AGENDA

Three Rivers Community Plan Update
Community Meeting

Monday December 14, 2015 7:00 P.M.

Arts Building
Three Rivers, CA

... *service with pride.*

Resource Management Agency

1. Welcome and Introduction.

2. Project Status and Discussion of Special Topics Review Schedule.

   (a) Special Topics Review Schedule 2015-16.

3. Discussion of Special Topics.

   (a) Land Use Plan Update.

   (b) Transportation and Circulation Plan Update.

4. Other Topics as Related.

5. Topics for the Next Meeting.

   (a) Flooding (FEMA/Primary and Secondary Flood Plain Zoning).

   (b) Emergency Preparedness and Access.

6. Next Steps.

7. Adjournment: Next Meeting January 11, 2015 at 7:00 P.M.

Three Rivers Community Plan Website address:
http://www.tularecounty.ca.gov/rma/index.cfm/planning/three-rivers-community-plan-update/

Three Rivers Community Plan Update
Special Topics Review Schedule

Arts Building
Three Rivers, CA

... service with pride.
Resource Management Agency

December 2015- April 2016 (Meetings 7:00 P.M. to 9:00 P.M.)

In order to address key special review topics, we have set a strict schedule to review the following topics to facilitate the preparation of the Draft Three Rivers Community Plan Update. Discussion materials associated with each special review topic will be posted in advance of each meeting. As with all of our community plans, public input is of paramount importance. Comments received from the community will be considered while developing local planning policies for the Three Rivers Community Plan Update.

December 14, 2015
Land Use Plan Update
Transportation and Circulation Plan Update

January 11, 2016
Flooding (FEMA/Zoning)
Emergency Preparedness and Access

February 8, 2016
Development on Slopes
Development Standards

March 14, 2016
Noise
Water Quality and Quantity

April 11, 2016
CEQA Appendix G Considerations

Three Rivers Community Plan Website address:
http://www.tularecounty.ca.gov/rma/index.cfm/planning/three-rivers-community-plan-update/

3. Discussion of Special Topics.

(a) Land Use Plan Update.

1. Land Use Plan (Existing Adopted Plan as Amended), Land Use-Zoning Compatibility Matrix, and Vacant Land Map.
2. Zoning Plan (Existing Zoning).
3. Town Center Location(s) and Concept.
    a) Three Rivers Vision-Town Center Concept Public Survey Three Rivers Community Workshop June 14, 2001 and Draft 2003 Policy Framework-Town Center Concept.
    b) FSU Village Center at Three Rivers-Feasibility Study 2005
4. General Plan Land Use Policies (General Plan Land Use Element).
5. Tulare County Zoning Ordinance "SC" Scenic Corridor Combining Zone.
6. Tulare County Zoning Ordinance Planned Unit Development.

3. Discussion of Special Topics.

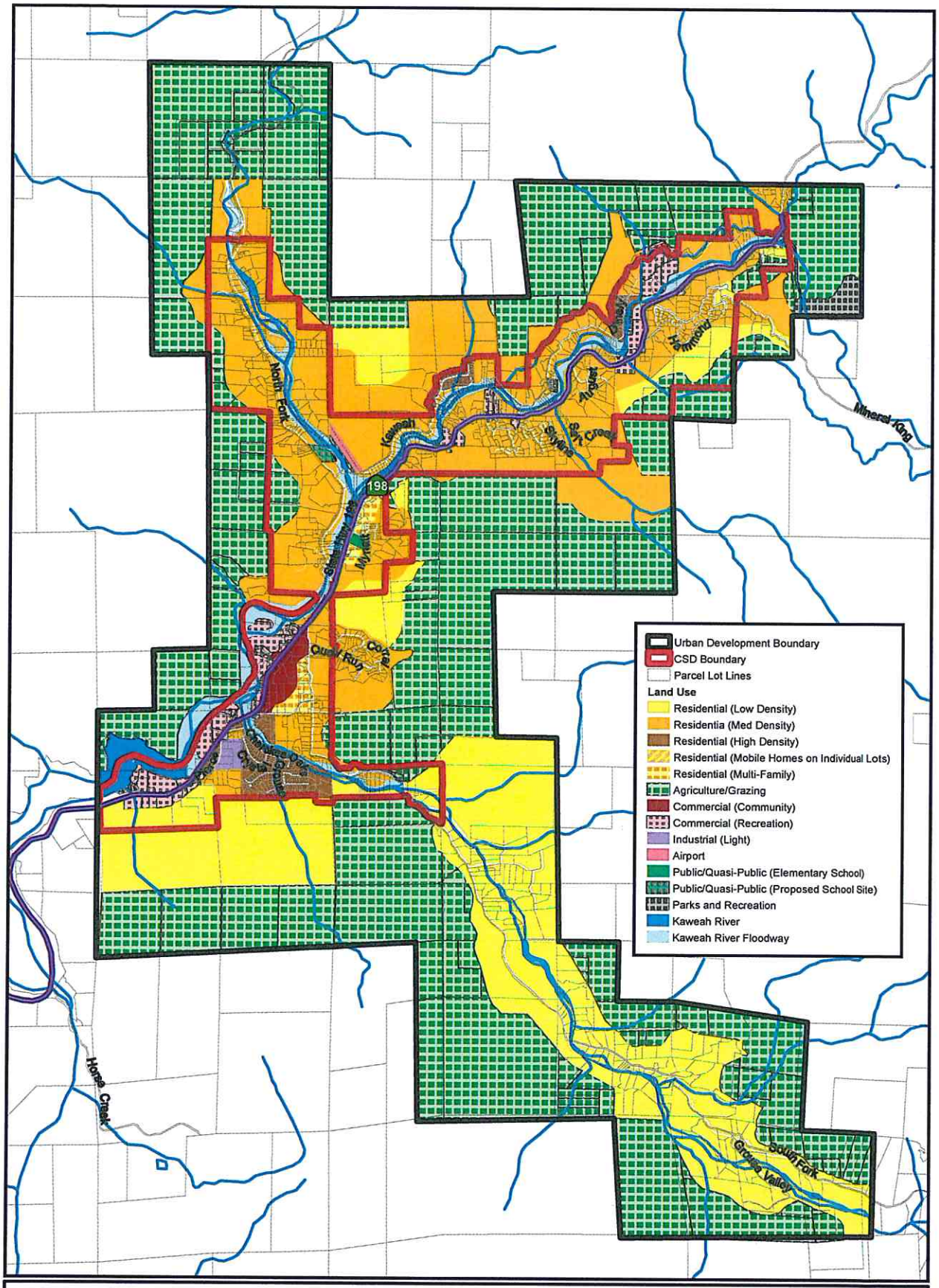
(b) Transportation and Circulation Plan Update

1. Circulation Element and Circulation Plan (Existing Functional Classification).
2. Draft Transit, Bike, and Pedestrian Plan.
3. Complete Streets Program (Pixley Sample Policy Plan).
4. Draft Road Maintenance Plan.
5. Right of Way and Setbacks (County Standards and Caltrans Standards).
    a) Tulare County Ordinance Code Chapter 19 Regulations Concerning Streets and Highways Article 1. Building Line Setbacks.
    b) Caltrans State Route 198 Transportation Concept Report February 2012.
    c) State Highway 180 Fresno County Corridor Protection Program and Visual Assessment.
6. Future Road Improvements (Community Connectivity, Secondary Access, Road Realignment (Vertical and Horizontal) (Discussion).
7. Bridge Replacement Program and New Bridge Construction (Discussion).
8. Traffic Safety Considerations (Discussion).

3. Discussion of Special Topics.

(a) Land Use Plan Update

1. Land Use Plan (Existing Adopted Plan as Amended). Land Use-Zoning Compatibility Matrix, and Vacant Land Map.



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Three Rivers
Community Plan
Adopted

Three Rivers Land Use Community Plan Update

Tulare County Resource Management Agency

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TABLE 3

THREE RIVERS AREA COMMUNITY PLAN

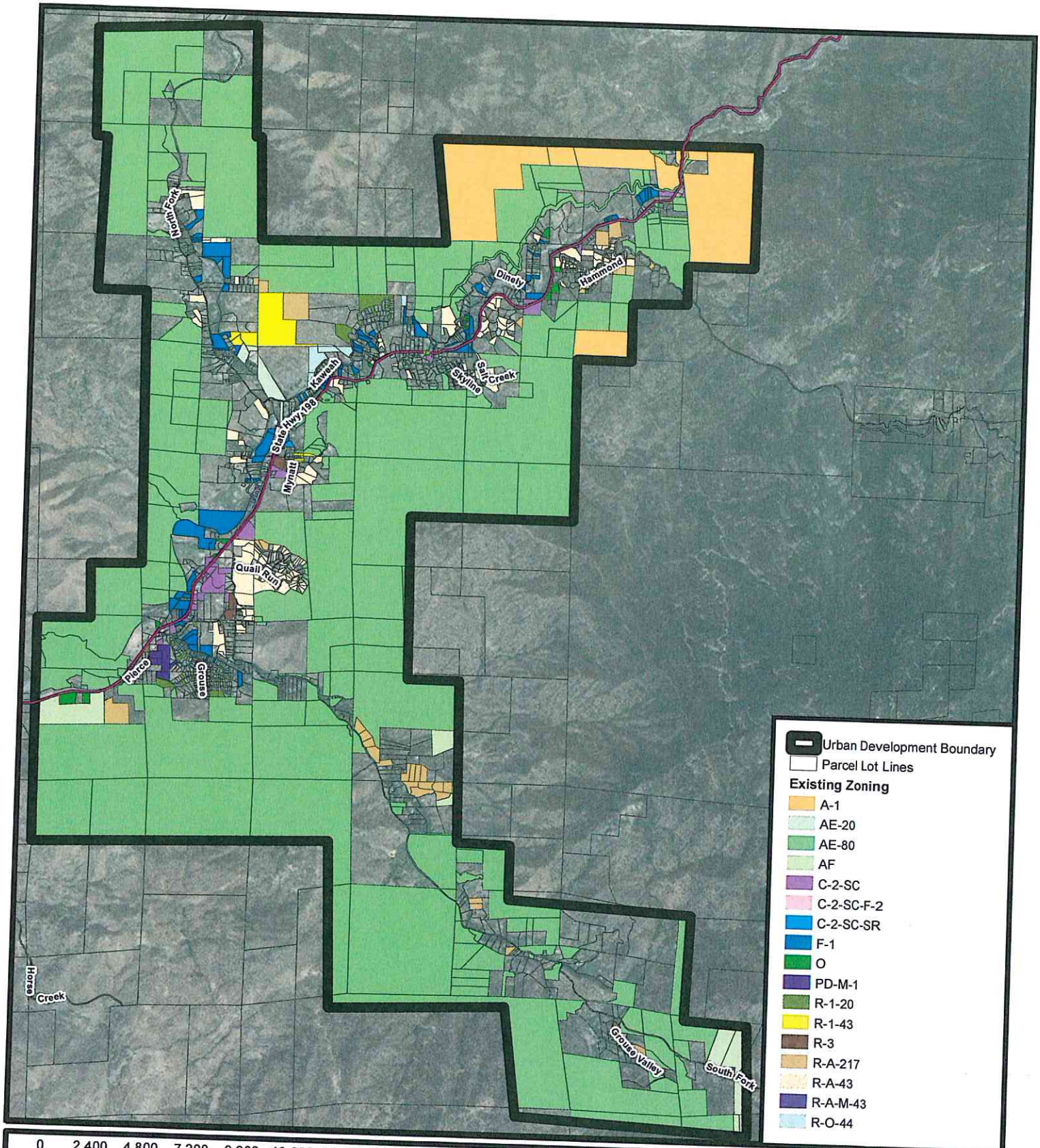
Land Use - Zoning Compatibility Matrix

"X" designates zones compatible with Proposed Land Uses

LAND USE PROPOSALS

ZONES AND MINIMUM LOT SIZES	AGRICULTURE	RESIDENTIAL				MOBILEHOMES AND R.V.'S			COMMERCIAL		INDUSTRY	PUBLIC USE	FLOOD AREAS
	80 Acre Min.	Low Density 5-Acre Min.	Medium Density 1-Acre Min.	High Density 1/2 Acre Min.	Multi-Family	Mobile-homes on Individual Lots	Mobile-home Parks	R.V. and Trailer Parks, Campgrounds	Community Commercial	Commercial Recreation	Light Industry	Public Uses	Flood way
EXISTING ZONES													
A-1 (5 Acre)	-	X	-	-	-	X	-	X	-	-	-	X	-
R-A (6000 Sq. Ft.)	-	-	-	-	-	-	-	-	-	-	-	X	-
R-A-1 (1 Acre)	-	-	X	-	-	-	-	-	-	-	-	X	-
R-O (12,500 Sq. Ft.)	-	-	-	-	-	-	-	-	-	-	-	X	-
R-O-1 (1 Acre)	-	-	X	-	-	-	-	-	-	-	-	X	-
R-1 (8500 Sq. Ft.)	-	-	-	-	-	-	-	-	-	-	-	X	-
R-2 (6000 Sq. Ft.	-	-	-	-	X	-	X	-	-	-	-	X	-
R-3 (6000 Sq. Ft.)	-	-	-	-	X	-	X	-	-	-	-	X	-
O (10,000 Sq. Ft.)	-	-	-	-	X	-	X	X	-	-	-	X	-
C-2 (6000 Sq. Ft.)	-	-	-	-	X	-	X	X	X	X	-	X	-
PROPOSED ZONES													
AE-80 (80 Acre)	X	-	-	-	-	X	-	X	-	-	-	X	-
NRC (Natural Resource Conservation)	-	-	-	-	-	-	-	-	-	-	-	X	X
R-A-217 (5 Acre)	-	X	-	-	-	-	-	-	-	-	-	X	-
R-A-36-4 (Mobilehomes on One Acre Lots)	-	-	X	-	-	X	-	-	-	-	-	X	-
R-A-20 (1/2 Acre)	-	-	-	X	-	-	-	-	-	-	-	X	-
R-O-20 (1/2 Acre)	-	-	-	X	-	-	-	-	-	-	-	X	-
R-1-43	-	-	X	-	-	-	-	-	-	-	-	X	-
CC (Community Commercial)	-	-	-	-	-	-	-	-	X	-	-	X	-
CR (Commercial Recreation)	-	-	-	-	-	-	X	X	-	X	-	X	-
F-1 (Primary Floodway)	-	-	-	-	-	-	-	X	-	-	-	-	X
F-2 (Secondary Flood Plain Combining Zone)	X	X	X	X	X	X	X	X	X	X	X	X	X
MP (Planned Industrial)	-	-	-	-	-	-	-	-	-	-	X	X	-

Prepared by: Tulare County Planning Department, November 1979.



