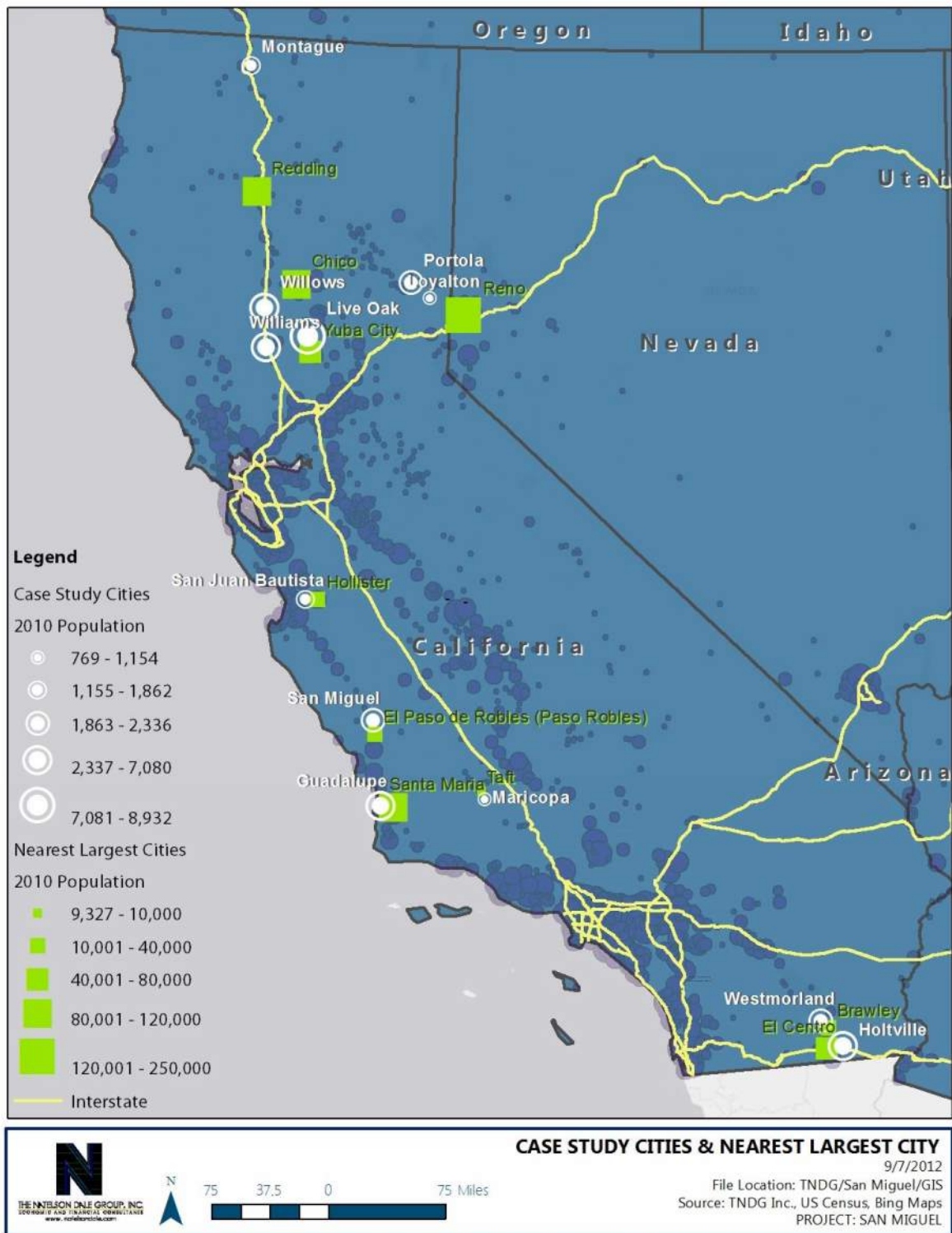
Specific to the wine industry, a “district level” case study, of an historic downtown within a larger community, is discussed at the end of Chapter F.

**Figure C-2. Preliminary Set of Case Study Communities: Median household income**



Case Study Community Selection

**Figure C-3. Preliminary Set of Case Study Communities:  
Nearest larger city**



Note: The shaded portions on the map represent the population distribution in 2000 by Census Designated Place.



Case Study Community Selection

**Table C-1. Comparison of Socioeconomic Data for Preliminary Set of Case Study Communities**

	California	San Miguel CDP	Guadalupe city	Holtville city	Loyalton city	Mari-copa city	Montague city	Portola city	San Juan Bautista	Westmorland city	Williams city	Willows city	Live Oak city
<b>Recommended case study cities</b>													
<b>Employment Status</b>													
% in labor force	64.7%	72.3%	69.6%	58.5%	62.5%	48.4%	62.3%	57.0%	72.3%	52.2%	69.7%	61.2%	54.8%
% Unemployed	5.8%	10.0%	4.7%	8.8%	4.2%	10.5%	12.3%	10.0%	6.8%	9.3%	11.1%	4.6%	5.9%
<b>Class of Worker, Civilian employed population 16 years +</b>	16,632,466	1,116	3,149	2,246	406	318	515	1,093	726	548	1,966	2,780	2926
Private wage and salary workers	12,729,790	910	2,755	1,515	280	232	357	792	562	417	1,607	1,791	1978
Government workers	2,425,341	120	260	471	113	70	116	155	98	113	196	633	556
% government workers	14.6%	10.8%	8.3%	21.0%	27.8%	22.0%	22.5%	14.2%	13.5%	20.6%	10.0%	22.8%	19.0%
Self-employed in own not incorp. business workers	1,444,135	86	134	260	13	16	42	146	66	18	163	356	298
% self-employed	8.7%	7.7%	4.3%	11.6%	3.2%	5.0%	8.2%	13.4%	9.1%	3.3%	8.3%	12.8%	10.2%
<b>Commuting (1)</b>													
Mean travel time to work (minutes)	26.9	17.5	21.7	22.7	29.4	34.8	17.3	29.9	24.3	21.4	22.4	18.2	35.0
<b>Employment by Industry</b>													
<b>Civilian employed population 16 years +</b>	16,632,466	1,116	3,149	2,246	406	318	515	1,093	726	548	1,966	2,780	2,926
Agriculture, forestry, mining, etc.	2.1%	6.27%	31.18%	16.79%	0.00%	24.53%	6.80%	5.40%	4.55%	19.16%	27.87%	13.71%	17.16%
Construction	7.0%	18.10%	6.45%	2.05%	16.75%	11.95%	7.77%	23.51%	4.96%	3.10%	3.46%	3.31%	6.08%
Manufacturing	10.3%	12.81%	8.86%	3.21%	8.62%	2.83%	9.71%	3.20%	7.85%	5.11%	9.41%	9.17%	8.44%
Wholesale trade	3.4%	0.00%	6.70%	4.81%	4.43%	5.03%	0.58%	0.64%	1.93%	5.11%	3.00%	2.19%	2.84%
Retail trade	11.0%	13.71%	6.00%	17.14%	6.40%	7.23%	11.46%	5.76%	13.50%	6.75%	10.43%	10.79%	12.20%
Transportation and warehousing, and utilities	4.7%	4.75%	2.70%	10.11%	3.20%	5.66%	1.75%	7.14%	1.79%	6.75%	7.63%	5.61%	4.20%
Information	3.0%	0.45%	0.98%	0.00%	0.00%	0.00%	1.94%	2.56%	0.00%	2.01%	0.00%	1.62%	0.00%
Finance and insurance, and real estate and rental, leasing	7.0%	0.99%	4.26%	2.72%	3.69%	0.94%	3.11%	6.50%	7.58%	2.01%	3.71%	6.37%	6.49%
Professional, scientific, and management, and	12.2%	10.57%	6.70%	5.03%	9.85%	9.43%	7.96%	9.24%	15.84%	4.74%	4.93%	5.50%	5.23%

### Case Study Community Selection

	California	San Miguel CDP	Guadalupe city	Holtville city	Loyalton city	Mari-copa city	Montague city	Portola city	San Juan Bautista	Westmor-land city	Williams city	Willows city	Live Oak city
administrative etc.													
Educational services, and health care and social assistance	20.1%	6.27%	11.94%	26.36%	25.37%	19.81%	24.08%	14.09%	23.69%	24.45%	12.26%	17.37%	20.71%
Arts, entertainment, and recreation, and accommodation and food svcs.	9.2%	10.48%	8.38%	4.67%	5.42%	4.09%	9.90%	17.84%	9.23%	9.49%	11.60%	12.81%	3.62%
Other services, except public admin.	5.2%	14.16%	3.84%	3.12%	6.65%	2.83%	7.57%	3.11%	6.75%	6.39%	3.76%	2.66%	9.98%
Public administration	4.6%	1.43%	2.00%	4.01%	9.61%	5.66%	7.38%	1.01%	2.34%	4.93%	1.93%	8.88%	3.04%
<b>Income and Benefits (in 2010 inflation-adjusted dollars)</b>													
Median Household Income	\$60,883	\$42,176	\$42,978	\$36,202	\$49,340	\$39,464	\$31,688	\$35,339	\$53,077	\$28,571	\$43,185	\$42,787	\$42,069
With Social Security (households)	2,976,629	69	602	563	110	151	149	312	158	228	301	860	813
% with Social Security	24.0%	9.0%	31.9%	31.3%	33.5%	39.4%	26.8%	24.4%	28.8%	37.9%	24.8%	35.2%	33.4%
<b>Percentage of Families and People Whose Income in the Past 12 Months is Below the Poverty Level</b>													
% of all families	10.2%	25.0%	13.9%	21.9%	8.2%	20.3%	15.2%	3.9%	10.3%	20.6%	12.8%	21.3%	22.8%
<b>Sales &amp; Use Tax Revenues</b>													
% change 1993-94 to 2001-02	57.35%		59.65%	-25.25%	57.15%	192.42%	46.15%	43.27%	-15.79%	59.88%	27.99%	44.66%	41.28%
% change from 2001-02 to 2007-08	-0.59%		31.05%	109.59%	1.38%	21.52%	-2.12%	3.88%	250.33%	130.84%	19.38%	-4.80%	4.14%

(1) For workers 16 years and over

Source: U.S. Census Bureau, 2006-2010 American Community Survey

## Case Study Community Selection

Communities not recommended for further Case Study investigation are listed below, along with a summary of reasons for recommending their exclusion.

Community	Summary of recommendation for exclusion
<b>Holtville</b>	Unique location, close to Mexican border, could explain growth in sales, other conditions. High poverty
<b>Maricopa</b>	Strong agriculture focus of residents, high unemployment and poverty, very high retiree contingent
<b>Montague</b>	Somewhat isolated community, high unemployment, limited opportunities associated with neighboring cities
<b>Westmorland</b>	Strong agriculture focus of residents, high unemployment and poverty, very high retiree contingent
<b>Williams</b>	Somewhat isolated with respect to neighboring larger cities, heavy agricultural component
<b>Willows</b>	Somewhat isolated with respect to neighboring larger cities, very high retirement contingent, high poverty

# San Miguel Community Plan – Economic Strategy

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## D. Case Study Community Findings

Table D-1 (below) provides an overview of city “success factors” – characteristics identified through a review of available resources. The table identifies attributes that are possible success factors and attributes that could be potential detriments to success, from an economic development standpoint. The table also facilitates a comparison of “numerically based” similarities and differences between San Miguel and the other communities.

Case Study Community Findings

**Table D-1. Success Factors and Barriers to Success for Select Case Study Cities**

	San Miguel, CA	Guadalupe, CA	Live Oak, CA	Loyalton, CA	Portola, CA	San Juan Bautista, CA
<b>Socioeconomic</b>						
High percentages of self-employed residents			X		X	
Higher percentage of elderly residents (1)		X	X	X	X	X
Younger resident base (1)	X					
Higher median household income (1)				X		X
Lower % of families below the poverty level (1)					X	
<b>Transportation/Infrastructure</b>						
Access to major highway/interstate	Hwy 101	Hwy 1	Hwy 1			Hwy 101
Access to commercial airport facilities	X	X	X			X
<b>General Locational Attributes</b>						
Proximity to military facilities	X	X	X			
Proximity to city/economic hub	Paso Robles	Santa Maria	Yuba City/ Marysville/ Chico	Reno	Reno	Monterey/ Santa Cruz
Amenity/tourism area	X	X		X	X	X
Significant Historical Features Present	X	X				X
<b>Socioeconomic</b>						
Higher % of families below the poverty level (1)	X		X			
Lower median household income (1)					X	
Long commute times (1)			X		X	
<b>Transportation/Infrastructure</b>						
Lack of highway access				X	X	
Lack of commercial airport facilities				X	X	
Lack of key infrastructure				No natural gas	No natural gas	
<b>General Locational/Economic Attributes</b>						
Reliance on industries with trends of contraction					Forestry	
Climate					Snow, colder weather	
<b>Historical Features</b>						
Underutilization of historical features	X					

(1) Relative among case study cities

## Case Study Community Findings

Indicators of strategic issues and approaches undertaken by or applicable to the case study communities were also reviewed, based on materials that could be identified at the local, County, or multicounty region. These source materials are shown in the table below, and the sources are primarily the basis for the material in Table D-2.

**Table D-2. Source Material, and Geographic Reach, for the Summary of Issues and Strategic Approaches**

Community	Documents and Notes
<b>Guadalupe</b>	<i>Recommendations for Economic Development in Guadalupe, CA.</i> A student's Professional Project presented to the faculty of California Polytechnic State University, San Luis Obispo. In Partial Fulfillment of the requirements for the Degree of Master of City and Regional Planning in the College of Architecture, by Larissa Requa Heeren. June 2011. Economic development in Guadalupe could also be influenced by strategies proposed by the Economic Alliance of Northern Santa Barbara County (EconNSBC), a grassroots organization seeking generally to make Northern Santa Barbara County (specifically excluding the City of Santa Barbara) a more business-friendly environment and take a more proactive role in promotion of economic activity. Target industries range from Wine and Tourism to high-tech sectors.
<b>Live Oak</b>	<i>North Central Counties Economic Trends &amp; Workforce Opportunities.</i> Craft Consulting Group in association with Jim Cassio. November 2010. The North Central Counties Consortium (NCCC) combines an independent Governing Board and a Workforce Investment Board, to focus on high quality workforce development services in the Counties of Colusa, Glenn, Sutter (Live Oak) and Yuba.
<b>Loyalton</b>	The Sierra Economic Development Corporation (SEDCorp), <i>Draft Comprehensive Economic Development Strategy, for 2013-2017.</i> (SEDCorp listed as author.) SEDCorp represents, besides Sierra County, El Dorado, Placer, and Nevada Counties, and some of the cities in those counties.
<b>Portola</b>	Plumas County ED organization disbanded; reports are still available online, including: <i>Plumas County Economic Development Strategy 2002-2003.</i> Approved by Plumas County Board of Supervisors 10/22/02. (No author identified.)
<b>San Juan Bautista</b>	<i>Historic San Juan Bautista Plan.</i> Prepared for City of San Juan Bautista. RBF Consulting / Urban Design Studio and Tom Hudson Company. Adopted February 2002.



Case Study Community Findings

**Table D-3. Summary of Key Issues, Strategic Approaches (from ED reports), for Case Study Communities: Major similarities and differences compared to San Miguel**

Case Study Community	Key Issues, Strategic Approaches (from ED reports)
<b>Guadalupe</b>	<p>Obstacles to economic development commonly associated with rural contexts are present: importance of agricultural employment is declining, so seeking diversification. Strategies focused on retention and expansion of existing businesses and encouragement of local entrepreneurship. This recognized the fact that there were limited resources for economic development program implementation and that the City was somewhat isolated from economic development resources, such as existing enterprise development programs. Also, residents have lower levels of education and lower incomes when compared to Santa Barbara County. Opportunities identified included the development of tourism, especially related to the historic buildings in downtown and promoting the nearby beach. One long-term goal was to develop a retail incubator.</p> <p><b>Major similarities and differences compared to San Miguel:</b> Similar setting, economic base, historical assets, and reliance on government partners for economic development support. Among differences are: 1) rate of growth in area comparatively high; 2) greater retirement population, which affects local values in addition to affecting how some types of businesses view the market potential within the community.</p>
<b>Live Oak</b>	<p>For the North Central 5-county area, identified competitive advantages include: 1) the agriculture sector as a key driver of the North Central County’s economy, accounting for about 25% of the region’s regional gross product and 13% of the region’s total employment. Although agriculture employment declined over the past ten years, the gross value of agriculture products has increased. Opportunities within the target industry of Agriculture-Related Diversification include:</p> <ul style="list-style-type: none"> <li>• Converting agricultural waste (from rice) into renewable fuel</li> <li>• Other agriculture-related businesses include wholesale trade and transportation and warehousing.</li> <li>• The hospitality and retail sectors could be grown through increased agri-tourism Manufacturing employment could be expanded by capturing more agriculture processing.</li> </ul> <p>Tourism was identified as an Unmet Opportunity. Opportunities exist for agri-tourism, outdoor recreation, and cultural tourism. The NCCC region has many attributes that make it an attractive destination for Californians and others to visit and take vacations: natural beauty and small towns away from the pollution, congestion and noise of larger cities. The five NCCC counties are aware that they have these attributes, and tout them on their websites. Yuba-Sutter Counties promotes the facts that "Yuba-Sutter offers a rare mix of gold-rush era communities, historic downtown shopping opportunities, agricultural assets complementing year-round festivals and fairs, along with lakes, rivers, and mountains.</p> <p><b>Major similarities and differences compared to San Miguel:</b> Similarities include military connection, historic interest, amenity area and overall tourism potential, agricultural focus, and low-income component of population. Concept of converting agricultural waste into renewable fuel can in theory at least be applied to wine industry wastewater (<a href="http://www.engr.psu.edu/ce/ENVE/logan/bioenergy/other_publications/MSNBC-">http://www.engr.psu.edu/ce/ENVE/logan/bioenergy/other_publications/MSNBC-</a></p>

Case Study Community Findings

Case Study Community	Key Issues, Strategic Approaches (from ED reports)
	<p><a href="#">Winery%20Waste%20Makes%20Fuel-110309.pdf.</a>) Differences include higher elderly population and greater access to urban areas.</p>
<b>Loyalton</b>	<p>Strengths identified for the Sierra Economic Development Corporation (SEDCorp) region include: 1) major, high-profile natural wonders and recreational opportunities within or close to the region; 2) an above-average educated workforce; and 3) good transportation connections. Opportunities identified include: 1) additional state resources to obtain broadband services and thereby grow Internet-based businesses, and to use the Internet to “level the playing field” in rural areas for branding and marketing of local businesses; and 2) transition of forest products into biomass and other products based on forest thinning. Threats include: 1) increasing transportation costs; 2) limited land, which is causing prices to increase and affect project viability; 3) aging (retiring) workforce, and generally declining economic conditions that also threaten economic development program funding. As with Portola, seasonal layoffs and shrinking timber harvests are ongoing problems.</p> <p>Major goals for economic development include: 1) foster regional cooperation in development; 2) nurture the local business base and environment; 3) promote use of biomass; 4) encourage development of year-round tourism; and 5) see that adequate infrastructure exists to support growth and economic development options.</p> <p><b>Major similarities and differences compared to San Miguel:</b> Similarities include historic connection and an amenity area. Opportunity to use Internet to “level the playing field” with respect to larger cities can apply to San Miguel. Differences include seasonality of employment and lifestyle, older and somewhat more affluent population base that is probably related to some extent to the area being a “residential area of choice,” and less immediate access to transportation facilities and therefore to travelers and to other urban areas.</p>
<b>Portola</b>	<p>Primary issue: The weather in Plumas County can be unpredictable. Winters frequently offer significant amounts of snowfall over mountain roads. Distance and road conditions make access to work difficult. These obstacles, access and weather, along with limited public transportation create barriers to employment. As a result of the early winter and late spring weather conditions, the development of a stable year-round tourism, retail trade, business and construction industry has been limited.</p> <p>Economic conditions that affect Plumas County include the historical dependence on the annual timber harvest and its relationship to employment opportunities, and the current diminishment of available timber brought about by an increase conflicts over land and resource use. Another aspect of the seasons is that Plumas County labor force and unemployment rates are extremely seasonal, through the cumulative effect of continued reduction in the timber harvest and the seasonal aspects of recreational employment. This also creates a challenge for economic development entities to continue efforts to diversify the economy.</p> <p>When comparing employment by industry in Plumas County to the State, the greatest differences appear in the government and service industries, with government due primarily to the high number of Forest Service personnel located in the County. Gaps in</p>

Case Study Community Findings

Case Study Community	Key Issues, Strategic Approaches (from ED reports)
	<p>services could be a focus area for business attraction/creation in the local area especially in the health and related services and retail services that will be required of the aging population.</p> <p>Although the County cites “access to Reno” as one of its strengths, “distance from major markets” is listed as a weakness. Lack of good land for industrial and commercial development, and lack of significant incentives are two other weaknesses identified. Besides addressing existing challenges, strategies for economic development include entrepreneurial support and expansion of the tourism and natural resources clusters.</p> <p><b>Major similarities and differences compared to San Miguel:</b> Similarities include historic connection and other tourist attractions as well as general amenity area, there is a need for infrastructure to support new development, and the community is to some extent a bedroom community for Reno. Differences include seasonality of employment and lifestyle, an older population, historic reliance on forestry and need for transitioning forest use/products to other purposes, and different relationship to larger urban areas – Reno is a larger neighboring city but further away, when compared to San Miguel’s relationship to Paso Robles.</p>
<p><b>San Juan Bautista</b></p>	<p>Identified assets include: 1) the Historic Downtown area, a substantial tourism draw just because of its character; 2) Rural Setting, although regional development pressure, especially for housing to support the demands of Silicon Valley, is poised to change this character. The town’s lack of control over this asset is a major liability; 3) San Juan Bautista Historic Park; and 4) Community Spirit. Citizens are involved and speak out to protect their values. However, this spirit sometimes makes it difficult to undertake even basic and needed improvements.</p> <p>Identified liabilities include: 1) Cost of Living, especially housing costs; 2) Partnerships among governmental entities with a stake in the community. Although these partners are also major assets, this strength can be a liability when the “entities are not working together consciously and strategically.” The partnership affects key economic vitality factors such as:</p> <ul style="list-style-type: none"> <li>• Management of The Plaza</li> <li>• Provision of centralized parking and other public facilities</li> <li>• Preservation of historic properties</li> <li>• Promotion and management of Downtown events</li> <li>• Planning and Permit Processes. The planning and permit process for construction, whether for rehabilitation, restoration, renovation or new, is (or is perceived to be) awkward. Since the local economy is weak and getting weaker, some change is required to help ensure economic and social stability.</li> </ul> <p><b>Major similarities and differences compared to San Miguel:</b> Similarities include historic character and attractions, potential to be bedroom community (although to a larger urban area), and reliance on government partners to nurture community and its assets – in ways that can generate controversy. Differences include the fact that San Juan Bautista is subject</p>

## Case Study Community Findings

Case Study Community	Key Issues, Strategic Approaches (from ED reports)
	to greater development pressure from a larger surrounding urban area, although the community is similar in that any kind of growth pressure can also threaten existing assets. Other differences include a larger population of elderly, and a larger existing business base.

