

Mojave

Community Revitalization



Vision Plan

March 2013

*Kern County Planning &
Community Development Department*

Mojave Community Revitalization Vision Plan



MARCH 2013

Prepared by PMC in partnership with
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“To be favored, a walk has to satisfy four main conditions: it must be useful, safe, comfortable and interesting. Useful means that most aspects of daily life are located close at hand and organized in a way that walking serves them well. Safe means that the street has been designed to give pedestrians a fighting chance against being hit by automobiles. Comfortable means that buildings and landscape properly shape urban streets into ‘outdoor living rooms’. Interesting means that sidewalks are lined by unique buildings with friendly faces and that signs of humanity abound.”

– Jeff Speck, Walkable City

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Chapter 1: Introduction



This chapter describes the purpose and sets the context for the Vision Plan. It is organized into the following sections:

- Welcome to Mojave
- Plan Area
- Purpose
- Planning Context



Project Objectives

1. Establish a **unified theme** for public improvements that will help beautify Mojave and establish a sense of place and identity in the area.
2. **Identify improved public spaces** throughout Mojave where residents and visitors can congregate, relax, recreate, and socialize.
3. Encourage **new locally oriented businesses** to locate in Mojave to meet residents' daily needs and provide employment opportunities.
4. Improve **the aesthetic character** of residential neighborhoods by developing strategies to help revitalize and maintain their overall appearance.
5. Provide opportunities for a **range of residential types** that will cater to those employed by existing industries in Mojave.
6. Develop **an action-oriented vision plan** that will provide a guide for implementing desired improvements through high levels of community support and involvement.

1.1. Welcome to Mojave

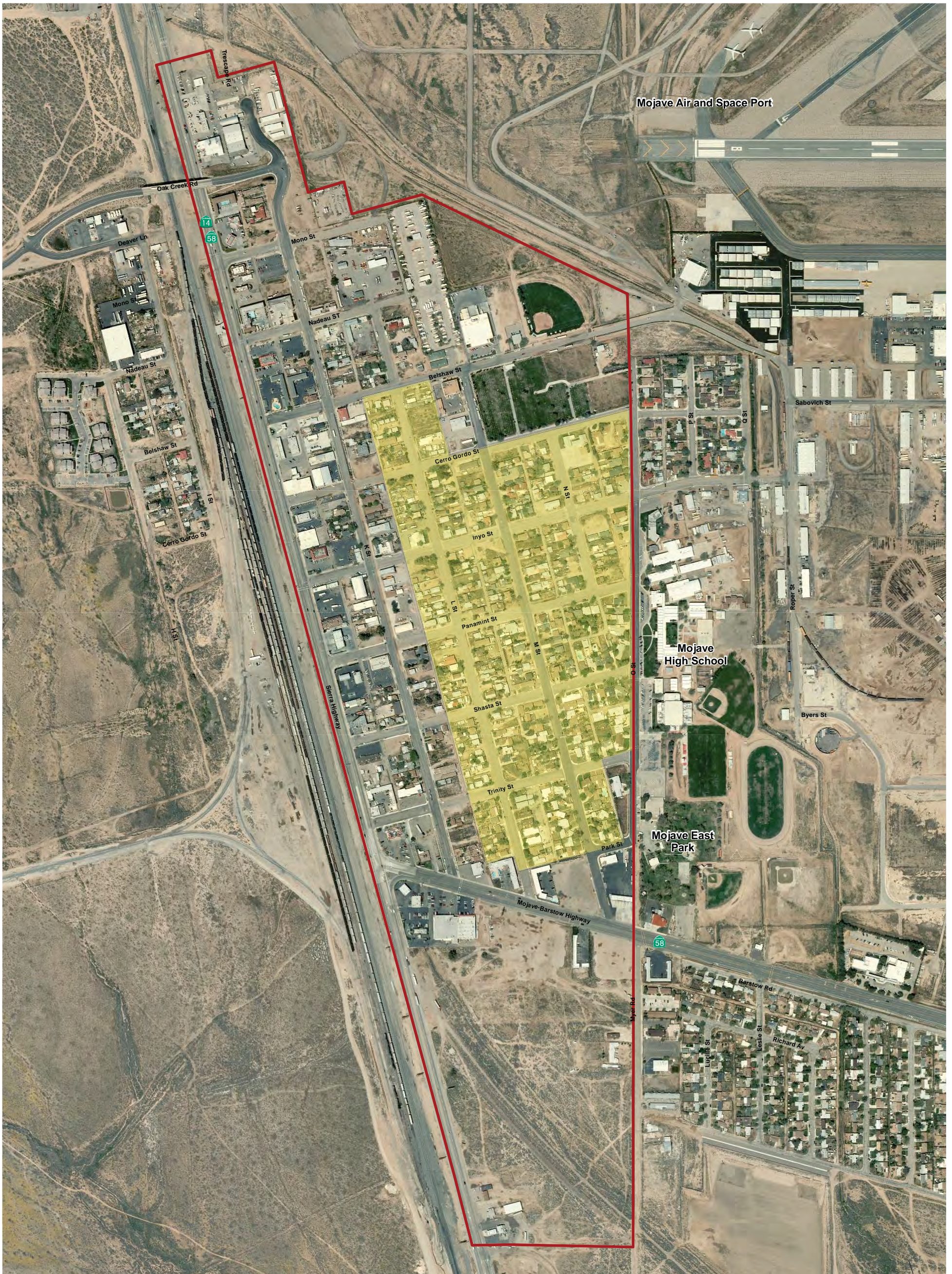
The community of Mojave has a rich history as a hospitality center located at the hub of major transportation routes. The community experienced its first period of growth in the late nineteenth century when two railroads came to town and developed the surrounding area to serve tourists, including the Harvey House railroad dining depot. Around the same time, Mojave became the terminus for the famous 20-mule teams carrying borax to the West Coast. In 1925, the construction of a state highway linked Mojave to communities to the south, and the next few decades saw growth in the restaurant and hospitality industry with construction of the town's first motels. The independent airport district was formed in 1972, and today, the Mojave Air and Space Port is home to more than 60 companies engaged in flight development and highly advanced aerospace design.

Mojave is currently at a crossroads in terms of its development as a community. Over the last few decades, the project area has experienced some neglect and economic growth has stagnated. The community is eager to build on its heritage as a transportation hub and hospitality center and to continue to grow its reputation as a center for high tech industry and innovation. With the right path and a clear direction, Mojave is ready to thrive again.



1.2. Plan Area

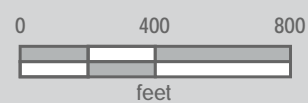
The Mojave Community Revitalization Vision Plan (MCRVP) project area is defined as the area bounded by approximately Oak Creek Road to the north, Meyer Road to the south, O Street to the east, and Sierra Highway to the west. See **Figure 1.1** for a map showing the plan area. The project area is located just to the west of the Mojave Air and Space Port and is under the jurisdiction of Kern County. A number of public facilities are located just outside the project area, along the eastern boundary of O Street, and include the local elementary and high schools, Mojave East Park, the Veterans Building, and the fire station.

Figure 1.1:
Mojave Vision Plan Project Area



Key

-  Project Area
-  Focus on Public Improvements (Residential Areas)



Prepared by
PMC

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1.3. Purpose

The Mojave Community Revitalization Vision Plan project was born from the efforts of the Revitalize Mojave citizens group working together with the Second District Supervisor to revitalize and improve Mojave. To initiate the planning process, Kern County secured funding and partnered with the Second District Supervisor's Office to spearhead the project. Initial project meetings were held in August 2012 with the purpose of improving the Mojave community through projects and programs to enhance the physical environment.

The product of this effort is this long-range Vision Plan document outlining an implementation strategy for realizing the community's long-term vision over the next 20 to 30 years. This document summarizes the outcome of the visioning process and will serve as a guide for decision-making over the next few decades.

This Vision Plan serves as a catalyst for change in the project area, identifying priorities for public spending and projects needed to improve the community. Community revitalization often begins with public investment in the planning and design process. Change to both the public realm (e.g., streets and parks) and the private realm (e.g., buildings) is brought about by a commitment to public projects that serves as a catalyst for area-wide improvements.

In addition to a County action plan, this document includes an action plan for community members to participate in creating a better Mojave. This plan acknowledges the efforts and passion of the local members of the community and therefore identifies a number of programs that local residents, business owners, and other interested members of the public can spearhead to improve Mojave.



1.4. Planning Context

Land Use

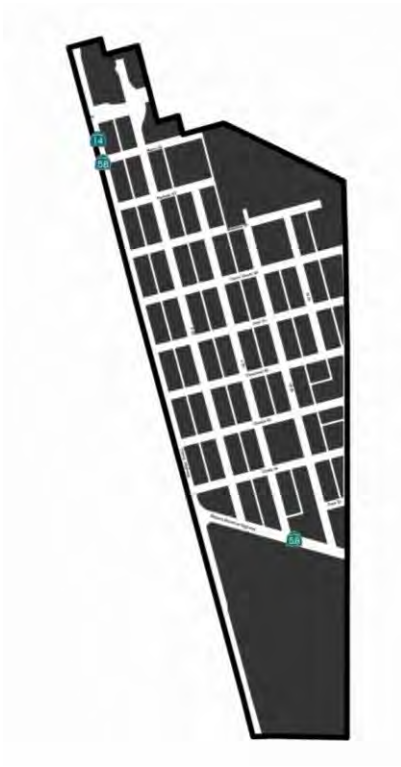
The existing land use designations in the project area, as identified in the Mojave Specific Plan (2003), are shown to the right. The land uses in the project area comprise commercial (35% of the project area), residential (33%), service industrial (23%), and other facilities (4%). There are a number of amenities and facilities in the project area, including six churches, five hotels, and two banks. Most of the business services in the area cater to automobiles, demonstrated by a total of nine auto repair/service businesses.