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Three Rivers Community Plan

Three Rivers Vacant Parcels Community Plan Update

Tulare County Resource Management Agency

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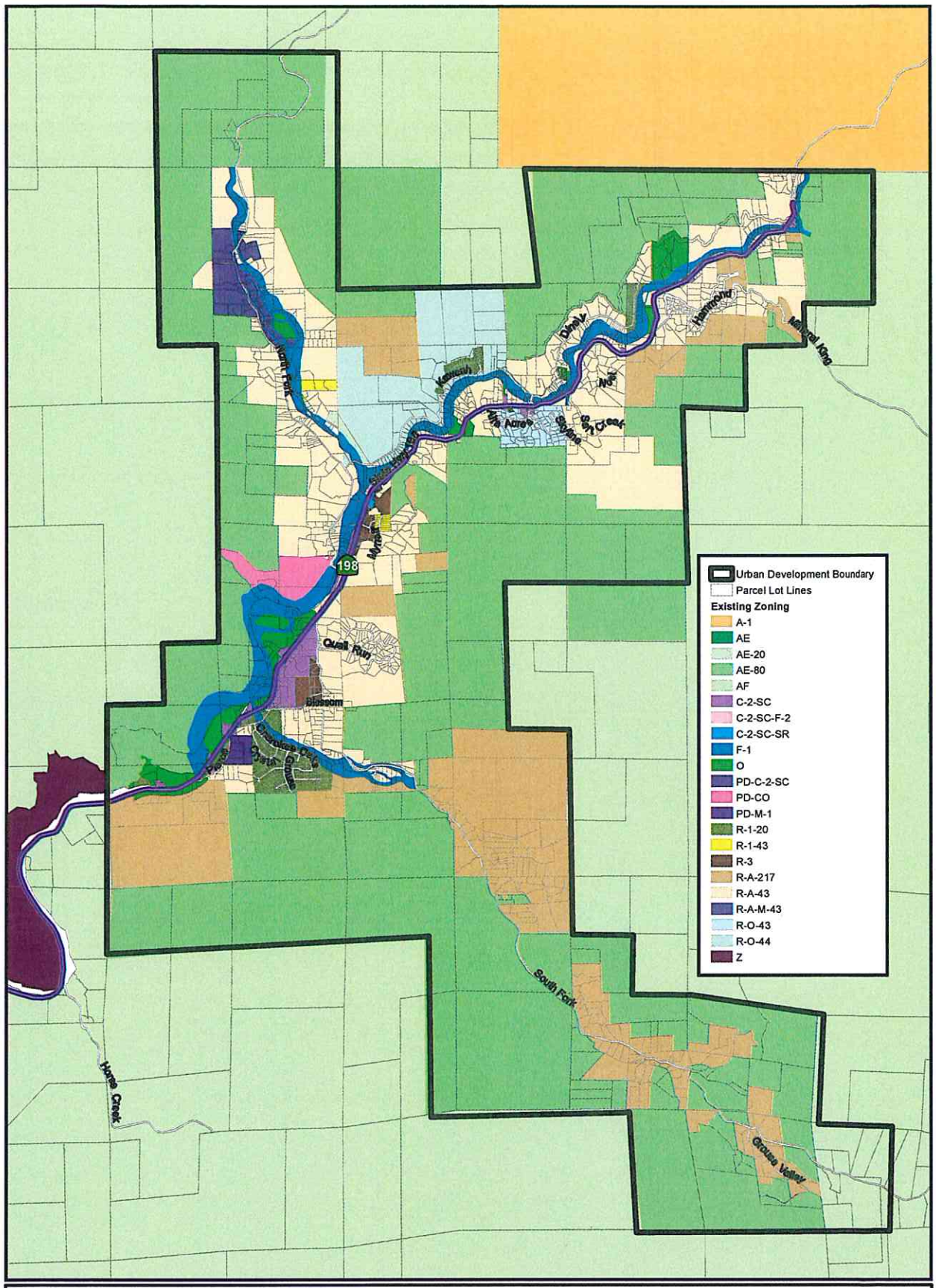
2. Zoning Plan (Existing Zoning)



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Three Rivers
Community Plan
Adopted

Three Rivers Existing Zoning
Community Plan Update

Tulare County Resource Management Agency

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3. Town Center Location(s) and Concept

a) Three Rivers Vision-Town Center Concept
Public Survey
Three Rivers Community Workshop
June 14, 2001
And
Draft 2003 Policy Framework-Town Center
Concept

b) FSU Village Center at Three Rivers-
Feasibility Study 2005

a) Three Rivers Vision-Town Center Concept
Public Survey
Three Rivers Community Workshop
June 14, 2001
And
Draft 2003 Policy Framework-Town Center
Concept

Three Rivers Vision-Town Center Concept Public Survey

Three Rivers Community Workshop

June 14, 2001

Create a Town Center With a Concentration of Commercial, Retail and Social Uses to Help Strengthen Three Rivers as a Livable Community.

- Build a community center that will include youth activities and a large supervised swimming pool.
- Community needs a park that has public restrooms and picnic tables.
- Ensure that Town Center plans include trees and walkways.
- It would be nice if people could get out their cars while running errands to socialize.
- Do not limit the development of businesses outside the proposed Town Center Area.
- Town Center needs to be near the river, because the river is the center of town.
- Develop in Village Town Area.
- Three Rivers already has two rapidly growing 'Town Centers'. One is in the Village Market Area and the other is on North Fork Drive.
- Why honor one Town Center over the other? Develop two areas as commercial centers.
- Create a central business strip; we don't have one currently.
- Develop one Town Center, not two.
- The Village Market Area needs a heart.
- Retain some public open space with a few buildings that will define the area.
- Three Rivers has very little local businesses, but locals don't really support local businesses.
- Don't replicate Oakhurst.
- Three Rivers does not need more commercial development. Perhaps existing businesses need to relocate in order to improve river access and views of the river.
- The Town Center should be small in scale and replace the some of the existing business that are currently in inappropriate locations.
- Establish height standards less than 50 feet and include standards for natural paint colors and varied elevation aspects.
- The goal of this strategy should be to reduce the concentration of retail establishments in constrained areas with minimal parking and congested traffic along 198 from North Fork to the School.
- Yes (Create a Town Center with a concentration of commercial, retail and social uses to help strengthen Three Rivers as a livable community.)

Draft 2003 Policy Framework-Town Center Concept

One of the shared visions for Three Rivers is a community with a strong central core area with clustered commercial development. Concentrated or clustered commercial development serves several purposes. A concentration of commercial development can help create a focal point or town center for the community, and can also reinforce a sense of place and community identity.

Community residents have a desire for a central area that can serve as a formal gathering place for civic events, as well as an informal gathering space where residents and visitors can shop, eat, and socialize. A concentrated commercial development in the center of the community can provide this space

Directing the commercial development to a central area will help to limit scattered development in areas that are not appropriate for that scale and intensity of development. Clustered commercial development may also help to reduce traffic impacts throughout the community.

Objective 4: Create a Town Center in the community with a concentration of commercial, retail and social services to help strengthen Three Rivers as a livable community.

Policies:

1. Designate a "Town Center" site in Three Rivers as a potential future town center for the community.

2. Develop a Specific Plan for the Town Center to ensure the appropriate mix of uses for this area of Three Rivers and a high quality development.

3. Require commercial clustering adjacent to the existing Highway 198 commercial corridor and in the Town Center.

4. Allow for mixed use development in the Town Center.

b) FSU-Village Center at Three Rivers Feasibility Study 2005

Feasibility Study:

Village Center at Three River

Executive Summary

The Three Rivers project provides future growth recommendations to the Three Rivers Village Foundation which take into considerations town's existing businesses, community and visitor needs and long term sustainability. The Team specifically looked at whether a Village Center concept that encompasses commercial and residential needs as well as the community activity needs would be a good fit for the town.

The Team's recommendation and analysis are based on the local and visitor surveys, interviews with a number of business owners, residents and other stakeholders, town visits as well as extensive online research. Detail methodologies, survey examples and findings can be found in the body of the report. It is important to note that due to time considerations, survey responses were limited and represent only specific segments of the populations. Thus, though very relevant, we cannot conclude that our survey research is fully representative of each population segment's needs and preferences.

Our findings have lead to a conclusion that Three Rivers would benefit from a Village Center, however to ensure sustainability and community-wide support, we recommend a phased-in approach. Three specific phases are recommended; first one includes acquiring the designated land and construction of restroom facilities, visitors' center, bakery, parking and a community park. A lack of visitors' center is detrimental to local businesses as visitors are unable to easily locate all available services. The second phase of the project would focus on development of a senior housing and appropriate services. The only business consideration is a Laundromat providing that the Assisted Living facility is not able to meet the needs of other town residents. The final phase would sum the needs of the town by introducing additional businesses designed for small communities.

The Sequoia National Park is the main driver of tourism in the area attracting over one million visitors a year spending $60 per day for day visitors and $198 per day for overnight visitors, a significant amount of which is spent outside of the park. Our goal was to develop the Village Center in such a way as

to bring the maximum of the spending dollars to Three Rivers. Competent labor and water availability pose a challenge for new businesses to Three Rivers due to the proximity of larger towns such as Fresno and Visalia. In addition, the seasonality of business is a key factor when it comes to attracting investors to the town. Currently Tulare County Resource Management Agency is working on updating the County plan which could help deal with some of the issues such as addressing the needs of a growing population, housing and growth patterns.

Senior Housing as a composite of services is a rapidly growing industry and could become a driving force pioneering the growth of Three Rivers into a prestigious retirement community. Ninety percent of the people surveyed considered the need of assisted living in the near future. The challenging factors to be considered here are funding, marketing, labor, demographics and for the maximum return on investment, the housing development should be based on at least 80-100 units though a higher number of units would be needed to show significant profitability.

To help support our recommendations, we researched similar communities namely Estes Park in Colorado and Kernville located in California allowing us to compare their success factors. In addition, we created resident and visitor surveys, which allowed us to better understand the needs of the residents and visitors. Specifically, the surveys addressed the following issues: housing, businesses, leisure and entertainment, future growth, visitor expectations, services ratings and overall impression of the town. Furthermore the survey generated a very comprehensive supportive statistical data on key issues as well as specific questions detailed in the appendix.

Our final recommendations hinge on the community buy-in. With the town polarized with those that favor change and more conservative residents, it is obvious that additional intervention and community involvement is needed to bring to fruition the recommended plans, controlled growth and the success of the Village Center.

Introduction

This project was undertaken by the Craig MBA Team (Team) to provide the Three Rivers Village Foundation (Foundation) with the recommendations for the future growth of Three Rivers based on the town's needs assessment and to determine whether a Village Center concept would be successful and supported by the town without negatively impacting existing businesses or compromising the small town appeal.

The Foundation is a non-profit community-based organization dedicated to the preservation and enhancement of Three Rivers as an attractive, healthy and secure area to reside, work and visit. The Foundation provides the means to solicit, receive, manage and distribute government and private monies for programs for the betterment of this community. Though the Foundation has no particular plans for the growth of Three Rivers, they strongly believe that due to the attractiveness of the town, the growth will naturally occur. The objective of this group is to somewhat manage this growth in such a way to achieve the most positive outcome for the entirety of the town.

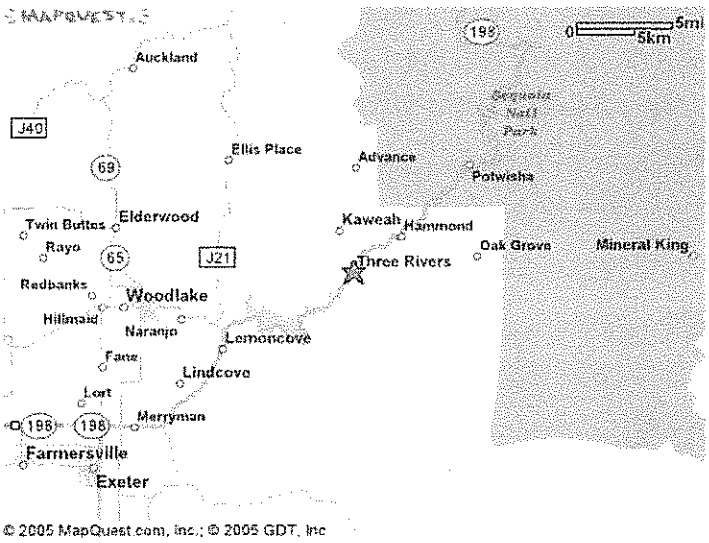
The principle objective is to preserve the rural, village atmosphere that reflects the traditional character of Three Rivers while accommodating future growth and commercial development. To accomplish this objective, the Foundation subscribes to the Smart Growth principles. The Foundation was specifically concerned with getting a broad input on community needs, so that the resulting recommendations provided by our Team take into consideration existing town businesses and their sustainability needs, address expansion concerns felt by many of the town's residents, and provide for the existing unmet needs of both the town's residents and many visitors.

Three Rivers

The town of Three Rivers also known as the "Gateway to the Sequoia & Kings Canyon National Parks" is located in the central valley 30 miles east of

Visalia and 72 miles southeast of Fresno. When first driving thought the town, it is very easy to miss many things within it; the lack of natural girth, the usefulness of highway 198, and the beauty of the Kaweah River have had a major impact on the town's development resulting in a sprawl usually seen in much larger cities. The pockets of business activity are divided by bare stretches of the highway that give an impression of a small, scarcely inhabited town with minimum activities.

In many ways Three Rivers is a small quiet town and it is therefore very hard to imagine that 1.2 million visitors pass though this town each year. In fact, it is hard to imagine that this town has much to offer to visitors; yet, common activities enjoyed by the visitors and locals alike include camping, river rafting, boating, fishing, picnicking, hiking, and horseback riding. The Kaweah River, which runs through the town, is considered the best rafting experience by professional rafters who visit Three Rivers every year for the great rafting pleasure ending in the Kaweah Lake. Due to the lake, rivers and the town's catfish farm, there are many fishing opportunities. The Three Rivers Golf Course with its nine holes along the Kaweah River also provides entertainment opportunities. In addition, visitors can avail themselves of a number of small shops, including the best candy shop in the valley, local galleries and the historical museum.



Demographics

Three Rivers has a population of 2,510 with mostly non-Hispanic white population. Over 80% of the population is above 16 years of age and approximately 50% of those are no longer in the labor force. The table below shows some key demographics.

Subject	Number
Persons	2510
Over 16 Yrs of Age	2054
Median HH Income	$44,432
Average Household Income	$54,687
Persons in Households	2503
Poor Persons in Families	155
Families Below Poverty	50
Non Family Households Below Poverty	51
Total Housing Units	1,357
Total Housing Units (100% Count)	1,265
Estimated Occupied Housing Units (100% Count)	1,019
Over 25 Yrs of Age	1,712
Median House Value	**$250,000**
Average House Value	**$280,000**
Civilian Labor Force	**1115**
Over 16 Not in Labor Force	**934**

Problem Statement

Due to its natural beauty and topography, the town of Three Rivers has been growing and is expected to continue to grow at a much faster rate than the neighboring city of Visalia. As Three Rivers is unincorporated, there is no local government entity that has a specific duty to ensure that the town grows in a planned and a strategic manner that will benefit majority of its residents. Though, Tulare County provides overall community planning that includes provisions for the town of Three Rivers, specific community involvement is still necessary so that the needs and wants of the town's residents are represented.

Unfortunately, the needs and wants of the town's residents differ and point in various directions, which have led to unplanned growth and a lack of a uniform voice speaking for the town. In addition, the town's topography has also led to the sprawl growth patterns that have left the town without a natural town's center. The most pertinent question facing this community is how to deal with future growth, and specifically, how to build consensus within the community to agree on the growth approach for the town of Three Rivers and make the town more successful and thriving without taking away its small town country charm. Once these are answered, the next step would be to address the sustainability question on how to make the Three Rivers a destination, not the park, year around to achieve business sustainability.

Recommendations

Based on the research findings, details of which are contained in this report, the Team recommends a slow phased in approach in developing a Village Center. The location under consideration by the Foundation is ideal for the location of the Village Center as it has the immediate freeway access and visibility, existing businesses and sufficient girth to allow for a small park, senior housing and some commercial development. Though the anti-growth sentiment was expected to

be prevalent by the town's residents, our survey findings show that over 70% would support the existence of the Village Center. The Team's final recommendations take into consideration the balance of two issues -- the town's need for additional services and the ability to sustain those services.