Based on initial selection criteria for the case study communities, all had achieved some level of success by virtue of increasing sales tax receipts. In general, however, when reviewing the challenges identified in general planning and strategic planning documents, issues are not dissimilar to those in San Miguel. That is, most communities have tourism potential, some with agro-tourism potential, they are attempting to maximize, and larger communities within their commute shed. They typically have infrastructure development needs, and many have the benefit of major road access.

One major difference is that all of the case study communities have a significantly higher proportion of elderly residents than San Miguel, and most have a higher proportion than the state. The extent to which that fact makes a positive contribution to the local economy is not readily apparent; although it is important to recognize that retirees tend to be a form of “export industry” in that whatever (non-local) government transfer payments they receive bring outside dollars into an area. Both Guadalupe and Loyalton have strategies supporting local entrepreneurship. This type of program, or even attitude, can spur residents to job-creating actions. San Juan Bautista is probably the most “unfair” comparison community, in that its surrounding urban area is much larger and readily accessible than San Miguel’s. However, its experiences in managing historic assets are particularly instructive. The community must deal with both internal and external disputes about how the Mission site should be cared for and relate to the community and region.

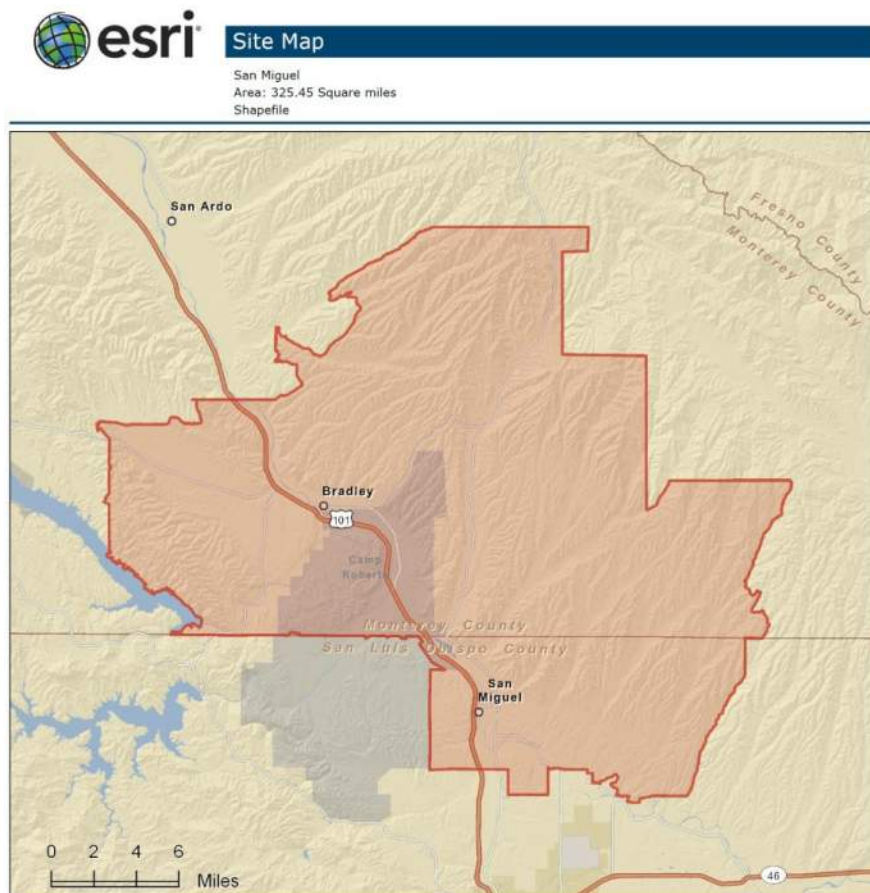
# San Miguel Community Plan – Economic Strategy

## E. Market Analysis

### E.1. Local Retail Demand

This section evaluates the future potential demand for retail facilities in the Study Area, delineated in Figure 4. The primary focus of this analysis is the residential population located within the defined the Study Area. The analysis examines current and future retail demand for a 23-year period from 2012 to 2035. Specific retail opportunities will be discussed in a later section of this report.

Figure 4. San Miguel Study Area



### E.1.1. The Study Area

#### *Population and Income Levels*

Demand for retail goods and services that are generated by residents of each market area is a function of four variables: existing and projected population, income levels, and the portion of income allocated toward retail expenditures. Table E-1 provides the values for these variables for years 2012 to 2035. The population figures for the Study Area were based on existing figures and projections for the Study Area, which includes portions of San Luis Obispo and Monterey counties, as provided by ESRI, San Luis Obispo County and Association of Monterey Bay Area Governments. The population figures were then converted to households using a factor of 3.0 persons per household.<sup>2</sup>

The households within the Study Area are projected to increase by 1,031 between 2012 and 2035. Median household income levels, for this portion of the analysis, remain static. Based on the household and income data, the potential retail sales within the Study Area are expected to increase from \$38.2 million in 2012 to \$65.9 million in 2035, a 72% increase.

#### *Retail Sales Demand*

As previously stated, population and income characteristics are the primary determinants of the potential dollars available for purchases of goods and services in a market area. And depending on the relative affluence of the community, the actual proportion of the income allocable for retail goods typically falls between 30 and 35 percent (Table E-2). For this analysis, a factor of 40 percent<sup>3</sup> is applied to total household income for the Study Area. Table E-1 provides estimated total income and potential retail expenditures for market area residents between 2012 and 2035.

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<sup>2</sup> Household size in San Miguel itself is 3.17 persons per household. The 3.0 figure is a rounded value that includes recognition of smaller households within the defined trade area but outside San Miguel.

<sup>3</sup> This factor is based on data from the National Consumer Expenditure Survey (published by the Bureau of Labor Statistics) for households with comparable income levels to those in the San Miguel trade area.



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**Table E-1. Population, Income and Retail Sales Projections (2012-2035)**

Category	Year					
	2012	2015 (projected)	2020 (projected)	2025 (projected)	2030 (projected)	2035 (projected)
<b>Households</b>	1,424	1,509	1,697	1,917	2,169	2,455
<b>Median Household Income</b>	\$67,094	\$67,094	\$67,094	\$67,094	\$67,094	\$67,094
<b>Total Income</b>	\$95,539,272	\$101,213,538	\$113,832,182	\$128,621,478	\$145,509,296	\$164,733,444
<b>Potential retail sales (1)</b>	\$38,215,709	\$40,485,415	\$45,532,873	\$51,448,591	\$58,203,718	\$65,893,378

(1) Calculated as 40% of total income

Source: TNDG, San Luis Obispo County, Association of Monterey Bay Area Governments (AMBAG), ESRI

## Market Analysis

### *Distribution of Residential Retail Expenditures*

Projected retail demand for project residents is disaggregated into various retail categories based upon historic retail expenditure patterns observed in San Luis Obispo County. The basic distribution of retail sales by retail category is as follows:

**Table E-2. Distribution of Sales by Retail Category**

Retail Category	%Distribution
<u>Shopper Goods:</u>	
Apparel	7.1%
General Merchandise	12.1%
Home Furnishings	2.3%
Specialty	13.8%
<b>Subtotal</b>	<b>35.28%</b>
<u>Convenience Goods:</u>	
Food	
(Supermarkets/Liquor)	20.8%
Eating and Drinking	13.4%
<b>Subtotal</b>	<b>34.15%</b>
<u>Heavy Commercial Goods:</u>	
Building/ Hardware/ Farm	6.4%
Auto Dealers and Parts	12.3%
Service Stations	11.8%
<b>Subtotal</b>	<b>30.58%</b>
<b>Total</b>	<b>100.00%</b>

Source: TNDG

### *Capture Rate Analysis*

Generally, this type of analysis would treat the area as a “closed system”; in other words, it would assume that given an adequate supply of retail stores, San Miguel residents will make 100% of their retail purchases somewhere in San Miguel. However, in this case, the capture rates have been adjusted downward to take into account that San Miguel has very limited base of retail development; therefore, it is assumed that the area will always experience a significant level of retail “leakage” of shopper goods to communities with a larger array of retail facilities (e.g., the City of Paso Robles). Based on an analysis of a proprietary database of shopping centers in a major metropolitan area, TNDG has determined that approximately 50% of retail space is in community and regional centers (defined here as centers with 125,000 square feet or more of gross leasable area) while the remaining 50% of the space is in neighborhood centers and smaller strip retail centers. Based on these data, we can assume that San Miguel, in the absence of such a community- or regional-scale center, a factor of 50% would represent the likely upper limit of San Miguel’s capture rate of resident retail demand in most categories. As shown on Table E-3, on the following page, capture rates are projected to reach this 50% threshold in 2035, assuming additional retail space is developed by that year. (A related assumption in this case is

## Market Analysis

that additional housing will also have been developed in the community by 2035, which, irrespective of the official growth projections, would increase the local market demand for goods and services.) In the Auto Parts and Dealers category, the maximum capture rate has been adjusted down to 8%; this factor represents the portion of the overall category that relates to auto parts (since San Miguel is not likely to ever have an automobile dealership).

**Table E-3. Capture Rates by Retail Category**

Retail Category	2012	2015	2020	2025	2030	2035
<b><u>Shopper Goods:</u></b>						
Apparel	25%	25%	35%	40%	45%	50%
General Merchandise	25%	25%	35%	40%	45%	50%
Furniture/Appliances	25%	25%	35%	40%	45%	50%
Specialty	25%	25%	35%	40%	45%	50%
<b><u>Convenience Goods:</u></b>						
Food (Supermarkets/Liquor)	25%	25%	35%	40%	45%	50%
Eating and Drinking	25%	25%	35%	40%	45%	50%
<b><u>Heavy Commercial Goods:</u></b>						
Building/ Hardware/ Farm	25%	25%	35%	40%	45%	50%
Auto Dealers and Parts	8%	8%	8%	8%	8%	8%
Service Stations	25%	25%	35%	40%	45%	50%

Source: TNDG

### *Potential Capture of Resident Demand*

Based on the capture rates shown above, the potential capture of retail sales demand of the total market area is projected in Table E-4. The projections show that retail sales figures will increase from \$9.3 million in 2015 to \$29.5 million by 2035.

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**Table E-4. Total Potential Capture of Retail Sales for Study Area in 2011 Dollars**

Retail Category	2012	2015	2020	2025	2030	2035
<b>Shopper Goods:</b>						
Apparel	\$678,863	\$719,182	\$1,132,383	\$1,462,290	\$1,861,073	\$2,341,056
General Merchandise	\$1,153,299	\$1,221,796	\$1,923,770	\$2,484,240	\$3,161,719	\$3,977,149
Furniture/Appliances	\$217,669	\$230,597	\$363,085	\$468,866	\$596,731	\$750,632
Specialty	\$1,320,527	\$1,398,955	\$2,202,715	\$2,844,453	\$3,620,166	\$4,553,832
<b>Subtotal</b>	<b>\$3,370,358</b>	<b>\$3,570,530</b>	<b>\$5,621,953</b>	<b>\$7,259,849</b>	<b>\$9,239,689</b>	<b>\$11,622,670</b>
<b>Convenience Goods:</b>						
Food (Supermarkets/Liquor)	\$1,985,641	\$2,103,572	\$3,312,165	\$4,277,129	\$5,443,548	\$6,847,477
Eating and Drinking	\$1,276,752	\$1,352,581	\$2,129,697	\$2,750,161	\$3,500,160	\$4,402,876
<b>Subtotal</b>	<b>\$3,262,393</b>	<b>\$3,456,153</b>	<b>\$5,441,861</b>	<b>\$7,027,290</b>	<b>\$8,943,708</b>	<b>\$11,250,353</b>
<b>Heavy Commercial Goods:</b>						
Building/ Hardware/ Farm	\$616,209	\$652,807	\$1,027,873	\$1,327,333	\$1,689,311	\$2,124,996
Auto Dealers and Parts	\$377,276	\$399,683	\$449,513	\$507,914	\$574,603	\$650,517
Service Stations	\$1,125,980	\$1,192,854	\$1,878,200	\$2,425,394	\$3,086,825	\$3,882,939
<b>Subtotal</b>	<b>\$2,119,465</b>	<b>\$2,245,344</b>	<b>\$3,355,586</b>	<b>\$4,260,640</b>	<b>\$5,350,738</b>	<b>\$6,658,451</b>
<b>Total</b>	<b>\$8,752,216</b>	<b>\$9,272,028</b>	<b>\$14,419,400</b>	<b>\$18,547,780</b>	<b>\$23,534,136</b>	<b>\$29,531,474</b>

Source: TNDG

Market Analysis

*Retail Sales Demand Adjusted to Account for Visitor/Business/Institutional Spending*

The next step in the retail sales analysis takes into account spending from visitors, businesses and institutions. Based on the potential capture rates shown above, Table E-5 projects the potential market area demand in San Miguel for each retail category. Except for the Building/Hardware and Auto Dealers retail categories, the market area demand figures have been increased by a factor of 15% in order to account for visitor/tourist spending. Combined, San Miguel’s proximity to the US-101 freeway and the potential tourist draw of the Mission San Miguel Arcángel make the community well-positioned to attract highway traveler/visitor spending.

**Table E-5. Retail Sales Adjustment Factors for Visitor, Business and Institutional Spending by Retail Category**

Retail Category	Adjustment Factor
<b>Shopper Goods:</b>	
Apparel	1.15
General Merchandise	1.15
Furniture/Appliances	1.15
Specialty	1.15
<b>Convenience Goods:</b>	
Food (Supermarkets/Liquor)	1.15
Eating and Drinking	1.15
<b>Heavy Commercial Goods:</b>	
Building/ Hardware/ Farm	1.00
Auto Dealers and Parts	1.00
Service Stations	1.15

Source: TNDG

Based on the adjustment factors presented in Table E-5 (above), Table E-6 shows the combined retail sales for residents, visitors, businesses and institutions. According to the adjusted figures to account for additional retail revenues, total potential retail sales are projected to increase from \$10.5 million in 2015 to \$33.5 million by 2035.

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**Table E-6. Total Potential Retail Sales (Residential + Visitor/Business/Institutional)**

Retail Category	2012	2015	2020	2025	2030	2035
<b>Shopper Goods:</b>						
Apparel	\$780,692	\$827,059	\$1,302,240	\$1,681,634	\$2,140,234	\$2,692,215
General Merchandise	\$1,326,294	\$1,405,065	\$2,212,336	\$2,856,876	\$3,635,977	\$4,573,721
Furniture/Appliances	\$250,320	\$265,187	\$417,548	\$539,196	\$686,241	\$863,227
Specialty	\$1,518,606	\$1,608,799	\$2,533,122	\$3,271,121	\$4,163,191	\$5,236,907
<b>Subtotal</b>	<b>\$3,875,912</b>	<b>\$4,106,110</b>	<b>\$6,465,246</b>	<b>\$8,348,827</b>	<b>\$10,625,643</b>	<b>\$13,366,070</b>
<b>Convenience Goods:</b>						
Food (Supermarkets/Liquor)	\$2,283,487	\$2,419,108	\$3,808,989	\$4,918,698	\$6,260,080	\$7,874,599
Eating and Drinking	\$1,468,265	\$1,555,468	\$2,449,151	\$3,162,685	\$4,025,184	\$5,063,307
<b>Subtotal</b>	<b>\$3,751,752</b>	<b>\$3,974,576</b>	<b>\$6,258,141</b>	<b>\$8,081,383</b>	<b>\$10,285,265</b>	<b>\$12,937,906</b>
<b>Heavy Commercial Goods:</b>						
Building/Hardware/Farm	\$616,209	\$652,807	\$1,027,873	\$1,327,333	\$1,689,311	\$2,124,996
Auto Dealers and Parts	\$377,276	\$399,683	\$449,513	\$507,914	\$574,603	\$650,517
Service Stations	\$1,294,877	\$1,371,782	\$2,159,930	\$2,789,203	\$3,549,849	\$4,465,380
<b>Subtotal</b>	<b>\$2,288,362</b>	<b>\$2,424,272</b>	<b>\$3,637,316</b>	<b>\$4,624,450</b>	<b>\$5,813,762</b>	<b>\$7,240,892</b>
<b>Total</b>	<b>\$9,916,026</b>	<b>\$10,504,958</b>	<b>\$16,360,702</b>	<b>\$21,054,659</b>	<b>\$26,724,669</b>	<b>\$33,544,869</b>

Source: TNDG



## E.2. Supportable Square Feet of Retail Development

The final step in the retail demand analysis is to translate the dollar volumes of projected retail demand into supportable square footages of retail space.

### E.2.1. Sales per Square Foot Standards

Projected sales volume requirements per square foot of retail space by retail category are derived from typical sales standards from the Urban Land Institute’s *Dollars & Cents* Publication and from typical sales per square foot data from representative stores in each retail category. These standards are as follows:

**Table E-7. Sales per Square Foot Standards**

Retail Category	Sales/Square Feet
<i>Shopper Goods:</i>	
Apparel	\$250
General Merchandise	\$300
Furniture/Appliances	\$250
Specialty/Other	\$250
Food	\$400
Eating/Drinking	\$250
Building/Hardware/Garden	\$250

Source: TNDG, ULI

### E.2.2. Supportable Retail Space

The above standards are applied to total demand for retail sales in each retail category in order to convert sales figures to total supportable square feet of retail space. Table E-8 provides estimates of total supportable retail space expressed in square feet over the 23-year study period.

The supportable square footages for retail stores have been increased by 20 percent to account for personal and business services space appropriate for shopping center settings.<sup>4</sup> The projections are also translated from net occupied space to gross demand for new retail buildings, based on an assumed vacancy factor of 5%. This reflects a typical stabilized vacancy rate in a “healthy” retail market.

<sup>4</sup> This factor is based on data from the ULI’s *Dollar & Cents of Shopping Centers: 2006* publication and a review of a proprietary database of shopping center information in a major metropolitan area. Depending on the shopping center format, the percent of total services space usually ranges from 5% to 30%. For neighborhood shopping facilities, services space typically accounts for 20 to 25% of total shopping center space.

Market Analysis

**Table E-8. Potential Supportable Square Feet of Retail Development**

Retail Category	2012	2015	2020	2025	2030	2035
<b>Shopper Goods:</b>						
Apparel	3,123	3,308	5,209	6,727	8,561	10,769
General Merchandise	4,421	4,684	7,374	9,523	12,120	15,246
Furniture/Appliances	1,001	1,061	1,670	2,157	2,745	3,453
Specialty	6,074	6,435	10,132	13,084	16,653	20,948
<b>Subtotal</b>	<b>14,619</b>	<b>15,488</b>	<b>24,386</b>	<b>31,491</b>	<b>40,079</b>	<b>50,415</b>
<b>Convenience Goods:</b>						
Food (Supermarkets/Liquor)	5,709	6,048	9,522	12,297	15,650	19,686
Eating and Drinking	5,873	6,222	9,797	12,651	16,101	20,253
<b>Subtotal</b>	<b>11,582</b>	<b>12,270</b>	<b>19,319</b>	<b>24,947</b>	<b>31,751</b>	<b>39,940</b>
<b>Heavy Commercial Goods:</b>						
Building/ Hardware/Farm	2,465	2,611	4,111	5,309	6,757	8,500
Auto Dealers and Parts	2,156	2,284	2,569	2,902	3,283	3,717
Service Stations	N/A	N/A	N/A	N/A	N/A	N/A
<b>Subtotal</b>	<b>4,621</b>	<b>4,895</b>	<b>6,680</b>	<b>8,212</b>	<b>10,041</b>	<b>12,217</b>
Services Space @ 20% of Retail	6,164	6,531	13,662	12,930	16,374	20,514
Allowance for standard vacancy @ 5%	1,947	2,062	3,182	4,083	5,171	6,478
<b>GRAND TOTAL</b>	<b>38,933</b>	<b>41,245</b>	<b>63,645</b>	<b>81,663</b>	<b>103,415</b>	<b>129,565</b>

Source: TNDG

### E.2.3. Existing Retail Square Footage by Type

The following table (Table E-9) presents the distribution of existing retail square footage within San Miguel, as estimated based on data provided by San Luis Obispo County and TNDG. According to the data, there is just under 100,000 square feet of existing retail space (including service-related and vacant space).