Transportation

The project area provides good automobile access, with wide lanes and roads, and plenty of parking. The project area is characterized by an organized urban grid of short, regular blocks. While this compact development pattern provides great potential for a walkable environment, unfortunately the area is currently not pedestrian- or bicycle-friendly. There are no bike lanes, routes, paths, or public bike racks present in the project area. There are minimal pedestrian amenities such as pedestrian-scale lighting, shade trees, landscaping, benches, trash cans, or drinking fountains to create an inviting environment for pedestrians. The sidewalk network is incomplete in residential areas, crosswalks are unmarked, and intersections are not controlled. Street lighting isn't sufficient to provide a sense of comfort and safety for pedestrians. In commercial areas, sidewalks are narrow, designated crossings are lacking, traffic speeds are high, and driveways are numerous. Together, these create an uncomfortable and uninviting environment for pedestrians and cyclists.



Land Use



Urban Grid

Chapter 2:

Community Conversations



This chapter summarizes the community outreach process and the results that were gathered. It is organized into the following sections:

- Outreach Process
- Findings



Presentation by Supervisor Scrivner



Vision wall



Mapping activity



Presentation by Chamber of Commerce

2.1. Outreach Process

The MCRVP project kicked off in August 2012 with a meeting with the Second District Supervisor's Office and Kern County to create a shared understanding of the project's purpose. To ensure that the Vision Plan reflects the needs, ideas, and creativity of the Mojave community, input and feedback were gathered through a comprehensive community engagement strategy, which included:

- Stakeholder interviews
- Media outreach
- A two-day visioning workshop
- An unveiling event

Stakeholder Interviews

In early September 2012, meetings were held with various stakeholders, including landowners, business owners, employees, and residents. The purpose of these meetings was to listen to the concerns, observations, and hopes from these stakeholders about the project area. The interviews demonstrated the community's commitment to and passion for improving Mojave, and set a strong foundation for the project and the visioning workshop that followed.

Visioning Workshop

Held on Friday, September 21, and Saturday, September 22, 2012, the two-day visioning workshop engaged the community in the development of a 20- to 30-year vision for growth in Mojave. Seventy-one participants attended on Day One, and 47 participants attended on Day Two for a total of 118 attending both days (with 36 participants attending both days). During the first day, the project team introduced the community to the project and presented key findings from the preliminary analysis. The workshop was highly interactive and provided a presentation, live polling to determine the level of agreement with issues identified to date, and mapping activities, and facilitated break-out group discussions. Cathy Hansen with the Chamber of Commerce shared recent improvements made to properties in the project area. Participants provided input on project area assets, needs, and strategies for improving the area.

On the second day of the workshop, the consultant team presented findings from day one, including a conceptual vision plan illustration developed overnight to illustrate feedback received on day one. The workshop included a large group presentation, live polling, and discussion on design preferences. Hands-on prioritization activities provided input on emerging recommendations for county-led and community-led implementation strategies. In addition, a one-hour walking tour of the downtown business core provided participants with an opportunity to view their community through the eyes of urban designers and planners. Enrico Palermo, a member of the Revitalize Mojave Community Group, explained the purpose of the group, their recent efforts, and how others can get involved. A number of children participated in the event by contributing their ideas to the vision wall and creating artwork displayed on the meeting room walls.

Unveiling Event

The unveiling event was held on the evening of January 31, 2013. Approximately 90 members of the public attended to review and provide input on the Vision and Implementation Plan components of the Specific Plan. The project team gave a presentation describing the planning process to date, the elements of the Vision, and the implementation actions. After the presentation, participants were invited to review large exhibits displayed on the walls that demonstrated the community's Vision for Mojave. Participants posted "I like" and "I wish" stickers on the walls below the posters, on which they identified the elements of the Vision they "like" and any missing elements that they "wish" to be included. Participants reviewed and provided input on the Community Action Plan and the County Action Plan. Finally, participants congregated at four different tables to brainstorm about a selection of the Community Action programs: "Educated Mojave," "Beautiful Mojave," "Festive Mojave," and "Healthy Mojave." Members of the community identified participants, activities, venues, materials, promotional methods, funding sources, and next steps for each of these community-led programs.



Prioritization activity



Walking tour



Youth participation



"I like" and "I wish" sticker activity

chapter 2: community conversations



Historic architecture



Attractive housing



Mojave Air and Space Port



Local business

2.2. Findings

The community provided valuable information about the assets and needs of the community, as well as innovative strategies for improvements. The findings from the various outreach methods are grouped into three main categories:

- Community assets
- Community needs
- Strategies for improvement

Community Assets

ACTIVITIES AND BUILDING DESIGN

- Mojave Air and Space Port
- Variety of housing styles and prices
- Historic architecture
- Local businesses (e.g., Stoken Donuts)
- Tourism and hospitality industry
- Vacant land with good infrastructure
- Local schools

PUBLIC SPACES AND STREET DESIGN

- Street grid providing good connections between origins and destinations
- Sierra Highway access and pass-through traffic

Community Needs

ACTIVITIES AND BUILDING DESIGN

- Retail shops and department store
- Restaurants and sports bar
- Well-maintained housing and updated storefronts
- Places to gather (e.g., plaza or coffee shop)
- Activities for children/youth
- Community Center/Teen Center
- Higher quality schools, such as a charter school
- Museum/visitor/interpretive center

PUBLIC SPACES AND STREET DESIGN

- Clean and well-maintained streets
- Street furnishings (trees, benches, lighting)
- Safe pedestrian crossings
- Continuous sidewalk and bicycle network

Strategies for Improvement

ACTIVITIES AND BUILDING DESIGN

- Remove burned/dilapidated housing
- Paint and repair buildings
- Code enforcement for building maintenance and safety
- Historic preservation program



Plaza



Safe crossing



Neighborhood cleanup event



Dilapidated housing

chapter 2: community conversations



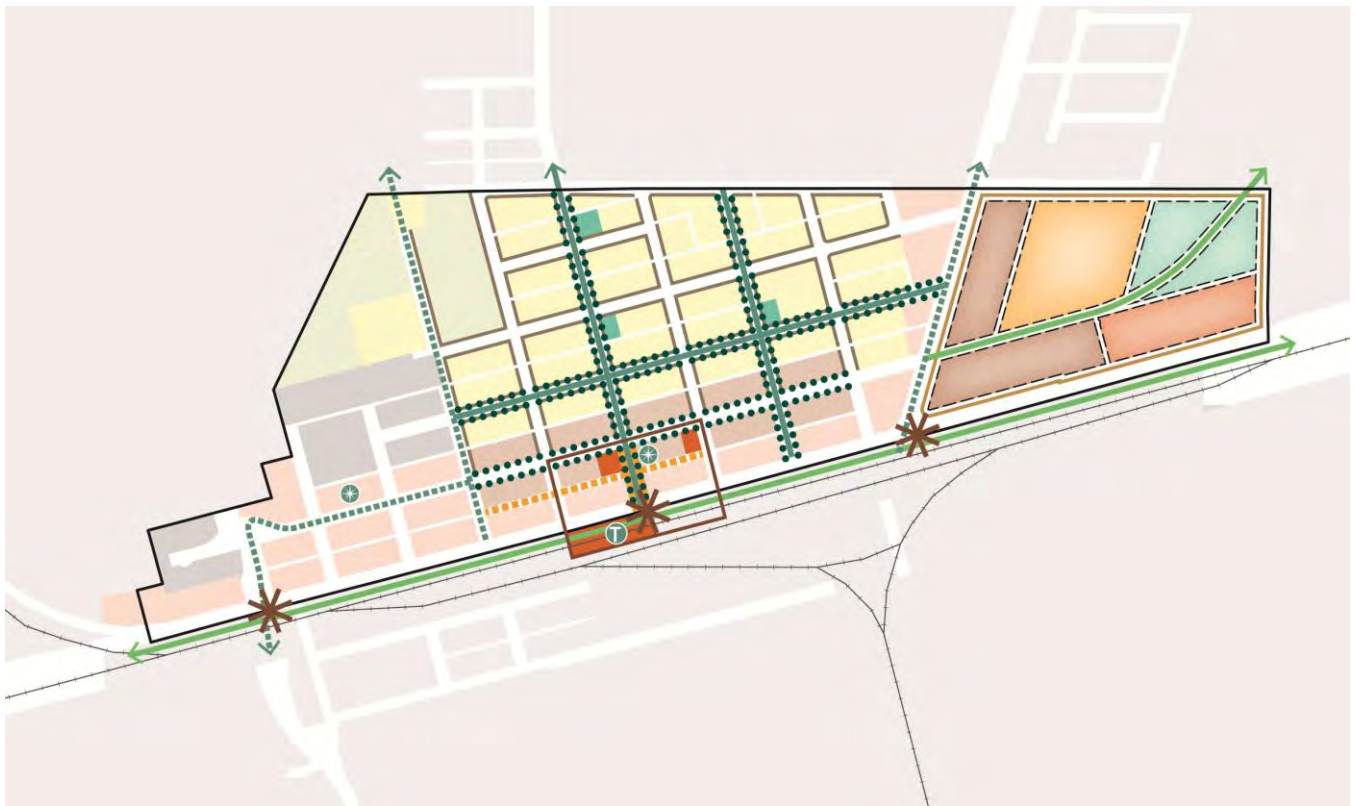
Coordinated street furnishings

PUBLIC SPACES AND STREET DESIGN

- Reduce speed limit along Sierra Highway
- Install street trees, landscaping, and lighting
- Parks, plazas, and community gardens
- Recreational activities for youth
- Community events such as neighborhood cleanup, craft fair, or farmers market
- Coordinated street furnishing palette and sign standards to incorporate designs that reflect local heritage and materials that respond to desert climate

Chapter 3:

The Vision



The Vision for Mojave is a 25-year look into the community’s desired future. The Vision was developed based on input from community members and staff from Kern County and the Second District Supervisor’s Office. The Vision comprises:

- Vision Elements
- Vision Poster
- Design Preferences

3.1. Vision Elements

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

Vision Elements are each denoted by a letter symbol. The letter symbol will be reflected on the Vision Poster to clarify the connection between the Vision Elements and features on the Vision Poster. For example, a callout box on the poster that points to tourist businesses along Sierra Highway will be given the symbol “SH” on the Vision Poster to highlight this connection.