The first phase of the Village Center should include purchase of the land, planning and providing services most needed by the community. The initial services / businesses would include: **Restroom facilities, Visitors' Center, Bakery, Parking and a Community Park.**

The biggest challenge in this plan is obtaining funding to purchase the land, develop plans and put in a restroom, parking and a community park, all of which should be undertaken in the first phase. Team understands that the Foundation does not have sufficient funding to initiate this venture. However, the Foundation already has experience with obtaining funding for the community projects. If the town is successful with the current plans to put in a visitors' center, restrooms and parking near the museum, those should be excluded from the Village Center. As these plans have not broken ground, it would be beneficial to move the plan for building to the new location. Putting in a visitor's center, a small park and the restrooms would first ensure that visitors have a rest stop on their way to the park. In addition it would give them an opportunity to "discover" the town of Three Rivers by visiting the information center; one option that should be considered is to turn the visitor's center into a business by offering internet connection, hotel booking as well as the booking of various activities that tourists can avail themselves in the town.

Concurrent to this development should be a plan to add a small town park and a bakery. The town park should provide visitors with ability so sit, enjoy the beauty of the town without being indoors or in the nearby National Park. The park will also benefit the residents, especially the seniors and families with children, who currently do not have a town park. The park does not have to be very large; however, it should be connected by walkways that do not include

steps or steep declines to the parking lot and the visitor's center / restroom area. The park should also include trees for shade, benches, picnic tables, and a small playground. In addition adjacent to the visitor's center should be a bakery that has fresh baked goods, desserts, sandwiches, coffee and cold drinks. Other options such as warm sandwiches or crapes would probably be a good addition. Together these services comprise some of the most commonly identified needs by the visitors and the residents of Three Rivers. The visitor's center and restrooms would ensure ongoing traffic for the nearby businesses during the peak season. During the off-season, locals visiting the park with their families would ensure some traffic and patronage for the bakery.

The second phase of the Village Center should include **senior housing and a Laundromat,** unless the Laundromat is included in the senior housing complex. Senior housing would ensure ongoing patronage of village's businesses and provide basic sustainability throughout the year. The senior housing complex should have a minimum of 80-100 units with a variety of services. The most essential services that would be needed include: meal service, laundromat, activity rooms / halls, and medical services. To ensure utilization, the operators should consider opening services to non-residents. As there is no Laundromat in town, this service would be utilized by other seniors. Should the senior housing complex exclude a Laundromat, the addition of this business to the Village Center is recommended. Based on the research that is provided in the Senior Housing section, it is critical that the Foundation obtain a senior housing consultant to fully explore all options and look at full market analysis essential for this recommendation to work. This consultant should be obtained during the phase one planning and implementation, so that phase two does not lag too much beyond the phase one development.

The third phase of the Village Center should include additional businesses: **An all in one hardware / auto part / camping equipment and recreational store, a small bookstore that incorporates a magazine and a newspaper section as well as music or a newsstand type of store that also**

includes books and room for growth and movement of existing businesses to this location. The town would not easily support a hardware store, however a combination store that includes, hardware, auto parts, camping, backpacking and fishing equipment as well as potentially a outdoors sports clothing section could be sustained. The companies such as Patagonia, Inc., that are environmentally conscious and community friendly would be a good fit. Though the town of Three Rivers may not be big enough to support the entire store, Patagonia products are sold through other stores; this approach is successfully done by the town of Kernville. Similar all in one approach should be taken with a bookstore / newsstand – though the town may not be able to support a big book store, a small book store that offers a popular selection with magazines and papers and the ability to order books and music, and a reading space for kids and adults could be very successful. Used books should be avoided so that the competition with the Cabin is minimized. Additionally, the Sequoia National Park service is interested in having office headquarters in Three Rivers; this plan is not solidified and is a long term plan whose execution depends on the annual federal budget. However, the need exists and the Foundation should pursue a relationship with the Park to ensure that when these plans are able to come to fruition, Three Rivers is considered as a prime location for the headquarters.

Limitations:

- There is no incentive for the current business to move to the Village Center location or for the new business to locate at the Village Center.
- There is no formal body that can direct the growth to a particular area or prevent further town sprawl.
- Though in concept, the Village Center is supported, many residents could still see it as a step away from a conservative no-growth approach and oppose its creation.
- Based on limited survey responses, additional services may be needed that are currently unidentified.

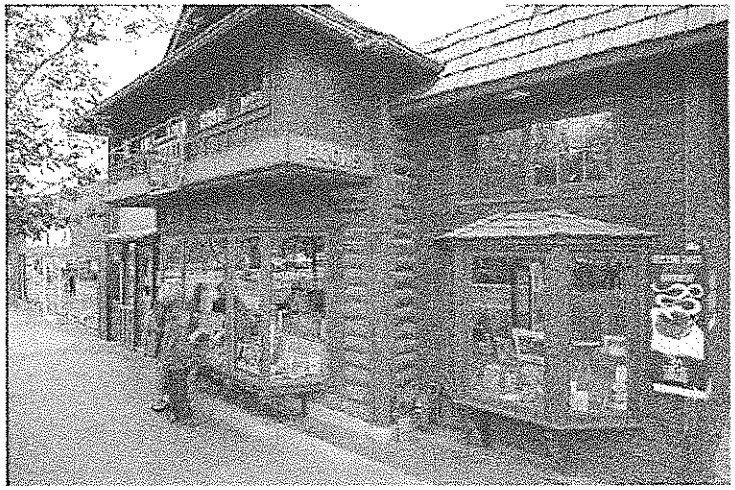
How to address the limitations mentioned above:

- The Village Foundation should work with the County and provide input, so that the community development provisions for Three Rivers contain the growth provisions that meet the town's needs.
- The Foundation should join efforts with the business association for future planning of the commercial aspects of the Village Center, so that the needs of existing business are taken into consideration and seen as a priority. Also, there should be an active campaign to engage any new potential businesses into this process.
- Community forums are usually a good way to educate residents on benefits and pitfalls of any plans. This method is already utilized and familiar to town's residents. The Foundation should start holding such meetings as well. In our interviews with residents of Three Rivers, we encountered quite a few people that did not know about the Foundation and felt immediately suspicious of our intentions.
- Utilizing the local paper to educate residents about the Foundation's work, future projects and to dispel rumors should also be considered.
- Also, the Foundation should consider setting up a website where information about their work and future plans can be posted as well as where they could solicit input from locals and visitors. One consideration could be to post a copy of the future growth survey or a shortened version of the survey and request for answers to be sent to a specified email address that could then be reviewed by the Foundations members on a monthly or quarterly basis.

All of the suggestions provided above would help with the community buy-in and needed support for a planned growth approach for the town of Three Rivers.

In addition to the business selection, the external look of the Village Center will be important. To retain the small town appeal that most Three

Rivers residents appear fond of, the outside look of the Village Center should blend as much with its environment; to achieve this, old western store fronts with wooden roofs and storefronts should be considered. Modern architecture should be avoided at all costs. While researching comparable towns, we found a picture of a bookstore in the town of Estes Park; we believe that this specific look would fit well in Three Rivers as well.



Methodology

In order to evaluate the existing town conditions and prepare recommendations, the Team employed the following strategies:

- Interviews: business owners, other residents, external stakeholders and visitors;
- Town visits
- Online Research
- Surveys: short email surveys of existing businesses; future growth resident survey; and visitor survey.

The concept paper and the vision statement prepared by the Village Foundation assisted the team in understanding the existing paradigms of this community. The most essential part of this study was to look at needs of all stakeholders and determine the correct course of action for the growth of Three Rivers. The following groups are the stakeholders in this process: town's residents, business owners, visitors, Sequoia Park management, Tulare County, and future generations. All of these stakeholders have interests, goals and needs, which may align or clash with those of the other groups. The objective of the study is to recommend solutions that maximize the benefit to all or most groups. The specific research strategies for each stakeholder group included:

- **Park** – Review and analysis of the Park's business plan. We conducted interviews with the Park's Public Information Officer to determine unmet needs and future plans that may impact the town of Three Rivers. We also utilized website information on Parks and services available within parks to help us assess potential needs that the town of Three Rivers can address.
- **Visitors** – Review and analyze the Park visitor survey and recommendations completed in 2002. Personal observation and interviews during Jazzafair were also used to develop insights into visitor needs. A survey developed by the group is one of the major tools that was used to evaluate the visitor expectations and unmet needs.
- **Business Owners** – evaluation and review of the existing businesses to prevent recommendations that may cause business cannibalization was conducted via Internet research. In addition, personal interviews, phone and email short surveys as well as the future growth resident surveys were utilized to determine needs, existing concerns and gain insight into the dynamics of the business community in order to determine recommendations that will further the success of the town.
- **Residents** – as this is a very diverse group that would be significantly impacted by development and growth of the town, these stakeholders are subdivided into the following categories:

- **Retired residents** – they are the most active and vocal group in town; they are probably the most affluent as well. Their needs should be significant as the community currently has limited medical services and no provisions for assisted living. However, among this group are also the anti-change and anti-growth voices that may be successful in keeping the town from the planned growth approach. It is highly unlikely that this group can do much to effectively stop growth, however a high level of contentiousness and a lack of cooperation will make a planned approach very difficult to execute.
- **Working adults** – they are a small group with not enough apparent voice probably due to ongoing obligations that are taking precedence over the active community life. We utilized the future growth survey, a limited number of personal interviews and the local newspaper opinion pool on various services to determine the needs of this segment of the population.
- **Teens and children** – this is a group whose opinions are even harder to obtain, but whose needs are important and recognized by both the retired residents and the working adults. We utilized the personal interviews and surveys to specifically ask about the needs of this population segment.

Stakeholder Assessment & Impact: Visitors

Visitors provide a significant support to local businesses and the economic wellbeing of the town. The Sequoia National park is the biggest contributor to the tourism of this area. Based on the information found in the Economic Impact Study of the Sequoia and the Kings Canyon National parks, over one million people per year visit the park which equals to 306,000 party trips or 536,000 party nights. These visits translate to expenditures that benefit the central valley and especially the gateway community of Three Rivers.

Visitor segments are divided based on the length and place of stay; they include: 3% stay overnight in Hotels inside the park, 10% camp inside the park, 7% camp outside the park, 24% are the local one-day visitors from the Fresno and Tulare County areas, 24% are the local day users who have relatives or vacation homes in the nearby areas, such as Three Rivers, and 33% stay outside the park in surrounding towns. Several of these categories are significant to us as they impact tourism and business sustainability of Three Rivers. Based on this research, it is estimated that visits to the park generate 193,000 hotel/ motel night stays and 45,000 camping nights per year in the surrounding areas. These trips are not equally spread thought-out the year; 47% of visits, 45% of overnight stays and 75% of camping trips happen in the high summer season (June though August), thus the need for services by visitors is seasonal and varies significantly thought the year.

Based on the study, day visitors spend $57 to $62 per trip and approximately 49% of the spending is outside the park. Most of the funds are spent on gas and food which is split between restaurant spending and grocery / take out. Visitors who stay overnight in establishments outside the park spend approximately $420 per trip. Their spending is divided between inside the park spending on various purchases ($94) and outside the park spending on hotels/motels ($160), restaurants ($60), grocery ($21), gas & transportation ($61) and other purchases ($19). Per day spending of the overnight visitors averages to approximately $198. The study assumes that approximately 13% of the spending is utilized on goods that were purchased outside the local area, thus not contributing to the local economy. The overall tourism sales multiplier for the region is 1.61, meaning that an additional $.61 in sales is generated through secondary effects for every dollar of direct sales.

In addition to the attractions provided by the park, there are several events that are organized by the community on an annual basis that provide spikes in visitors' interest in the town; these include: The Annual Polar Bear Dip, Jazzaffair, Lions Team Roping and the Redbud Festival. Though these

attractions last only a few days each, they are important to the town as they generate tourism activities that are related more directly to the town. Three of these events, Jazzaffair, Roping and the Redbud Festival happen during the month of April and May and ensure that town's establishments that cater to visitors are busy. Another significant attraction for the tourists is the Kaweah River; rafting season is from April through June, which contributes to town's tourism.

Based on the interviews with the visitors during the Jazzaffair, tourist needs currently insufficiently addressed by the town include: adequate restroom facilities, river access and the lack of a visitor's center.

Stakeholder Assessment & Impact: Existing Businesses & Business Needs

There are a number of businesses within Three Rivers that meet both local and visitor needs. It is actually surprising how many businesses are thriving within the town's borders. Town's sprawl and a lack of a natural town center are partially responsible for a perception that Three Rivers may lack in businesses. Another reason for this perception is that a visitor may have a harder time finding all of the Three Rivers hidden treasures simply because there is no visitor's information center available in the town.

Hotels, motels, and bed & breakfast options are numerous, which is understandable, as visitor spending and needs in many ways drive the economic health of the town. There are also a number of restaurants that serve mainstream American cuisine, a Mexican restaurant and a pizza factory. To expand on choices available in town, Gateway restaurant serves Chinese food on Wednesdays. As both pizza and sandwich shop also exist, it would be very hard to bring another restaurant in town that would not at least partially cannibalize the existing business during a portion of the year. During summer months, another restaurant, especially if food is low to mid priced, would be an easy and a successful addition.

One other successful addition may be a bakery as town seems to have lost the existing one only recently. A bakery that has traditional baked goods, crapes, quiches, and sandwich fare, including a variety of vegetarian options and cold salads as well as boxed lunch and to go snack options for visitors would probably be very successful. Coffee, teas, juice drinks and vitamin water such as Glacier would also be good complimentary choices.

Shopping for visitors is probably among the least important activities while in town; however, groceries, supplies, gas and other necessities are a must. For the locals, bargain priced shopping is available 30 miles away, so necessities and unique Three Rivers items are probably all most need or will utilize. There are sufficient places in Three Rivers for groceries, gas, limited clothing needs, jewelry, plants and movie rentals. Currently, the Cabin and to a limited degree the Tingaree are the only places in town that sell books; though one book store / coffee shop combination is probably sufficient for the Town's needs, we believe that a bookstore that has newer book selection, music and magazine choices may be both well received and successful. A big store such as Borders or Barnes and Nobles would not do well, nor could they be supported by the town, however a smaller unique establishment that could cater to town's needs as well as have pleasure reading materials available for less adventurous tourists such as the Avid Reader in Davis, California would be acceptable.

Based on the interviews with residents and several business owners as well as recommendations gathered from the Kaweah paper survey, Three Rivers would benefit from getting a hardware store that also has camping / backpacking equipment and other general supplies; in addition, an auto part store was also mentioned. Though a full auto part store could not be supported by the town, some car essentials would be fitting in the hardware store, especially if they are designed to also address vehicle needs of the park visitors and employees. Another potential department section in a hardware store could be office supplies, so that the local businesses can obtain office supplies from a local business and not depend on drives to Visalia.

During the interviews while visiting the town, the town's residents / business owners offered advice; the most notable / common comments included:

- Public restrooms should be a high priority.
- A park and nice walkways between shops would benefit the town.
- Access to the river would make the town more appealing.
- If current businesses made some cosmetic changes (paint), the town look would much improve.
- Daycare is needed, but it has to be opened at the beginning of the school year and it needs to be reasonably priced.
- Existing restaurants are pricy and there is not sufficient variety.
- Additional medical services are needed.
- Senior housing and a low-income housing are needed.

Businesses in Three Rivers deal with some unique issues that need to be considered. Labor availability is among the most significant issues. Due to seasonality of many businesses, labor needs have peaks and valleys; during the high season, finding sufficient labor force is problematic. Additionally, should the town decide to engage in a search for businesses where a more professional degree is needed, such as for any type of medical services, additional labor availability issues will arise. Though both Visalia and Fresno are relatively close for Three Rivers to use as a labor pool, sufficient incentives have to be offered to entice potential applicants into relocating or commuting. Town's lack of low income housing usually prevents many from considering relocation as a serious option if working in the hospitality business; though we considered recommending an apartment complex to address the need for low income housing, we did not gather sufficient evidence to support this recommendation. We do however recommend that the Foundation have further conversations with the Park's management whose employees may benefit from additional housing options.