**Table E-9. Existing Square Feet of Retail Development**

Retail Category	2012
<b>Shopper Goods:</b>	
Apparel	1,350
General Merchandise	2,723
Furniture/Appliances	0
Specialty	22,650
<b>Subtotal</b>	<b>26,723</b>
<b>Convenience Goods:</b>	
Food (Supermarkets/Liquor)	1,300
Eating and Drinking	25,405
<b>Subtotal</b>	<b>26,705</b>
<b>Heavy Commercial Goods:</b>	
Building/ Hardware/ Farm	0
Auto Dealers and Parts	2,200
Service Stations	N/A
<b>Subtotal</b>	<b>2,200</b>
Services Space	13,720
Vacant	30,150
<b>GRAND TOTAL</b>	<b>99,498</b>

### E.2.4. Total Supportable Square Feet of New Retail Space (from 2012 Base)

Table E-10 shows the projected supportable square feet of new retail space, accounting for the existing vacant square footage identified in Table E-9 (above), and excluding from the calculations those uses for which existing square footage exceeds the supportable amount. Currently (as of 2012) the Study Area could support 14,331 square feet of additional retail space over and above existing levels. The Study Area could support over 16,500 square feet of new retail space by 2015 and nearly 105,000 square feet by 2035. New space could be absorbed by any combination of new construction, the re-purposing of the existing vacant commercially designated space, or redevelopment/re-purposing of existing residential or other non-commercial uses.

### E.2.5. Potential Development Opportunities Based on Demand

**Grocery.** According to the new supportable retail space figures presented in Table E-10, the data reveal that the Food retail category, which includes supermarkets and grocery stores, would support 18,400 square feet of new space by 2035. This would be the equivalent of a smaller scale grocery store.

**General Merchandise.** By 2035 the Study Area is projected to support an additional 12,500 square feet of General Merchandise space, which could include a drug store or a similar convenience store or pharmacy use.

Market Analysis

**Table E-10. New Supportable Retail Space by Type (from 2012 Base)**

Retail Category	2012	2015	2020	2025	2030	2035
<b>Shopper Goods:</b>						
Apparel	1,773	1,958	3,859	5,377	7,211	9,419
General Merchandise	1,698	1,961	4,651	6,800	9,397	12,523
Furniture/Appliances	1,001	1,061	1,670	2,157	2,745	3,453
Specialty	0	361	4,058	7,010	10,578	14,873
<b>Subtotal</b>	<b>4,472</b>	<b>5,340</b>	<b>14,239</b>	<b>21,343</b>	<b>29,931</b>	<b>40,268</b>
<b>Convenience Goods:</b>						
Food (Supermarkets/Liquor)	4,409	4,748	8,222	10,997	14,350	18,386
Eating and Drinking	0	349	3,924	6,778	10,228	14,380
<b>Subtotal</b>	<b>4,409</b>	<b>5,097</b>	<b>12,146</b>	<b>17,774</b>	<b>24,578</b>	<b>32,767</b>
<b>Heavy Commercial Goods:</b>						
Building/Hardware/Farm	2,465	2,611	4,111	5,309	6,757	8,500
Auto Dealers and Parts	0	84	369	702	1,083	1,517
Service Stations	N/A	N/A	N/A	N/A	N/A	N/A
<b>Subtotal</b>	<b>2,465</b>	<b>2,695</b>	<b>4,480</b>	<b>6,012</b>	<b>7,841</b>	<b>10,017</b>
Services Space @ 20% of Retail Allowance for standard vacancy @ 5%	2,269	2,626	6,173	9,026	12,470	16,610
	717	829	1,949	2,850	3,938	5,245
<b>GRAND TOTAL</b>	<b>14,331</b>	<b>16,588</b>	<b>38,987</b>	<b>57,006</b>	<b>78,758</b>	<b>104,907</b>

Source: TNDG

### **E.3. Local Office and Industrial Demand**

This section evaluates the future potential demand for office and industrial facilities in the San Miguel Trade Area (SMTA). The trade area used for the retail analysis (shown in Figure 4, above) was also used as the “target boundaries” for the office and industrial demand model, as limited by the applicable data geography used (ZIP codes). The primary focus of this analysis is the employment forecasts by industry within the SMTA. Employment data were available by ZIP code, and the study area included ZIP codes 93446 and 93451. The analysis examines current and future retail demand for a 23-year period from 2012 to 2035.

### **E.4. Employment Forecasts by Industry**

Industry employment data were derived from the State forecasts<sup>5</sup> and calibrated using several metrics, which included jobs per person, anticipated growth rates and the proportional relationship between employment patterns in San Luis Obispo County, North County and the SMTA. TNDG extrapolated the industry projection data for San Luis Obispo County through 2035 and used these data as the basis for estimating the employment projections for North County and the SMTA. Employment projections for North County and the Study Area were calculated as a proportion of the County’s employment, based on 2009 data provided by IMPLAN. The proportions for North County and the SMTA, with respect to San Luis Obispo County, were held constant from their 2009 levels through 2035.

Table E-11 presents the employment forecast figures for San Luis Obispo County, which as a whole are projected to increase from 107,548 in 2012 to 132,432 by 2035, a 23 percent increase. Table E-12 shows the industry forecast data for the SMTA, which was based on the County projection figures. Total nonfarm employment is projected to increase from 741 in 2012 to 911 by 2035, also a 23 percent increase.

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<sup>5</sup> Forecasts included data through 2018, as provided by the California Economic Development Department.



Market Analysis

**Table E-11. Employment Forecasts by Industry Group, San Luis Obispo County**

Industry	2012	2015	2020	2025	2030	2035
Natural Resources, Mining, & Construction	6,718	6,809	7,028	7,041	7,099	7,146
Manufacturing	6,452	6,647	7,053	7,263	7,527	7,789
Wholesale Trade	2,753	2,874	3,116	3,280	3,474	3,674
Retail Trade	14,381	14,834	15,768	16,267	16,890	17,509
Transportation & Utilities	4,092	4,243	4,551	4,740	4,969	5,204
Information	1,400	1,400	1,413	1,385	1,366	1,344
Financial Activities	4,199	4,199	4,241	4,160	4,109	4,054
Professional & Business Services	10,383	10,927	12,011	12,814	13,759	14,749
Educational & Health Services	12,161	12,766	13,972	14,842	15,868	16,937
Leisure & Hospitality	16,234	16,807	17,976	18,662	19,497	20,338
Other Services	4,694	4,844	5,155	5,324	5,534	5,743
Government	<u>24,080</u>	<u>24,683</u>	<u>25,965</u>	<u>26,510</u>	<u>27,240</u>	<u>27,945</u>
<b>Total</b>	<b>107,548</b>	<b>111,032</b>	<b>118,249</b>	<b>122,288</b>	<b>127,332</b>	<b>132,432</b>

Source: The Natelson Dale Group, Inc. (TNDG) based on estimates and forecasts prepared by California Employment Development Department (CEDD).

**Table E-12. Employment Forecasts by Industry Group, San Miguel Trade Area**

Industry	2012	2015	2020	2025	2030	2035
Natural Resources, Mining, & Construction	73	74	77	77	77	78
Manufacturing	337	348	369	380	394	407
Wholesale Trade	43	45	49	52	55	58
Retail Trade	56	58	62	64	66	69
Transportation & Utilities	8	8	9	9	10	10
Information	4	4	4	4	4	4
Financial Activities	5	5	5	5	5	5
Professional & Business Services	26	27	30	32	34	36
Educational & Health Services	84	88	96	102	110	117
Leisure & Hospitality	56	58	62	65	68	70
Other Services	13	14	15	15	16	16
Government	<u>35</u>	<u>36</u>	<u>37</u>	<u>38</u>	<u>39</u>	<u>40</u>
<b>Total Nonfarm</b>	<b>741</b>	<b>765</b>	<b>815</b>	<b>842</b>	<b>876</b>	<b>911</b>

Source: The Natelson Dale Group, Inc. (TNDG) based on estimates and forecasts prepared by IMPLAN and ESRI and CEDD.

## E.5. Office and Industrial Employment by Industry

### E.5.1. Distribution of Office and Industrial Employment by Industry

The next step in the analysis identifies the percentage of employment attributable to office or industrial activities (i.e. as a type of use) by industry, shown in Table E-13. The distribution percentages were derived by TNDG based on long-term studies of office and industrial demand conditions, as it relates to employment growth, across southern California.

Industry Group	Percentage Distribution of Employees in Space Types by Industry:			
	Office Space	Industrial Space	Other (1)	Total
Natural Resources & Mining	0.0%	25.0%	75.0%	100.0%
Construction	5.0%	25.0%	70.0%	100.0%
Manufacturing	0.0%	100.0%	0.0%	100.0%
Wholesale Trade	5.0%	95.0%	0.0%	100.0%
Retail Trade	0.0%	5.0%	95.0%	100.0%
Transportation & Utilities	0.0%	50.0%	50.0%	100.0%
Information	75.0%	25.0%	0.0%	100.0%
Financial Activities	90.0%	0.0%	10.0%	100.0%
Professional & Business Services	25.0%	25.0%	50.0%	100.0%
Educational & Health Services	50.0%	0.0%	50.0%	100.0%
Leisure & Hospitality	5.0%	0.0%	95.0%	100.0%
Other Services	5.0%	50.0%	45.0%	100.0%
Government (2)	0.0%	0.0%	100.0%	100.0%

1. "Other" category includes for example retail space, hotels, government buildings, and employment that occurs outdoors and in other non-specific locations.

2. The assumption applied within this allocation process is that only government uses in privately owned buildings would be included in the Office Space category.

Source: The Natelson Dale Group, Inc.

### E.5.2. Projected Employment by Land Use Category

The projected office and industrial employment figures are a product of the data in Table E-12 (preceding) and Table E-13 (above), and the projections are shown below in Table E-14. The data reveal that office employment is expected to increase from 98 in 2012 to 127 by 2035, an increase of nearly 30 percent. Industrial is projected to increase from 242 in 2012 to 297 in 2035, representing a 23 percent increase. Both office and industrial employment are expected to increase at greater rate than Other employment, representing all other nonfarm industries, which is anticipated to rise from 402 in 2012 to 486 by 2035 (21%).

Market Analysis

Table E-15 highlights the incremental change in Office, Industrial and Other employment by time interval. The largest absolute increases for each of employment categories occur between 2015 and 2020.

Table E-14. Projected Employment by Land Use Category, San Miguel Trade Area						
Land Use Category	Employment by Year:					
	2012	2015	2020	2025	2030	2035
Office	98	102	110	115	121	127
Industrial	242	249	266	275	286	297
Other	<u>402</u>	<u>414</u>	<u>439</u>	<u>453</u>	<u>470</u>	<u>486</u>
<b>Total Nonfarm Employment</b>	<b>741</b>	<b>765</b>	<b>815</b>	<b>842</b>	<b>876</b>	<b>911</b>

Source: The Natelson Dale Group, Inc.

Table E-15. Projected Change in Office and Industrial Employment by Time Period, San Miguel Trade Area					
Land Use Category	Change in Employment by Time Period:				
	2012-2015	2015-2020	2020-2025	2025-2030	2030-2035
Office	4	8	5	6	6
Industrial	8	16	9	11	11
Other	<u>12</u>	<u>25</u>	<u>13</u>	<u>17</u>	<u>17</u>
<b>Total Nonfarm Employment</b>	<b>24</b>	<b>50</b>	<b>27</b>	<b>34</b>	<b>34</b>

Source: The Natelson Dale Group, Inc.

### E.5.3. Projected Demand for New Office/Industrial Space

Based on the projected Office and Industrial employment figures in Table E-15 (above), the final portion of the analysis translates the employment estimates into supportable square footages for each use type. Table E-16 shows the square-feet-per-employee factors that were used in the conversion process.

Table E-16. Square Footage per Employee by Land Use Type	
Use Type	Square Feet per Employee
Office	225
Industrial	500

Source: The Natelson Dale Group, Inc.

## Market Analysis

Based on these factors, Table E-17 displays the estimated demand for new Office and Industrial space through 2035. New supportable office space is expected to increase by a total of 6,953 square feet during the projection period, representing an annual average increase of 366 square feet. The largest increase (1,872 square feet) occurs between 2015 and 2020. Demand for new industrial is projected to increase by 29,300 square feet between 2012 and 2035, resulting in an annual average increase of 1,542 square feet. As was the case with office demand, the largest increase in new supportable industrial space (8,538) occurs between 2015 and 2020.

Market Analysis

Table E-17. Projected Demand for New Office and Industrial Space								
		Demand in Square Feet (SF)					Total	Average Per Year
		2012-2015	2015-2020	2020-2025	2025-2030	2030-2035		
<b>Office Demand</b>								
Demand for New Space		879	1,783	1,150	1,386	1,425	6,622	349
Construction Demand @ (1)	105%	922	1,872	1,207	1,455	1,496	6,953	366
<b>Net Demand for New Office Space</b>		<b>922</b>	<b>1,872</b>	<b>1,207</b>	<b>1,455</b>	<b>1,496</b>	<b>6,953</b>	<b>366</b>
<b>Industrial Demand</b>								
Demand for New Space		3,940	8,132	4,535	5,634	5,664	27,905	1,469
Construction Demand @ (1)	105%	4,137	8,538	4,761	5,916	5,948	29,300	1,542
<b>Net Demand for New Industrial Space</b>		<b>4,137</b>	<b>8,538</b>	<b>4,761</b>	<b>5,916</b>	<b>5,948</b>	<b>29,300</b>	<b>1,542</b>

(1) Note that construction demand at 105% allows for a 95% stabilized occupancy rate.

Source: The Natelson Dale Group, Inc.

# San Miguel Community Plan – Economic Strategy

## F. Wine Industry Overview/Feasibility

### F.1. Overview of Wine Industry Trends

Winemaker and oenophile alike agree, “Quality wines begin in the vineyard.” The French call it *terroir*, the unique combination of soil, climate, and the other attributes of place that create the environment allowing *vitis vinifera*, or wine grapes, to grow well. The determination of which places truly are capable of producing fine wine is made by a reverse analysis of the results. That is, once great wine has been recognized by wine connoisseurs, then the wine press, and, hence, the wine trade, and once that wine is recognized as a consistently high quality product, then, and only then, is the area where that wine is produced recognized as possessing great *terroir*. The proof is not in soil analysis (although that may help a vintner locate a promising location); the proof is in the taste of the wine as measured by the marketplace. Consistent high quality wine attracts buyers. A sufficient number of buyers drives prices up. When prices rise and are sustained over time, the area becomes known as the source of high quality wine. There are no short cuts. That is the way wine reputation is built. Of special interest in the wine world: when that quality is maintained, the reputation can be sustained indefinitely. And, of course, it’s an industry that can’t be outsourced.

Of the major wine growing regions of France, Spain, Italy, Germany, all have become major tourist destinations. Wine enthusiasts like to see where their favorite wines are grown and made. As a result, Bordeaux, Burgundy, Alsace, Champagne, the Rhône, Rioja, Tuscany, the Piedmont, the Rhine, the Mosel, and the others have become tourist meccas, attracting high-value travelers every year. Over time, the wines of the Napa Valley have achieved that status. It was recently widely reported (and heavily touted by Napa) that the Napa Valley now attracts more visitors and generates more tourist dollars each year than Disneyland. And now, the wines of the Paso Robles AVA (American Viticultural Area, an area defined by the federal government as having a distinctive character) have joined that elite status. As a result, the *terroir* of Paso Robles is now recognized as being something special, indeed, and it is attracting interest from all over the world and a growing stream of visitors to the area.

#### Paso Robles Wine History

Wine grapes have been grown in what is now San Luis Obispo County since the Spanish arrived in 1790 and planted grapes at Mission San Miguel in 1797. Commercial production began on a small scale later in the 19<sup>th</sup> century and slowly grew throughout the 20<sup>th</sup> century after Prohibition. In the 1960s the wine industry began to take shape with Cabernet Sauvignon, Pinot Noir, and Chardonnay leading the way.



Gary Eberle planted Syrah in the area in the 1970s, commercially introducing the Rhône grape into California for the first time. In 1983 the Paso Robles AVA was established with 18 wineries. (The AVA was expanded in 1997 and 2009 and now comprises 614,000 acres. A little over 26,000 acres are currently planted.) Attention grew in the 1980s because of the quality of the fruit being produced. Major growers like J. Lohr in 1988 and the Perrin family, owners of the famous Chateau de Beaucastel in the Rhône River region in France, who purchased land in 1989 to plant the Tablas Creek Vineyard, brought further attention to the county. This led to explosive growth in the Rhône varietals, a growth that continues to this day. Fine Cabernet Sauvignon and other Bordeaux varietals continued to be produced and in 2000, the Justin Vineyards & Winery 'Isosceles,' a Bordeaux blend, was selected as one of the top 10 wines in the world by Wine Spectator, the number one consumer wine publication. In 2006, Robert Parker, the foremost wine critic in the world, stated in Business Week, that within a decade, many of the top Central Coast vineyards and wineries "will be as well-known as the Napa and Sonoma Valleys." That pushed growth to a high level.

### **F.2. The Role of the Wine Industry within the Region**

As reported in the 2007 wine industry impact study for the San Luis Obispo County Economic Vitality Corporation, in 2000 there were 35 wineries in the Paso Robles AVA and 51 in the County. By 2007, those numbers increased to 181 and 217, respectively, which is a significant level of growth by any standard. Clearly small wineries have proliferated. The economic impact had risen to \$1.785 billion annually, making wine grapes, at present, the county's second-leading cash crop (after strawberries).

The wine industry impact study also reported that 58% of the grapes grown within Paso Robles were sold outside the area, down from 85% a few years earlier. This demonstrates that a growing amount of the locally produced fruit was being incorporated into Paso Robles labeled product, although still leaving substantial room for continued growth within the AVA, even if no more fruit was produced. And, in fact, the question was raised in the study as to "whether Paso Robles can stimulate sufficient growth in demand for wine with its AVA to attract sufficient new brands, as well as the growth in existing brands, to absorb a substantial share of these grapes." Presently, new planting continues at a strong pace and the continued growth demonstrates that the expansion continues and has not abated.

According to current figures, J. Lohr, the 16<sup>th</sup> largest winery in the world, has expanded its holdings to roughly 13,000 acres in the appellation (the AVA) with 2,000 currently in production. Gallo, the largest winemaker in the world, recently bought the 300,000 square foot Courtside Cellars winery in San Miguel along with 34 acres of property with the intent of producing 2 million cases of its products at the facility. Gallo owns 16,000 acres throughout California and bought 62 acres south of Paso Robles last year, adding to the 500 acres already under Gallo's ownership located east of Paso Robles. Gallo's commitment confirms a major position in the Paso Robles AVA.

Part of what makes these developments so interesting is the resiliency displayed by the wine industry and its continued growth during one of the most challenging economic times of the past century. So, as

the industry continues to move forward and plays an important role in the regional economy, it is important to evaluate where to go from here and identify methods to capitalize on the industry's momentum.

The momentum has continued to build over the years as the wine press continued to tout the Central Coast. Subsequent to the 2007 study, as an example, Robert Parker focused on the area in *The Wine Advocate* in June 2008. He said, "The Central Coast continues to be an enormous work in progress with many new vineyards as well as some emerging superstars." He added, "There is no question that some fabulous *terroirs* exist in this area from such older, more established regions as Paso Robles . . ." He singled out Paso Robles producers Linne Calodo and Tablas Creek for special mention and concluded the article by calling the area, "one of the most exciting wine regions in the United States, if not the world." In March, 2011, *Wine Spectator's* front cover story trumpeted, "California Rhônes Riding High: Paso Robles Sets the Pace with Big Red Blends." This kind of acclaim continues to bring new energy to the region and continually attracts new vineyard and winery operators to the Paso Robles AVA.

To better understand how all of this activity affects San Miguel, it is important to understand San Miguel's history. San Miguel's history dates back to the founding of the Mission San Miguel in 1797. The Mission remains a major attraction, bringing a steady stream of visitors. Nearby Camp Roberts became a major training facility during World War II and, as a result, San Miguel boomed. After the war and reduced levels of training at Camp Roberts, and after the highway was routed around town, economic activity in the community also waned. Agriculture became the major industry and wine grapes became the main crop.

### **F.3. The Role of San Miguel**

San Miguel, an unincorporated community with a long history, seems poised to be the next major wine growth area in the county and in the Paso Robles appellation. Much of the earlier growth in the appellation was to the west of the highway, west of Paso Robles, where many of the early tasting rooms and visitor centers were located. Many of those wineries had accessed grapes from the east side of the highway all along, but the tourism focus to the east was slower to develop. Now, according to many of the individual growers who were interviewed, the Paso Robles Wine Alliance, and the Farm Bureau, it seems clear that the next big growth corridor is to the north and east of Paso Robles, centered around San Miguel.