- Mix of local and tourist-serving businesses
- Interesting storefronts and roadside signage to catch attention of passersby
- Sierra Highway designed to safely accommodate pedestrians and vehicles
- Attractive pedestrian environment with lighting and wide sidewalks
- Directional signs to local destinations and public parking

**Visitor-friendly
Sierra Highway**

SH

- Local shops, cafes, and restaurants
- Attractive pedestrian environment with trees, furnishings, lighting, and sidewalks
- Special events and activities in the street on evenings and/or weekends
- A unique place and community focal point that draws visitors
- Opportunities for housing and offices above shops

**Community focus
along a revitalized
K Street**

K

- Cleared of litter
- Well-maintained buildings
- Pride in community appearance
- Plentiful landscaping
- Murals and public art

**Beautiful
community with
attractive buildings
and public art**

B

- Well lit with pedestrian-oriented lighting
- Shade trees and shade structures
- Continuous sidewalks
- Safe crossings
- Bicycle lanes and trails
- County codes enforced

**Safe and inviting
streets and
community spaces**

S

- Strong sense of community
- Pride of ownership
- Friendly and safe atmosphere
- Range of housing types
- Quality schools

**Family-friendly
community**

F

- After-school programs/park programs
- Specialty parks: skate park, waterslide park, bicycle park, playgrounds
- Sports and recreational facilities/pool

**Wide variety of
youth activities**

Y

- Unique design theme reflecting Mojave's heritage
- Uniform color and materials palette
- Custom style for public signs and street furnishings
- Public art
- Gateway features that mark key entrances into Mojave

A clear identity and theme

I

- Museums (transportation, art, heritage)
- Revived theater
- Sports bar/beer garden
- Upscale restaurants
- Preserved historic buildings

Regional cultural and entertainment center

C

- More shopping opportunities, including boutique retail, big-box retail, department store, and bookstore
- Variety of restaurants and cafes
- Job opportunities
- Small businesses that support local community and tourist needs

Hub of jobs and commerce

J

3.2. Vision Poster

The Vision Poster is shown on the following page in Figure 3.1. It is an illustrated map showing the public and private improvements proposed over the next 25 years. The Vision Poster was created with input from the community during the mapping activities at the visioning workshop. The poster is intended to be a visual representation of the Vision Elements described above and as a road map to guide future development in Mojave.

chapter 3: the vision

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Figure 3.1:
Mojave Community Revitalization Vision

- VISION ELEMENTS (VE)**
- SH - Visitor-Friendly Sierra Highway
 - K - Community Focus Along a Revitalized K Street
 - B - Beautiful Community
 - S - Safe and Inviting Streets and Community Spaces
 - F - Family-Friendly Community
 - Y - Wide Variety of Youth Activities
 - I - A Clear Identity and Theme
 - R - Regional Cultural and Entertainment Center
 - J - Hub of Jobs and Commerce

- DISTRICTS**
- Arts and Entertainment District
 - South Mojave District
 - K Street Commercial District
 - Highway Commercial District
 - Industrial/Flex Space District
 - Residential Neighborhood

- LAND USES**
- Proposed Indoor Entertainment
 - Proposed Office Park/Employment Center
 - Proposed Multi-Family Residential
 - Proposed Institutional
 - Proposed Plaza
 - Proposed Park/Community Garden
 - Existing Park/Open Space

- PROPOSED IMPROVEMENTS**
- Metrolink Station/Visitors Center
 - Landmark
 - Gateway
 - Bike Boulevard/Sharrow
 - Bike Lane
 - Heritage Trail
 - Enhanced Street Paving
 - Art Alley
 - Sidewalk/Streetscape Enhancements
 - Street Trees

chapter 3: the vision

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As illustrated in the Vision Poster, in the future, Mojave will be an inviting community that attracts visitors and residents alike to its vibrant streets, colorful districts, unique local businesses, and cultural destinations. The following narrative describes one vision of Mojave's future, as derived from the MCRVP process.

Revitalized Commercial K Street District

A transformed K Street will become the focal point of the community. The street will be lined with shops, outdoor Wi-Fi cafés, restaurants, and local businesses. Upper stories will be filled with offices and residences. Homes will be converted to an eclectic mix of boutique shops, antique stores, live/work spaces, and bed & breakfasts. A new museum along the north end of K Street will tell the story of Mojave's history and its role in wind energy and in air and space technology. Pedestrians will comfortably walk along beautiful streets that are landscaped, well lit, and lined with shade trees and benches. A landscaped median provides space for additional lighting, directional signs to point to community landmarks, and banners to advertise special events.

Arts and Entertainment District

Nestled in the revitalized K Street District is the cultural heart of the community, the Arts and Entertainment District. This area will be a vibrant district day and night that reflects the creative side of the community. The old theater will come to life again as a live theater and independent film-house. A number of new restaurants, bars, and cafés will offer a wide range of dining and entertainment options. Art studios and galleries will host events and display their colorful work. Two new plazas will offer places for people to gather and socialize. Featured in the plazas will be a gazebo for live music, a water feature to cool off in the summer heat, and a place for public art installations. The Art Alley between K Street and the highway will be transformed with pedestrian lighting, decorative paving, and public art, including murals that will fill the empty canvases on the backs of the buildings. The Art Alley will be a shared space for pedestrians and automobiles, but with a new focus on pedestrian activity. During special events, the alley may be closed to auto traffic. The Art Alley and plazas will host special events such as farmers markets, live music, chalk art contests, and craft fairs on evenings and weekends.



Street lined with shops & shade trees



Restored theater and restaurant



Arts and craft fair in an alley



Colorful signage along the highway



Condos around a neighborhood green



Live/work units for artists



Community Garden

A reconstructed train depot with the Harvey House diner will pay tribute to Mojave’s past as an important stop along the railroad. The old caboose will relocate here to celebrate Mojave’s railroad heritage, and a new passenger rail Metrolink station will connect Mojave to the wider region. A bike station and transit plaza will revive this area as a transportation hub. An enhanced crosswalk with special markings across the highway at Inyo Street will connect the train depot to downtown with a safe pedestrian crossing.

Visitor-Friendly Sierra Highway District

Sierra Highway will continue to serve tourists coming to the area with a number of hotels, fast-food restaurants, and gas stations. Businesses will present an attractive face to passersby with colorful and neon signs that allude to Mojave’s roadside commercial architecture heritage. A new visitors center will be located along the highway to greet tourists when they arrive in Mojave.

Mojave South District

A major new development south of the Mojave-Barstow Highway will bring a number of new amenities to Mojave, including a charter school with recreational facilities, an indoor entertainment venue, professional offices, a youth center, a new learning center, and condos surrounding a neighborhood green.

Industrial/Flex Space District

The northern portion of the downtown area will support innovation with new cottage industry, incubator businesses, fabrication shops, artist studios, and live/work units for artists.

Residential Parks

A number of small parks and open spaces throughout the residential neighborhood will provide opportunities for residents to be active, relax, and enjoy the outdoors. Parks will feature playgrounds, dog parks, community gardens, and picnic benches for residents to enjoy a range of activities.

Safe and Attractive Places to Walk and Bike

Continuous sidewalks, crosswalks, and controlled intersections throughout the entire project area will create an environment that is safe for people to walk. Safe Routes to School will ensure that crossings are marked and signage announces the presence of children. Landscape strips between the sidewalk and roadway along K Street will be planted with trees and landscaping. Designated bike routes are provided along Belshaw Street, Inyo Street, Shasta Street, L Street, and the northern portion of K Street and continue across the bridge at Oak Creek Road. A number of residential streets will be designed for bicycles and cars to equally share a lane (indicated with a sharrow) or share a road (designated as a bicycle boulevard). A bicycle- and pedestrian-only Heritage Trail will follow along the railroad and connect to the new Mojave South District and to areas north and south of the project area. Along the way, informational plaques and kiosks will highlight important events in Mojave's colorful history.

A Clear Identity

Special gateway features will announce arrival into Mojave at the northern and southern entrances along Sierra Highway. A welcome sign, special landscaping, and/or public art features, such as a mural or large sundial, will mark these entrances and invite people into Mojave. Attractive and coordinated streetscape furnishings (e.g., benches, streetlights, planters, shade trees, and bike racks) will create a uniform street design and contribute to a clear identity. Banners on street poles can identify special districts, such as the Arts and Entertainment District, or advertise upcoming events such as an arts festival. Furnishing design will be creative to reflect the innovative nature of the local community. The following section on design preferences provides a selection of materials, styles, and other design ideas preferred by the community that can be used to create a standard streetscape furnishing palette.