Water cost and availability is another significant issue. Residential and business water needs are met by the individual water systems; currently there are 35 separate water systems in Three Rivers. The Tulare County requires monthly and at times daily water testing; the testing fees start at $36 per month. The water testing and related issues are addressed by the Community Services District, which acts as a liaison between the town's residents and businesses and the County. New businesses would have to consider joining existing water systems when possible and share the water resources or sink new wells to meet their water needs.

Phone / Email Interviews with Current Businesses:

To further drill down the needs of the business community as well as to gather their perception of the overall community and tourist needs, the team conducted phone and short email surveys; the following questions were asked:

1- Is there any kind of seasonality in your business?
2- Who are your typical customers (Visitors or Locals)?
3- Is your business open year around?
4- What would help you to improve your business?

The following are the results from the email and phone interviews:

- Businesses such as lodging, retail, and recreation services are highly seasonal. The peak season is usually May through September.
- Most businesses are open 9am to 6pm, Monday through Friday. During the peak season, opening hours extend to weekends as well.
- Majority of the visitors are from southern California. For this reason, some businesses invest in advertising in the Los Angeles Times.
- Although most businesses are seasonal, majority of them are open year around.
- New businesses such as cabin rentals are having a great success due to the high level of demand during the peak season. In order to stay in

business during the slow season, they provide month-to-month cabin rentals for local residents.

- Businesses that offer medical services for local residents such as doctors and clinics are successful and busy.
- Realty mortgage businesses are also fairly seasonal with April through November being the busiest and the winter months the slowest time. Buyers are mainly from out of the area. Currently, there is no waiting list for property in Three Rivers.
- Currently, there is only one apartment complex and one 12-town home complex.

The business owners we spoke with offered the following recommendations:

- Room tax funds that are collected by the county should be used for the marketing purposes to benefit the area.
- There are needs for larger facilities to accommodate customers. Specifically, the health clinic mentioned that sufficient needs exist to expand to a larger facility in order to improve services and serve the existing volume of patients.
- Building and maintaining public restrooms due to the volume of visitors should be a priority.
- Some felt that there was no need for additional businesses due to town's inability to sustain them.

Stakeholder Assessment: Tulare County

Currently Tulare County Resource Management Agency is working on updating the County plan which has provisions for Three Rivers. As the unincorporated area, the town looks to the County for the provision of services and development plans. A number of issues and policy changes considered by the County are pertinent to the town and its future growth; they include:

- Undertaking specific land use and transportation measures to reduce air pollution.
- County measures to reduce groundwater overdraft/depletion and improve groundwater quality.
- Addressing adequate water supply to meet future needs.
- Preventing deterioration of current infrastructure and meeting the needs of new development.
- Promoting economic diversification.
- Addressing the needs of a growing population, while protecting natural resources.
- Housing adequacy for all income levels.
- Growth patterns used by the county to accommodate future development.

The current status and conditions for each of these issues are relevant to decisions the Foundation would make on how to support and steer the future development of the town. Some of the solutions proposed by the County leadership discussed at one of the town meetings include:

- Create niche tourist activities (e.g., commercial bike tours)
- Expand van/bus service between Hanford Amtrak Station and eastside recreation venues and resorts
- Expand/publicize cultural celebrations
- Promote historical sites (e.g. Allensworth)
- Promote agri-tourism, eco-tourism, and outdoor recreation in Tulare County to outside markets
- Expand cooperative marketing efforts with Sequoia National Park

By implementing the solutions that the county is considering, Three Rivers would greatly benefit by getting free advertisement for their recreational activities and the ease of access the community would gain through the van/bus service. Conversely, County benefits from putting resources into Three Rivers. Visitor spending within the town multiplies and the County benefits from the taxes. Also,

additional visitor spending encourages job creation and overall economic development. Due to its natural beauty and tourist attractiveness, this area is an important to the wellbeing of the County. Both the town's residents and the County should capitalize on this synergy and work towards solutions that benefit both.

Stakeholder Needs Consideration: Senior Housing

Through our interviews, surveys and other research, we have come to believe that there is a definite need for Senior Housing in the town of Three Rivers. The Team gathered the information below, so that the Foundation can get a glimpse of options, possibilities and potential obstacles when considering the pursuit of this recommendation American Baptist Homes of the West and Combined Affiliates with their San Joaquin Garden branch in Fresno were used as a model and proxy to complete this evaluation. Its financial statements for he year ending September 30, 2003 provides valuable information to developer on the operating expenses once the senior housing project in in full operation.

The first consideration needs to be given to the type of senior housing that could be included in the Village Center project. The key points to consider are the level of support and services needed by the seniors. Needs vary across the spectrum from basic affordable housing to full care facility that could address medical needs, including physical, mental, and emotional health; transportation around the community and other amenities such as food preparation and laundry service. Different types of senior housing include:

- Independent Living: a community of seniors living in an apartment complex or retirement community, with no custodial or medical care.
- Congregate Housing: Independent Living in a senior apartment, with the added services of custodial and medical care.
- Assisted Living Facility: a group home consisting of private rooms or apartments, with assistance in activities of daily living, but little medical care.
- Board-and-Care Home: a small Assisted Living Facility.

- Nursing Home (Skilled Nursing Facility): a facility with 24-hour medical care available, in addition to custodial care.
- Continuing-Care Retirement Community: a residential community for the remainder of one's life, with a choice of services and living situations, based on changing needs at each point in time.

Additional research is needed to determine the appropriate facility recommendations for the town of Three Rivers. As senior residences and senior care facilities offer different composites of care, the facility choice should be selected to allow for the variety of needs, yet remain cost effective in provision of services.

Labor considerations are critical when performing the feasibility study. A senior housing facility hosts a large number of skilled staffs from medical to management. 24 hour medical on site help is very common in a typical senior home due to the nature of the business.

It is critical that the developer hires a senior housing consultant for an in depth analysis of the senior housing project. Below are some of the key factors that require analysis and understanding:

Market Size: Market Assessment pinpoints the size of the primary and secondary markets. The Primary market consists of the target city. The secondary market is comprised of the area around the primary market that the facility would draw from. In some cases the secondary market is a radius around the primary market. In other cases, competition or larger populations that are in close proximity can skew the secondary market area. It is important to correctly identify the secondary market area to ensure accurate demographic information. Thus when considering a facility in Three Rivers, a complete assessment of need and existing capacity should be conducted including surrounding towns as well as the city of Visalia.

Market Demographics: The market demographics calculate the number of age and income qualified seniors in the primary and secondary markets. This

information is derived from the US Census and cross referenced to ensure accuracy.

Market Competition Analysis: Based on market size, there will be varying amounts of competition in the primary and secondary markets. A complete and comprehensive analysis of all competition is vital in determining market saturation, and projecting market penetration rates. As far as Three Rivers is concern, competition might come from Fresno or Visalia area.

Information drawn from the market assessment is used along with market financial indicators to determine financial feasibility and establish project's total development cost, monthly rents, service income, and operating expenses.

Total Development Cost: The development cost of a senior housing project is unique in that it includes the typical costs of building construction along with the costs of developing a service orientated business that will operate 24 hours a day. A consultant should be able to provide a detailed breakdown that includes construction hard costs, working capital, marketing budget, loan points and fees, and construction interest.

Pricing: Costs for assisted living residences vary from less than $1,000 to more than $2,500 per month, but the National Center for Assisted Living reports that in 2000 the average fee--including rent and other fees was $1,873. Single units range in the 500 square feet and double units 1000 square feet. A typical senior home has around 80 to 100 units serving different purposes. According to The State of Seniors Housing, published by the American Senior Housing Association (ASHA), these facilities "are designed for seniors who pay for some congregate services (such as housekeeping, transportation, meals, etc.) as part of the monthly fee or rental rate, and who require little, if any, assistance with activities of daily living." **For the best return on investment, the optimum aggregate size is 101 to 150 living units**. Annual resident turnover is about 27 percent, and the average residency is three years.

An average of 80-100 units must meet these criteria to be eligible for loans from underwriters:

- Operating expenses average 55% of cost of care.
- Resident income requirement is approximately $25,000 annually.
- Profit margin is generally 35-40% before debt service coverage.
- Absorption is typically 3 net admissions per month. Fill up is typically 10-12 months for experienced operators.
- Construction costs average $85 per square foot. (Excluding land acquisition).

Our research showed that Fresno County, a predominantly rural and suburban area, had the least expensive per unit costs for both market rate and affordable projects compared to other regions in California (Los Angeles, San Diego and San Francisco counties). Land is a significant variable between these regions. Fresno is an area where residential development is still relatively inexpensive by California standards. The table below shows the price range for a typical senior housing in the Central Valley.

Living Costs

	INDEPENDENT LIVING
Apartment	Rent From
Studio	$1,140
One Bedroom	$1,650
Two Bedroom	$2,075

	ASSISTED LIVING
Apartment	Rent From
Private Studio	$1,995
One Bedroom	$2,595

Source: The Hacienda 2005 Pricing-www.seniorhousing.net

The next consideration is the target market affordability. There is no government financial support for long-term care in a nursing home, in an assisted

living facility, or at home, unless the individual has virtually no income and no assets. Thus, for this project to be feasible, the target senior market must be able to afford to live in the senior housing facility without much governmental assistance. The possible payment options, other than existing private funds, for long-term care are:

- Medicare
- Medigap (private Medicare-supplemental insurance)
- Medicaid
- Supplemental Security Income (SSI)
- Social Security benefits
- Long-term-care insurance
- Reverse mortgage (home-equity conversion)

Project financing is the final consideration. The following options can be considered:

- **Commercial Banks:** Commercial banks represent the most prevalent source of financing for senior housing. Due to an established background in the acute care business, banks place weight on an operator's experience and put a high premium on this underwriting component. Banks offer term loans and construction loans. As opposed to lending on a project-by-project basis (project specific lenders), banks tend to compete extensively for the business of certain operators. A few disadvantages of commercial banks include the shorter terms that often accompany bank loans; higher interest rates; and the fact that lenders have recourse to borrowers in case of default.

- **The U.S. Department of Housing and Urban Development (HUD):** HUD is the dominant government source of capital in financing for senior housing. Senior facilities and communities first began to be acknowledged as socially and economically viable in the 1960s. Since that time, HUD has served as lender for both construction and permanent

loans. HUD is recognized for its favorable lending terms, including 35- or 40-year terms and amortization. Additionally, HUD provides nonrecourse financing, up to 85% or 95% loan-to-value, at favorable interest rates. On April 28, 2005 The Department of Housing and Urban Development announced more than $20 million in grants to provide predevelopment funding for 104 sponsors of Section 202 Housing Projects in 32 states including California. To be eligible for the grants, the activities must otherwise be eligible for funding under the Section 202 Supportive Housing for the Elderly Program. The maximum grant amount per single application is $400,000; however no more than $800,000 could be awarded to a single sponsor or its affiliated organizations.

- **Insurance Companies:** One of the primary advantages of insurance companies is the long-term financing. Insurance companies provide specific senior long-term take-out financing that is typically non-recourse. However, financing is usually only available to existing developers with an established operating history. The minimum loan requirement for most insurance companies starts at about $43 million. Insurance companies loan only to a certain niche--aiding in providing capital for assisted living and congregate care facilities or a combination of both types. However, insurance company loans are not given to freestanding nursing homes.

- **Credit Companies:** As with insurance companies, credit companies have embraced assisted living and congregate care, although their participation is limited. Multiple investment models supply institutional lenders with financing options such as a one-office approach, a regional office approach and a home office approach. Gaining momentum in the early 1990s, successful institutions that developed a significant market share have done so by setting up individual business units.

- **Securities (Tax-Exempt Bonds):** Public entities often are the source of tax-exempt bond financing. If certain requirements are met, public agencies can issue nonprofit 501(c)(3) bonds or for-profit residential rental bonds. Terms may range from one week to thirty years. Rates of tax-exempt bonds vary from 5.5% to 7.5%, including enhancements (a letter of credit from a bank in the event of failure to make debt payments on a timely basis). Although, these offer the lowest interest rates available, there are several disadvantages including rental restrictions, high transaction costs, state limits (for profit), and the necessity for a public issuer.

Comparison Studies: Similar Communities

We conducted an internet search to find towns similar to Three Rivers. The main focus was to look at other gateway communities and their growth patterns, business and determine if similar approaches would work for Three Rivers. Though some similarities were found, there are no towns that we found that are dealing with exact circumstances.

Estes Park is a gateway community to the Rocky Mountain National Park with a population size of about 4,500. Estes Park offers local residents and visitors the Elkhorn Avenue - a shopping district featuring a variety of shops and restaurants for all ages and interests. The businesses and services in Estes Park are similar to those of Three Rivers but there are some differences. For example, Estes Park has public restrooms and showers which is an unmet need expressed by many locals and visitors in Three Rivers. Estes Park also has a Tourist Information booth where tourists can obtain information about local attractions and services; this is yet another service that is lacking in the town of Three Rivers. One of the businesses that is thriving is the Macdonald Book Shop at Estes Park, which offers products such as books, magazines, cards and stationary. This has been a successful business for Estes Park since 1928. The

goal was to "create a shop that would make people want to read, write, and communicate through letters and cards, have a cup of tea or coffee and relax." They offer books on fiction & classics, western American history, nature hiking guides/maps, regional cookbooks, children's books, and Colorado photography. Estes Park also offers Senior Apartments for its residents. Such business does not currently exist in Three Rivers and we believe would be a good addition in the Village Center.

Estes Park also has senior housing. The senior apartment complex features modern one bedroom (670 sq ft), two bedroom (980 sq ft) and two bedroom deluxe (1170 sq ft) apartments, each with private bath, full kitchen and laundry. Apartments are available through either an entry free purchase plan or month-to-month lease and include the following for amenities and services:

- 24-hour emergency response system
- Paid utilities (electricity, cable TV, heating, cooling, water, sewer, garbage)
- Major appliances
- Maintenance of grounds, building and all furnished appliances
- Daily noon meals
- Housekeeping twice monthly
- Social activities
- Scheduled transportation
- Use of spacious common areas, including lounge/living area, library, activity room, dining area, pool/spa and exercise room

The recreational activities that Estes Park offers are hiking, climbing, horseback riding, river rafting, snowshoeing, skiing, swimming, biking, fishing, boating, golf & tennis, and hunting. These activities seem to be very successful and generate significant amount of tourism. Currently, Three Rivers offers most of these activities, but should consider adding others, such as biking tours, which would attract more visitors.

Popular events at Estes Park are Longs Peak Scottish Irish Highlands Festival, Scandinavian Festival, Elk Fest, Rooftop Rodeo, Wool market, Catch the Glow Christmas Parade, Snowshoe Days, Brats and Bands Autumn Festival, and the JazzFest / ArtWalk. Some of these activities are very much like the ones available in Three Rivers. Unfortunately we were not able to find out if advertising, facilities and attendance of some of these events matches that of Three Rivers. We do believe that due to a higher number of activities and events available in Estes Park, direct town tourism is higher and more business are supported compare to Three Rivers.

The Team also looked at the town of Kernville, California as a potential comparable town for services and future growth direction. Kernville is located about 120 miles North of Los Angeles in the Southern Sierra-Nevada Mountains and is known as the Gateway to the Sierras. Kernville and the Lake Isabella community together act as the backbone for infrastructure and resource for visitors to the lake everyday of the year. With the population demographics that are very similar to Three Rivers and the closeness of the Lake Isabella, this town's business paradigms are very similarly to that of Three Rivers. Kern River hosts great rafting, fishing, and swimming, while the Kern River Valley offers many alternatives to the lake or river activities such as rock climbing, golf and bingo. Tourism is a $905 million a year industry for Kern County with Lake Isabella a driving force for tourism.