### **F.4. San Miguel's Possible Future**

Now San Miguel seems on the cusp of a new chance. As the northernmost community in San Luis Obispo County and the Paso Robles AVA, it is centrally located in the expansive Central Coast wine region that runs from Monterey to Santa Barbara. Local wine grape growers have persevered and find their area growing in interest. Gallo has bought the huge Courtside Cellars operation on the north side of town.

## Wine Industry Overview/Feasibility

The local growers have created the Pleasant Valley Wine Trail to attract visitors. Approximately a quarter of the Paso Robles AVA lies in the northern part of the county surrounding San Miguel, and it is the least developed section of the AVA and, therefore, the one offering the most opportunity for growth. The nearby viticulture programs at Cal Poly San Luis Obispo, Hancock College, and Cuesta College are preparing a labor force and assisting in orienting new growers to the value of growing low-water-use crops like wine grapes.

Visitors to the Mission constitute a ready-made tourism target market. To capitalize on this opportunity, San Miguel needs to provide the needed and desired goods and services. With the enormous number of wine enthusiasts that visit the area, the opportunity is magnified. The town is somewhat landlocked between the highway and the railroad tracks that run through town parallel to the highway. A new lighted sidewalk has been installed on the west side of Mission Street, the town's main thoroughfare, making it a much more attractive walkway. An area that had been owned by the railroad and therefore blocked from development on the east side of the street has recently been opened up.

The town's infrastructure, particularly the water and sewer system are in serious need of upgrade. After discussions with Frank Mecham, the County Supervisor for District One, which includes San Miguel, and Rene Salas, with the San Miguel Community Services District (which is responsible for water and sewer service to the town), it seems clear that these upgrades could be funded many ways including on a cost-effective incremental basis, making it possible to implement those improvements as developers can be found to establish new individual commercial properties in town along Mission Street. It will also require cooperation from the county to encourage the development of the area, something that has not always been readily available according to some of the business people in the area with whom we've spoken.

In speaking with individual winemakers, the Paso Robles Wine Alliance, the Independent Grape Growers of the Paso Robles Area, Supervisor Frank Mecham, and the San Luis Obispo County Farm Bureau, all seemed to agree that creating a small number of wine tasting rooms in San Miguel, thus creating a cluster of activity in town, would lessen the pressure on the farm roads and other resources in the rural parts of the county to some degree and begin to create business based around a critical mass for continued development in San Miguel, attracting other businesses. As few as two or three such tasting rooms could be sufficient to change the development dynamics of the entire community. This could, in other words, help make San Miguel a destination, not just a stop along the road.

The San Miguel Chamber of Commerce has just obtained their charter and IRS 501(c) 6 Not For Profit Determination Letter. They are ready to go to work promoting the business community. The town has a new fire station, which has raised the confidence of the citizenry in the town's future and the county's commitment to the town. An increased law enforcement presence has also strengthened the business community's belief in the community's viability. In addition, Camp Roberts will soon be announcing a new expansion program. The Camp Commander has said that they will not be building additional on-post housing for permanent staff and training crews, nor do they plan to build a commissary on site,

thus creating additional business and development opportunities for San Miguel. The camp currently has a steady stream of National Guard trainees utilizing the facilities, ranging from a low of 300 to 500 troops per session to a high of over 5,000.

As Richard Sauret, a long-time local wine grape grower who served nine years as the President of the Independent Grape Growers of the Paso Robles Area, stated, “San Miguel is a ‘sleeper’ that is about to wake up.” Gallo has given it an incentive to grow and the opportunities are evident.

## **F.5. Cottonwood, Arizona – A Case Study**

Cottonwood, Arizona provides an example of a similar community that recently went through a renaissance of its own and enjoyed rapid success (the community’s progress was closely observed by, and influenced by, TNDG Team member Tom Pitts). Cottonwood was founded near a military fort during frontier days and prospered for a number of years. Ultimately, the post closed, a highway by pass was constructed, and the “Old Town Cottonwood” area became blighted and nearly entirely abandoned. The wine industry began to develop in the area following a law change in Arizona in 2006, attracting new visitors and customers. The town developed a five-year economic development plan and determined to incorporate the concept of attracting the wine industry’s tasting rooms to the area as an economic driver and catalyst for growth. Economic impact studies were undertaken regarding the wine industry and the wine industry’s impact on tourism and utilized to encourage development in the area. Two winery tasting rooms were initially convinced to come to “Old Town.” To quote James “Casey” Rooney, Cottonwood’s Economic Development Director, from a recent award application filed with the Arizona Governor’s Office:

*“A recent local survey demonstrated that in 2007 there were approximately 80 employees in Old Town Cottonwood. In 2011 there were nearly 190 employed. The projections at the present rate of growth demonstrate there will be nearly 240 employees in Old Town by 2013. This means there will be 160 new people employed during a recessionary period when most rural areas in Arizona have been devastated by increased unemployment. For a small community, this increase in employment during depressed economic times has been remarkable.*

*In 2009 the economic impact in Old Town alone with an implied multiplier was equal to \$3,619,000. In 2011 it was nearly \$7,000,000. In 2013 it is expected to be around \$10,000,000. That is a significant increase in economic impact for a 3-block area in a small rural community.”*

## Comprehensive Strategic Framework

On September 13, 2012, Cottonwood was awarded the 2012 Arizona Governor's Economic Development Conference Excellence Award in the category of Innovative Economic Development. It can happen that fast.

### **Strategic direction derived from this chapter includes the following:**

- In order to effectively promote the revitalization of the Mission Street corridor, investments are required in the Town's water and sewer infrastructure. Following discussions with Town officials, these upgrades can be implemented in a cost effective incremental basis, and could encourage new development along the Corridor.
- Increased cooperation from the County, in support of development, is required and is an integral component in promoting/encouraging development within San Miguel.
- The wine industry momentum can be leveraged by creating a small number of wine tasting rooms in San Miguel, creating a cluster of activity in the Town, to attract new complementary development to the San Miguel area.
- Land use planning and zoning should recognize the implications of new wineries that could be seeking to develop in the area. If these attempt to locate around the community, the supply of appropriately designated land could decrease at a faster rate than anticipated.

## G. Comprehensive Strategic Framework

### **G.1. Relationship to Existing Economic Development Efforts**

The goals and summarized policies in the first column of Table G-1 below are taken from the *Economic Element, County of San Luis Obispo General Plan*. The second and third columns, respectively, summarize: a) San Miguel's *need* for the policy, or in other words how the policy applies to particular needs for San Miguel's development, and b) San Miguel's *potential to fulfill* the objective implied by the policy, or how assets or other conditions in San Miguel can contribute to progress and ultimate success of that policy.

Comprehensive Strategic Framework

Table G-1. Relationship to Economic Element Goals, Policies		
Goals Summarized Policies	San Miguel's <i>need</i> for the policy	San Miguel's <i>potential to fulfill</i> the objective implied by the policy
<b>GOAL EE 1: PROMOTE A STRONG AND VIABLE LOCAL ECONOMY BY PURSUING POLICIES THAT BALANCE ECONOMIC, ENVIRONMENTAL, AND SOCIAL NEEDS OF THE COUNTY</b>		
Policy EE 1.1: Encourage economic activities that promote sustainable economic vitality.	Additional economic activity can provide goods, services and jobs locally helping reduce VMT and creating a healthy community, add more interest in the community, and serve as anchor for other improvements, including public facilities	Expanding grape, wine production, and leveraging historical and other assets, with revitalization efforts, to enhance desirability for businesses
Policy EE 1.5: Recognize and protect property rights.	Balance new/re-development with historic considerations and desired way of life	Preserve freedom to do economic development balanced with sound local review of development projects
<b>GOAL EE 2: RETAIN AND ENHANCE A DIVERSE ECONOMY</b>		
Policy EE 2.3: Continue to develop a diverse, countywide tourist industry that relates to the historical, cultural, recreational, agricultural (working landscapes) and natural attractions of the County.	Tourism is critical to augmenting San Miguel's built environment and attracting new business demand	Historic base, and proximity to US 101, recreation areas, and wineries
<b>GOAL EE 3: PROVIDE FOR STRATEGICALLY-LOCATED OPPORTUNITIES FOR ECONOMIC DEVELOPMENT</b>		
Policy EE 3.2: Foster development that is compact and in reasonable proximity to necessary infrastructure and existing development.	Redevelopment is critical to preserving historic properties. Development in San Miguel should be encouraged because it is an established town but the existing infrastructure is inadequate	The PFFP will identify infrastructure needs and funding mechanisms, which are critical for San Miguel's growth
Policy EE 3.3: Work closely with cities and community services districts to provide continuity of land use planning and to achieve a balance between economic and housing growth and services.	Key issue in San Miguel	A key goal of the Community Plan



Comprehensive Strategic Framework

Goals Summarized Policies	San Miguel's <i>need</i> for the policy	San Miguel's <i>potential to fulfill</i> the objective implied by the policy
Policy EE 3.4: Encourage economic development that will provide employment opportunities.	Need expanded opportunities to live and work in town	The strategies outlined in this report, when incorporated into Community Plan, are designed to fulfill this need
Policy: EE 3.5: Collaborate with public and private entities to expand local access to reliable, high bandwidth connections to global data networks.	Part of diversification potential	Existing fiber optic line
Policy EE 3.7: Encourage increased access to locally grown, produced or provided goods and services.	Part of expanding local business base	Population growth, vacant space, and commercial re-purposing
Policy EE 3.8: When preparing a comprehensive update of a community land use plan, the County should prepare information describing needed public improvements, their probable costs, when they will be needed, and methods for funding or financing them (e.g., Public Facilities Financing Plans).	Critical issue where economies of scale & future growth prospects are limited	The PFFP will address this. Some background analysis and planning exist
<b>GOAL EE 4: PROVIDE SUPPORT FOR ECONOMIC DEVELOPMENT IN SAN LUIS OBISPO COUNTY</b>		
Policy EE 4.3: Encourage provision of an adequate supply appropriately-skilled labor for economic development by supporting a full range of educational opportunities, including vocational, technical, and professional education.	Part of formula for improving jobs/housing employment opportunities in San Miguel	High workforce participation rate
Policy EE 4.4: Encourage infrastructure investment through a comprehensive capital improvement program guided by the Clusters of Opportunity Economic Strategy and the County General Plan in coordination with incorporated cities and other entities.	County-wide planning & investment can improve local cost-effectiveness	The PFFP will address this

Comprehensive Strategic Framework

Goals Summarized Policies	San Miguel's <i>need</i> for the policy	San Miguel's <i>potential to fulfill</i> the objective implied by the policy
Policy EE 4.5: Provide housing opportunities for worker households of all income groups.	An equitable mix in San Miguel needs to include a range of housing types in all income ranges, including workforce housing and higher-end housing. No one community should supply more than its share. Countywide efforts needed to avoid San Miguel becoming default location of low-cost housing	Have some diversification of housing types, and plans to continue. The proposed land use plan will accommodate a variety of housing types from multi-family and small-lot single family to suburban lots
Policy EE 4.7: Support programs that will facilitate progress toward economic development goals and monitor such programs' success.	Incentives likely to be an integral component of progress	Include monitoring within the economic development programs
Policy EE 4.9: Support and maintain existing energy programs.	Part of diversification	Wineries tend to be compatible with alternative energy systems

Comprehensive Strategic Framework

Table G-2 lists the five SLO County Clusters of Opportunity, which are the adopted target clusters for economic development in the County, accompanied by a discussion of how these targets and San Miguel could interrelate.

<b>Table G-2. SLO County Clusters of Opportunity, and Suitability for San Miguel</b>	
<b>SLO County Clusters of Opportunity (1)</b>	<b>Summary of San Miguel’s Compatibility</b>
<b>General notes for all of the following clusters</b>	San Miguel is close enough to Paso Robles so that regional-serving businesses in these opportunity clusters (which would be most businesses) need not feel as isolated from their usual complement of support businesses, labor pool, housing choices, etc. – that is, the “urban support base” – as they would if San Miguel were more remote. However, among the clusters, the “urban support base” is, generally speaking and in order of most to least importance, an integral component of business operations in Health Services, Knowledge and Innovation Services, Specialized Manufacturing, and Building Design and Construction.
<b>Building Design and Construction</b>	These businesses will tend to cluster, physically, in the largest urban centers to which the territorial range of the bulk of their services applies. Consequently, SLO County, in general, will generally have smaller firms of this type. At the lower end of that size scale, firms could be attracted to San Miguel if the historic business district was sufficiently attractive to provide the kind of unique setting that would allow firms in this cluster to set themselves apart by identifying with the “brand” of a historic area, representing respect for the past, conservation and preservation of resources, pedestrian-oriented urban scales, and the like. Capturing such businesses could benefit the business district’s image as well as viability, but will not necessarily add much to the job base of the community. It is also the case that this particular type of brand association can also potentially be realized elsewhere in SLO County.
<b>Health Services</b>	This cluster is well established elsewhere in the County, and tends to involve geographic clustering, especially as medical care has become more specialized, which requires more collaboration (while treatments have become more specialized, human beings remain biologically diverse). A scenario in which this type of activity takes root firmly in San Miguel seems unlikely, with the very realistic exception of specialized care facilities in which relative isolation is actually desirable: behavioral treatment centers and the like.
<b>Knowledge and Innovation Services</b>	Prospects for San Miguel are similar to the Building Design and Construction cluster, except that there is less reason expect “brand relationships” as a motivator for locating in San Miguel. Certain back-office functions, such as a small-scale data-processing center for example, might be viable prospects; however, such activities might come with wage levels too low to warrant their pursuit.
<b>Specialized Manufacturing</b>	If San Miguel could secure industrial sites with sufficient flexibility in size and infrastructure support, the community could be marketed, as part of a countywide bundle of support functions such as incentives, public-school technical and other job training, etc., for at least some of the kinds of uses envisioned in defining this cluster, such as: basic & agricultural chemical manufacturing, electrical equipment manufacturing, medical equipment & supply manufacturing, agricultural & construction machinery manufacturing, plastics & rubber manufacturing, motor vehicle & parts manufacturing, and metalwork manufacturing.

## Comprehensive Strategic Framework

SLO County Clusters of Opportunity (1)	Summary of San Miguel’s Compatibility
<b>“Uniquely SLO County” (a combination of agriculture, wine, recreation, accommodation, restaurants, and other specialty products and experiences)</b>	This cluster is clearly the one to which San Miguel’s assets most closely align. San Miguel, by addressing existing infrastructure issues and improving coordination with the County with respect to promoting/encouraging development, has the potential to capitalize on the growing momentum of the wine industry. For example, by providing tasting rooms, which begin to establish San Miguel as a destination, San Miguel can foster an environment that will attract complementary new development (i.e., accommodation, restaurants, recreation, etc.)

1. *San Luis Obispo County, Clusters of Opportunity Economic Strategy*. Economic Vitality Corporation of San Luis Obispo County. Collaborative Economics, November 2010.

### G.2. Land supply and demand

Along Mission Street, there are several vacant parcels designated for Commercial Retail use, and a number of parcels that could in theory convert from residential to commercial use, on the west side of the street. Some currently vacant buildings could be adapted to accommodate new commercial activity, although perhaps as much as 1/3<sup>rd</sup> of the existing buildings in this area are deteriorated to the point of requiring substantial rehabilitation to be functional.<sup>6</sup> The east side of the street is mostly vacant land, and is now more accessible with a change in ownership. Taking all these factors into consideration, there is potentially, technically, enough vacant land to accommodate 2035 projected new demand for retail/service development along Mission Street (approximately 10 acres). As a practical matter, however, if retail/service development in San Miguel is to realize its full potential, a greater flexibility in available sites – sizes, locations, access to parking, etc. – will be not only desirable but also necessary. It will also be important for supply to exceed demand by a substantial proportion (30 percent or more) to avoid speculation in a scarce commodity.

Chapter 7 of the *Draft San Miguel Community Plan Update* indicates (Figure 7-2, page 6) proposed areas of additional Commercial Services land use designation. The portion of this along Mission Street would add the type of property to the supply of commercial land that is needed. By our estimates, this is approximately 35 acres of undeveloped land, mostly on the east side of Mission). This land area is close enough to the existing downtown that it can complement downtown commercial activity. Much of the land on the west side of Mission is occupied by the winery. While this is a desirable and compatible use, another project of its size, or 2 or more smaller wineries, could easily make use of the designated acreage.

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<sup>6</sup> Community Planning Laboratory of the City and Regional Planning Department, California Polytechnic State University, San Luis Obispo. *San Miguel Existing Conditions and Future Prospects, A Community Study*. December 2003.

## Comprehensive Strategic Framework

At the same time, agricultural land is limited around San Miguel, and becomes even more scarce as one travels northward. Preservation of agriculture in this area, which probably includes its continued transition to higher-value agricultural uses, will be an ongoing challenge.

The *Plan* also states the goal of providing additional commercial land on the west side of the 101, and reserving that for regional commercial activity. A map of land use categories in the map “San Miguel Urban Reserve Line Land Use Categories” indicates land designated for Commercial Retail (approximately 19 acres by our estimates) on the west side of the 101 at the southern end of the community. The same map also shows 2-3 vacant acres of commercially designated land on the east side of the 101 near the 10<sup>th</sup> Street off-ramp, which is also suitable for regional/highway commercial. Having at least this much land available for regional/highway-serving uses is important for purposes of providing additional flexibility for such uses, while helping preserve the existing retail/service core of the community. The presence of Camp Roberts to the north of San Miguel and the Salinas River to the south makes 101-frontage land relatively scarce in the vicinity of San Miguel, even if access from 101 was available.

The County could also consider undertaking a special study of alternatives to expanding the supply and variety of commercial land in the commercial heart of San Miguel, in concert with other strategies intended to encourage such development, such as special incentives, programs to expand the number of housing units in the community, and the like. This could include direct input from retailers and service providers, who would be pre-screened according to community preferences for types of businesses.

Projected demand for Office and Industrial space over the projection period (to 2035) is modest, approximately 7,000 and 29,000 square feet, respectively, which could be accommodated in less than 4 acres. These estimates should be considered a conservative minimum. That is, they represent a continuation of existing trends of development in San Miguel, with the community getting a very limited share of new employment growth within the region. If target industry marketing efforts are successful, these projections could increase substantially (e.g. by a factor of 3 to 5). In any case, the land on the east side of the River designated for Commercial Services in Chapter 7 (Figure 7-2) of the *Draft San Miguel Community Plan Update* could be suitable for office and industrial uses, along with currently designated industrial land along the railroad tracks (for industrial uses) and designated commercial land without frontage on Mission or the 101 (Urban Reserve Line Land Use Categories).

### **G.3. Summary of Topics from the SWOC Analysis not Specifically Addressed in the Strategy Framework**

The subject matter derived from this list of topics has been incorporated as appropriate into the Strategy Framework, and this supplemental material below is shown for reference only.

### G.3.1. Fiber Optics

- To the extent development remains constrained in the rail corridor, the less incentive there will be to operationalize the existing fiber optic cable in the same area.
- While over 90% of all citizens and businesses in SLO County have the ability to access broadband services, expansion of service (both geographically and in terms of speed) by private providers is slow, apparently based on overall feasibility, [memo from SLO County General Services]. To the extent this is true and persists, San Miguel would have to be considered a marginal area for expanded penetration, based solely on density of commercial / industrial development.
- A proactive approach to expanding/upgrading broadband service, which would likely involve a public-private partnership, could send a strong message about SLO County's commitment to economic development. The extent to which this could spill over to San Miguel is questionable, other than the possibility for "trickle down" effects, if other parts of the County experience strong growth in broadband business users.
- Public-private partnerships can be used to expedite the spread and upgrade of broadband. Some of these efforts can be as simple as notifying broadband suppliers of plans to dig a trench for some other utility, at which point they could opt to participate in the trench, at a lower cost than a dedicated trench for their line.

### G.3.2. Viticulture

- Promoting this target cluster supports expansion of, besides high-value agriculture, both the food manufacturing industry and tourism, and the employment growth and potential facility development that goes along with such expansion.
- Other opportunities with direct linkages to wine production exist in ancillary support businesses, including barrel making, vineyard and winery supply industries, bottling, warehousing and shipping support companies and other agricultural (and other crops) related businesses
- Wine production is a sustainable industry that will provide a long-term return on investment. *Vitis vinifera* (the grapes that produce fine wine) are very low water use plants, when compared to other crops (e.g. alfalfa), that, once established, will continue (with minimum expense) to produce for a minimum of 35 years. Many remain in production for over 100 years.
- Region's focus on wine makes it vulnerable to fate of a single agricultural product type, although in this case tourism is also part of the mix. Consequently, opportunities to further diversify the economy should be acted upon.
- Once a reputation for fine wine production is established in the wine world, it is maintained indefinitely. In addition, this is an industry that is dependent upon place – the industry and its associated jobs cannot be exported.
- Wine-based tourism has become a huge economic driver elsewhere.
- Institutions with wine-related programs should be integral to strategic plan development, for implementation and marketing considerations

## Comprehensive Strategic Framework

- Additional growth is needed in the San Miguel region to maintain and grow market share
- There is a large time lag from investment in planting to initial return on investment, so venture capital and other non-traditional forms of project financing will likely be needed to maximize opportunities

### G.3.3. General Tourism Support

- Strong marketing support that properly positions San Miguel within the larger region, including the notion that the community is a “gateway” from the north, and the assets it shares with the County generally) will be needed for hospitality development to reach its full potential.
- Investment in streetscape is needed since the walkable portion of community needs shade and other amenities to enhance visitor appeal and resident functionality.