Safe crossing



Uniform design for street signage



Heritage mural



Sundial public art

3.3. Design Preferences

The following images represent the architectural and signage design styles and materials preferred by participants at the visioning workshop. These design ideas provide visual cues that can help to define a sense of place and identity for Mojave. The design preferences shown below are intended to be a guide to aid in the development of a formal set of tools to create a distinct character for Mojave. These tools might include a uniform streetscape palette, a public signage palette, private sign standards, and/or a color and materials palette for new development. Implementing these tools will help to establish a unique identity and clear sense of place.

Streetscape Furnishing Materials and Styles



Pedestrian-scale lighting and banners



Desert rock material



Wood and concrete materials



Rustic reused materials (e.g., wagon wheels)



Industrial reused materials (e.g., rail car wheels)



Industrial reused materials (wood benches move along old tracks)

Signage Materials and Styles



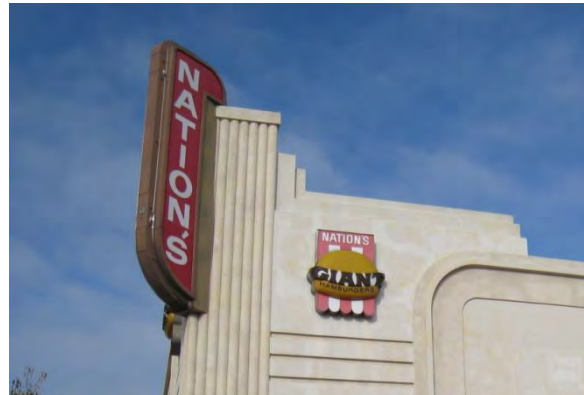
Metal



Contemporary hanging or projecting sign



Retro 1950s style



Art Deco style



Roadside architecture signage (along Sierra Highway only)



Neon (along Sierra Highway only)

chapter 3: the vision

Other Locally Relevant Materials



Paving flecked with gold-colored stone to celebrate Gold Rush Days



Joshua trees



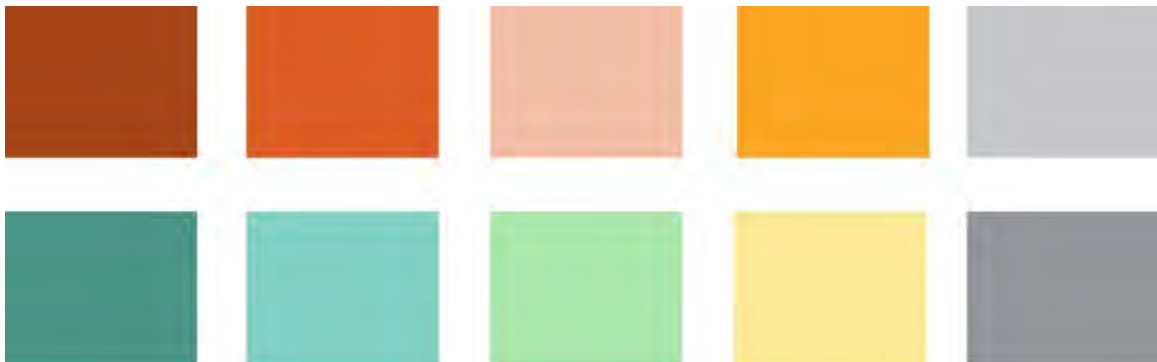
Native shrubs and wildflowers



Native shrubs and wildflowers



Retro Color Palette Can Be Used for Public Improvements



Architectural Elements That Provide Shade and Protection in Public Spaces



Awnings and outdoor seating



Recessed/covered entries



Shade trees over seating areas



Trellis/shaded walkways



Trellis over seating areas



Colorful shade structures

Chapter 4:

Implementation Plan



This chapter establishes the implementation program for the Mojave Community Revitalization Vision Plan and contains the following sections:

- Action Plans
- Priority Actions
- Potential Funding and Financing Mechanisms
- Incentives Toolbox



Refining the Action Plans

4.1. Action Plans

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

4.2. Priority Actions

The top priority near-term County actions are described below in greater detail. These are the actions that should be initiated in the near term (within 1 year) after the adoption of this plan to catalyze revitalization in the project area. They are not listed in any particular order, and do not reflect priority of implementation.

Mojave Capital Action Plan

Action	Priority	Cost Estimate	Funding Source
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Priority Action A: Develop a Capital Action Plan

Description: Develop a Capital Action Plan to prioritize, identify costs, and secure funding for the public improvements identified in priority action items B–K below.

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

Lead Responsibility: Kern County Planning & Community Development Department; Roads Department; Parks and Recreation Department; 2nd District Supervisor’s Office

Support Role: Revitalize Mojave Community Group

Priority Action B: Create a Commercial Façade Improvement Matching Grant Program

Description: Create a façade improvement matching grant program for commercial buildings. This matching grant should be available to improve the appearance of building façades. The program should provide matching grants for projects such as replacing windows, shopfronts, and signs.

Why Is This a Priority? Improving the appearance of the downtown is important for recruiting new businesses and bringing more customers into the area to support the existing businesses. Attractive and well-maintained businesses demonstrate pride of ownership and will draw in more visitors.

Lead Responsibility: Kern County Planning & Community Development Department

Support Role: 2nd District Supervisor’s Office; Revitalize Mojave Community Group

Priority Action C: Create a Residential Rehabilitation Loan Program

Description: Create a rehabilitation matching revolving loan program for residential buildings to help private property owners complete rehabilitation projects that alleviate blight and enhance building safety. Common projects may include bringing buildings up to code or replacing a deteriorating foundation or roof.

Why Is This a Priority? Improving the appearance of the residential neighborhoods will have a number of positive and immediate benefits, such as beautifying the area, raising property values, enhancing the sense of community pride, and increasing public safety.

Lead Responsibility: Kern County Planning & Community Development Department

Support Role: 2nd District Supervisor’s Office; Revitalize Mojave Community Group



Before façade improvements



After façade improvements



Residential rehabilitation



Enforce code requirements

Priority Action D: Enforce Code Compliance

Description: Within 3 months of adoption of this plan, assess the integrity of the houses in the project area that are burned out, dilapidated, and/or boarded up, and determine whether demolition is appropriate. If demolition is approved, complete demolition within 6 months of adoption of this plan. If demolition is not approved, the supervisor’s office will initiate an effort to get demolition approval for the burned-out, dilapidated, and/or boarded-up buildings in the project area.

Why Is This a Priority? The presence of dilapidated housing in the project area is one of the primary concerns of the community. The removal of these buildings will increase public safety, beautify the residential area, improve property values, and reduce the perception that the area is not well cared for or maintained.

Lead Responsibility: Kern County Code Compliance Department and Kern County Blight Reduction Program Coordinator

Support Role: Revitalize Mojave Community Group

Priority Action E: Adopt Substandard Rental Housing Regulations

Description: Adopt substandard rental housing regulations to proactively identify blighted and deteriorated rental housing stock and to ensure the rehabilitation and prevention of rental housing that does not meet applicable building code and housing code standards or is not safe to occupy or preserve. Establish enforceable minimum standards for residential buildings, and provide a program for enforcing these standards.

Why Is This a Priority? The presence of blighted rental housing in the area is a safety concern for its residents and sends a negative message about the quality of housing in the area. Enforcing rehabilitation and proper maintenance of rental housing will provide safer housing for the community and improve the overall appearance and impression of the residential neighborhood.



Updated rental housing

Lead Responsibility: Kern County Code Compliance Department and Kern County Blight Reduction Program Coordinator

Support Role: Revitalize Mojave Community Group

Priority Action F: Revise Zoning Code

Description: Revise zoning to allow mixed-use projects in the K Street Commercial District, entertainment uses in the Arts and Entertainment District, the mix of uses identified in the South Mojave District, and mixed-use projects and live/work units in the Industrial/Flex Space District. Revise zoning to discourage new auto-oriented uses and promote outdoor dining in the K Street Commercial District.

Why Is This a Priority? Portions of the project area will need to be rezoned in order to support the new types of developments shown in the Vision Poster.

Lead Responsibility: Kern County Planning & Community Development Department

Priority Action G: Reuse Vacant Buildings

Description: Promote the use of vacant buildings along K Street for temporary commercial or public uses, such as pop-up retail shops, art exhibits, or a book exchange. The County should consider issuing Building Occupancy Permits at a reduced fee or consider waiving code requirements that are not public safety issues to allow temporary use of the buildings. Temporary signs, such as a banner sign, would be allowed for a temporary period.

Why Is This a Priority? There are a number of vacant buildings in the project area that could be put to better use to revitalize downtown Mojave. Temporary use of vacant buildings can quickly bring activity to the downtown area and act as a catalyst to encourage new businesses to locate in Mojave.

Lead Responsibility: Kern County Building Inspection Department

Support Role: Revitalize Mojave Community Group



Outdoor Dining



Zoning for mixed-use



Pop-up retail shops



Public Plaza

Priority Action H: Seek Designs for Public Plazas

Description: Utilize the RFP process to seek designs for the two plazas identified along K Street and the Art Alley.