The town supports a host of recreational activities such as camping, fishing, golf, horseback riding, motocross, mountain biking, and various water activities. The community of Lake Isabella is considered the commercial hub of the Kern Valley since shopping centers, restaurants, junior high, elementary school, high school and the area's Community College. The shops attract the curiosity of tourists and always busy throughout the year as well as late night dining is also very common. The Kern River Valley Historical society manages the Kern Valley Museum with some of the finest exhibits in California, is located in the heart of Kernville. In association with the Kern River Valley Art Association,

the Museum exhibits works of local artists that could be purchased. Additionally, the Museum features a special exhibit case which is changed monthly. Kernville has most of the amenities needed by its residents and visitors including emergency services, assisted living, banking, entertainment and many others.

The many local clubs and organizations keep busy hosting a variety of events, and the outdoors serve as a magnet for contests and races of all kinds. Some of the popular events in the valley are Whiskey Flat Days, The Sierra Art Show, Keysville Classic Mountain Bike Race, Lake Isabella Fishing Derby, Fourth Of July Celebration, and Personal Watercraft Race. Furthermore the city and businesses have comprehensive and very illustrative websites that allows a prospective visitor to plan ahead of his/her trip to Kernville.

As both of these communities have seasonal tourism driven economies, there are remarkable similarities to Three Rivers. Both of these communities are bigger than Three Rivers and offer a wider variety of services and entertainment. The town of Three Rivers could certainly take that approach to growth, however tempered with the growth should be considerations for Three Rivers residents' dislike for any future growth.

Stakeholder Needs: Community and Visitor Surveys

A. Surveys

Local Survey: First version. Based on the information collected from the meetings with the Foundation representatives and the background research, the first version of the local survey aiming at assessing the opinions and attitudes of Three Rivers community members toward future growth and the possibility of developing a Village Center was crafted.

This version had a total of 43 questions that were divided in five different sections. Section 1 (questions 1 to 14) focused on assessing the business and service needs of the town. Questions 1 to 7 asked respondents opinions about the current restaurants and their dining habits. Questions 8 to 13 were about

retail shops and services. Question 14 asked about weekly spending habits of local people on dining and entertainment.

The main focus of section 2 (questions to 15 to 25) was about the housing needs. The team wanted to find out whether the local residents were interested in living in a Village Center and the type of housing they would be interested in. Additionally, question about community's needs and interest in an assisted living facility was asked.

Section 3 (question 26 to question 32) of the local survey was about having a full time Art Gallery. Section 4 (questions 33 to 37) aimed at business owners to see whether they would be interested in relocating their businesses to the proposed Village Center. Finally, section 5 (questions 38 to 43) included questions about demographic information. (Please see Appendix for a copy of the first version).

Local Survey: Second version. The team modified the local survey after receiving feedback from the representatives of the Foundations as well as a number of respondents. The majority of the questions were kept intact. Question 16 was moved from section 2 to section 1. Questions 4 and 5 in section 1 were reworded to better fit the Team's purpose. One of the major changes was that section 3 was reduced from 7 questions down to only 2 questions. The team also added a section to gauge respondent's awareness about recent proposed legislation to turn sections of highway 198 into a scenic highway, the updates of Tulare County General Plan, and their perception about future growth in Three Rivers. (Please see Appendix for a copy of the second version).

Visitor survey. The visitor survey included a total of 18 questions. Questions 1 to 3 focused on the reasons, the frequency as well as the length of their visits to Three Rivers. Questions 4 to 10 focused on the stores and the services available to the visitors, and what other services would likely enhance their

experiences. Question 11 was about the proposed plan the build a Fine Arts museum in Three Rivers. Question 13 asked if the respondents would like to relocate to Three Rivers in the future. Finally, questions 14 to 18 asked the respondents for their demographic information. (Please see Appendix for a copy of a Visitor survey).

B. Procedures and Samples

Local surveys. The first version of the local survey was administered at the meetings with the Senior Groups and the Women Alliance Group on April 6, 2005. There were 50 respondents from these meetings. The second version of the local survey was passed out three days later (April 9, 2005) at the local Jazzaffair festival, but there were only 27 respondents. The team also left surveys at various businesses and set up email accounts to receive e-surveys.

After tallying up all the surveys (both the first version and the second version), there were only 70 usable surveys. The majority of respondents were women (79.7%) vs. men (20.3%). This is understandable since most of the surveys came from the meeting with the Women Alliance Group. In fact, the percentage of people over 65 years old is remarkably the largest with 44.4% and over 55 is 60%. Likewise, the average amount of people per house is two (48.4%) which matches with the percentage of retired residents (52.4%). In terms of the period of time that residents have been living in Three Rivers, the most significant range was over 10 years (40%) which indicates that respondents certainly know and belong to the area. Finally, the combined annual household income is representative for ranges from $35,000 to $49,999 (24.5%) and from $50,000 to $74,999 (24.5%).

Visitor surveys. The visitor surveys were administered with the second version of the local survey on April 9, 2005, at the Jazzaffair. The team received a total of 107 usable responds. About 41% of the respondents were males, 58% were

females. Like the sample of the local surveys, almost 45% of the respondents were 65 and older. Only 13% were under 35. Moreover, 62% were retired; and more than two third of the samples has combined annual household income of more than $50,000. Finally, almost 80% of the respondents came to Three Rivers in a group of two to five persons. (For more on the demographic information of both the local sample and the visitor sample, please consult Appendix).

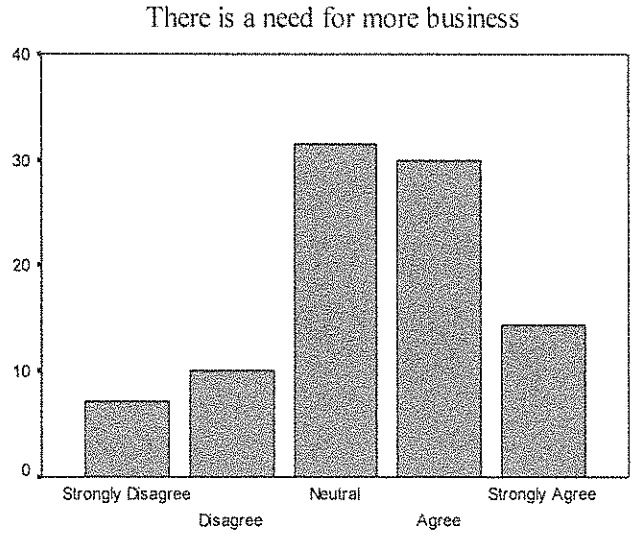
Findings

Local Surveys Findings

Section 1: Business

In terms of business, the responses show the need for more businesses in the area as shown by the chart. Restaurants, for instance, were considered inadequate by 41% of the respondents for the needs of the community. The type of restaurant that are accepted the most within the community is family dinning with 38.6%, followed by ethnic and bar and grill with 31.4% and 14.3 %, respectively. Fine dining (14.3%) and Pizza (0%) have low demand.

Though there is a trend demanding more businesses in Three Rivers as shown in the chart, within the 18 different choices of the type of retail shops, only two categories were chosen significantly over the rest: Bakery (42.9%), and Hardware (41.4%). In addition, the type of services question indicates that full time emergency is the only highly required service in the area with a 48.6%.



In terms of the type of entertainment "Activities for Children" (61.9%), "Movie Theater" (41.4%), "Bowling Alley" (30%), and "Meeting/Conference Room" (21.4%) were the four types of entertainment that the residents would like to see the most. However, it is also important to emphasize that the community is essentially in opposition to the establishment of national chain stores with over 60% of disagreement.

Finally, the analysis on the spending per person on dinning and entertainment shows that ranges from $0 to $25 (31.7%) and from $26 to $50 (30%).

Section 2: Housing and Assisted Living

With respect to housing ownership, the results show that 89.6% of all respondents own their own house. This situation justifies that 71.2% of participants were not interested in living at the housing available at the proposed Village Center. However, the 28.8% of residents that were interested in housing also demonstrated some preferences regarding the size of housing they would be interested in. In fact, the arrangement that was more appealing was three bedrooms and two baths with 38.9% followed by two bedrooms and two baths with 22.2%. On the other hand, when selecting a place to live, respondents

considered price to be the most important factor, then number of bedrooms and bathrooms, and finally the proximity to stores and location.

In terms of assisted living, 71.7% of respondents were interested and almost 90% considered the need of assisted living after more than five years from now. Among the amenities that were more appealing to the respondents with respect to the choices given, four choices were ranked more often than the rest- Medical services (34%), Laundromat (31.4%), Library/ reading room (28.6%), and Social meeting facilities (25.7%).

Section 3: Art Gallery and Fine Art Museum

The participants interested in an Art Gallery were 60.7 % whereas participants attracted by a Fine Art Museum were 70%.

Section 4: Business People

Unfortunately, the portion of respondents that own a business in Three Rivers was only 10% of the respondents. Therefore, to make assumptions from this section would be inadequate.

Section 5: Legislation and future growth

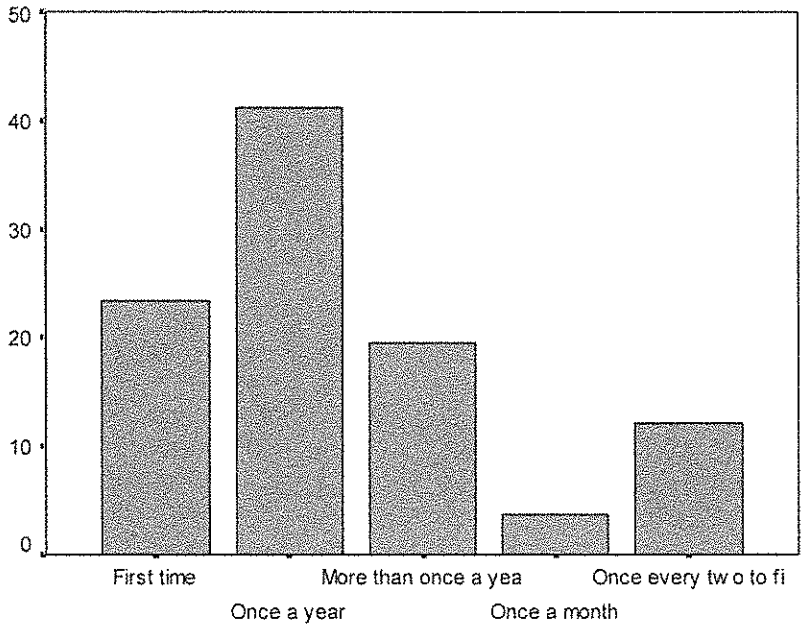
With respect to the questions regarding the legislation and the Tulare General Plan, the results indicate that a high portion of the community is not aware of these issues. In fact, 42.1% of the respondents were not aware of the proposed legislation to turn sections of Highway 198 into a scenic highway. Likewise, the news of Tulare General Plan updates and existence of Three Rivers' provisions has not reached the whole community with 36.8% and 42.1% of unawareness, respectively.

In terms of the perceptions toward the future growth in Three Rivers, 21.1% and 36.8% of the respondents strongly agree and agree, respectively, that the Three Rivers community should limit growth, whereas 21.1% of participants were neutral toward it.

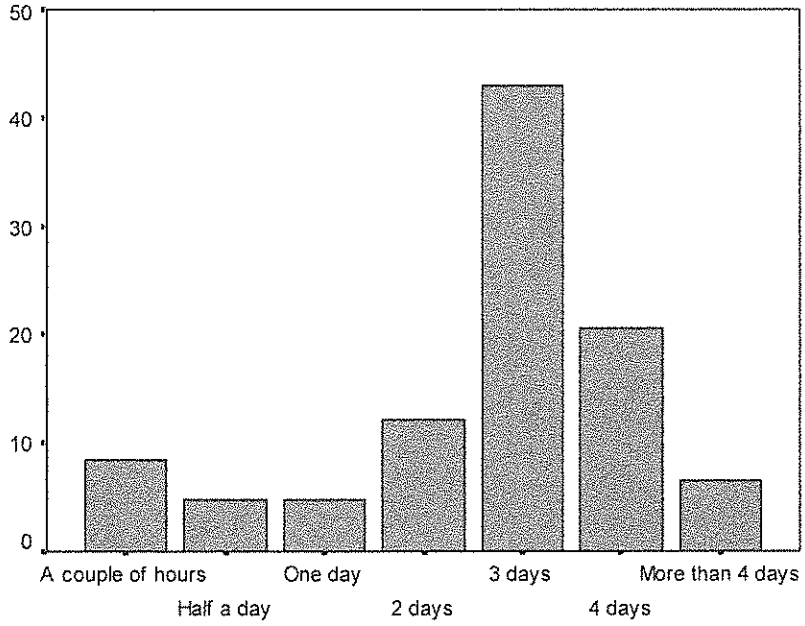
However, the respondents showed a remarkable support for the development of the Village Center (73.7%) as indicated by the chart above.

Visitors Survey Findings

Frequency and Length of visits. Forty-one percent of the respondents visit Three Rivers once a year. Another 22% visits more than once a year. More than two third of the respondents would stay at least three days.



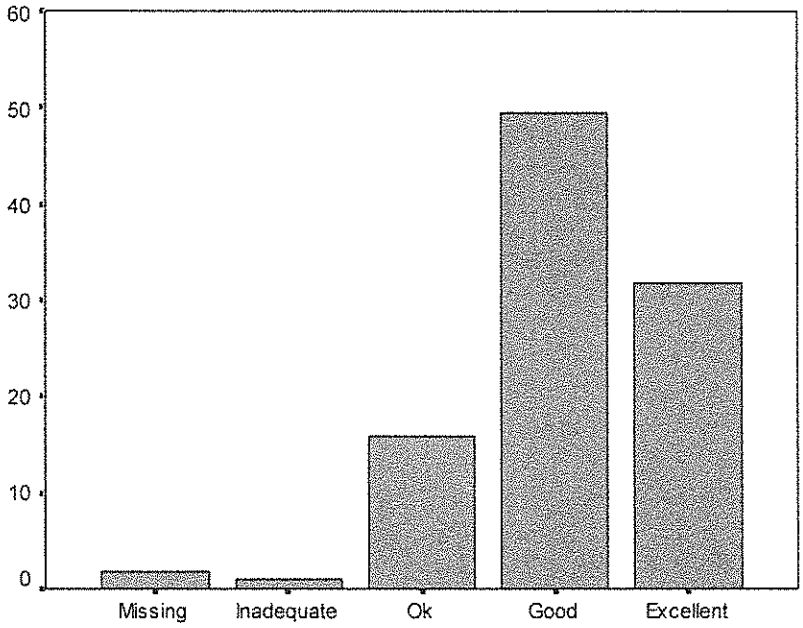
How often do you visit Three Rivers?