*The Economics of Land Use*



## **Final Report**

# **Public Facilities Financing Plan for the San Miguel Community Plan**

Prepared for:

The County of San Luis Obispo

Prepared by:

Economic & Planning Systems, Inc.  
with Rick Engineering Company

November 4, 2014

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# 1. EXECUTIVE SUMMARY AND KEY FINDINGS

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This Public Facilities Financing Plan (PFFP) for the San Miguel Community Plan was prepared by Economic & Planning Systems, Inc. (EPS) in association with Rick Engineering. The PFFP provides an overview of the demographic and growth assumptions for the Community of San Miguel during the Community Plan horizon year (through 2035) and describes and quantifies the public facilities needed in the Community of San Miguel during the same period. The facilities that are identified are based on the Complete Communities Survey Facilities Inventory prepared by The Planning Center | DC&E<sup>1</sup> as well as input from County staff, the Wood Rodgers Draft Transportation Impact Fee Update (August 2014), and additional cost estimates provided by Rick Engineering. Existing and potential funding sources are identified and aligned by facility improvement type and are consistent with the policies contained in the Complete Communities Survey Funding and Financing Plan (November 2013). The final chapter recommends funding policies and actions to implement the improvements identified in the Facilities Inventory.

This Financing Plan has been informed and guided by current planning efforts in the Community of San Miguel, including the Draft San Miguel Community Plan (June 2013), the San Miguel Economic Strategy prepared by The Natelson Dale Group, Inc. (TNDG) in May 2013, and the Complete Communities Survey Facilities Inventory prepared by The Planning Center | DC&E (August 2012). Each is briefly summarized below and its applicability to the Financing Plan is noted.

**The San Miguel Community Plan.** The San Miguel Community Plan establishes a vision for the future that will guide development in San Miguel through the year 2035. The Plan began with a comprehensive outreach process conducted by California Polytechnic State University, City and Regional Planning students in 2010 and 2011. The resulting vision statement was then refined by the San Miguel Forward Collaborative, which formed in 2012 to provide consensus-based input from residents of San Miguel. The baseline and projected demographic and economic characteristics of San Miguel used in the Financing Plan, are taken from chapters 2 and 3 of the Draft San Miguel Community Plan. The Community Plan is currently in draft form with a place holder for the PFFP.

**The San Miguel Community Plan – Economic Strategy.** Though the Study Area evaluated in the TNDG report extends beyond the Community of San Miguel to include portions of San Luis Obispo and Monterey counties, the TNDG report includes a pertinent description of current economic conditions within the San Miguel community. The TNDG report also includes case studies of California communities possessing comparable features to San Miguel, a market analysis for retail, office and industrial uses, an analysis of viticulture and wine production as it pertains to San Miguel, and a discussion of economic strategies for the community going forward.

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<sup>1</sup> Now PlaceWorks.

**Complete Communities Survey** – The Survey included a Facilities Inventory that provides an overview of San Miguel’s existing and future needs for utility infrastructure, transportation and public facilities. This Financing Plan relies upon the findings from the Complete Communities Survey Facilities Inventory that pertain to the Community of San Miguel (in addition to County Staff input) as the basis of the infrastructure and facility needs. The Survey also included a Funding and Financing Plan to guide implementation and subsequent community plans; the current Public Facilities Plan applies the policies and programs described in the Complete Communities Survey Funding and Financing Plan to San Miguel’s facility needs.

Demographic and real estate data from the Facilities Inventory reflects a geographic boundary consistent with the San Miguel Urban Reserve Line (URL), which is shown on **Figure 1** and compared with the geographic boundary of the Census Designated Place (CDP) and the San Miguel Community Service District (CSD) boundaries. The demographic and real estate data for San Miguel in the Complete Communities Survey has since been refined through the Community Plan process; however, the findings from the Complete Communities Survey remain applicable.

## **Key Findings**

**1. The facility and infrastructure improvements identified for the Community of San Miguel will be costly and require a broad range of funding sources and financing mechanisms to construct and maintain.**

Nearly \$42.0 million of capital improvement projects are identified for the Community of San Miguel, which are fairly evenly distributed across utility infrastructure, transportation and public facilities. At the completion of this full set of improvements, the additional operations and maintenance costs will also be significant.

**2. The facility and infrastructure improvements identified in the Facilities Inventory are an integral part of the County’s efforts to revitalize and enhance the Community of San Miguel.**

Investments in the “public realm” are a key aspect of the County’s economic development effort to revitalize San Miguel. Investments in utilities, transportation infrastructure, streetscapes, parks and public facilities have been shown to induce private investment, development, and increased economic activity, where other key ingredients, such as market demand, are also present. This synergistic relationship between public and private investment can create a range of public and private benefits, including improved property values that can, in turn, contribute to the funding of additional improvements.

**3. New development in the Community will generate real estate value that serves as a basis for funding infrastructure improvements.**

County development projections indicate the potential for new development in the Community of San Miguel between now and 2035. Land and development-based funding sources include development impact fees, road improvement fees, and special taxes or assessments. While development impact fees paid by new development are used exclusively for capital improvements serving new development, special taxes and assessments may be used for capital improvements or ongoing maintenance and operations costs. Based on development projections through 2035, Public Facility Development Impact Fees revenues

could total nearly \$2.4 million and CSD Utility Connection Fees are estimated to total more than \$9.0 million.<sup>2</sup>

In addition, transportation impact fee revenue will be collected to fund the transportation-related improvements included in the fee program (e.g., the Mission St./14th St. River Road Intersection Signalization Improvements and the River Road Widening Improvements). While the fee levels are still in the process of being refined, it is expected that the fee program will fund approximately \$2.2 million of transportation improvements.<sup>3</sup> Total transportation-related improvements currently total \$16.0 million, so additional funding sources will need to be identified. Existing infrastructure deficiencies cannot be funded through impact fees.

**4. To fund existing deficiencies, a broad range of existing and new sources will be required.**

Potential sources available to fund existing deficiencies may include a countywide sales tax increase, special taxes (e.g., Mello-Roos CFD), grants, utility revenues and revenue bonds among others. These will require additional detailed financial feasibility evaluation. Some measures may require voter approval and analysis of relative costs and benefits.

**5. Facility and infrastructure improvements will need to be further prioritized and phased to improve feasibility.**

Recognizing the considerable resources required to implement the complete set of facility improvements and significant funding constraints, strategic prioritization and phasing will be necessary to achieve the identified improvements. In October 2012, a public workshop was held that included exercises focusing on which community facilities should be prioritized through 2035. Furthermore, a Facilities Inventory Survey was sent to residents in San Miguel that asked them to prioritize community facilities for the community. Infrastructure improvements in San Miguel represent a high priority for the community, particularly water supply, water system and drainage improvements. Additionally, there is likely to be a continuing process of refinement and updating to the basic infrastructure items and costs identified in the Plan. Through this process, it may be possible to achieve cost savings and efficiencies, and refine the financing strategies proposed in this PFFP.

**6. The overall cost burden placed on new development in San Miguel affects development feasibility, particularly when all development costs are considered.**

The cumulative effect of fees, exactions and requirements will need to be carefully considered to avoid discouraging new development; the value created by new development is a principle source for funding identified improvements and meeting other County objectives. Initial analysis indicates that the proposed measures could be feasible; however, new taxes

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<sup>2</sup> The \$9 million in CSD utility connection fees will be generated from development within the San Miguel CSD boundary and revenues will be applied to water/sewer infrastructure within the CSD boundary that benefits CSD ratepayers.

<sup>3</sup> See Table 1, page 5, of the DRAFT San Miguel Community Plan Transportation Impact Fee Update prepared by Wood Rodgers, dated August 2014.

will require voter approval regardless of financial feasibility, and the magnitude of impact fees depends on future market conditions.

**7. This Public Facilities Financing Plan includes funding goals, policies and actions that should be adopted as part of the Community Plan to guide the implementation of the infrastructure and facility improvements identified in the Facilities Inventory.**

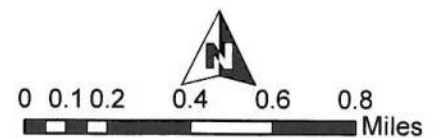
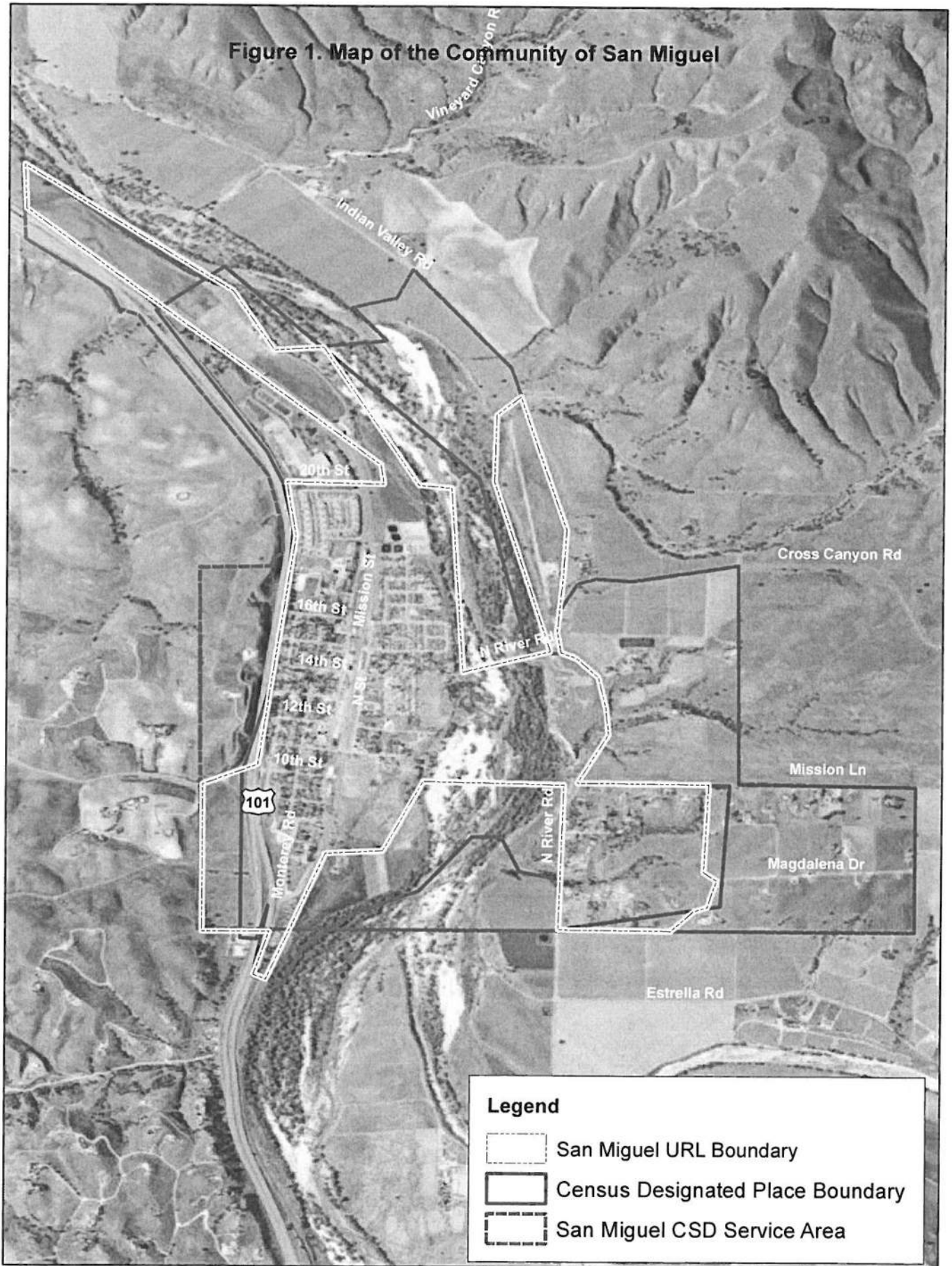
This report recommends funding goals and associated implementation policies, which can serve as a basis for an efficient and equitable financing plan. In addition, the County has adopted by resolution in 2010 an Infrastructure Planning and Funding Policy, which can guide infrastructure funding and investments. The goals, policies and actions contained herein are consistent with, and expand upon, adopted County policies.

A proposed financing plan is described in greater detail in **Chapter 5** (and summarized in **Table 5**). The Plan includes existing impact fees supplemented by new impact fees and a combination of special taxes and utility revenues.

Additional steps, as described in **Chapter 5**, will be necessary to implement the various financing mechanisms. It is likely that the Plan will be refined as implementation proceeds depending on actions taken by the County, the CSD, and voters of the Community and/or County.



Figure 1. Map of the Community of San Miguel



## 2. OVERVIEW OF THE COMMUNITY OF SAN MIGUEL

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This chapter provides a summary of San Miguel's current and projected demographic characteristics and new development potential. The County of San Luis Obispo maintains population and housing unit counts and has estimated the buildout potential of San Miguel and prepared development projections by land use type.

### **About San Miguel**

San Miguel is located on Highway 101 at the northern edge of San Luis Obispo County, approximately 10 miles north of Paso Robles. The community can trace its origins to the development of the Mission San Miguel, which has been designated as a National Historic Landmark and remains a tourist draw for the area. The majority of the commercial development in San Miguel occurred during the 1940s when nearby Camp Roberts was utilized by the United States Army for training purposes. According to the TNDG report, during WWII, Camp Roberts housed as many as 45,000 troops, driving demand for goods and services in nearby San Miguel. Following significant downsizing of Camp Roberts in the 1950s, there has been no significant redevelopment or expansion of commercial activity in San Miguel.

Currently, San Miguel is perceived as a low-cost bedroom community (due to its proximity to Paso Robles and aging home inventory) with minimal population growth and a stalled commercial environment. The TNDG Report describes San Miguel as a small, walkable, retirement-oriented community surrounding an aging main street (Mission Street) that includes a number of vacant and/or deteriorating buildings. Recent public improvements include a new fire station, an increased police presence, and new streetscape improvements along Mission Street.

San Miguel is located at the center of the Monterey/San Luis Obispo wine region, and within the Paso Robles American Viticulture Area (AVA), which has gained internationally-recognized elite status for wine and is growing as a tourist destination. In addition to wine-centered agro-tourism, San Miguel is located close by to a number of regional attractions such as San Simeon (Hearst Castle), Morro Bay, Paso Robles, San Luis Obispo and Cambria. The tourist draws of the wine industry, the Mission San Miguel and other regional attractions, coupled with the possible redevelopment and expansion of Camp Roberts by the National Guard, may provide potential development opportunities for San Miguel in the future.

## Demographics

### Population and Households

Based on data collected in the San Miguel Community Plan, the Community of San Miguel has a current population of approximately 2,336 people. The Plan's population estimates project population in San Miguel to increase by 57 percent to 3,658 people by 2035, equivalent to an annual growth rate of 1.8 percent. There are approximately 737 housing units in San Miguel currently, according to the Community Plan which is based on an assumption of approximately 3.17 people per household, as reported by the Census. Assuming this current ratio of people per household remains consistent over time, there will be a total of approximately 1,154 housing units in San Miguel in 2035 to accommodate the projected population. In The San Miguel Community Plan, the median household income is reported to be \$42,176, based on Census data. In its analysis, TNDG assumes median household income in the larger Study Area will remain constant at \$67,094.<sup>4</sup>

### Employment

The San Miguel Census Designated Place (CDP) currently posts a far higher unemployment rate than California as a whole, and 25 percent of all families have fallen below the poverty level in the past 12 months.<sup>5</sup> San Miguel CDP has 1,025 employed residents over the age of 16, including government workers. The major industries that employ San Miguel residents are construction (18.0 percent), retail trade (13.7 percent), manufacturing (12.8 percent), professional services (10.6 percent), arts, entertainment, and recreation (10.5 percent), and other services (14.2 percent). Nine percent of San Miguel's households receive social security benefits, compared to 24 percent of households for California as a whole. Of San Miguel's employed residents, approximately 97 percent commute to jobs outside of San Miguel.

TNDG projects that total non-farm employment in the SMTA will increase from 741 in 2012 to 911 in 2035, a 23 percent increase. The projection utilizes multiple metrics including anticipated population growth, jobs per person and the proportional employment relationship between San Luis Obispo County, North County and the San Miguel Trade Area (SMTA).

In the community of San Miguel, it is estimated that there are approximately 170 jobs based on data extracted from the U.S. Census' LED on the Map. New residential development and facility improvements could encourage investment in commercial development, which would bring additional jobs to the community. If the number of jobs in San Miguel increases in proportion with projected non-farm employment increases for the larger Study Area (projection of 23 percent job growth between 2012 and 2035), there would be approximately 209 jobs in San Miguel in 2035.

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<sup>4</sup> Study Area household income is provided by San Luis Obispo County, AMBAG and ESRI. It should be noted that Census data utilized in TNDG's report estimates median income for San Miguel CDP as \$42,176 in inflation-adjusted 2010 dollars, approximately 37 percent lower than the median income in the larger Study Area.

<sup>5</sup> U.S. Census Bureau, 2006-2010 American Community Survey.

**Table 1 Population, Households and Jobs in San Miguel**

Item	2010	2035	2010 to 2035		
			Number	Annual Rate	Overall Increase
San Miguel					
Population	2,336	3,658	1,322	1.8%	56.6%
Housing Units	737	1,154	417	1.8%	56.6%
Jobs [1]	170	209	39	0.8%	23.0%

[1] Job count reflects "Primary Jobs" as extracted from the U.S. Census' LED on the Map, 2010 data.

Sources: The San Miguel Community Plan, Tables 2-A and 3-A; U.S. Census Bureau, Center for Economic Studies; The Natelson Dale Group Economic Development Strategy, Economic & Planning Systems, Inc.

## Residential Demand

Demand for new homes is tied to population and household growth, household incomes and home prices. The TNDG Report describes San Miguel as a bedroom community located at the fringe of San Luis Obispo County and Paso Robles urbanization. Due to aging housing stock, home prices are relatively lower than in nearby communities in San Luis Obispo County. As shown above in **Table 1**, approximately 417 new homes are projected in San Miguel by 2035.

The community of San Miguel is zoned to provide capacity for 1,234 new residential units, 61 percent single-family and 39 percent multifamily. The 2035 residential projections generated in The San Miguel Community Plan are within the buildout capacity of the Community.

## Retail Demand

Based upon assumed household growth (as estimated by TNDG) and constant average household income,<sup>6</sup> TNDG projects retail sales within the larger San Miguel Study Area will increase from \$38.2 million in 2012 to \$65.9 million in 2035, a 72 percent increase. These figures assume 40 percent of household expenditures being allocated to retail goods (typical communities allocate between 30 and 35 percent of total expenditures) and 50 percent of all resident retail dollars being captured in San Miguel (with 50 percent "leaking" to regional retail centers in neighboring cities such as Paso Robles). The TNDG report shows that in 2012, the capture rate for all retail categories is 25 percent<sup>7</sup>, and to reach an average capture rate of 50 percent by 2015, additional retail space will need to be developed.

<sup>6</sup> For the market analysis portion of the report, TNDG assumes average household income to remain static at \$67,094 for the 23-year period.

<sup>7</sup> The Auto Dealers and Parts category is shown to capture zero percent of resident retail expenditures in 2012 as well as throughout the 23-year study period.



TNDG projects captured retail sales for residents in the Study Area to increase from \$8.8 million in 2012 to \$29.5 million in 2035. To account for retail spending by visitors, businesses and institutions, TNDG increased the market area demand figures by a factor of 15 percent for all retail categories with the exception of Building/Hardware/Farm and Auto Dealers and Parts. The total captured retail sales (residential and visitor/business/institutional) for the Study Area is expected to increase from \$9.9 million in 2012 to \$33.5 million in 2035.

TNDG projects that total potential supportable square footage of retail space, based upon standards derived from the Urban Land Institute's (ULI) Dollars & Cents publication, will increase from 38,933 square feet in 2012 to 129,565 square feet in 2035. These figures assume a 20 percent increase in total square footage to account for personal and business services space (typically seen in neighborhood shopping facilities) and a 5 percent vacancy factor, which reflects a typical "healthy" retail market.

The San Miguel Study Area currently offers approximately 100,000 square feet of retail space, roughly 30 percent of which is vacant. However, currently (as of 2012), TNDG finds that the Study Area could support an additional 14,331 square feet of retail space. By 2015, TNDG finds that the Study Area could support over 16,500 square feet of new retail space and by 2035, nearly 105,000 square feet of new space. Specifically, by 2035, TNDG finds that the Study Area would support nearly 19,700 square feet of "Food" retail, the equivalent of a small-scale grocery store, and an additional 15,200 square feet of "General Merchandise" space, enough for a drug store or similar convenience store.

The retail projections provided in The San Miguel Community Plan are based on the TNDG Report and indicate future demand for a total of 154,000 square feet of retail space in San Miguel by 2035.<sup>8</sup> Retail space can be developed in land zoned Commercial Retail or Commercial Service, although most is likely to occur in the Commercial Retail zones.

## **Office and Industrial Demand**

TNDG projects that total non-farm employment in the SMTA will increase from 741 in 2012 to 911 in 2035, a 23 percent increase. TNDG utilized multiple metrics including anticipated population growth, jobs per person and the proportional employment relationship between San Luis Obispo County, North County and the San Miguel Trade Area (SMTA) to project employment. TNDG then applied projected employment by industry to employment distribution percentages by type of use (office, industrial, or other). TNDG derived these percentages from long-term studies conducted throughout southern California relating office and industrial demand to employment growth.