Why Is This a Priority? Mojave is currently lacking in public plazas where community members can meet and socialize or enjoy their lunch. Plazas can serve as venues for activities and events such as farmers markets, live music, and craft fairs. Seeking designs for the plazas will initiate the process toward the creation of more outdoor spaces for community members to relax, socialize, and feel connected to their community.

Lead Responsibility: Kern County Parks and Recreation Department

Support Role: Kern County Planning & Community Development Department; Revitalize Mojave Community Group

Priority Action I: Install Sidewalks

Description: Install continuous sidewalks and curb and gutter throughout residential and commercial areas.

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

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

Support Role: Revitalize Mojave Community Group



Where the sidewalk ends (install sidewalks where there are gaps)

Priority Action J: Develop Streetscape Furnishing Palette

Description: Develop a streetscape furnishing palette (e.g., street lighting, benches, tree grates, trash bins, bollards, planters, paving materials) and a landscaping palette (e.g., street trees, planter strip, and median landscaping). Integrate landscaping standards appropriate for the local climate, to include consideration for the provision of shade and protection from wind, as well as community design preferences for custom-style furnishings and materials identified in Chapter 3, Section 3.3.

Why Is This a Priority? The project area is currently lacking the amenities needed to create a comfortable and safe environment for pedestrians and cyclists. Streetscape furnishings also play an important role in beautifying the project area and establishing a unique sense of place. Before the streetscape amenities can be installed, the furnishings must be identified and a uniform palette developed.

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

Support Role: Kern County Planning & Community Development Department; Revitalize Mojave Community Group

Priority Action K: Develop Marketing Theme

Description: Develop a marketing theme including a logo and slogan to establish and strengthen Mojave’s brand.

Why Is This a Priority? Establishing a clear identity will provide an opportunity for Mojave to promote itself in a unique and exciting way. Other important items in the County Action Plan are dependent on the brand being developed before they can be initiated. These items include development of a signage and wayfinding program. The marketing theme will unify business promotional materials, the Visit Mojave website, and public signs to reinforce Mojave’s new image.

Lead Responsibility: Chamber of Commerce; Kern County Economic Development Corporation; Kern County Community College District

Support Role: Kern County Planning & Community Development Department; Revitalize Mojave Community Group



Streetscape Furnishings



Marketing Theme on Street Banners

4.3. Potential Funding & Financing Mechanisms

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

- Federal Funding Sources (comprising grants and programs)
- Regional Funding Sources (comprising grants and programs)
- Local Funding & Financing Sources (comprising funds, fees, and special districts)
- Private (comprising funds and sponsorships)

4.4. Incentives Toolbox

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

Appendix A:

County Action Plan

appendix a: county action plan

Key to Appendix A

Priority Key

1 (Short Term) = 1–5 years

2 (Mid Term) = 6–15 years

3 (Long Term) = >15 years

Responsible Party Key

Kern County Department

A = Animal Control

BI = Building Inspection Department

BOT = Board of Trade

BRPC = Blight Reduction Program Coordinator

CC = Code Compliance

E = Engineering, Surveying, and Permit Service

GET = Golden Empire Transit District

KCCCD = Kern County Community College District

KED = Kern County Economic Development Corporation

KRT = Kern Regional Transit

PCD = Planning and Community Development

PR = Parks and Recreation Department

R = Roads

S = Sheriff's Office

SD = School District

SO = 2nd District Supervisor's Office

Other Responsible Party

Chamber = Chamber of Commerce

Metrolink

P = Private funding/groups

Revitalize Mojave = Revitalize Mojave Community Group

Funding Source Key

Federal

CDBG = Community Development Block Grants

EDA = Economic Development Administration Grant

FTA = Federal Transit Administration Grants

HUD 202 = HUD 202 Low Income Senior Housing Grants and Loans

LIHTC = Low Income Housing Tax Credit

SBA = Small Business Administration

Regional

SR2S = Safe Routes to School Grants

Local

BAD = Benefit Assessment District

CFD = Community Facilities District

CIF = Capital Improvement Fund

DA = Developer Agreement

GF = General Fund

IF = Impact Fees

IFD = Infrastructure Financing District

ILDD = In Lieu Development Dedication

PPP = Public/Private Partnerships

QF = Quimby Fees

RENEWBIZ = Renewable Energy Neighborhood Enhancement Wind Business Investment Zone

UF = User Fees

Private

CIG = Community Impact Grant

MM = Media Match

Sponsorship

Underwriting

Appendix A: County Action Plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.2 and Appendix C for Source Descriptions and Abbreviations
FUNDING THE COUNTY ACTION PLAN (F)					
F-1	Develop a Capital Action Plan to prioritize, identify costs, and secure funding for the top priority public facilities and infrastructure improvements identified in Chapter 4, Implementation Plan.	1	PCD, R, PR, SO	Revitalize Mojave	County staff time
F-2	Create a façade improvement matching grant program for commercial buildings. This matching grant should be available to improve the appearance of building façades. The program should provide matching grants for projects such as replacing windows, shopfronts, and signs.	1	PCD	SO, Revitalize Mojave	CIG, CDBG, PPP, RENEWBIZ
F-3	Research and apply for grants to fund streetscape and housing improvements identified in this Action Plan. See list of potential funding sources in Appendix C.	1, Ongoing	PCD, R, E	Revitalize Mojave	County staff time, grants
F-4	Create a rehabilitation matching revolving loan program for residential buildings to help private property owners complete rehabilitation projects that alleviate blight and enhance building safety. Common projects may include bringing buildings up to code or replacing a deteriorating foundation or roof.	1, Ongoing	PCD	SO, Revitalize Mojave	HOME, CIG, CDBG, PPP, RENEWBIZ

appendix a: county action plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.2 and Appendix C for Source Descriptions and Abbreviations
LAND USE AND DESIGN POLICY (LU)					
LU-1	Identify and adopt a selection of development incentives from Appendix D Table of Recommended Incentives.	1	PCD	Revitalize Mojave	County staff time
LU-2	Enforce code compliance. Within 3 months of adoption of this plan, assess the integrity of the houses in the project area that are burned out, dilapidated, and/or boarded up, and determine whether demolition is appropriate. If demolition is approved, complete demolition within 6 months of adoption of this plan. If demolition is not approved, the supervisor's office will initiate an effort to get demolition approval for the burned-out, dilapidated, and/or boarded-up buildings in the project area.	1	CC, BRPC	Revitalize Mojave	County staff time
LU-3	Adopt a vacant property ordinance and/or vacant property registry to hold absentee owners of vacant properties more accountable.	1	CC, BRPC	Revitalize Mojave	County staff time

appendix a: county action plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.2 and Appendix C for Source Descriptions and Abbreviations
LU-4	Adopt substandard rental housing regulations to proactively identify blighted and deteriorated rental housing stock and to ensure the rehabilitation and prevention of rental housing that does not meet applicable building code and housing code standards or is not safe to occupy or preserve. Establish enforceable minimum standards for residential buildings, and provide a program for enforcing these standards.	1	CC, BRPC	Revitalize Mojave	County staff time
LU-5	Establish and enforce a Nonconforming Sign Removal Program.	2	E, BRPC	Revitalize Mojave	County staff time
LU-6	Establish a sunset date for compliance with commercial sign standards. Consider revising sign standards for commercial properties to incorporate community design preferences for sign materials and styles identified in Chapter 3, Section 3.3.	2	PCD, BRPC	Revitalize Mojave	County staff time
LU-7	Establish a sunset date for compliance with standards for fences on residential and commercial properties. Revise fence standards to discourage use of chain-link fencing in favor of more attractive and inviting fences with high quality materials.	2	PCD, BRPC	Revitalize Mojave	County staff time

appendix a: county action plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.2 and Appendix C for Source Descriptions and Abbreviations
LU-8	Establish design guidelines for residential and commercial properties. Incorporate design preferences for materials and for architectural elements that create shade and protection, as identified in Chapter 3, Section 3.3.	2	PCD	Revitalize Mojave	County staff time
LU-9	Adopt environmental design standards for crime prevention.	2	PCD	Revitalize Mojave	County staff time
LU-10	Enforce animal control regulations.	2	A		County staff time
LU-11	Establish a local historic preservation program to support preservation of historic structures in the project area.	2	PCD	Revitalize Mojave	County staff time
LU-12	Revise zoning to allow mixed-use projects in the K Street Commercial District, entertainment uses in the Arts and Entertainment District, the mix of uses identified in the South Mojave District, and mixed-use projects and live/work units in the Industrial/Flex Space District. Revise zoning to discourage new auto-oriented uses in the K Street Commercial District.	1	PCD		County staff time

appendix a: county action plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.2 and Appendix C for Source Descriptions and Abbreviations
LU-13	Require a design review process for development along K Street that integrates development standards which address features to provide shade and protection from the wind as identified in the Design Preferences table in Chapter 3, such as awnings, recessed entries, shade trees, and shaded walkways. Consider offering development incentives for submittals that integrate well-designed shading.	1	PCD	Revitalize Mojave	County staff time
LU-14	Promote the use of vacant buildings along K Street for temporary commercial or public uses, such as pop-up retail shops, art exhibits, or a book exchange. The County should consider issuing Building Occupancy Permits at a reduced fee or consider waiving code requirements that are not public safety issues to allow temporary use of the buildings. Temporary signs, such as a banner sign, would be allowed for a temporary period.	1	BI	Revitalize Mojave	County staff time
LU-15	Utilize the RFP process to seek designs for the two plazas identified along K Street and the Art Alley.	1	PR	PCD, Revitalize Mojave	PPP
LU-16	Utilize the RFP process to seek designs for the new neighborhood park sites in the residential neighborhood.	2	PR	PCD, Revitalize Mojave	PPP