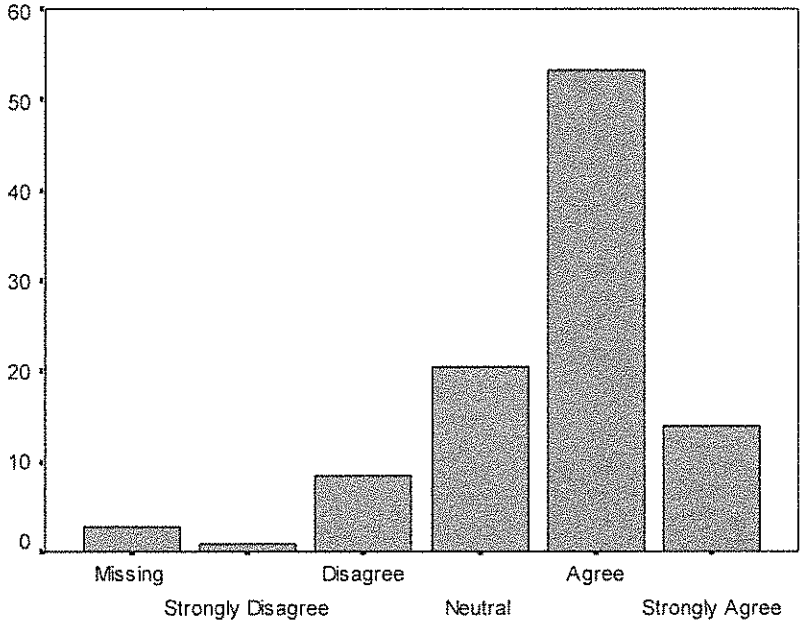
How long are your visits?

Services Ratings. When asked to rate the services they received at Three Rivers, 50% of the respondents rated them Good or Excellent. Therefore, it was no surprise that more than 70% of them agree that the number of business in

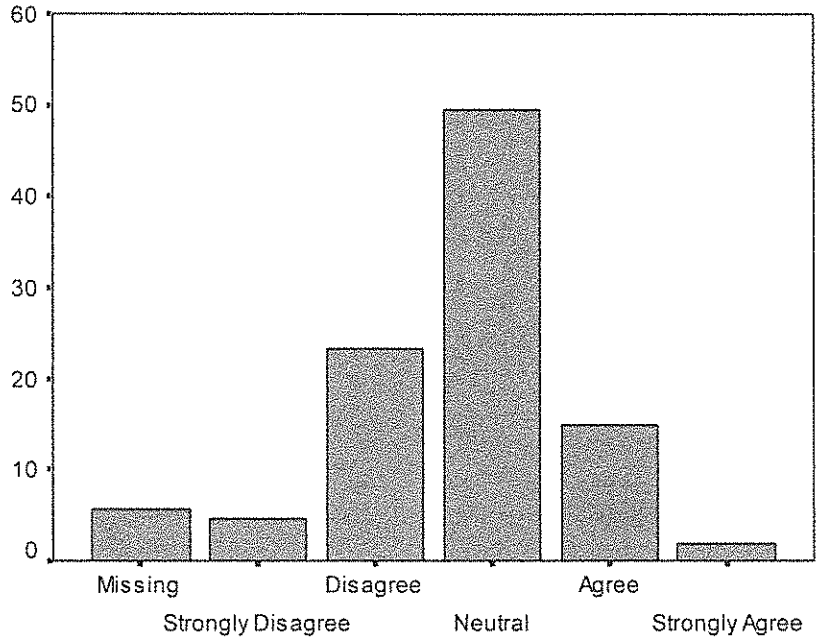
Three Rivers was sufficient. Fifty percent were indifferent about whether adding more services would keep them in Three Rivers longer; and a majority (64%) did not believe that the Village Center would enhance their experience.



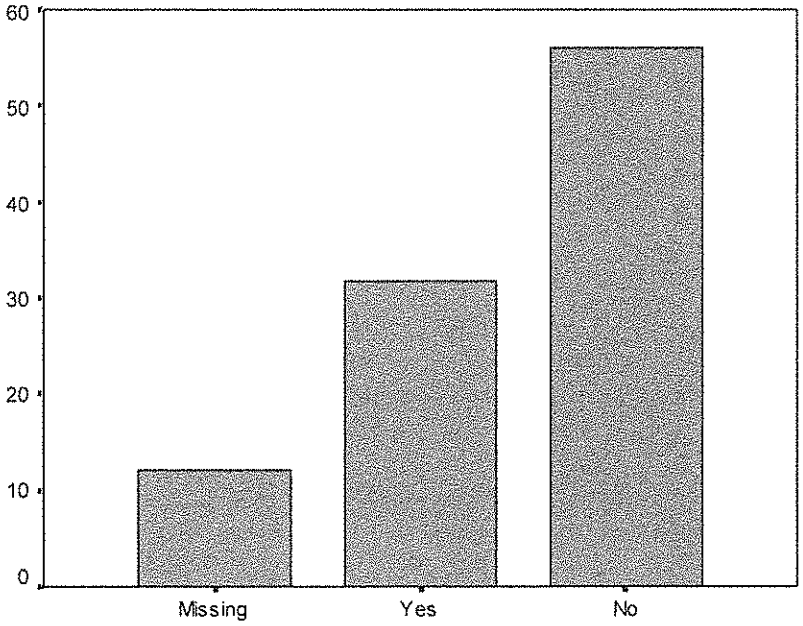
Quality of services



There was sufficient services in Three Rivers



If there is a greater variety of services,I would stay longer



Would a Village Center be likely to enhance your experience

Usage of the current services and businesses. Forty six percent of the respondents indicated that they stopped by grocery stores. Almost four fifth of

them went to a restaurant in town. More than half stayed at a hotel or inn. Other services such as an art gallery, movie rental, and meeting/conference room were not used as much.

Potential new services and businesses. When asked about what kind of businesses and services they would like to see in Three Rivers, the majority of the respondents expressed no needs for any new businesses and services. Only bakery was marked by 28% of the respondents. Most other businesses and services were marked by less than 15% of the respondents.

Fine Art Museums. Only 12% of the respondents expressed any interests in having an Art Museum in Three Rivers by marking it as a kind of service they wanted to see in Three Rivers. However, a manner in which the question was structured could be responsible for that result. The team believed that the percentage would be higher if the question about the Museum was split into a separate question instead of being grouped together with other services. Out of these 12%, the majority were more interested in Native American Art (marked by 85%) and Fine Art (marked by 70%). If the whole sample was considered, the result is a little bit different. Almost 54% of the sample marked Native American Art, 33% marked Fine Art, and only 23% marked Modern/Contemporary Art.

Attached in the Appendix are the full results and the copies of the three surveys summarized above.

Sources

Interviews

- Lynn A. Buckler, D.C., 42261 Sierra Dr, Three Rivers CA
- The Cabin, PO Box 759, Three Rivers CA
- Cal Western Realty, PO Box 215, Three Rivers CA
- Family Health Network, 41651 Sierra Dr, Three Rivers CA
- Kaweah Marina, Lake Kaweah Box 44061, Lemon Cove CA
- Kaweah White Water Adventures, PO Box 1059, Three Rivers CA
- Reimer's Candies – Gifts – Ice Crème, 42375 Sierra Dr. Box 250, Three Rivers CA (6000 sq feet)
- River Walker Ranch, 44799 Dinely Dr., Three Rivers CA
- Century 21 Three Rivers, 40846 Sierra Dr., Box 565, Three Rivers CA
- Wood 'N' Horse Training Stables, 42846 North Fork Dr, Three Rivers CA
- Alexandra Pickavet, Seqoia National Park Service Public Information Officer
- Randy Pares, Community Services District
- Sara Drussel, Economic Development Corporation – Tulare County
- Wayne Lance, General Manager, Holiday Inn Express, Three Rivers
- Heather Sadler, BOSS, Fresno County

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- Joseph Blakeman, Smart Growth and Transportation in Small Communities, University of Wisconsin, December 2003
- US department of Housing and Urban Development
- Three Rivers Foundation Vision Statement
- Sequoia and Kings Canyon National Parks Business Plan
- Sequoia and Kings Canyon National Parks Visitor Study Summer 2002 – US Department of Interior

4. General Plan Land Use Policies (General Plan Land Use Element).

4. Land Use

The Land Use Element is divided into two major sections. The first major section describes the County's Land Use Diagram, the land use designations that are shown on the diagram, and related standards for development. The second major section sets out Goals, Policies, and Work Plan/ Implementation Measures organized under the following eight headings:

- Growth and Development (Section 4.1)
- Resource Uses (Section 4.2)
- Residential Uses (Section 4.3)
- Commercial Development (Section 4.4)
- Industrial Development (Section 4.5)
- Public/Institutional Development (Section 4.6)
- Community Design (Section 4.7)
- Work Plan/Implementation Measures (Section 4.8)

Key Terms

The following terms are used throughout this element to describe land use issues:

Agricultural Uses. The growing of food and fiber and the raising of livestock and poultry.

Agriculturally-Related Uses. Uses that support agricultural production or processing (e.g., agricultural supply firm, commercial processing facilities that serve the agricultural community, etc.).

Big Box Retail. Any large store format that is larger than a specified threshold of square footage in size and is an anchor for the smaller retail or services. Generally, this threshold ranges from as low as 60,000 square feet to 200,000 square feet. Big box retail stores may include discount department stores, grocery stores, warehouse clubs, outlet stores, or niche market stores offering a large selection of items in a particular category or any combination of retail or services.

Determination of Land Use Designation. When there is a need for interpretation of a land use designation due to multiple land use designations on a property as shown on the Land Use Diagram, the Planning Commission shall have interpretative authority. Where there is a disagreement over interpretation, the Board of Supervisors shall have final authority over interpretation of a land use designation.

Employee Housing. Any portion of any housing accommodation, or property upon which a housing accommodation is located, as defined in the California Health and Safety Code §17008.

Farmworker Housing. Any housing or living accommodation or camping facilities maintained in connection with any work or place where farm work is being performed, providing for the housing of five or more agricultural employees.

General Plan Amendments. State law limits amendments to the General Plan to four (4) times per calendar year, with certain exceptions as provided by State Law. The County has established an amendment schedule and process that is in compliance with State Law. The Resource Management Agency (RMA) – Planning Branch shall be responsible for the administration of this process.

Land Use Diagrams. A variety of diagrams that are a graphic expression of a general plan's goals and policies concerning the distribution of land uses, urban design, infrastructure, etc. A diagram must be consistent with the general plan text (§65300.5) and should have the same long-term planning perspective as the rest of the general plan. It is generally detailed enough so that various users of the general plan and its diagrams can come to the same general conclusion but also allow a degree of flexibility in decision-making as times change.

Land Use Designation. An applied policy on the General Plan Land Use Diagrams that defines allowable uses and development standards for agricultural, residential, commercial, industrial development, and other basic categories of land use.

Leadership in Energy and Environmental Design (LEED) Certification or Rating System. LEED certification is the recognized standard for measuring building sustainability, and provides developers with a way to demonstrate that a building project has achieved its environmental goals and the building is performing as designed. The LEED green building rating system, developed and administered by the U.S. Green Building Council (USGBC), is intended to promote design and construction practices that increase profitability while reducing the negative environmental impacts of buildings and improving occupant health and well-being. Getting certified allows developers to take advantage of a growing number of State and local government incentives.

The LEED rating system offers four certification levels for new construction that correspond to the number of credits accrued in five green design categories: sustainable sites, water efficiency, energy and atmosphere, materials and resources, and indoor environmental quality.

Leadership in Energy and Environmental Design for Neighborhood Development (LEED-ND). The U.S. Green Building Council, the Congress for the New Urbanism, and the Natural Resources Defense Council (NRDC) have developed a LEED-ND rating system. The LEED-ND rating system combines smart growth, new urbanism, and green building principles into the first national standard for neighborhood design.

Major Waterway. Any navigable body of water.

Mixed Use. Any combination of retail/commercial, service, office, residential, hotel, or other use in the same building or on the same site typically configured in one (1) of the following ways:

- **Vertical Mixed Use**. A single structure with the above floors used for residential or office use and a portion of the ground floor for retail/commercial or service uses.
- **Horizontal Mixed Use – Attached**. A single structure which provides retail/commercial or service use in the portion fronting the public or private street with attached residential or office uses behind.
- **Horizontal Mixed Use – Detached**. Two (2) or more structures on one (1) site which provide retail/commercial or service uses in the structure(s) fronting the public or private street, and residential or office uses in separate structure(s) behind or to the side.

Natural Resource Lands. Lands generally designated and devoted to agriculture, grazing, resource extraction, and other open space uses.

Parcel (Lot). A lot, or continuous group of lots, in single ownership or under single control, usually considered a unit for purposes of development.

River-bank/River-edge. The lateral confines (channel margins) during all but flood stage of a river.

Shallow Soils. Soils which are 10 to 20 inches in depth, with a limited water holding capacity.

Slope. The rate of rise or fall of the natural terrain, expressed as a percentage, of an area with a single direction of slope. Simple slope is measured by the following formula: simple slope = (V/H) X 100 where V = vertical distance between the highest elevation and lowest elevation of a straight line drawn perpendicular to the sloping surface; H = horizontal distance of a straight line drawn perpendicular to the sloping surface.

Sprawl. An inefficient pattern of land use conversion in which the growth rate of urbanized land significantly exceeds the rate of population growth over a specified time period. Typically sprawl is an auto-dependent, single use, often discontinuous, low-density development pattern.

Supercenter. Supercenters typically average about 250,000 square feet in size and are considerably larger than big box outlets. Supercenters contain a full sized grocery store and full size discount retail store under the same roof. The average supercenter is approximately six acres with required parking spaces four to seven times larger.

Unstable Soils. Soils which have a greater potential for sediment yield.

Value-Added Agricultural Uses (Processing Facilities). Uses or facilities that increase the value of agricultural produce over the cost of raw produce, such as canning, drying, freezing, or packaging agricultural produce for ultimate sale to consumers.

Existing Conditions Overview

As of 2006, Tulare County encompasses over 4,839 square miles of land. Federal lands including wilderness, national forests, monuments, and parks make up approximately 52.2 percent, the largest percentage found in the County. Agricultural uses, which include row crops, orchards, dairies, and grazing lands on the valley floor and in the foothills total over 2,080.7 square miles or approximately 43 percent of the entire County. Other uses such as County parks, urban uses in incorporated cities, communities, hamlets, and infrastructure rights-of-way, etc. make up the remaining land in the County.

Land Use Diagram and Standards

The Tulare County Land Use Diagram consists of several diagrams. The diagram that is broadest in scope is the Countywide Land Use Diagram, which depicts designations for resource lands primarily on the San Joaquin Valley floor, in the western foothills and mountains (see Figure 4-1: Tulare County Planning Areas). The remainder of the County is covered by Land Use Diagrams for Community Plan Areas, the Kings River Plan, Mountain Sub-areas, and County Adopted City General Plan areas. The final component of the Land Use Diagrams consists of Land Use Designations. See Table 4-1: Land Use Designation Matrix and Table 4.2: Countywide Land Use Designation Matrix.

When there is a need for interpretation to the General Plan Land Use Designation and/or goals and policies of the General Plan, the Planning Commission will have interpretative authority. If there is a disagreement over interpretation, the Board of Supervisors will have final authority over interpretation. The various Land Use Diagrams in the Land Use Element, area plans, and Community Plans have generally employed a similar set of land use designations although not every Land Use Diagram uses every designation. Since the General Plan was originally adopted (1964), several regional and

Community Plans have been adopted, each with its own set of land use and development standards. The result is that by 2005 Tulare County was using over 60 separate land use designations. It is the intent of this Land Use Element to establish a common set of land use designations that will be utilized in all future County plans and future updates of existing plans. This uniform set of land use and development standards will be used in all updates and new planning efforts including the General Plan, Area Plans, Community Plans, Hamlet Plans, Corridor Plans, Sub-area Plans, Planned Community Areas, and County Adopted City General Plans.