The San Miguel Community Plan provides real estate projections for 2035 and indicates that the commercial square footage estimates are based on the market estimates provided in the TNDG Report.<sup>9</sup>

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<sup>8</sup> See Table 3-A and table notes of The San Miguel Community Plan to reconcile zoning and land use categories.

<sup>9</sup> See Chapter 3 of The Community Plan, Table 3-A, Note a.

## Office

From the TNDG employment forecasts, TNDG projects that office employment in the SMTA will increase from 98 in 2012 to 127 by 2035, an increase of nearly 30 percent. The largest increase in office employment is expected to occur during the five year period between 2015 and 2020. Assuming 225 square feet of office per employee (based upon the ULI's Dollars & Cents publication), TNDG estimates new supportable office space will increase by 6,953 by 2035. As with employment, the largest increase in supportable office square footage is expected to occur between 2015 and 2020.

The office projections provided in the San Miguel Community Plan are based on the TNDG Report and indicate future demand for a total of 11,000 square feet of office space in San Miguel by 2035.<sup>10</sup> Office space can be developed in land zoned Commercial Retail or Commercial Service, although most is likely to occur in the Commercial Service zones. Approximately 7,535 square feet of new office development are projected by 2035.

The San Miguel Community Plan also projects Light Industrial development, which functions and is used more like office space than heavy industrial space. Approximately 43,000 square feet of total light industrial development is projected by 2035, representing approximately 34,500 new square feet between now and 2035.

## Industrial and Other

Industrial employment in the larger San Miguel Study Area is expected to increase from 242 in 2012 to 297 in 2035, a 23 percent increase. The largest increase in industrial employment is expected to occur during the five year period between 2015 and 2020. Assuming 500 square feet of industrial space per employee (based upon the ULI's Dollars & Cents publication), TNDG projects new supportable industrial square footage in the Study Area will increase by 29,300 by 2035. As with employment, the largest increase in supportable industrial square footage is expected to occur between 2015 and 2020.

This projection of 29,300 square feet is for the larger Study Area; however, in San Miguel, the level of industrial development is expected to be minimal, approximately 3,000 square feet. The only "industrial" zoned land in San Miguel is located along the railroad tracks.

All "other" employment (which includes government services, the majority of retail trade, the majority of leisure and hospitality industries, as well as a number of other employment categories) is anticipated to increase from 402 in 2012 to 486 in 2035, a 21 percent increase. As with office and industrial employment, the largest absolute increase in "other" employment is expected to occur between 2015 and 2020. TNDG does not calculate "other" supportable square footage in its report.

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<sup>10</sup> Ibid.

**Table 2 San Miguel Development Potential**

Land Use Category	San Miguel - through 2035		
	2013	New Development	2035
<b>Residential (units)</b>			
Single Family	384	290	674
Multifamily [1]	265	93	358
Suburban [2]	<u>88</u>	<u>34</u>	<u>122</u>
Total, Residential	737	417	1,154
<b>Commercial (sq.ft.)</b>			
Office	3,465	7,535	11,000
Retail	69,072	84,928	154,000
Light Industrial	8,463	34,537	43,000
Industrial	0	3,000	3,000

[1] Multifamily includes new units that are expected to be developed in the Commercial Retail zone.

[2] "Suburban" refers to lower density single family housing, with minimum lot sizes of 1 acre.

Sources: The San Miguel Community Plan, Tables 3-A and 3-B; Economic & Planning Systems, Inc.



### 3. COMMUNITY FACILITY NEEDS AND COSTS

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This Chapter provides an overview of the public facilities needed in the Community of San Miguel through 2035, the Community Plan horizon year. The facilities that are identified are based on the Complete Communities Survey Facilities Inventory prepared by The Planning Center | DC&E (now PlaceWorks) as well as input from County staff and additional cost estimates provided by Rick Engineering and the Wood Rodgers draft Transportation Impact Fee Update (August 2014). Improvements are organized by type of improvement, and whether they address an existing deficiency or are attributable to future growth, as these distinctions have implications for funding potential.

#### **Community Services District**

The San Miguel Community Services District ("CSD" or "District") provides water, wastewater, fire, and lighting services to the residents and businesses in the Community of San Miguel. The District was created in February 2000 by the San Luis Obispo Board of Supervisors and included the San Miguel Fire Protection District, San Miguel Lighting District, and the SLO Waterworks District #1. In April 2001, the SLO County Board of Supervisors dissolved the San Miguel Sanitary District (Sewer and Solid Waste) and incorporated those services into the CSD.

The CSD charges water and wastewater connection fees for new development according to the schedule shown below on **Table 3**. Connection fee revenues are to be used for utility-related capital improvements to benefit new development. The CSD prepares master plans to plan for and guide capital improvements. The most recent Water Master Plan was prepared in 2002 and the most recent Wastewater Master Plan was prepared in 2005. Both need to be updated, and the CSD is working to identify funding to pay for the preparation of the plans.

The County collects the fire public facility impact fees and passes them along to the CSD. There are no impact fees related to lighting.

**Table 3 San Miguel Community Services District Water and Wastewater Utility Impact Fee Schedule**

Land Use Category and/or Meter Size	Water	Wastewater
<b>Residential</b>		
Single Family	\$9,490 per unit	\$8,332 per unit
Multifamily	\$5,694 per unit	\$4,999 per unit
<b>Nonresidential Meter Size</b>		
5/8"	\$9,490 each	\$8,332 each
3/4"	\$14,235 each	\$12,498 each
1"	\$23,725 each	\$20,830 each
1 1/2"	\$47,450 each	\$41,660 each
2"	\$75,920 each	\$66,656 each
3"	\$142,350 each	\$124,980 each
4"	\$237,250 each	\$208,300 each
6"	\$569,400 each	\$499,920 each
8"	\$949,000 each	\$833,200 each
10"	\$1,423,500 each	\$1,249,800 each
12"	\$2,087,800 each	\$1,833,040 each

Source: San Miguel CSD, 2014 schedule.

## Community Public Facility Needs and Costs

The County of San Luis Obispo's Planning and Building Department prepared a Complete Communities Survey (finalized March 7, 2014) to identify policies and strategies to achieve community-focused, compact developments that use land, water, energy, and financial resources more efficiently. As part of the overall study, a Facilities Inventory was prepared which provides an overview of the conditions and capacity of the existing facilities and infrastructure in the Community of San Miguel. An assessment of future needs is provided in the Facilities Inventory, along with cost estimates.

Additionally, County staff has identified new facilities and improvements for the Community and Rick Engineering has estimated the costs of these improvements, unless otherwise noted.

### Facility Needs and Costs

Approximately \$42.0 million of facility needs between now and 2035 are identified for the Community of San Miguel, more than 20 percent of which are attributable to existing deficiencies, while the remainder will be required to meet the demands of new population growth. **Table 4** provides a summary. **Appendix Table A-1** presents the detailed list of

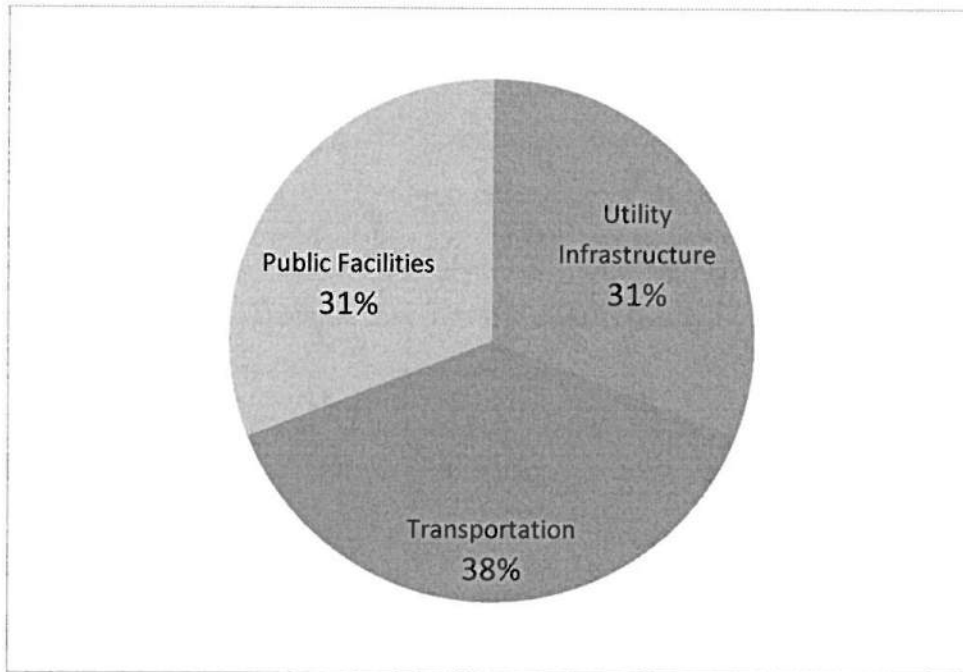
improvements, the estimating timing of the improvements and costs. Costs are approximately evenly distributed between utility infrastructure, transportation, and public facilities as shown on **Figure 2**.

**Table 4 San Miguel Capital Improvement Program Summary**

Category	Costs Attributable to Existing Deficiencies	Costs Attributable to New Growth (through 2035)	Total Cost
Utility Infrastructure	\$3,723,000	\$9,263,000	\$12,986,000
Transportation	\$3,307,806	\$12,680,072	\$15,987,878
Public Facilities	<u>\$2,600,000</u>	<u>\$10,407,100</u>	<u>\$13,007,100</u>
<b>Total</b>	<b>\$9,630,806</b>	<b>\$32,350,172</b>	<b>\$41,980,978</b>

Sources: County of San Luis Obispo Facilities Inventory; San Miguel CSD; Wood Rodgers Draft Transportation Impact Fee Update, August 2014; Rick Engineering; Economic & Planning

**Figure 2 Distribution of Public Facility Costs by Category of Improvement**



**Utility Infrastructure**

As indicated, \$13.0 million of utility infrastructure improvements are needed in San Miguel to remedy existing deficiencies and support new growth through 2035, including \$3.7 million to fund existing stormwater deficiencies. Required improvements include water supply, water

distribution, wastewater and stormwater improvements. It should be noted that stormwater drainage is the responsibility of County Public Works, not the CSD.<sup>11</sup>

Stormwater improvements represent an immediate concern. Due to insufficient drainage and stormwater controls, the Community of San Miguel experiences regular flooding conditions, particularly between Mission Street and the railroad. Of the \$5.1 million in required stormwater infrastructure improvements, \$3.7 million are attributable to existing deficiencies and include storm drain pipes, jack and bore operations under the railroad, and drainage ditches and outfall structures.

In the short term (2020), entitlements to extract the Salinas River underflow and a new well to extract the flow and connect to the existing system are required to accommodate new growth. Upgraded water lines are also necessary at a cost of \$1.4 million by 2020 and an additional \$2.7 million by 2035. In the longer term, curb and gutter improvements are needed throughout the community. The Facilities Inventory reports that the community will face water supply shortfalls by 2040 (assumed 2035 for this analysis) and the estimated cost of a new well is \$750,000 (in addition to the well needed by 2020).

### **Transportation**

Required transportation improvements include street and highway systems, sidewalks, streetscapes, bicycle lanes and paths, and a park and ride lot. Street and highway systems improvements include the Mission St./14th St. - River Road Intersection Signalization Improvements (total cost of \$405,000) as well as the River Road Widening Improvements (total cost of \$2.5 million).<sup>12</sup> Also included is the realignment of the 10<sup>th</sup> Street southbound on-ramp at an estimated cost of \$4.3 million.

These street and highway systems improvements are largely needed to serve new development. However, there is a portion of the River Road Widening Improvements that is needed to serve existing development.<sup>13</sup>

Required sidewalk improvements are significant and include new sidewalks to improve existing deficiencies, sidewalk improvements between the Mission and 16<sup>th</sup> Street (both sides) and new sidewalks to accommodate new development. Nearly \$3.8 million of sidewalk improvements are identified. It should be noted that sidewalk improvements are considered a low priority in the community; efforts will be focused on incremental improvements in high-demand pedestrian corridors.

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<sup>11</sup> According to the Local Agency Formation Commission (LAFCO), the San Miguel CSD would be authorized to assume responsibility for stormwater management and infrastructure improvements, if the County and the CSD were in mutual agreement.

<sup>12</sup> See Table 1 of the Wood Rodgers' Draft Transportation Impact Fee Update.

<sup>13</sup> For more detail on this allocation, see Table 1 of the Wood Rodgers' Draft Transportation Impact Fee Update.

Streetscape improvements are estimated to cost \$820,000 and include new street trees, pedestrian lighting and new benches for Mission Street and 10<sup>th</sup> Street. Streetscape and sidewalk improvements should be coordinated.

Bicycle lane and path improvements at a cost of \$4.15 million were identified by County staff after the Facilities Inventory was completed. Bicycle lanes are proposed primarily for River Road.

Additionally, 15 new spaces are needed at the park and ride lot in San Miguel at the southwest corner of K and 10<sup>th</sup> Street. The cost to prepare these spaces is estimated to be approximately \$64,000, which does not include acquisition of right of way and easements, if required.

Routine street maintenance is included in the Facilities Inventory, and although it is a significant cost item for the County (estimated at approximately \$6.75 million to \$8.86 million per year Countywide), it is not a capital improvement and, therefore, is not addressed here.<sup>14</sup>

### **Public Facilities**

In San Miguel, identified public facilities improvements include public parks and open space, a 4,000-square foot community facility, trails and a library. Of \$3.7 million identified parks and open space improvements, \$2.3 million are attributable to existing deficiencies.

The 4,000-square foot community facility is estimated to cost approximately \$4.5 million, based on the actual per square foot costs of the community facility constructed in Oceano.

Two trails have been identified for San Miguel: the San Miguel Downtown Loop Trail (\$3.6 million) and the 10<sup>th</sup> Street Trail (approximately \$480,000), both of which were identified by County staff after the Facilities Inventory was finalized.

San Miguel has a 944 square-foot library, located on 13<sup>th</sup> Street, which is smaller than what the Community needs. Based on the current population, it is estimated that the Community's library should be approximately 1,600 square feet. It is estimated that by 2020, a total of 1,800 square feet of library space would be required and by 2035, a total of 2,300 square feet of library space would be required to accommodate new population growth. Library costs are estimated to be \$300,000 to address the existing deficiency, an additional \$127,000 by 2020 and an additional \$300,000 by 2035 to accommodate new growth.

The County Board of Supervisors' policy requires a 50/50 split in costs between the community and County Library budget to fund any new or remodeled buildings.

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<sup>14</sup> See Table 2-7 on page 2-20 of the Facilities Inventory that was prepared for the Community of San Miguel ([http://www.slocounty.ca.gov/Assets/PL/pdfs/Facilities+Inventory\\_San+Miguel.pdf](http://www.slocounty.ca.gov/Assets/PL/pdfs/Facilities+Inventory_San+Miguel.pdf)).

## **Community Priorities**

Infrastructure improvements in San Miguel represent a high priority for the community, particularly water supply, water system and drainage improvements. The community also prioritized a police substation, as police services currently are based out of Templeton; however, the Facilities Inventory does not identify any public safety facility improvements. Sidewalk improvements are considered a low priority in the community; efforts will be focused on incremental improvements in high-demand pedestrian corridors, such as the Community Loop Trail.



## 4. FUNDING AND FINANCING MECHANISMS

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There are a number of funding sources and financing mechanisms that can be applied to fund the capital infrastructure and facility improvements identified in **Appendix Table A-1**. Many are already in place, while others represent potential options for consideration. They are described in more detail below.

Whether a particular funding source is appropriate for a given improvement will depend on a number of factors, such as the type of improvement, whether the improvement is needed to address existing deficiencies or serve new development, how the combined burden of fees and/or assessments and taxes affect development feasibility, and the timing of funds versus the need for improvements. The following chapter includes a plan that combines potential funding sources to address needed facilities.

### **Funding Sources and Financing Mechanisms**

Following is a description of potential funding sources; their revenue potential is addressed in the latter portion of this chapter.

#### **Land-Secured Financing Mechanisms**

##### ***Mello-Roos CFD Special Tax and Bonds***

*(authorized by Section 53311 et. seq. of the Government Code)*

The Mello-Roos Community Facilities Act of 1982 enables the formation of Community Facilities Districts (CFDs) by local agencies, with two-thirds voter approval (or landowner approval in certain cases), for the purpose of imposing special taxes on property owners. Special tax revenue can be used to fund capital or operations and maintenance expenses, or they may be used to secure a bond issuance and pay the debt service. As taxes increase to 50 percent or more of the basic 1 percent, there is a risk of adverse impacts on land and home prices which would offset any financing benefit associated with the additional special taxes. This PFFP proposes the use of special taxes limited to 7.5 percent of assessed value; the actual amount will be refined in implementation, and may require a voter survey to establish the magnitude as applied to existing land uses.

##### ***Benefit Assessment Districts***

*(authorized by Section 54710 et. seq. of the Government Code)*

Under a Benefit Assessment District, property assessments are raised within a specific geographic area, with the proceeds going to provide public improvements or services that benefit the property owners within that area. Only improvements with property-specific benefits (e.g., roads and sidewalk, and sewer and water improvements) can be financed with assessments. There must be a logical relationship between the assessment method and amount and the benefit received by associated property owners or tenants. A special assessment district also requires the voter approval of the owners of a majority of the property within the district.



Different types of assessment districts are supported by specific legislation. For example, funds generated through a Landscaping and Lighting District (LLD) would be restricted to construction and maintenance of parks, landscaping, and street lighting and can be assessed on both commercial and residential properties.

### **Enhanced Infrastructure Financing Districts**

*(authorized by the Infrastructure Financing District Act, Government Code §53395, et seq.; expanded by SB 628.)*

The County or individual communities could consider establishing an Infrastructure Financing District (IFD), or an Enhanced Infrastructure Financing District (EIFD) as permitted under SB 628,<sup>15</sup> which would create a mechanism for capturing/re-allocating increased levels of property tax revenues from future development towards investments in capital improvements.

The new EIFD legislation allows for the following:<sup>16</sup>

**Reduce vote requirements:** While current law requires a two-thirds vote to form an Infrastructure Financing District, the new EIFDs could be formed—and could use a range of existing financial tools—without going to voters. Only issuing tax increment bonds would require a vote, with a vote threshold of 55 percent.

**Expand financing authority:** The new EIFDs would allow local leaders to support infrastructure projects through multiple funding streams, including a full complement of existing public mechanisms (tax increment authority, benefit assessments, and fees), as well as private investment and procurement.

**Increase investment in different types of infrastructure:** The enhanced districts would be able to build every type of infrastructure: transportation, water, flood control and storm water quality management, transportation, energy, public facilities, energy, and environmental mitigation—so long as a direct connection can be established between the needed infrastructure and its users.

**Allow more flexible institutional collaborations:** SB 628 also gives communities more flexibility to accommodate regional growth by making infrastructure investments across jurisdictions through Joint Power Authorities.

Unlike former redevelopment tax increment funding, IFD's can only utilize the County's share of property tax increment (and any other agencies who agree to forego their share of tax increment). The Community of San Miguel would be permitted to retain the County's portion of property tax revenue (nearly 20 percent of the basic 1 percent property tax generated). At buildout, new development in San Miguel would generate approximately \$200,000 per year under an EIFD. This PFFP does not assume EIFD use due to the small amount of tax increment projected to be generated from new development in the Community of San Miguel and the need by the County for property tax funds to pay for ongoing services.

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<sup>15</sup> In September 2014, Governor Brown signed SB 628, a bill that expands the authority of Infrastructure Financing Districts.

<sup>16</sup> [www.caeconomy.org](http://www.caeconomy.org) ("How New EIFDs Can Improve Local Infrastructure Development").

### **Statewide Community Infrastructure Program**

The Statewide Community Infrastructure Program (SCIP) is a program of the California Statewide Communities Development Authority that makes use of a local government's ability to create land secured financing districts. Because the obligations are "pooled" they typically can gain a comparatively lower interest rate, and issuance costs, particularly if the issue is small, will be reduced.

The Authority is a joint powers authority sponsored by the League of California Cities and the California State Association of Counties. Membership in the Authority is open to every California city and county, and most are already members. SCIP financing is available for development projects situated within cities or counties (local agencies) which have elected to become SCIP participants. Eligibility to become a local agency requires only (a) membership in the League of Cities or CSAC, as the case may be, (b) membership in the Authority, and (c) adoption of a resolution making the election (the "SCIP Resolution").

Participation in SCIP entails the submission of an application by the property owner of the project for which development entitlements either have been obtained or are being obtained from a Local Agency. For Projects determined to be qualified, SCIP provides non-recourse financing of either (a) eligible development impact fees payable to the Local Agency (the "Fees") or (b) eligible public capital improvements (the "Improvements") or both. Under certain circumstances, to be determined on a case by case basis, development impact fees payable to local agencies other than the Local Agency can also be used as repayment for upfront SCIP funding.

Applicants benefit from SCIP because it allows them to obtain low-cost, long-term financing of fees and improvements, which can otherwise entail substantial cash outlays. The Local Agencies benefit from SCIP because it encourages developers to pay fees sooner and in larger blocks than they otherwise would. The availability of low-cost, long-term financing also softens the burden of rising Fee amounts and Improvement costs, benefiting both the Applicants and the Local Agencies. Upon receipt of a completed Application, the SCIP team reviews it to determine (a) eligibility of the fees and improvements for which the Applicant seeks financing and (b) creditworthiness of the Applicant and the Project. Once approved by the SCIP team, the Application is countersigned by the Local Agency. Approved Applications are aggregated for inclusion in the next round of financing authorization. Periodically, as warranted by the accumulation of approved Applications, the Authority issues tax-exempt revenue bonds (the "Bonds"). The proceeds from the Bonds are used to finance fees and/or improvements for qualifying Projects located throughout the state. For projects involving a sufficient amount of financing (generally \$5 million or more), a special series of bonds may be issued to fund the project separately if the timing of issuance of a pooled financing does not suit the project, subject to approval of the Authority.