appendix a: county action plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.2 and Appendix C for Source Descriptions and Abbreviations
LU-17	Utilize the RFP process to seek designs for the reconstructed train depot with the Harvey House restaurant.	2	PCD	Revitalize Mojave	PPP
LU-18	Utilize the RFP process to seek designs for the transit plaza and bike station at the reconstructed train depot site.	3	PCD, R	Revitalize Mojave	PPP
LU-19	Utilize the RFP process to seek designs for the charter school and recreational center in the South Mojave District.	2	PCD, SD	Revitalize Mojave	PPP
LU-20	Utilize the RFP process to seek designs for the museum project along K Street.	3	PCD	Revitalize Mojave	PPP
LU-21	Utilize the RFP process to seek designs for the renovated theater in the Arts and Entertainment District.	1	PCD	Revitalize Mojave	PPP
LU-22	Utilize the RFP process to seek designs for the mixed-use project with office and youth/training center.	2	PCD	Revitalize Mojave	PPP
CIRCULATION (C)					
C-1	Install continuous sidewalks and curb and gutter throughout residential and commercial areas.	1	R, E	Revitalize Mojave	SR2S , CIF, CFD, IFD, DA, PPP, IF, UF, CIG, CDBG, RENEWBIZ

appendix a: county action plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.2 and Appendix C for Source Descriptions and Abbreviations
C-2	Maintain roads.	Ongoing	R, E		SR2S, CIF, CFD, IFD, DA, PPP, IF, UF, CIG, CDBG
C-3	Install circulation improvements along K Street and Sierra Highway to include improved crossings and safer intersections for pedestrians.	1	R, E	Revitalize Mojave	SR2S, CIF, CFD, IFD, DA, PPP, IF, UF, CIG, CDBG, RENEWBIZ
C-4	Evaluate street design improvements to K Street to consider inclusion of diagonal parking, narrowed street lanes, bulb-outs at crossings, and a landscaped median.	2	R, E	PCD, Revitalize Mojave	SR2S, CIF, CFD, IFD, DA, PPP, IF, UF, CIG, CDBG, RENEWBIZ
C-5	Determine locations for additional stop signs and/or signalization to improve safety throughout the project area.	1	R, E	Revitalize Mojave	SR2S, CIF, CFD, IFD, DA, PPP, IF, UF, CIG, CDBG
C-6	Add bike lanes along Oak Creek Road, K Street (north of Belshaw), and Belshaw Street.	1	R	Revitalize Mojave	SR2S, CIF, CFD, IFD, DA, PPP, IF, UF, RENEWBIZ
C-7	Provide bike facilities along L Street, Inyo Street, or Shasta Street. These streets can either be designated as bike boulevards and painted with the designated bike boulevard markings or alternatively painted with bike sharrow markings.	2	R, E	Revitalize Mojave	CIF, CFD, IFD, DA, PPP, IF, UF, RENEWBIZ
C-8	Designate pedestrian priority zones through enhanced paving, furnishings, and signage along Inyo Street within the Arts and Entertainment District.	2	R, PCD, E	Revitalize Mojave	CIF, CFD, IFD, DA, PPP, IF, UF, CIG, CDBG, RENEWBIZ

appendix a: county action plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.2 and Appendix C for Source Descriptions and Abbreviations
C-9	Initiate a Safe Routes to School program.	1	SD, R	Revitalize Mojave	SR2S
C-10	Evaluate the need for speed control along Sierra Highway. If needed, consider the following measures to slow speeds: speed limit reduction, street design standards, on-street parking, and traffic control devices.	1	PCD, R, E	Revitalize Mojave	County staff time
C-11	Increase the frequency of street cleaning service in the project area.	1	R, E	Revitalize Mojave	BAD, County staff time
C-12	Assess needed improvements to transit service.	2	GET, KRT	Revitalize Mojave	FTA grants
C-13	Enhance transit facilities in the K Street Commercial District (e.g., lighting, shelter, trees, benches, trash bins, maps, distance charts, and signage).	2	GET, R, PCD	Revitalize Mojave	FTA grants, RENEWBIZ
C-14	Provide a Metrolink station at the reconstructed train depot.	3	R, Metrolink	PCD, Revitalize Mojave	FTA grants

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.2 and Appendix C for Source Descriptions and Abbreviations
C-15	<p>Conduct a parking assessment for the nonresidential districts within the project area and develop a long-term parking strategy. This strategy should address:</p> <ul style="list-style-type: none"> • Opportunities for shared parking • Potential for a public parking lot • Decreased on-street parking requirements for businesses along K Street • On-street parking along Sierra Highway • Location for an RV parking area along Sierra Highway 	1	R, E	PCD, Revitalize Mojave	CDBG, IF, IFD, GF
PUBLIC REALM IMPROVEMENTS AND CIVIC PROGRAMS (PR)					
PR-1	Develop a streetscape furnishing palette (e.g., street lighting, benches, tree grates, trash bins, bollards, planters, paving materials) and a landscaping palette (e.g., street trees, planter strip, and median landscaping). Integrate landscaping standards appropriate for the local climate, to include consideration for the provision of shade and protection from wind, as well as community design preferences for custom-style furnishings and materials identified in Chapter 3, Section 3.3.	1	R, E	PCD, Revitalize Mojave	BAD, GF, CIF, RENEWBIZ
PR-2	Install street lighting in residential and commercial areas.	1	R, E	Revitalize Mojave	CIF, CFD, IFD, DA, PPP, IF, UF, BAD, CIG, CDBG, RENEWBIZ

appendix a: county action plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.2 and Appendix C for Source Descriptions and Abbreviations
PR-3	Plant street trees and landscaping and install street furniture along K Street, L Street, Inyo Street, and Shasta Street.	1	E	R, Revitalize Mojave	CIF, CFD, IFD, DA, PPP, IF, UF, BAD, CIG, CDBG, RENEWBIZ
PR-4	Explore replacing trash dumpsters with models that have latching mechanisms or other wind-resistant features.	1	R, E	Revitalize Mojave	BAD, GF, RENEWBIZ
PR-5	Develop and implement a wayfinding program that promotes the marketing theme for Mojave. The program shall include auto-oriented directional signage and pedestrian-oriented maps and signs. (See item BRec-1 for establishment of the marketing theme.)	1	R	PCD, Revitalize Mojave	BAD, GF, CIF, RENEWBIZ
PR-6	Develop and implement a signage and branding program that promotes the marketing theme for the Arts and Entertainment District to include thematic signage such as banners on light poles and ways to promote local events and farmers markets. (See item BRec-1 for establishment of the marketing theme.)	1	PCD	PCD, Revitalize Mojave, Chamber, P	BAD, GF, CIF, RENEWBIZ
PR-7	Develop a Trails Plan for the community of Mojave, to include the pedestrian and bike Heritage Trail along the rail line. Identify an opportunity for a par course along the Heritage Trail.	1	PR	R, E, Revitalize Mojave	County staff time

appendix a: county action plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.2 and Appendix C for Source Descriptions and Abbreviations
PR-8	Construct the Heritage Trail.	2	PR	R, E	CIF, CFD, IFD, DA, PPP, IF, UF, BAD, CIG, CDBG, RENEWBIZ
PR-9	Acquire vacant properties in the residential neighborhood identified on the Vision Poster for neighborhood parks or community gardens.	1	PR	Revitalize Mojave	QF, ILDD, CDBG
PR-10	Convert vacant properties in the residential neighborhood to neighborhood parks/community gardens.	2	PR	Revitalize Mojave	QF, ILDD, CDBG, GF
PR-11	Acquire two vacant properties in the K Street Commercial District identified on the Vision Poster for plazas along K Street and the Art Alley.	1	PR	Revitalize Mojave	QF, ILDD, GF, PPP
PR-12	Convert vacant properties identified for plazas in the K Street Commercial District to public plazas.	2	PR	Revitalize Mojave	IFD, CDBG, GF
PR-13	Install special gateway features (e.g., welcome sign, mural, pillars, landscaping) at the three major entrances into the project area: <ul style="list-style-type: none"> • Sierra Highway at Oak Creek Road (north) • Sierra Highway at Mojave-Barstow Highway (south) • Sierra Highway at Inyo Street (train depot) 	1, 2	R, E	PCD, Revitalize Mojave, local artists	Grants, sponsorships, GF, CIF, BAD, RENEWBIZ

appendix a: county action plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.2 and Appendix C for Source Descriptions and Abbreviations
PR-14	Establish a Public Art Program, including guidelines to require new private and public projects along the Art Alley, to install public art equal to a minimum 1% of the value of the project.	2	PCD	Local artists, Revitalize Mojave	Developer costs, grants
PR-15	Explore the feasibility of and location for a library in the project area.	2	PCD		County staff time
PR-16	Explore the feasibility of a sheriff's substation in the project area. If not feasible, increase police service to promote a safe 24-hour environment.	2	PCD, S	Revitalize Mojave	BAD, County staff time
BUSINESS RETENTION (BR)					
BR-1	Provide education and technical assistance to enhance business operating practices.	1	Chamber, KED, Revitalize Mojave	SO	Chamber, EDA, SBA
BR-2	Improve the presentation of empty storefronts by: <ul style="list-style-type: none"> Working with willing property owners to encourage them to clean up their storefronts. Establishing an adopt-a-window program. 	2	KED, Chamber, BRPC, Revitalize Mojave	PCD	Sponsorships