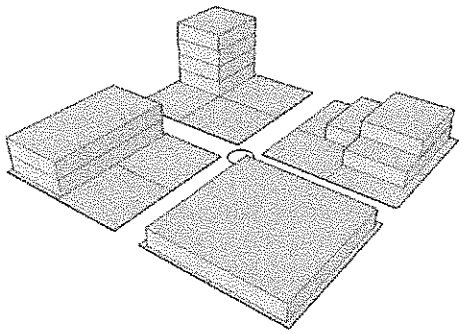
State planning law requires General Plans to establish "standards of population density and building intensity" for the various land use designations in the plan (Government Code § 65302(a)). To satisfy this requirement, the General Plan includes such standards for each land use designation appearing on the Land Use Diagram. Table 4-1 provides the land use designations and standards used in Tulare County. Following are explanations of how these standards operate.

- **Residential Development**
  Standards of development density for residential uses are stated as the allowable range of dwelling units per gross acre. The term acre refers to gross acre and includes all land (including streets and rights-of-way), streams, rivers, canals, and other geographical features, designated for a particular residential use, while net acreage excludes streets and rights-of-way and geographical features. In urban areas, net acreage is normally 20 to 25 percent less for a given area than gross acreage. In rural areas and open space areas, the difference between net and gross can be as low as five percent. Net acreage is the standard typically used in zoning, while gross acreage is more commonly used in General Plan designations.

  Standards of population density for residential uses can be derived by multiplying the maximum allowable number of dwelling units per gross acre by the average number of persons per dwelling unit assumed for the applicable residential designation. According to the California Department of Finance the average household size in Tulare County in 2006 was 3.27 persons per household.

- **Non-Residential Development**
  Standards of building intensity for non-residential uses such as commercial and industrial development are stated as maximum floor-area ratios (FARs). A floor-area ratio is the ratio of the gross building square footage on a lot to the net square footage of the lot (or parcel).

  For example, on a lot with 10,000 net square feet of land area, an FAR of 1.00 will allow 10,000 square feet of gross building floor area to be built, regardless of the number of stories in the building (e.g., 5,000 square feet per floor on two floors or 10,000 square feet on one floor). On the same 10,000-square-foot lot, an FAR of 0.50 would allow 5,000 square feet of floor area, and an FAR of 0.25 would allow 2,500 square feet. The diagram below shows graphically how various building configurations representing an FAR of 1.00 could cover a lot.



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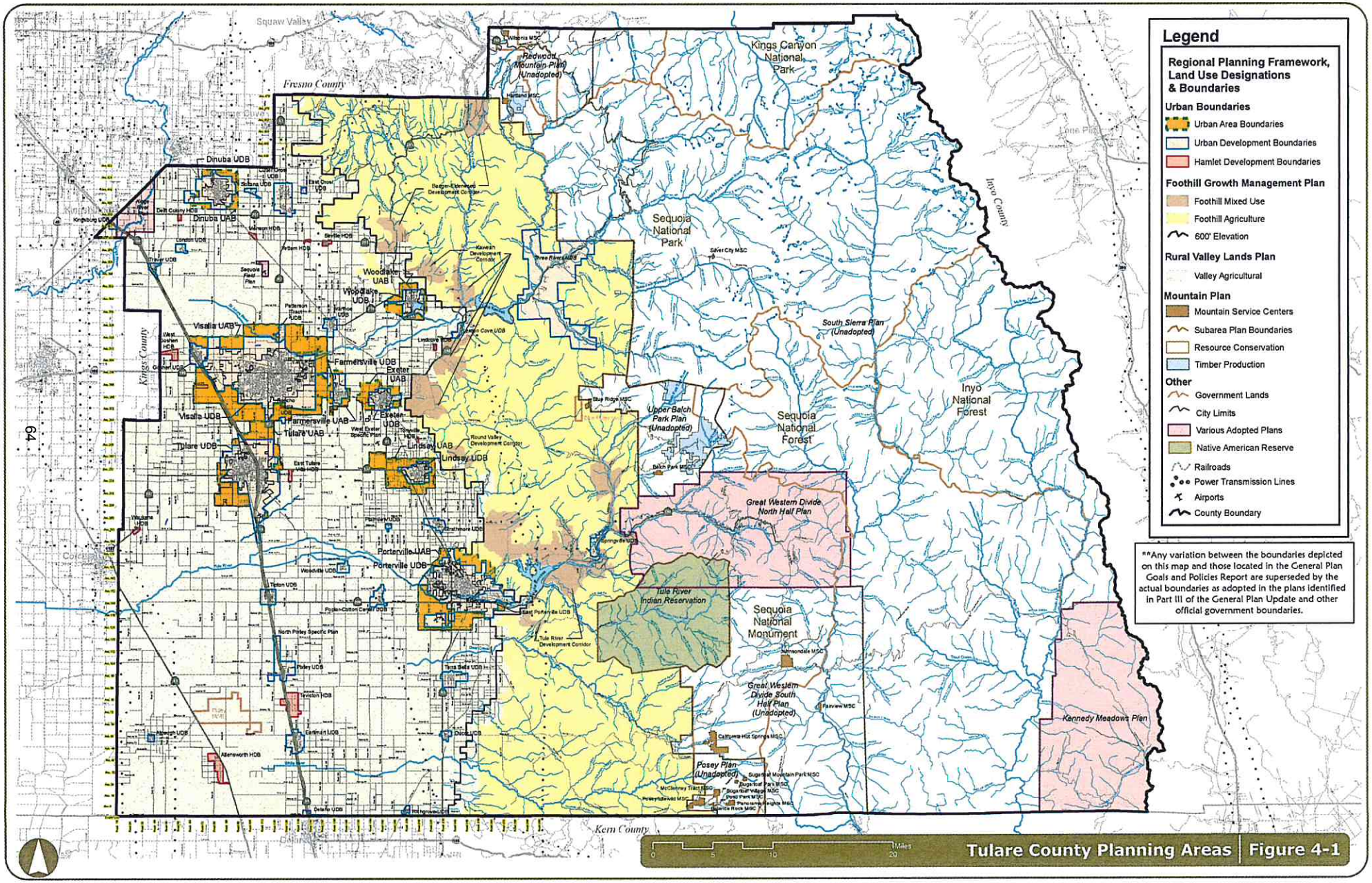

Tulare County Planning Areas | Figure 4-1

Table 4.1 Land Use Designations

Land Use Designations	Land Use Label	Minimum Lot Size	Dwelling Units Per Acre (DU/Acre)[1]	Maximum Floor Area Ratio (FAR)[1]	Where Allowed			
					CAC UDB[2]	Community[3]	Hamlet[4]	Other Unincorporated
Resource[5]								
Valley Agricultural[6]	VA	10-80 Acres	1 Unit/10 Acres Max.	0.02				F/K/R/UABs
Foothill Agricultural	FA	160 Acres	1 Unit/80 Acres Max.	0.02[7]		Three Rivers		F/R
Resource Conservation	RC	160 Acres	1 Unit/40 Acres Max.	0.02	■	■	■[8]	All
Timber Production	TP	160 Acres	--	0.02				M
Native American Reserve	NAR	--	--	--				TRIR
Urban Reserve	UR	--	1 Unit/10 Acres Max.	0.02	■	■	■[8]	
Residential[9]								
Rural Residential[10]	RR	--	1 Unit/1 to 10 Acres	--	■	■		K/M
Mountain Residential[10]	MR	--	1 Unit/20,000 sq.ft. plus 1 Additional Unit for every 40 Acres	--				M
Low Density Residential[10]	LDR	--	1 – 4	--	■	■		
Low-Medium Density Residential	LMDR	--	1 – 8	--	■	■	■[8]	K
Medium Density Residential	MDR	--	4 – 14	--	■	■	■[8]	M
Medium-High Density Residential	MHDR	--	10 – 20	--		■		
High Density Residential	HDR	--	14 – 30	--	■	■	■[8]	

Table 4.1 Land Use Designations Continued

Land Use Designations	Land Use Label	Minimum Lot Size	Dwelling Units Per Acre (DU/Acre)[1]	Maximum Floor Area Ratio (FAR)[1]	Where Allowed			
					CAC UDB[2]	Community[3]	Hamlet[4]	Other Unincorporated
Commercial								
Neighborhood Commercial	NC	--	--	0.50		■		K/M
General Commercial	GC	--	--	0.50	■	■	■[8]	M
Community Commercial	CC	--	--	0.50		■		
Highway Commercial	HC	--	--	0.50	■	■	■[8]	C
Town Center	TC	--	10 – 30	2.00		■		
Service Commercial	SC	--	--	0.50	■	■	■[8]	
Office Commercial	OC	--	--	0.50		■		
Commercial Recreation	CR	--	--	0.50	■	■	■[8]	C/K/M
Mixed Use								
Mixed Use[4]	MU	--	1 – 30	0.50		■	■	C/M
Foothill Mixed Use[7]	FMU	--	--[7]	--[7]				F
Planned Community Area	PCA	TBD	1-30	2.00		■		C/F/R/M
Industrial								
Light Industrial	LI		--	0.50	■	■	■[8]	C/M
Heavy Industrial	HI		--	0.50	■	■	■	C/M
Public								
Public/Quasi-Public	P/QP	--	--	--	■	■	■	C/K/P[11]/M
Public Recreation	PR	--	--	--	■	■	■	K/M

C=Regional Corridor, F=Foothill Growth Management Plan, K=Kings River, M=Mountain Sub-area Plans, P= Sequoia Field Land Use and Public Buildings Element, R=Rural Valley Lands Plan, TRIR=Tule River Indian Reservation

1) *Increased density or intensity above that specified may be permitted pursuant to an adopted community plan, master development plan, or specific plan to achieve planning goals as set forth in this General Plan.*

2) *Urbanized uses under the Urban Reserve (UR), Rural Residential (RR), Low-Medium Density Residential (LMDR), Medium Density Residential (MDR), High Density Residential(HDR), Highway Commercial (HC), Service Commercial (SC), Commercial Recreation (CR), Light Industrial (LI), Heavy Industrial (HI), Public/Quasi-Public (P/QP), and Public Recreation (PR) designations inside County Adopted City Urban Development Boundary (UDBs) are only allowed as provided for in Chapter 2-Planning Framework.*

   Minimum lot sizes for residential uses: public water and onsite septic 12,500 square feet; onsite water and septic 1 acre; and well and sewer 8,000 square feet or 20,000 square feet of lot coverage, whichever is greater.

3) *Table 4.2: Countywide Land Use Designation Matrix, cross-references existing community plan land uses with the land uses defined in this table, however, these uses will not be in effect until a community plan is updated or prepared.*

4) *Mixed Use (MU) developments may include residential uses, as allowed by the designation, and commercial services that do not impact the provision of services to existing development.*

5) *For Resource designations, FAR is intended to represent the building intensity for the area so designated and not on a per parcel FAR basis. FAR does not apply to facilities necessary for resource production.*

6) *Except as Exempt by the RVLP Checklist.*

7) *Please see Part II, Area Plans, Foothill Growth Management Plan for allowed uses and development standards in the foothill development corridors. Maximum density and intensity are determined based on site capacity analyses conducted in accordance with the procedures and standards set forth in Part II, Chapter 3 (FGMP).*

8) *These uses may be used if a hamlet chooses a traditional plan approach in accordance with Policy PF-3.4: Mixed use Opportunities.*

9) *Increased density or intensity above that specified may be permitted pursuant to an adopted community plan or specific plan to achieve planning goals as set forth in this General Plan.*

10) *Exception for number of dwelling units on slopes greater than 30% (see written description of Land Use type).*

11) *In accordance with the PC Zone, not less than 200 contiguous acres.*

12) *Only as defined by the Sequoia Field Land Use and Public Buildings Element.*

Table 4.2 Countywide Land Use Designation Matrix

GP Update Land Use Designation	Framework Area	Existing Plan and Land Use Designation
Resource		
Valley Agriculture	KRP/ RVLP/ UAB/ UDB	Dinuba CACGP: Agriculture; Exeter CACGP: Agriculture; Farmersville CACGP: Agriculture/Open Space; FGMP: Valley Agriculture Extensions; Kings River AP: Agricultural; Lindsay CACGP: Agricultural; Porterville CACGP: Agriculture; RVLP: Agriculture; Tulare CACGP: Agriculture; Visalia CACGP: Agriculture; Woodlake CACGP: Agriculture.
Foothill Agriculture	FGMP/ UDB	FGMP: Extensive Agriculture, Foothill Extensions; Three Rivers CP: Agriculture.
Resource Conservation	KRP/ MFP/ UDB	Great Western Divide North Sub-AP: Resource Management/Conservation, Open Space; Kennedy Meadows Sub-AP: Resource Conservation; Kings River AP: Designated Floodway; Springville CP: Designated Floodway Overlay.
Timber Production	MFP	None
Native American Reserve	FGMP/ MFP	None
Urban Reserve	UDB	Culter-Orosi CP: Residential Reserve, Industrial Reserve; Dinuba CACGP: Residential Reserve, Industrial Reserve; Exeter CACGP: Urban Reserve; Goshen CP: Residential Reserve; Ivanhoe CP: Residential Reserve, Industrial Reserve; Pixley CP: Residential Reserve, Commercial Reserve, Industrial Reserve; Poplar/Cotton CP: Residential Reserve, Commercial Reserve, Industrial Reserve; Strathmore CP: Residential Reserve, Commercial Reserve, Industrial Reserve; Terra Bella-Ducor CP: Residential Reserve, Commercial Reserve, Industrial Reserve; Traver CP: Residential Reserve, Industrial Reserve; Woodlake CACGP: Residential Reserve, Industrial Reserve.
Residential		
Rural Residential	KRP/ UAB/ UDB	Dinuba CACGP: None; Exeter CACGP: Rural Residential; Farmersville CACGP: Residential; Kings River AP: Rural Residential/ Recreation Opportunity Area; Lindsay CACGP: Rural Residential; Porterville CACGP: Rural Density Residential; Springville CP: Low Density Residential; Three Rivers CP: Low Density Residential, Medium Density Residential, Individual Mobile Homes; Tulare CACGP: Large Lot Residential; Visalia CACGP: Rural Residential; Woodlake CACGP: Rural Residential.
Mountain Residential	MFP	Great Western Divide North Sub-AP: Mountain Residenital-5ac/min, Mountain Residential-20,000sq./min.; Kennedy Meadows Sub-AP: Mountain Residential-5ac/min.
Low Density Residential	KRP/ UDB	Dinuba CACGP: Low Density Residential; Farmersville CACGP: Low Density Residential; Kings River AP: Residential, Residential (A), Kings River Golf Course and Country Club; Three Rivers CP: High Density Residential.