Revenues to pay debt service on the Bonds are derived by the Authority in one of two ways: 1) through the levy of special assessments on the parcels which comprise the participating Projects by establishing one or more assessment districts pursuant to the Municipal Improvement Act of 1913; or 2) through the levy of special taxes on the Project parcels by establishing a CFD pursuant to the Mello-Roos Community Facilities Act of 1982. Absent circumstances which warrant a CFD, the Assessment District format has been and is expected to continue to be the customary basis for SCIP financing.

## **Property Tax-Based Funding**

### ***General Obligation (G.O.) Bonds***

Special districts are empowered by State statutes to issue G.O. bonds which are secured by a property tax rate (as an override to the Constitutionally-limited one percent basic tax rate). G.O. bonds may be utilized particularly if interest rates and issuance costs are favorable compared to other sources of financing. G.O. bonds require voter approval.<sup>17</sup>

## **General Fund and CIP Funding**

### ***County General Fund Contributions to Capital Improvement Programs***

The County's Capital Projects budget includes funding from the Capital Fund and other reserves, grants, departmental funding, bond financing and the General Fund.<sup>18</sup> Policies governing the development and selection of capital improvement projects are set forth in the Budget Policies and Goals approved by the Board of Supervisors each year.

## **Development-Based Financing Mechanisms**

### ***County Public Facility Fees***

*(authorized under Title 18 of SLO County Code)*

New private development in unincorporated San Luis Obispo County is charged a public facility impact fee that is used to fund government, administration, sheriff, park, library, and fire facilities. Development impact fees can only fund capital improvements. In addition, the funding only accrues incrementally over time as new development occurs, limiting its ability to fund major infrastructure that may be required in advance of development. County Public Facility Fees may be used anywhere in the County as long as funds are spent on projects that are identified as part of the fee program; they are not required to be used in the community from which they are generated.

### ***Road Improvement Fees (or Transportation Impact Fees)***

*(authorized by Title 13 of SLO County Code, 13.01.020)*

Several communities in San Luis Obispo County, including San Miguel (for the area of the Community east of the railroad tracks), charge road improvement fees to new residential and commercial development to fund improvements that mitigate the future effects of new development. Currently, the fee is assessed per PM Peak Hour Trip, and it varies by community (and sometimes within a community) and by land use type (e.g., residential, retail and other).

The draft Transportation Impact Fee update is proposing fees charged on a per unit or per 1,000 square feet basis. The funds collected will be used to fund capital road improvement projects as

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<sup>17</sup> State bonds require majority voter approval, while local bonds require either 55 percent (for school districts) or two-thirds voter approval (other local bonds).

<sup>18</sup> The Capital Fund is dedicated to funding improvements identified in the capital improvement program and typically includes allocations of one-time and/or periodic funds. The General Fund usually relies on ongoing revenue sources to fund ongoing operations, but may allocate some of these general revenues to the Capital Fund.

identified in each community's Circulation Study and in the impact fee update report. Revenues collected from the San Miguel Area Road Improvement Fee Program must be spent on projects identified as part of the fee program in the Community from which they are collected. Though the funds may not be used for standard annual road maintenance, major rehabilitation may be an appropriate use of road improvement fees in the future.<sup>19</sup>

### **Local Area Development Fees**

*(authorized by Section 66000 et. seq. of the Government Code)*

The County is authorized to create local development impact fees to fund infrastructure improvements, and additional development impact fees (in addition to the existing Public Facility Fees) could be created. For example, a stormwater infrastructure development impact fee could help fund drainage improvements. Local impact fees also can be a mechanism to assure proportional cost sharing and may be a key part of the financing strategy.

### **Parkland (Quimby) Fees**

*(authorized by Title 21 of SLO County Code)*

In addition to Public Facility Fees, park and recreation improvements are funded through the Quimby Act requirements (for parkland acquisition) through the subdivision process. Quimby Fees are charged according to Area. San Miguel is in Area 1.<sup>20</sup> Those lots that pay a Quimby Fee are exempt from the land portion of the Parks Development Impact Fee.

### **Utility Fees and Connection Charges**

Utility connection charges from new development can fund utility infrastructure improvements. Revenue bonds may be issued secured by a utility rate charge base (water and sewer) and may be used for expansion to serve future development, or for reimbursement to the Developer for initial funding of utility facilities. The San Miguel CSD currently charges water and wastewater connection fees from new development, according to the schedule shown on **Table 3**.

### **Developer Capital**

Developers are often asked to contribute through project-specific improvements, whether as part of individual project approval or as part of a broader set of area-wide design guidelines/other regulatory requirements. Typical examples might include improvements to the sidewalks in front of the new development and the planting of street trees consistent with the County's or

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<sup>19</sup> California Gov't Code Sec. 66001(g) states: "A fee... may include the costs attributable to the increased demand for public facilities reasonably related to the development project in order to (1) refurbish existing facilities to maintain the existing level of service..." The code includes streets as a public facility.

To qualify as an appropriate use of impact fees, the improvement(s) would need to be included in a fee program update and the action would need to be consistent with the County's road improvement fee ordinance. The County's ordinance does not appear to specifically exclude major road reconstruction projects, although revisions to the ordinance to include such projects would provide another layer of policy and legislative support.

<sup>20</sup> Area 1 includes: Adelaida, El Pomar-Estrella, Nacimiento, and Salinas River Planning Area.



community's direction. Developer contributions can be formalized through Development Agreements (DA) and Certificates of Participation (COP). When applicable, Development Agreements can ensure timely funding of infrastructure development. The agreements should enable and specify the terms for the establishment of needed infrastructure financing mechanisms.

Developer contributions would also result from the adoption of any area development impact and/or in-lieu fees, which has feasibility implications for development, especially in the context of all fees/exactions/requirements. Developer construction and fee contributions need to be carefully considered to avoid discouraging new development, which, in turn, reduces fee revenues for improvements that exceed their allocation.

It may be possible to reimburse the Developer from other sources at a future time, assuming the sources are not required for other public purposes, and that the reimbursement is for a qualifying expenditure for public purposes. The private capital is at greatest risk, since public debt will be secured by value of the development and will be in the first position for repayment. Private capital depends on the success of the project and repayment from future land and development sales after the successful completion of infrastructure and public facilities.

## **Grants**

Grants provide external funding from regional, state, and federal sources. Many grants require local matches. Apart from local match requirements, there are significant staff costs associated with grant funding, including staff time during the application process and during the project. Grant funding is often limited to capital improvements with maintenance responsibilities falling to the local jurisdiction, or perhaps the CSD. The CSD does apply for grant funding and, recently, has used Community Development Block Grant (CDBG) funding to fund a sewer line replacement at 16<sup>th</sup> Street and N Street. In addition, a CDBG award has been made (although it is not yet funded) to study the arsenic issue in the San Lawrence Terrace Well. The CSD also has been successful in obtaining grant funding to replace structural firefighting protective equipment.

### ***Regional, State, Federal Transportation Funding***

Transportation authorities may fund portions of certain regional-serving transportation facilities and improvements. For example, San Miguel, is served by State Route 101 and one of the Community's needed roadway improvements is the realignment of the 10<sup>th</sup> street southbound on-ramp. Because of the regional-serving nature of US Route 101, statewide transportation funding may be available to fund these improvements.

### ***CMAQ Improvement Program***

One potential grant source is the Congestion Mitigation and Air Quality (CMAQ) Improvement Program. The Congestion Mitigation and Air Quality (CMAQ) Improvement Program was created in 1991 under the Intermodal Surface Transportation Efficiency Act (ISTEA) to fund transportation related projects that are designed to reduce traffic congestion and improve air quality in areas that do not meet air quality standards.

CMAQ has seven major project categories:

1. Transit
2. Shared Ride
3. Traffic Flow Improvements

4. Demand Management
5. Pedestrian/Bicycle
6. Inspection/Maintenance (I/M) and other Transportation Control Measures (TCMs)
7. Surface Transportation Program (STP)/CMAQ

Pedestrian and bicycle projects are their own major product category and make up approximately 13 percent of CMAQ projects. Walking and bicycling can also be included in other project categories such as transit by providing bike racks at public transportation stops.

CMAQ Improvement Program funds are available to a wide range of government and non-profit organizations, as well as private entities contributing to public/private partnerships. They are controlled by metropolitan planning organizations (MPOs) and state departments of transportation. Funding is available for areas that do not meet the National Ambient Air Quality Standards (nonattainment areas) as well as former nonattainment areas that are now in compliance (maintenance areas). CMAQ-funded projects may include bicycle and pedestrian facility improvements, bicycle racks and lockers, and individualized marketing initiatives that promote bicycling and walking.

Organizations that want access to CMAQ funds must first ask their Metropolitan Planning Organization (MPO) to place the project on the Transportation Improvement Program (TIP) – the County cannot apply directly.

#### ***Safe Routes to School Program***

The Safe Routes to School program is a grant program administered by Caltrans and could be used to fund sidewalk improvements. The Program is designed to encourage more children to walk or ride bikes to school by reducing the barriers to doing so, such as a lack of infrastructure or unsafe infrastructure. Through the passage of AB 57, the Program was extended indefinitely with funding provided from the State Highway Account.

#### **Other Funding Sources**

##### ***Sales Tax Increase***

With two-thirds voter approval, the County could adopt countywide special tax increases, such as a sales tax increase, to fund infrastructure and facility improvements. Depending on the level of tax increase, significant revenues can be generated, though there is often industry and community resistance to such increases. The current sales tax rate (in the Community of San Miguel) is 7.5 percent. This PFFP does not assume the use of a sales tax increase.

##### ***California Infrastructure and Economic Development Bank (I-Bank)<sup>21</sup>***

*(authorized by Section 63000 et. seq. of the Government Code)*

The California I-Bank is State-run financing authority that operates the Infrastructure State Revolving Fund (ISRF) Program. This ISRF Program is a statewide program that provides low-cost loans up to \$10 million per project to local municipal governments for a wide variety of public infrastructure that provide local economic development benefits, such as:

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<sup>21</sup> More information can be found at <http://www.ibank.ca.gov>.

- City streets
- County highways
- Drainage, water supply and flood control
- Educational facilities
- Environmental mitigation measures
- Parks and recreational facilities
- Port facilities
- Power and communications
- Public transit
- Sewage collection and treatment
- Solid waste collection and disposal
- Water treatment and distribution
- Defense conversion
- Public safety facilities
- State highways
- Military infrastructure

An application is required for these loans, and loans require a stable and reliable source of repayment. If approved, loan repayment could be funded through a special tax if approved by voters. The San Miguel CSD has noted that the CSD is eligible for I-Bank funding for infrastructure projects that benefit CSD customers; in this circumstance, the loan payments could be funded through CSD rate revenues.

## **Sources of Funds by Type of Improvement**

In **Appendix Table A-2**, the potential funding sources described above are aligned with specific improvements. Additional detail is provided below.

### **Utility Infrastructure**

Utility infrastructure improvements include water supply, water distribution, wastewater, stormwater, and solid waste improvements.

- The CSD charges water and wastewater connection fees for new development which can be used to fund utility improvements identified in the supporting fee program nexus documentation. CSD Utility Connection Fees are estimated to total more than \$9.0 million during the development horizon of this PFFP. In addition, the CSD charges utility rates which can be used to underwrite revenue bonds.
- The County's Infrastructure and Facilities Five Year Capital Improvement Plan (CIP) includes public infrastructure projects, which are funded by a variety of sources, including the County General Fund, regional transportation funds, assessment districts, rates and charges to system customers, and grants and loans from State or Federal sources. CSD projects are not included in the County's CIP.
- Localized drainage projects have historically been funded through General Flood Control District reserve funds. For larger drainage projects, assessment districts have been established, and the revenues have been used to leverage Federal FEMA funds and State Proposition 1E Funds.



- Local Area Development Impact Fees focused on utility infrastructure could be established, though this would need to be evaluated in the context of the existing Public Facility Impact Fees to ensure a reasonable cost burden.
- A special assessment to fund stormwater and drainage improvements could be considered.

## Transportation

Transportation improvements include street and highway system improvements, sidewalks, streetscapes, bicycle lanes and paths, public transit systems, and park-and-ride lots.

- Those projects with regional benefit, such as street and highway systems, public transit systems and park-and-ride lots can be funded through the County's Capital Projects and General Obligation Bonds.
- Road improvement fees are collected in San Miguel to fund improvements that mitigate the effects of new development and new growth. Road Improvement Fees cannot be used for routine maintenance, although periodic and comprehensive rehabilitation or reconstruction projects may be an appropriate use of these fees.<sup>22</sup> The revenue must be invested in the area from which it was collected and on projects identified in the Community's circulation study and included in the fee program nexus study.<sup>23</sup> At this time, it is expected that the updated fee program will fund 100 percent of the Mission St./14th St. - River Road Intersection Signalization Improvements (total estimated cost of \$405,000) as well as approximately 75 percent of the River Road Widening Improvements (total estimated cost of \$2.5 million). Total street and highway improvements currently total \$16.0 million, so additional funding sources will need to be identified.
- In some cases, sidewalk costs potentially could be funded through grants provided through the Congestion Mitigation and Air Quality (CMAQ) Improvement Program or the Safe Routes to School program, which is administered by Caltrans. The CMAQ Program was created in 1991 under the Intermodal Surface Transportation Efficiency Act (ISTEA) to fund transportation related projects that are designed to reduce traffic congestion and improve air quality in areas that do not meet air quality standards. Pedestrian and bicycle projects are eligible. The Safe Routes to School program is designed to encourage more children to walk or ride bikes to school by reducing the barriers to doing so, such as a lack of infrastructure or unsafe infrastructure.
- Those improvements that relate directly to the new development (e.g., sidewalks and some streetscape improvements) currently are funded by the developer as part of the new development.

## Public Facilities

Public facilities improvements include public parks and open space, trails, schools, libraries, community/civic facilities, public service facilities, and public safety buildings.

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<sup>22</sup> See footnote # 19.

<sup>23</sup> Conversation with Frank Honeycutt, County Public Works Development Services, 09/14/14.

- The County has already established Public Facility Development Impact Fees for Government, Administration, Sheriff, Parks, Library, and Fire. The fees collected cannot exceed new development's fair share allocation, and therefore, are not available to fund improvements that are required due to existing deficiencies. Based on development potential through 2035, Public Facility Development Impact Fees could total approximately \$2.4 million. With an identified need of \$13.0 million, public facility improvements will require the identification of additional funding sources.
- Quimby Fees can be used for the purchase of new parklands and/or the construction of new parks-related facilities or rehabilitation/restoration of existing park lands and facilities. Quimby Fees apply only to subdivisions and are charged according to Area. San Miguel is in Area 1.
- According to the County's Infrastructure and Facilities Capital Improvement Plan, Board policy states that library projects are expected to be funded with 50 percent of the cost coming from the community in which the library improvements are proposed. The library component of the Public Facility Fee revenue is pledged to the Atascadero and Cambria library projects for the next 10 or more years, and as such, will not be available to fund expansions or improvements in other communities.<sup>24</sup>
- Other non-project funding may include grants, which may be available to fund a wide spectrum of public facilities, from trail improvements to transit-related improvements.

### Street Maintenance

Street maintenance needs are described in the Facilities Inventory as well as in the San Luis Obispo County Pavement Management Plan (typically updated annually). The Facilities Inventory reports that at least \$6.75 million per year is needed to maintain the countywide road system at the current level through 2018.<sup>25</sup> To improve the road system to the desired condition (Pavement Condition Index (PCI) of 70), annual improvement costs of \$8.86 million would be required.<sup>26</sup> Of the 1,080 County-maintained road miles in the County,<sup>27</sup> 1.1 percent is in San Miguel. To the extent that a portion of street maintenance costs can be categorized as non-routine, capital improvements, road improvement fees may be an appropriate funding source.<sup>28</sup> To qualify, the improvement(s) would need to be included in a fee program update and the

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<sup>24</sup> County of San Luis Obispo, Infrastructure and Facilities Capital Improvement Plan, FY2012-13 – FY2016-17, Appendix 6.

<sup>25</sup> See Table 2-7 on page 2-20 of the Facilities Inventory that was prepared for the Community of San Miguel ([http://www.slocounty.ca.gov/Assets/PL/pdfs/Facilities+Inventory\\_San+Miguel.pdf](http://www.slocounty.ca.gov/Assets/PL/pdfs/Facilities+Inventory_San+Miguel.pdf)).

<sup>26</sup> Ibid.

<sup>27</sup> San Luis Obispo County Pavement Management Plan, 2009 Update, page 4.

<sup>28</sup> California Gov't Code Sec. 66001(g) states: "A fee... may include the costs attributable to the increased demand for public facilities reasonably related to the development project in order to (1) refurbish existing facilities to maintain the existing level of service..." The code includes streets as a public facility.

action would need to be consistent with the County's road improvement fee ordinance. The County's ordinance does not appear to specifically exclude major road reconstruction projects, although revisions to the ordinance to include such projects would provide another layer of policy and legislative support.

### **Facility Operations and Maintenance**

While facility operations and maintenance costs are not specifically estimated in the Facilities Inventory, each of the identified improvements will have annual maintenance costs associated with them. There are few funding sources available to fund maintenance activities; most funding sources are intended to fund the one-time construction of the improvements or facilities. As such, maintenance costs associated with the types of improvements identified in this report typically will be funded through County or CSD General Fund expenditures and utility rates and charges.

## 5. FINANCING POLICIES, PLAN AND IMPLEMENTATION

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This chapter recommends funding goals, policies and actions to guide the implementation of the infrastructure and facility improvements identified in **Chapter 3**. This chapter summarizes infrastructure and facility improvement costs, and identifies potential sources of funding for each category of improvement. The final section of this chapter recommends "Next Steps" towards implementing the Financing Plan. It is expected that the financing policies, plan and implementation strategy will be further refined as a part of the Community Plan finalization process, and as implementation of the Community Plan proceeds.

### Financing Goals and Policies

The following goals and associated implementation policies serve as a basis for an efficient and equitable financing plan. In addition, the County has adopted by resolution in 2010 an Infrastructure Planning and Funding Policy<sup>29</sup> which can guide infrastructure funding and investments. The goals, policies and actions presented below are consistent with, and expand upon, goals, and policies consistent with the County's resolution and the Complete Communities Survey.

#### 1. Fund Infrastructure and Public Facilities in an Equitable Manner

1.1 New development shall fund its allocated share of infrastructure costs needed to serve the new development, except where other funding sources are appropriate and available, and subject to financial feasibility considerations and other community objectives.<sup>30</sup>

1.2 Allocate costs for existing deficiencies among properties based on the benefit received and, where possible and applicable, on a regional basis.

1.3 When applied to existing residents, funding mechanisms for new infrastructure shall be consistent with the benefit received and ability to pay.

1.4 To eliminate duplication, existing Countywide development impact fees shall be evaluated to determine any overlap between the infrastructure projects funded by such Countywide fees and infrastructure required by the Community Plan.

1.5 The County shall explore the creation of Countywide development impact fees that would be collected from new development within cities to the extent that development in incorporated areas contributes to the need for Countywide facilities and infrastructure.

1.6 New projects outside of the Community Plan that benefit from infrastructure provided by the Plan shall contribute to infrastructure financing to the extent possible.

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<sup>29</sup> See the County's "Infrastructure Planning and Funding Policy," which was adopted by resolution 9/7/10 ([http://slocounty.granicus.com/MetaViewer.php?view\\_id=2&clip\\_id=951&meta\\_id=188918](http://slocounty.granicus.com/MetaViewer.php?view_id=2&clip_id=951&meta_id=188918)).

<sup>30</sup> Also, see Policy 1.7.

1.7 Total infrastructure and financing costs in the Community Plan should not exceed industry standards of financial feasibility.<sup>31</sup>

1.8 Grants and other outside funding, (e.g., State and federal sources, shall be pursued for infrastructure funding).

1.9 The County shall provide a process and mechanism, e.g., reimbursement agreements, for subsequent reimbursement to private parties who advanced infrastructure funding in excess of their allocated share.

## **2. Include this Public Facility Financing Plan with the San Miguel Community Plan**

2.1 Based on proposed or reasonably foreseeable development that may occur pursuant to the Community Plan, this PFFP and future revisions shall detail all proposed development within the Community, the public facilities required for the Community Plan, the allocation of the costs of the facilities to existing and new development, and proposed methods for equitable and cost-effective funding.

2.2 The PFFP shall include an infrastructure phasing schedule that links the timing of infrastructure construction to the timing of new residential, commercial, and public facility development to the extent possible.

2.3 The PFFP shall account for Community-specific circumstances, reflect changing market conditions, and be updated periodically as more refined facility, phasing and cost data become available, including updates to the County's Development Impact Fee Program, Road Improvement Fee Program, and the County's periodic review of its infrastructure master plan, Capital Improvement Program, and other County impacts fees.<sup>32</sup>

2.4 The PFFP shall maximize the use of pay-as-you-go methods (e.g., impact fee revenue, road improvement fee revenue, assessments) as well as reimbursements to best use available revenue, reduce interest costs, and minimize increases in costs due to delays.