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.2 and Appendix C for Source Descriptions and Abbreviations
BR-3	<p>Work with businesses to improve their overall physical presentation.</p> <ul style="list-style-type: none"> • Hold a window display contest. • Offer visual merchandising assistance. • Rear entrance demonstration project along the Art Alley. 	2	Chamber, KED, BRPC, Revitalize Mojave		Sponsorships
BR-4	Create positive media stories to enhance Mojave’s image and support its brand. Distribute regular press releases about businesses and events in Mojave.	1	Chamber, KED	Revitalize Mojave	Chamber, MM
BR-5	Implement a Buy Local Campaign program to build awareness of the importance to support locally owned businesses, and encourage residents and businesses to shop locally and spur the economy.	1	Chamber, KED	Revitalize Mojave	Chamber, PPP, sponsorships
BUSINESS RECRUITMENT (BRec)					
BRec-1	Develop a marketing theme including a logo and slogan to establish and strengthen Mojave’s brand.	1	Chamber, KED, KCCCD	Local students, Revitalize Mojave	Sponsorships
BRec-2	Publish a comprehensive, quality Mojave directory.	2	Chamber, KED	Graphic designer, Revitalize Mojave	Sponsorships, tourism, visitor-related grant

appendix a: county action plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.2 and Appendix C for Source Descriptions and Abbreviations
BRec-3	<p>Regularly update and maintain the “Visit Mojave” website to:</p> <ul style="list-style-type: none"> • Provide up-to-date information on events and local businesses. • Highlight Mojave destinations. • Celebrate recent successes and projects. 	1	Chamber, KED, KCCCD	Local students, Revitalize Mojave	Sponsorships, underwriters, tourism, visitor-related grant
BRec-4	<p>Establish priority business recruitment targets. Special consideration should be given to healthy food stores, cafes, restaurants, indoor recreation, retail, and banks.</p>	2	Chamber, KED	Revitalize Mojave	N/A
BRec-5	<p>Identify priority business recruitment locations.</p>	2	Chamber, KED	Revitalize Mojave	N/A
BRec-6	<p>Assemble a business recruitment packet to include:</p> <ul style="list-style-type: none"> • A market profile sheet. • A listing of available business locations. • Property profile sheets. • Information on available financial assistance programs. • Information on development incentives. 	1	Chamber, KED	Revitalize Mojave	GF, SBA, EDA

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page A.2 and Appendix C for Source Descriptions and Abbreviations
BRec-7	Promote the use of small-business incentives and financing tools in Mojave and link entrepreneurs to programs. Provide technical assistance to entrepreneurs to help them secure financing.	1	Chamber, KED	Revitalize Mojave	SBA, GF, EDA
HOUSING (H)					
H-1	Connect with building owners to explore rehabilitation strategies. Assist property owners and developers to find financing.	1	PCD, BRPC	Revitalize Mojave	LIHTC, HOME, HUD 202, CDBG, revolving loan (see Action F-3)
H-2	Utilize the RFP process to seek designs for condominiums surrounding a neighborhood green in the South Mojave District.	2	PCD	Revitalize Mojave	HOME Funds, HUD 202, PPP, grants

Appendix B:

Community Action Plan

appendix b: community action plan

Key to Appendix B

Priority Key

1 (Short Term) = 1–5 years

2 (Mid Term) = 6–15 years

3 (Long Term) = >15 years

Responsible Party Key

Kern County Department

A = Animal Control

BI = Building Inspection Department

BOT = Board of Trade

BRPC = Blight Reduction Program Coordinator

CC = Code Compliance

E = Engineering, Surveying, and Permit Service

GET = Golden Empire Transit District

KCCCD = Kern County Community College District

KED = Kern County Economic Development Corporation

KRT = Kern Regional Transit

PCD = Planning and Community Development

PR = Parks and Recreation Department

R = Roads

S = Sheriff's Office

SD = School District

SO = 2nd District Supervisor's Office

Other Responsible Party

Chamber = Chamber of Commerce

Metrolink

P = Private funding/groups

Revitalize Mojave = Revitalize Mojave Community Group

Funding Source Key

Federal

CDBG = Community Development Block Grants

EDA = Economic Development Administration Grant

FTA = Federal Transit Administration Grants

HUD 202 = HUD 202 Low Income Senior Housing Grants and Loans

LIHTC = Low Income Housing Tax Credit

SBA = Small Business Administration

Regional

SR2S = Safe Routes to School Grants

Local

BAD = Benefit Assessment District

CFD = Community Facilities District

CIF = Capital Improvement Fund

DA = Developer Agreement

GF = General Fund

IF = Impact Fees

IFD = Infrastructure Financing District

ILDD = In Lieu Development Dedication

PPP = Public/Private Partnerships

QF = Quimby Fees

RENEWBIZ = Renewable Energy Neighborhood Enhancement Wind Business Investment Zone

UF = User Fees

Private

CIG = Community Impact Grant

MM = Media Match

Sponsorship

Underwriting

Appendix B: Community Action Plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page B.2 and Appendix C for Source Descriptions and Abbreviations
COMMUNITY ACTIONS (CA)					
CA-1	Beautiful Mojave Project, to include activities such as: <ul style="list-style-type: none"> • Tree planting and landscaping program • Public art/murals program • Adopt a "___" Program (e.g., bench, planter, gateway) • Paint buildings 	Ongoing	Revitalize Mojave	Interested business and property owners, community organizations, youth, SO	CIG, volunteers, sponsorships
CA-2	Clean Mojave Project, to include activities such as: <ul style="list-style-type: none"> • Trash removal • Weed removal • Graffiti removal 	Ongoing	Revitalize Mojave	Interested business and property owners, community organizations, youth, SO	CIG, PPP, sponsorships
CA-3	Safe Mojave Project, to include activities such as: <ul style="list-style-type: none"> • Neighborhood Watch program • Sheriff and community partnership meetings • Sheriff-sponsored youth classes on safety 	Ongoing	Mojave Neighborhood Watch	Revitalize Mojave, interested business and property owners, community organizations, youth, SO, S	Volunteers, County staff time

appendix b: community action plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page B.2 and Appendix C for Source Descriptions and Abbreviations
CA-4	<p>Educated Mojave Project, to include activities such as:</p> <ul style="list-style-type: none"> • After-school youth programs • Classes for all ages, such as art, music, computer skills, baking, robotics, finances, and safety • Book exchange program • Bike co-op to provide lessons and repair workshops • Adult education and career growth classes • Career events, such as job fairs and business open houses <p>Explore opportunities to re-use vacant buildings as venues to host community education classes and activities</p>	Ongoing	Revitalize Mojave, SD	Community organizations, Mojave Makers, IDeA, KCCCD, SO	Volunteers
CA-5	<p>Healthy Mojave Project, to include activities such as:</p> <ul style="list-style-type: none"> • Community Garden program • Farmers Market • Mule Team Run • Recreational activities for youth such as fun runs, hikes and dances 	Ongoing	Revitalize Mojave	Community organizations, PR, SO, Chamber, health-care providers	Volunteers, MM, underwriting

appendix b: community action plan

Action ID	Implementation Action	Priority	Responsibility		Potential Funding Sources
		1 = Short Term 2 = Mid Term 3 = Long Term Ongoing	Lead	Support	See Key on Page B.2 and Appendix C for Source Descriptions and Abbreviations
CA-6	<p>Economically Vital Mojave Project, to include activities such as:</p> <ul style="list-style-type: none"> • Award program to recognize achievements by local businesses • Visual storefront/window display training workshop and contest • Training on building maintenance • Advertising training workshop • Business engagement mixer where investors, business leaders, and customers can network 	Ongoing	Revitalize Mojave	Chamber, SO, KED, BOT	GF, sponsorships
CA-7	<p>Festive Mojave Project, to include activities such as:</p> <ul style="list-style-type: none"> • Celebrate Mojave • National Night Out • Craft fairs • Gold Rush Days • Taste of Mojave event • Christmas tree lighting ceremony • Residential Christmas decorating contest • Business window Christmas decorating contest 	Ongoing	Revitalize Mojave	Chamber, community organizations, SO, KED, PCD	Volunteers, MM, underwriting

Appendix C:

Potential Funding & Financing Mechanisms

Appendix C: Potential Funding & Financing Mechanisms

Type	Source	Description	Use
FEDERAL			
Community Development Block Grants (CDBG)		Federal funds through the US Department of Housing and Urban Development (HUD) for community revitalization efforts and economic development opportunities. Includes the Entitlement Communities Grant.	Housing, public infrastructure, public services, and economic development projects that focus on benefitting low- and moderate-income persons that are at or below 80% of the area median income (AMI). Can be used to rehabilitate existing low- and moderate-income housing and to acquire sites on which to develop workforce housing.
Economic Development Administration (EDA) Grant	http://www.eda.gov	The Federal Economic Development Administration is a potential source of grant money for the Mojave Community Revitalization Vision Plan. Funds from the EDA can be used to finance construction and rehabilitation of infrastructure and facilities that are necessary to achieve long-term growth and dynamic local economies.	Reconstruction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments, attract private sector capital, and promote regional competitiveness
Federal Transit Administration (FTA) Grants	http://www.fta.dot.gov/grants_263.html	The Federal Transit Administration helps communities support public transportation by issuing grants to eligible recipients for planning, vehicle purchases, facility construction, operations, and other purposes.	Public transportation
HOME		Provides formula grants to states and municipalities that communities often use in partnership with local nonprofit groups to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income households.	Affordable housing units for low- to moderate-income persons

appendix C: potential funding & financing mechanisms

Type	Source	Description	Use
HUD 202 Low Income Senior Housing Grants and Loans (HUD 202)		Housing developers can compete nationally for US Department of Housing and Urban Development (HUD) grants and low-interest loans to build housing for low-income seniors.	Housing for low-income seniors
Low Income Housing Tax Credit (LIHTC)	http://www.hud.gov/offices/cpd/affordablehousing/training/web/lihtc/basics/	A federal dollar-for-dollar tax credit that attracts equity investments to finance the development of affordable housing.	Development of affordable housing
Small Business Administration (SBA)	www.sba.gov	Through training, technical assistance, and financing programs, the Small Business Administration helps people plan, launch, and sustain successful businesses. The SBA works with banks and other lending institutions to provide guaranteed loans for a variety of general business purposes (7a), real estate or equipment (CDC/504), and small (up to \$35,000) short-term loans (microloans).	Business improvements
REGIONAL			
Caltrans Safe Routes to School (SR2S)	http://www.dot.ca.gov/hq/LocalPrograms/safe_routes/sr2s.htm	The purpose of the Safe Routes to School program is to increase the number of children who walk or bicycle to school by funding projects that remove the barriers that currently prevent them from doing so. Those barriers include lack of infrastructure, unsafe infrastructure, and lack of programs that promote walking and bicycling through education and encouragement programs aimed at children, parents, and the community.	Street improvements

appendix C: potential funding & financing mechanisms

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

appendix C: potential funding & financing mechanisms

Type	Source	Description	Use
Developer Agreements (DA)		<p>Agreement between the County and developer describing the improvements and funding sources available to finance improvements. Direct contributions from the developer help pay for infrastructure needed to accommodate the new development. Structured negotiations between counties and developers are often conducted to obtain desired improvements in exchange for development rights. The amount of public benefits that can be provided varies and will have to be negotiated.</p>	Infrastructure
General Fund (GF)		<p>This is the most accessible and flexible funding source available to local agencies. Local revenues are collected in the County General Fund from property tax, sales tax, and transient occupancy tax and are expended on projects and programs as defined in the County’s adopted budget. Projects and programs that may be funded by this source of money generally include those items which cannot be paid for by other funding sources and which provide a direct community-wide benefit for the residences or businesses in the community. However, since this funding source is the County’s primary operating capital and highly competitive, it should be looked at as a secondary source to fund most projects.</p>	Capital improvement projects, business development, housing initiatives
Impact Fees (IF)		<p>Impact fees are direct charges collected on a one-time basis as a condition of an approval granted by the local government. The purpose of the fee must directly relate to the need created by the development. In addition, its amount must be proportional to the cost of improvement. Development impact fees may include traffic mitigation fees, infrastructure improvement fees, and connection fees.</p>	Capital infrastructure improvements

appendix C: potential funding & financing mechanisms

Type	Source	Description	Use
Infrastructure Financing Districts (IFD)		Infrastructure financing districts (IFDs) use a property tax increment to pay for infrastructure improvements. New tax revenues are diverted to finance improvements, but IFDs cannot divert property tax increment revenues from schools. Under existing California law, a city or county may create infrastructure financing districts by ordinance, if a two-thirds majority of the voters in the proposed district approves the IFD.	Infrastructure improvements
In-Lieu Development Dedication (ILDD)		In lieu of payment of all or a portion of development fees, developers may dedicate land to the County for other purposes such as parks or affordable housing.	Dedication of land for parks or affordable housing
Public/Private Partnership (PPP)		A public/private partnership typically consists of an agreement between a public agency and a private entity to deliver a new facility or infrastructure system. The public agency may agree to annual payments to the private partner in return for building and operating the new facility. A private entity may be formed to be responsible and financially liable for delivering the project and may also share in revenues from operations.	Public facility or infrastructure
Quimby Fees (QF)		Quimby fees are in-lieu fees collected from developers to acquire parkland. These fees can be used by the County to acquire both park and open space land.	Parks

appendix C: potential funding & financing mechanisms

Type	Source	Description	Use
Renewable Energy Neighborhood Enhancement Wind Business Investment Zone (RENEWBIZ)		Communities such as Mojave that are located within the RENEWBIZ boundary will benefit from a portion of the incremental property tax growth from the base year of 2012 generated primarily from the renewable energy industry. Currently, it is estimated that as much as \$1.5 million annually could be available to support important projects identified by residents of the Second District through the visioning process. Some projects that will be up for consideration include infrastructure improvements, like roads, sidewalks, curbs, gutters, and multi-use trails that contribute to completion of a community road system, and other streetscape amenities: benches, lighting, trash cans, signage, improvements to public buildings, parking lot repair, and landscaping improvements.	Infrastructure, beautification, landscaping and streetscape improvements
User Fees (UF)		Development-related fees collected to offset the cost of the entitlement processing. They may include permit fees and application fees.	Cost recovery of county entitlement processing
PRIVATE			
Community Impact Grant (CIG)	http://www.homedepotfoundation.org/page/grants	The Home Depot Community Impact Grants Program is an example of a beautification grant, which grants up to \$5,000 to registered 501(c)(3) nonprofit organizations, public schools, or tax-exempt public service agencies in the United States who are using the power of volunteers to improve the physical health of their community. Grants are made in the form of The Home Depot gift cards for the purchase of tools or materials.	Beautification, landscaping and streetscape improvements, cleanup
Media Match (MM)		Local media (print and electronic) will match dollar for dollar the advertising space or time that an organization will purchase for promoting an event or activity.	Promoting for community events

appendix C: potential funding & financing mechanisms

Type	Source	Description	Use
Sponsorships		Cash contributions to an event that is not targeted for a specific expense (but rather to increase event revenue) and for which benefits are promised to the donor (e.g., recognition, table). <i>For example, XYZ Corporation donates \$5,000 to Anytown; in doing so, the company's logo may be included on the event t-shirts.</i>	Any community program or event that has a willing sponsor
PRIVATE			
Underwriting		Includes gifts solicited and secured to pay for a specific expense of an event. When pursuing underwriting, it is advantageous to first underwrite an event's direct expenses (versus indirect expenses). <i>For example: XYZ Corporation agrees to purchase the event t-shirts on behalf of the ABC via writing a check directly to the vendor. In doing so, the event does not incur an expense for the shirts.</i>	Any community program or event that has a willing donor

Appendix D:

Table of Recommended Incentives

Appendix D: Table of Recommended Incentives

Item	Description
FEE/TAX REDUCTIONS	
Building Permit and Plan Check Fees	Reducing these fees for projects proposed in the Vision Plan and County Action Plan would send an important message to the development community of the County's commitment to attracting desired development at this location.
Business License Fees	Reducing these fees for a specified period of time (for both existing and new businesses) for businesses located in the K Street Commercial District would send an important message to the business community as to the County's level of commitment to Mojave.
Demolition/Landfill Fees	As a means of improving Mojave's economic attractiveness (compared to other parts of the county which might otherwise be more attractive to the development community), the County could reduce the demolition and landfill fees.
Development Impact Fees	Impact fees for water, sewer, parks, or other public infrastructure can be reduced for businesses in the project area.
Expedite Plan Checks	Expedite plan checks for all development in the K Street Commercial District for a period of time to attract new development to this location.
DIRECT FINANCIAL ASSISTANCE TO DEVELOPERS AND BUSINESSES	
Parking Incentive	The County should adopt strategies to reduce parking requirements for projects located within the K Street Commercial District. Strategies may include reducing parking ratio requirements, allowing shared parking, allowing parking exemptions, and/or providing a public parking lot.
Project-Specific Infrastructure Financial Assistance	There may be specific development projects for which it is advantageous for the County to provide financial assistance for new infrastructure or to repair or upgrade existing infrastructure. This type of assistance is typically negotiated on a case-by-case basis (reflecting the specific public benefits that can justify the public investment) and subject to a development agreement.
OTHER INCENTIVES	
County-Sponsored Environmental Review	The County may undertake environmental review for projects at its discretion in order to assist in expediting the development process.
Construction Incentives	The County could provide landfill expenses, temporary restrooms, a temporary storage yard on county property, or other benefits that support construction activities.
Streetscape Improvements	The streetscape improvements shown on the Vision Poster will serve to "prime" the area for new development by making it a more desirable place for businesses to locate and a more pleasant environment for people to visit.

appendix D: table of recommended incentives

Item	Description
OTHER INCENTIVES	
Application Project Review Meetings	The County could offer application project review (APR) meetings to assist developers with the application process. The regulation process can usually be expedited if the applicant elects to participate in an APR meeting with County staff early in the project planning process. Representatives from relevant County departments (i.e., Planner, Building Official, Public Works Official, Sheriff, Fire Department representative) attend these meetings to facilitate submittal of a complete application and explain permitting requirements. Meetings help the applicant to better understand County regulations/procedures and help County staff better understand the project.
Green Building Recognition Program	The County could sponsor a recognition program for innovative Green Building projects in an effort to encourage and recognize outstanding environmental protection and energy conservation projects.
Technical Assistance	The County could provide free technical assistance to developers, such as assisting with the development process (see also Application Project Review Meetings, below), providing information about local business development resources, helping to secure financing from available funding sources, or providing workshops on building maintenance practices.