2.5 Debt financing shall be considered where necessary to help fund facilities needed in advance of subsequent development and only in limited circumstances where there is a certifiable mechanism to pay for the debt and when other methods are unavailable or inappropriate.

2.6 The PFFP shall establish criteria and priorities for infrastructure and facilities. Criteria may include community priorities, strategic growth opportunities, health and safety considerations, cost effectiveness, value, economic development potential, beautification, recreation (non-health and safety), and facility maintenance costs (i.e., improvements that may reduce future maintenance and improvement costs).

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<sup>31</sup> Infrastructure cost burdens and associated financings (combined debt, impact fees, etc.) are typically limited to 1/3 of improved land value; e.g., Mello-Roos debt generally is constrained to a 1:3 lien to value ratio to assure adequate security for the debt.

<sup>32</sup> For example, reports on the Road Improvement Fee (RIF) Program are prepared and submitted to the Board of Supervisors annually.



2.7 The County shall coordinate with the landowners, developers, and service providers in the Community Plan area in the development of Financing Strategies and implementation measures.

2.8 The County shall facilitate discussions with school districts regarding school facility requirements and planning, consider partnering with the districts for commonly desired facilities (such as Safe Routes or recreation or community facilities), and seek outcomes that facilitate timely development within the Community Plan area, if applicable.

2.9 Consistent with the County's adopted CFD policies, at the request of landowners or developers in the Community Plan area, the County should establish a financing district or districts to provide necessary land-secured debt financing.

2.10 The preferred financing mechanism(s) shall create incentives for properties in the Community Plan area to develop desired uses and densities. For example, a per acre rather than a per unit fee encourages development at higher densities.

### **3. Provide for Long-Term Operation, Maintenance and Replacement Costs**

3.1 Developers shall participate in duly established (or to be established) financing mechanisms that provide funding for maintenance of public facilities and/or municipal services such as a CFD special tax for specific, additional services within new development areas, or an assessment for maintenance of facilities.

3.2 The County shall periodically review its infrastructure master plans, Capital Improvement Program, and County impact fees to assure that they are consistent with needs as identified in Community Plans, and consistent with nexus requirements of AB 1600.

## **Financing Sources and Uses**

As presented in **Chapter 3** and summarized below in **Table 5**, \$42.0 million of facility improvements are identified for the Community of San Miguel, including \$13.0 million for utility infrastructure, \$16.0 million for transportation improvements and \$13.0 million for public facilities.

New development will generate approximately \$2.4 million in revenue through the County's public facility development impact fees. The transportation impact fee program is currently being updated; however, it is assumed, based on the August 2014 draft, that revenue will fund approximately \$2.2 million of specifically identified improvements. Some of the public facility fees currently are programmed for Countywide facilities serving the San Miguel area, but located outside San Miguel and not part of the identified Community improvements.

In addition, with voter approval, a special tax or other area benefit assessment could be established to fund capital improvements and/or ongoing maintenance. The existing assessed value in the Community of San Miguel (secured land and improvements only less exemptions) is \$178.9 million. Special taxes or assessments of 7.5 percent of the assessed value represents a feasible tax burden, although the actual rate will require a detailed rate and method analysis and could vary. Assuming a 7.5 percent special tax capacity, the existing development can support approximately \$13.44 million of improvements, depending on future financing conditions. This would represent approximately \$112.50 per year for a single family home valued at \$150,000. A



lower tax rate will reduce bonding capacity proportionately; for example, a \$50 annual tax would support approximately \$6 million of improvements.

New development also will be able to support a special tax or other assessment. As presented on **Table 2**, the Draft San Miguel Community Plan projects 417 new residential units and 130,000 square feet of new commercial development. Assuming an average value of \$200,000 per new residential unit and \$150 per square foot of new commercial development, the total assessed value of the new development is estimated to be approximately \$102.9 million, which can support approximately \$7.7 million of improvements.

Assuming a special tax at the rates described above, and buildout of the community, approximately \$1.0 million of other funding will still be required; this funding could include grants and/or regional or State funding sources. Utility rate surcharges could be considered, but their revenue potential will depend on the magnitude of existing rates.

**Table 5 San Miguel Funding Sources and Uses**

Item	Amount
<b>Infrastructure Improvements and Costs</b>	
Utility Infrastructure	\$12,986,000
Transportation	\$15,987,878
Public Facilities	<u>\$13,007,100</u>
<b>Total Costs</b>	<b>\$41,980,978</b>
<b>Funding Sources</b>	
CSD Utility Connection Fees [1]	\$9,085,637
Public Facility Fees [2]	\$2,403,216
Road Improvement Fees [3]	\$2,220,000
Special Taxes or Other Assessments [4]	
Existing Development	\$13,417,219
Future Development	\$7,717,500
Other Funding Required [5]	<u>\$7,137,406</u>
<b>Total Funding Sources</b>	<b>\$41,980,978</b>

- [1] CSD Utility Connection Fees can be used to fund water and wastewater capital facilities within the San Miguel CSD boundary for the direct benefit of CSD customers. The schedule of fees is presented on Table 3.
- [2] County Public Facility Fees may be used anywhere in the County; they are not required to be used in the community from which they are generated.
- [3] Road Improvement (or Transportation Impact) Fees are calculated in the Wood Rodgers Draft Transportation Impact Fee program, although the estimates are likely to change in the final version of the study. The fee levels will be set so that the revenue generated pays for 100% of the Mission St./14th St. - River Road Intersection Signalization Improvements and approximately 75% of the River Road Widening from Salinas River Bridge through Magdalena Dr. improvements.
- [4] Assumes a special tax or other assessment capacity of 7.5% of the current assessed value and 7.5% of the future assessed value. The FY2014/15 Assessed Value (secured land and improvements, less exemptions) is \$178.9 million.
- [5] Other funding will include Regional, State or Federal funding, direct developer contributions and grants.

Sources: County of San Luis Obispo Facilities Inventory; San Miguel CSD; Rick Engineering; Wood Rodgers Draft Transportation Impact Fee Update, August 2014; County of San Luis Obispo Auditor's Office; Economic & Planning Systems, Inc.

The timing of improvements will partly depend on the availability of revenues. For example, the revenue potentials described above require, in part, full buildout of new development. Because certain improvements will be needed in advance of new development, it will be necessary to provide interim funding. For example, construction of certain facilities could be funded by new development which would receive credit against fee obligations and would be reimbursed from other benefitting properties and future development.

## **Implementation Next Steps**

This section recommends steps and actions needed to implement the goals, policies and financing plan described above.

### **Infrastructure Program**

1. To ensure that new development pays its fair share of infrastructure improvement costs, identify improvements needed for the Community of San Miguel that are, or should be, included in existing fee programs, or potential new Countywide fee programs, where feasible.
2. The San Miguel CSD's master plans for water and wastewater should be updated to identify projects and guide prioritization. The Water Master Plan was last prepared in 2002 and the Wastewater Master Plan was last prepared in 2005.

### **Public Facilities Finance Plan**

3. Establish a schedule for updating this Public Facilities Financing Plan. Every five years, or in conjunction with any major fee adoptions, updates or development proposals, update the priority, timing, cost and required facility improvements and costs.
4. When updating this PFFP, continue to refine prioritization and phasing of infrastructure. Criteria for prioritization should include the Community's priorities, strategic growth opportunities, health and safety considerations, cost effectiveness, value, economic development potential, beautification, recreation (non-health and safety), funding availability, and facility maintenance costs (i.e., improvements that may reduce future maintenance and improvement costs).

### **Land-Secured Financing Mechanisms**

5. Study whether a special tax can be established and whether there would be voter support for benefit received; a special tax can be used to help fund ongoing operations and maintenance, as well as capital improvements.

### **Development-Based Financing Mechanisms**

6. In conjunction with planned new development, consider an area of benefit fee program to generate additional revenues for local infrastructure improvements that are not otherwise addressed by existing fees. These and other potential fees should be tested to assure financial feasibility without producing unsupportable burdens that would discourage new development.
7. Consider establishing a fee program to fund stormwater improvements. Existing and future impact or area of benefit fee programs should include a mechanism for

reimbursing private parties to encourage infrastructure funding in advance of the collection of fees from other future development.

### **Grants**

8. Research grant opportunities and prepare grant applications, particularly for stormwater, sidewalk, bicycle and trail improvements, to fill existing funding gaps.

### **Other Funding Sources**

9. The CSD could consider preparing an updated fee and rate study to evaluate whether existing CSD connection charges are adequate to serve future development and determine whether a nexus study is needed to update the fees. The study also could evaluate whether existing utility rates have capacity for an additional capital replacement surcharge to address existing deficiencies.
10. Study and evaluate whether there would be voter and community support for a Countywide sales tax increase to help fund the construction and/or maintenance of public facilities.

APPENDIX A:  
Capital Improvement Costs  
by Improvement Type



**Appendix Table A-1**  
**San Miguel Capital Facilities Needs and Cost Estimates**  
**Community of San Miguel Public Facilities Financing Plan; EPS #121016**

Category	Costs Attributable to Existing Deficiencies	Costs Attributable to New Growth (through 2035)			Total Cost	Improvement and Cost Estimate Source
		Now through 2020	2021 through 2035	Total Costs Attributable to New Growth		
<b>Utility Infrastructure</b>						
<u>Water Supply</u>						
Entitlements for Extraction of Salinas River Underflow [1]	\$0	\$300,000	\$0	\$300,000	\$300,000	Steve Tanaka (SMCSD)
New Well to Extract Flow; Connect to Existing System [1]	\$0	\$750,000	\$0	\$750,000	\$750,000	Steve Tanaka (SMCSD)
New Well Needed by 2040	\$0	\$0	\$750,000	\$750,000	\$750,000	Steve Tanaka (SMCSD); cost updated from CCS Facilities Inventory
Water Supply, Subtotal	\$0	\$1,050,000	\$750,000	\$1,800,000	\$1,800,000	
<u>Water Distribution</u>						
Upgrade water lines	\$0	\$1,400,000	\$2,700,000	\$4,100,000	\$4,100,000	CCS Facilities Inventory, San Miguel
Water Distribution, Subtotal	\$0	\$1,400,000	\$2,700,000	\$4,100,000	\$4,100,000	
<u>Wastewater</u>						
Upgrade sewer lines	\$0	\$300,000	\$0	\$300,000	\$300,000	CCS Facilities Inventory, San Miguel
Install new gravity sewer, new manhole diversion structure, and construct new ponds	\$0	\$0	\$1,700,000	\$1,700,000	\$1,700,000	CCS Facilities Inventory, San Miguel
Wastewater, Subtotal	\$0	\$300,000	\$1,700,000	\$2,000,000	\$2,000,000	
<u>Stormwater</u>						
Improvements to address existing deficiencies	\$3,723,000	\$0	\$0	\$0	\$3,723,000	CCS Facilities Inventory, San Miguel
Upgrade infrastructure, curb and gutter improvements	\$0	\$0	\$1,363,000	\$1,363,000	\$1,363,000	CCS Facilities Inventory, San Miguel
Stormwater, Subtotal	\$3,723,000	\$0	\$1,363,000	\$1,363,000	\$5,086,000	
<b>Utility Infrastructure, Subtotal</b>	<b>\$3,723,000</b>	<b>\$2,750,000</b>	<b>\$6,513,000</b>	<b>\$9,263,000</b>	<b>\$12,986,000</b>	
<b>Transportation</b>						
<u>Street &amp; Highway Systems</u>						
Mission St./14th St. - River Road Intersection Signalization Improvements [2]	\$0	\$405,000	\$0	\$405,000	\$405,000	Wood Rodgers' Draft Transportation Impact Fee Update
River Road Widening from Salinas River Bridge through Magdalena Dr. [3]	\$681,000	\$1,815,000	\$0	\$1,815,000	\$2,496,000	Wood Rodgers' Draft Transportation Impact Fee Update
Realign 10th Street southbound on-ramp	\$0	\$0	\$4,300,000	\$4,300,000	\$4,300,000	CCS Facilities Inventory, San Miguel
Street & Highway Systems, Subtotal	\$681,000	\$2,220,000	\$4,300,000	\$6,520,000	\$7,201,000	
<u>Sidewalks</u>						
Improve existing deficiencies	\$1,879,006	\$0	\$0	\$0	\$1,879,006	CCS Public Facilities Financing Plan
Mission St. sidewalk improvements (between the Mission and 16th St., both sides)	\$747,800	\$0	\$0	\$0	\$747,800	Rick Engineering (1/2014)
Sidewalks needed to accommodate new development	\$0	\$340,696	\$789,676	\$1,130,372	\$1,130,372	CCS Public Facilities Financing Plan
Sidewalks, Subtotal	\$2,626,806	\$340,696	\$789,676	\$1,130,372	\$3,757,178	
<u>Streetscapes</u>						
Streetscape improvements	\$0	\$250,000	\$570,000	\$820,000	\$820,000	CCS Facilities Inventory, San Miguel
<u>Bicycle Lanes &amp; Paths</u>						
10th Street bicycle lanes	\$0	\$367,200	\$0	\$367,200	\$367,200	Rick Engineering (1/2014)
River Road bicycle lanes	\$0	\$3,778,400	\$0	\$3,778,400	\$3,778,400	Rick Engineering (1/2014)
Bicycle Lanes & Paths, Subtotal	\$0	\$4,145,600	\$0	\$4,145,600	\$4,145,600	
<u>Park &amp; Ride Lots</u>						
20 park & ride spaces	\$0	\$64,100	\$0	\$64,100	\$64,100	Rick Engineering (1/2014)
<b>Transportation, Subtotal</b>	<b>\$3,307,806</b>	<b>\$7,020,396</b>	<b>\$5,659,676</b>	<b>\$12,680,072</b>	<b>\$15,987,878</b>	
<b>Public Facilities</b>						
<u>Public Parks &amp; Open Space</u>						
	\$2,300,000	\$440,000	\$1,000,000	\$1,440,000	\$3,740,000	CCS Facilities Inventory, San Miguel
<u>Community Facility [4]</u>						
	\$0	\$0	\$4,500,000	\$4,500,000	\$4,500,000	Michael Conger (6/2014)
<u>Trails</u>						
San Miguel Downtown Loop Trail	\$0	\$3,558,800	\$0	\$3,558,800	\$3,558,800	Rick Engineering (1/2014)
10th Street Trail	\$0	\$481,300	\$0	\$481,300	\$481,300	Rick Engineering (1/2014)
Trails, Subtotal	\$0	\$4,040,100	\$0	\$4,040,100	\$4,040,100	
<u>Library</u>						
	\$300,000	\$127,000	\$300,000	\$427,000	\$727,000	CCS Facilities Inventory, San Miguel
<b>Public Facilities, Subtotal</b>	<b>\$2,600,000</b>	<b>\$4,607,100</b>	<b>\$5,800,000</b>	<b>\$10,407,100</b>	<b>\$13,007,100</b>	
<b>Total</b>	<b>\$9,630,806</b>	<b>\$14,377,496</b>	<b>\$17,972,676</b>	<b>\$32,350,172</b>	<b>\$41,980,978</b>	

[1] Line item reflects soft costs associated with the entitlement process, not actual infrastructure. Estimated by Steve Tanaka (SMCSD).

[2] The Mission St./14th St. - River Road Intersection Signalization Improvements (\$405,000) is expected to be funded through the road improvement fee program (also referred to as the transportation impact fee program). See Wood Rodgers' Draft Transportation Impact Fee Update.

[3] The portion of the River Road Widening Improvements (total cost of \$2.5 million) that is attributable to new development is expected to be funded through the transportation impact fee program. The balance will be the responsibility of the County (\$681,000) and is shown above as an existing deficiency. See Wood Rodgers' Draft Transportation Impact Fee Update.

[4] The Community Facility is estimated to be approximately 4,000 square feet. Costs are based on the per square foot costs of the Oceano Community Facility (per Michael Conger 6/2/14).

Sources: County of San Luis Obispo Facilities Inventory; San Miguel CSD; Wood Rodgers Draft Transportation Impact Fee Update, August 2014; Rick Engineering; Economic & Planning Systems, Inc.





APPENDIX B:  
CSD Utility Connection Fees Calculations



Appendix Table B-1  
CSD Utility Connection Fees Calculation  
Community of San Miguel Public Facilities Financing Plan; EPS #121016

Land Use Category	New Development (through 2035)	CSD Utility Connection Fees					
		Water		Wastewater		Total	
		Fee Level (per Unit or per 5/8" meter)	Amount	Fee Level (per Unit or per 5/8" meter)	Amount	Fee Level (per Unit or per 5/8" meter)	Amount
<b>Residential (units)</b>							
Single Family	324	\$9,490	\$3,074,760	\$8,332	\$2,699,568	\$17,822	\$5,774,328
Multifamily	<u>93</u>	\$5,694	<u>\$529,542</u>	\$4,999	<u>\$464,907</u>	\$10,693	<u>\$994,449</u>
<b>Subtotal, Residential</b>	<b>417</b>		<b>\$3,604,302</b>		<b>\$3,164,475</b>		<b>\$6,768,777</b>
<b>Commercial (sq.ft.) [1]</b>							
Office	7,535	\$9,490	\$71,507	\$8,332	\$62,782	\$17,822	\$134,289
Retail	84,928	\$9,490	\$805,967	\$8,332	\$707,620	\$17,822	\$1,513,587
Light Industrial	34,537	\$9,490	\$327,756	\$8,332	\$287,762	\$17,822	\$615,518
Industrial	<u>3,000</u>	\$9,490	<u>\$28,470</u>	\$8,332	<u>\$24,996</u>	\$17,822	<u>\$53,466</u>
<b>Subtotal, Commercial</b>	<b>130,000</b>		<b>\$1,233,700</b>		<b>\$1,083,160</b>		<b>\$2,316,860</b>
<b>Total, San Miguel</b>			<b>\$4,838,002</b>		<b>\$4,247,635</b>		<b>\$9,085,637</b>

[1] One 5/8" meter is assumed to be needed for every 1,000 sq.ft. of new development. Actual meter size and number of meters will be determined at the time of development.

Sources: San Miguel CSD; Economic & Planning Systems, Inc.

APPENDIX C:  
County Public Facilities Fee Calculations



Appendix Table C-1  
 Public Facility Fees Calculation  
 Community of San Miguel Public Facilities Financing Plan; EPS #121016

Land Use Category	New Development (through 2035)	Public Facility Fees												Total	
		Government		Administration		Sheriff		Park [1]		Library		Fire [2]		Fee Level	Amount
		Fee Level (per Unit or per 1,000 Sq Ft.)	Amount	Fee Level (per Unit or per 1,000 Sq Ft.)	Amount	Fee Level (per Unit or per 1,000 Sq Ft.)	Amount	Fee Level (per Unit or per 1,000 Sq Ft.)	Amount	Fee Level (per Unit or per 1,000 Sq Ft.)	Amount	Fee Level (per Unit or per 1,000 Sq Ft.)	Amount	Fee Level (per Unit or per 1,000 Sq Ft.)	Amount
<b>Residential (units)</b>															
Single Family	324	\$533	\$172,692	\$111	\$35,964	\$280	\$90,720	\$2,303	\$746,172	\$454	\$147,096	\$1,994	\$646,056	\$5,675	\$1,838,700
Multifamily	93	\$406	\$37,758	\$72	\$6,696	\$213	\$19,809	\$1,753	\$163,029	\$345	\$32,085	\$902	\$83,886	\$3,691	\$343,263
<b>Subtotal, Residential</b>	<b>417</b>		<b>\$210,450</b>		<b>\$42,660</b>		<b>\$110,529</b>		<b>\$909,201</b>		<b>\$179,181</b>		<b>\$729,942</b>		<b>\$2,181,963</b>
<b>Commercial (sq.ft.)</b>															
Office	7,535	\$719	\$5,418	\$45	\$339	\$378	\$2,848			\$239	\$1,801	\$902	\$6,797	\$2,283	\$17,202
Retail	84,928	\$432	\$36,689	\$34	\$2,888	\$226	\$19,194			\$143	\$12,145	\$902	\$76,605	\$1,737	\$147,520
Light Industrial	34,537	\$309	\$10,672	\$29	\$1,002	\$163	\$5,630			\$103	\$3,557	\$902	\$31,152	\$1,506	\$52,013
Industrial	3,000	\$309	\$927	\$29	\$87	\$163	\$489			\$103	\$309	\$902	\$2,706	\$1,506	\$4,518
<b>Subtotal, Commercial</b>	<b>130,000</b>		<b>\$53,705</b>		<b>\$4,315</b>		<b>\$28,160</b>	<b>\$0</b>			<b>\$17,812</b>		<b>\$117,260</b>		<b>\$221,253</b>
<b>Total, San Miguel</b>			<b>\$264,155</b>		<b>\$46,975</b>		<b>\$138,689</b>		<b>\$909,201</b>		<b>\$196,993</b>		<b>\$847,202</b>		<b>\$2,403,216</b>

[1] Park fees are composed of Land and Development. Those lots which paid a Quimby Fee are exempt from the land portion.

[2] The Fire Fee is the only facility fee on residential development that is not a fixed amount per unit; it varies by unit size. The fee is \$902 per 1,000 square feet. Calculations assume a 2,210 sq.ft. single family home and a 1,000 sq.ft. multifamily unit.

Sources: San Luis Obispo County, Planning and Building Department Public Facility Fees Schedule, FY 2014/15; Economic & Planning Systems, Inc.