Table 4.2 Countywide Land Use Designation Matrix Continued

GP Update Land Use Designation	Framework Area	Existing Plan and Land Use Designation
Low-Medium Density Residential	UDB	Culter-Orosi CP: Low Density Residential; Dinuba CACGP: Medium Density Residential; Earlimart CP: Low Density Residential; Exeter CACGP: Low Density Residential/Single Family Residential; Farmersville CACGP: Residential; Goshen CP: Residential; Ivanhoe CP: Low Density Residential; Lindsay CACGP: Low Density Residential; Pixley CP: Low Density Residential; Poplar/Cotton CP: Low Density Residential; Porterville CACGP: Low Density Residential; Richgrove CP: Residential; Springville CP: Medium Density Residential; Strathmore CP: Low Density Residential; Terra Bella-Ducor CP: Low Density Residential; Tulare CACGP: Low Density Residential; Visalia CACGP: Planned Residential; Woodlake CACGP: Low Density Residential.
Medium Density Residential	MFP/ UDB	Culter-Orosi CP: Medium Density Residential; Exeter CACGP: Medium Density Residential/Multifamily Residential; Goshen CP: Multifamily Residential, Mobile Homes Overlay in Multifamily Residential; Great Western Divide North Sub-AP: Multiple Family Residential; Ivanhoe CP: Medium Density Residential; Lindsay CACGP: Medium Density Residential; Pixley CP: Medium Density Residential; Poplar/Cotton CP: Medium Density Residential; Porterville CACGP: Medium Density Residential; Richgrove CP: Residential; Springville CP: Planned High Density Residential; Strathmore CP: Medium Density Residential; Terra Bella-Ducor CP: Medium Density Residential; Three Rivers CP: Multiple Family Residential; Traver CP: Medium Density Residential; Tulare CACGP: Multifamily Residential; Visalia CACGP: Planned Residential; Woodlake CACGP: Medium Density Residential.
Medium-High Residential	UDB	None
High Density Residential	UDB	Culter-Orosi CP: High Density Residential; Earlimart CP: High Density Residential; Ivanhoe CP: High Density Residential; Lindsay CACGP: High Density Residential; Pixley CP: High Density Residential; Poplar/Cotton CP: High Density Residential; Porterville CACGP: High Density Residential; Richgrove CP: Residential; Strathmore CP: High Density Residential; Terra Bella-Ducor CP: High Density Residential; Tulare CACGP: Multifamily Residential; Visalia CACGP: Planned Residential; Woodlake CACGP: High Density Residential.
Commercial		
Neighborhood Commercial	KRP/ MFP/ UDB	Culter-Orosi CP: Neighborhood Commercial; Dinuba CACGP: Neighborhood Commercial; Exeter CACGP: Neighborhood Commercial; Great Western Divide North Sub-AP: Neighborhood Commercial; Ivanhoe CP: Neighborhood Commercial; Kings River AP: Neighborhood Commercial; Lindsay CACGP: Neighborhood Commercial; Porterville CACGP: Neighborhood Commercial; Woodlake CACGP: Neighborhood Commercial.

Table 4.2 Countywide Land Use Designation Matrix Continued

GP Update Land Use Designation	Framework Area	Existing Plan and Land Use Designation[1]
General Commercial	MFP/ UDB	Earlimart CP: General Commercial; Exeter CACGP: General Commercial; Farmersville CACGP : General Commercial; Goshen CP: Community Commercial; Great Western Divide North Sub-AP: General Commercial; Ivanhoe CP: Commercial; Pixley CP: Commercial; Poplar/Cotton CP: Commercial; Richgrove CP: Commercial; Springville CP: Planned Community Commercial; Strathmore CP: General Commercial; Terra Bella-Ducor CP: Commercial; Three Rivers CP: Community Commercial; Traver CP: Commercial; Tulare CACGP: General Commercial; Visalia CACGP: Local Retail Commercial; Woodlake CACGP: Commercial Service.
Community Commercial	UDB	Culter-Orosi CP: General Commercial; Porterville CACGP: General Commercial; Visalia CACGP: Regional Retail Commercial.
Highway Commercial	UDB	Dinuba CACGP: Highway Commercial; Earlimart CP: Highway Commercial; Farmersville CACGP: Highway Commercial; Goshen CP: Highway Commercial; Lindsay CACGP: Highway Commercial; Strathmore CP: Highway Commercial; Woodlake CACGP: Highway Commercial.
Town Center	UDB	Dinuba CACGP: Central Commercial; Exeter CACGP: Central Commercial; Lindsay CACGP: Central Commercial; Woodlake CACGP: Central Commercial.
Service Commercial	UDB	Culter-Orosi CP: Service Commercial; Dinuba CACGP: Service Commercial; Earlimart CP: Service Commercial; Exeter CACGP: General Commercial; Farmersville CACGP: Service Commercial; Goshen CP: Service Commercial; Ivanhoe CP: Commercial; Lindsay CACGP: Service Commercial; Pixley CP: Commercial; Poplar/Cotton CP: Commercial; Porterville CACGP: Heavy Commercial; Strathmore CP: Service Commercial; Terra Bella-Ducor CP: Commercial; Traver CP: Commercial; Visalia CACGP: Service Commercial.
Office Commercial	UDB	Culter-Orosi CP: Office; Porterville CACGP: Professional and Office; Visalia CACGP: Professional Office.
Commercial Recreation	KRP/ MFP/ UDB	Goshen CP: Private Recreation; Great Western Divide North Sub-AP: General Commercial; Kennedy Meadows Sub-AP: Mountain Commercial; Kings River AP: Commercial-Recreation, Private Recreation; Springville CP: Planned Recreation Commercial; Three Rivers CP: Commercial Recreation; Visalia CACGP: Commercial Recreation.
Mixed Use		
Mixed Use	HDB/ MFP/ UDB	Allensworth HP; Alpaugh CP; Balance Rock MSC; Balch Park MSC; Blue Ridge MSC; California Hot Springs/Pine Flat MSC; Camp Nelson MSC; Coffee Camp MSC; Delft Colony HP; East Orosi CP; East Tulare Villa HP; Johnsondale MSC; Fairview MSC; Hart MSC; Lemon Cove CP; Lindcove HP; London CP; McClenney Tract MSC; Mineral King MSC; Monson HP; Panorama Park MSC.; Pine Flat MSC; Plainview CP; Ponderosa MSC; Posey/Idlewild MSC; Poso Park MSC; Seville HP; Silver City MSC; Sugerloaf Mountain Park MSC; Sugarloaf Park MSC; Sugarloaf Village MSC; Teviston HP; Tipton CP; Tonyville HP; Waukena HP; West Goshen HP; Wishon MSC; Wilsonia MSC; Woodville CP; Yettem HP.

Table 4.2 Countywide Land Use Designation Matrix Continued

GP Update Land Use Designation	Framework Area	Existing Plan and Land Use Designation
Foothill Mixed Use	FGMP	FGMP: Development Corridor.
Planned Community Area	UDB	None
Industrial		
Light Industrial	UDB	Culter-Orosi CP: Industry; Dinuba CACGP: Limited Industrial, General Industrial; Earlimart CP: Industry; Exeter CACGP: Industrial; Farmersville CACGP: Industrial; Goshen CP : Industrial, Low Intensity Commercial/Industrial; Ivanhoe CP: Industrial; Lindsay CACGP: Manufacturing, Service Commercial/ Light Manufacturing; Pixley CP: Planned Industrial/ Commercial, Industrial; Poplar/Cotton CP: Industrial; Porterville CACGP: Industrial; Richgrove CP: Industrial; Strathmore CP: Industrial; Terra Bella-Ducor CP: Industrial; Three Rivers CP: Light Industrial; Traver CP: Industrial; Tulare CACGP: General Industrial, Service Commercial; Visalia CACGP: Industrial, Light Industrial; Woodlake CACGP: General Industrial.
Heavy Industrial	UDB	Culter-Orosi CP : Industry (subject to a Special Use Permit); Dinuba CACGP: General Industrial; Earlimart CP: Industry (subject to a Special Use Permit); Exeter CACGP: Industrial; Farmersville CACGP: Industrial; Goshen CP: Industrial; Lindsay CACGP: Planned Manufacturing (subject to a Special Use Permit); Pixley CP: Industrial; Poplar/Cotton CP: Industrial (subject to a Special Use Permit); Porterville CACGP: Industrial; Terra Bella-Ducor CP: Industrial; Traver CP: Industrial (subject to a Special Use Permit); Tulare CACGP: General Industrial; Visalia CACGP: Industrial; Woodlake CACGP: General Industrial.
Public		
Public/Quasi-Public	KRP/ MFP/ UDB	Culter-Orosi CP: Quasi-Public Uses; Dinuba CACGP: Community Facilities; Earlimart CP: Quasi-Public Uses; Exeter CACGP: Public/Quasi-Public; Farmersville CACGP: Public/ Quasi-Public; Goshen CP: Schools and Parks; Great Western Divide North Sub-AP: Quasi-Public; Ivanhoe CP: Public; Kings River AP: Public; Lindsay CACGP: Parks and Schools, Public/Semi-Public; Pixley CP: Public/Quasi-Public; Poplar/Cotton CP: Public/Quasi-Public; Porterville CACGP: Public; Richgrove CP: Public/Quasi-Public; Springville CP: Public/Quasi Public; Strathmore CP: Public; Terra Bella-Ducor CP: Public/Quasi Public; Traver CP: Quasi-Public; Tulare CACGP: Public Facilities; Visalia CACGP: Quasi-Public; Woodlake CACGP: Public Facilities.
Public Recreation	UDB	Culter-Orosi CP: Parks/ Open Space; Earlimart CP: Parks/ Open Space; Exeter CACGP: Open Space; Juvenile Detention Facility-Sequoia Field Land Use and Public Buildings Element: Major Public and Semi-Public Facility; Porterville CACGP: Recreation and Open Space; Sequoia Field Land Use and Public Buildings Element: Major Public and Semi-Public Facilities; Three Rivers CP: Parks and Recreation; Tulare CACGP: Recreation; Visalia CACGP: Parks; Woodlake CACGP: Parks and Recreation.

[1] *CACGP=County Adopted City General Plan, AP=Area Plan, CP=Community Plan, MSC=Mountain Service Center, HP=Hamlet Plan, RVLP=Rural Valley Lands Plan, UDB=Urban Development Boundary, UAB=Urban Area Boundary, FGMP=Foothill Growth Management Plan, MFP=Mountain Framework Plan, KRP=Kings River Plan*

Resource Land Use Designations

Valley Agriculture (VA)

This designation establishes areas for intensive agricultural activities on prime valley agricultural soils and other productive or potentially productive valley lands where commercial agricultural uses can exist without conflicting with other uses, or where conflicts can be mitigated. Uses typically allowed include irrigated crop production, orchards and vineyards; livestock; resource extraction activities and facilities that directly support agricultural operations, such as processing; and other necessary public utility and safety facilities. Allowable residential development includes one principal and one secondary dwelling unit per parcel for relative, caretaker/employee, or farm worker housing. This designation is located primarily outside UDBs on the valley floor. The RVLP generally applies to the central valley below the 600-foot elevation contour line outside the County's UDBs and HDBs *(see RVLP Part II page 1-1)*. The following standards apply to all parcels designated as valley agriculture except those parcels deemed non-viable in accordance with the procedures set forth in Part II-Chapter 1 (RVLP). Maximum density, intensity, and parcel size for non-viable parcels is determined in accordance with the procedures set forth in Part II-Chapter 1 (RVLP).

Minimum Parcel Size: 10-80 Acres

Maximum Density: 1 dwelling unit per 10 acres

- One additional unit may be allowed for every 20 additional acres over the minimum parcel size

Maximum Intensity: 0.02 FAR

Foothill Agriculture (FA)

This designation establishes areas for agricultural activities primarily located in the foothill and mountain regions where extensive commercial agricultural uses can exist without conflicting with other uses, or where conflicts can be mitigated. Uses typically allowed include orchards and vineyards, grazing of cattle, horses, sheep, and goats on grazing lands, resource extraction activities, facilities that directly support agricultural operations, and other necessary public utility and safety facilities. Allowable residential development includes one principal and one secondary dwelling unit per 160 acres, for relative, caretaker/employee, or farm worker housing. This designation is located primarily outside UDBs and foothill development corridors, in the foothills. The Foothill Growth Management Plan applies to all lands designated Foothill Agriculture except those lands located in the Community Plan areas.

Minimum Parcel Size: 160 Acres

Maximum Density: 1 dwelling unit per 80 acres

- One additional unit may be allowed for every 40 additional acres over 160 acres

Maximum Intensity: 0.02 FAR

Resource Conservation (RC)

This designation is intended to identify and protect open space lands including State and National forests and parks, Bureau of Land Management lands, and other public lands specifically preserved for timberland protection (non-TP designated), watershed preservation, outdoor recreation, grazing, and wilderness or wildlife/environmental preserves. Uses typically allowed in this designation are those related to resource utilization and resource conservation activities and could include uses that provide a buffer between incompatible types of land use. Resource operations and other facilities such as grazing, hunting and fishing clubs, guest ranches, campgrounds and summer camps on private lands, require a Special Use Permit. Residential uses (1 dwelling unit per 40 acres), may be conditionally allowed. This designation is located primarily outside UDBs in the foothill and mountain regions. This

designation applies to those State and federally owned parks, forests, recreational and/or management areas of which the County has no land use jurisdiction.

Minimum Parcel Size: 160 Acres

Maximum Density: 1 Dwelling Unit per 40 acres

Maximum Intensity: 0.02 FAR (Special Use Permit required)

Timber Production (TP)
This designation is intended to identify and protect areas that demonstrate that the "highest and best use" is timber production and accompanying accessory uses. The designation is applied to lands that are zoned Timber Production Zone (TPZ) pursuant to the California Timberland Productivity Act of 1982. Public improvements and urban services are prohibited on TP lands except where necessary and compatible with ongoing timber production.

Minimum Parcel Size: 160 Acres

Maximum Intensity: 0.02 FAR (Special Use Permit required)

Native American Reserve (NAR)
This designation recognizes tribal trust and reservation lands managed by a Native American Tribe under the United States Department of the Interior's Bureau of Indian Affairs over which the County has no land use jurisdiction. The County encourages adoption of tribal management plans for these areas that consider compatibility and impacts upon adjacent area facilities and plans.

Minimum Parcel Size: Not Applicable

Maximum Intensity: Not Applicable

Urban Reserve (UR)
This designation establishes a holding zone whereby properties shall remain zoned for agriculture or open space use until such a time as conversion to urban uses is deemed appropriate. The UR designation shall be appended by the intended future land use designation, for example, Urban Reserve – Heavy Industrial (UR-HI). When a rezoning occurs without a General Plan amendment, the UR designation shall be removed from the parcel. This designation applies primarily within UDBs.

Minimum Parcel Size: 1 Dwelling Unit per 10 Acres

Maximum Intensity: 0.02 FAR

Residential Land Use Designations

Rural Residential (RR)

This designation establishes areas for single family dwellings and farm worker housing located away from cities and communities in agricultural or rural areas where dispersed residential development on 1-5 acre parcels is set forth in community or sub-area plans. Typical allowed uses include: detached single-family dwellings and secondary dwellings; agricultural uses such as crop production, orchards and vineyards, grazing, and animal raising; and necessary public utility and safety facilities. This designation is primarily located at the edges of UDBs in the lower foothill and valley regions.

Maximum Density:

- 1 Dwelling Unit/1 Acres if average slope is less than 30 percent.
- 1 Dwelling Unit/10 Acres if average slope is 30 percent or greater.

Mountain Residential (MR)

This designation establishes areas for single-family dwellings within the foothill and mountain regions where steep slopes and limited services provide for dispersed residential development on larger parcels. Typical uses allowed include: detached single-family homes and secondary dwellings; agricultural uses such as grazing or animal raising; and limited agricultural support businesses such as roadside produce stands, tourist-related lodging and activities; resource extraction; and public support uses such as churches, schools, libraries, medical facilities, parks, and other necessary public utility and safety facilities. This designation is generally found in Mountain Sub-Area Plans.

Maximum Density:

- 1 Dwelling Unit/20,000 square feet plus 1 additional Unit for each 40 Acres
- 1 Dwelling Unit/ 40 Acres if average slope is 30 percent or greater

Low Density Residential (LDR)

This designation establishes areas for single-family residences with individual homes on lots generally ranging from 12,500 square feet to one acre. Uses typically allowed include: detached single-family homes; secondary dwellings; and residential support uses such as churches, schools, and other necessary public utility and safety facilities. This designation is typically found inside communities or on the outside edge of UDBs.

Maximum Density: 1-4 Dwelling Units/Acre

- When areas in this designation are identified as primary recharge areas for a community's water system, acreage minimums should not be below 2 acres.
- Areas with 30 percent or higher average slopes should have acreage minimums in excess of 3 acres.

Low-Medium Density Residential (LMDR)

This designation establishes areas suitable for single-family neighborhoods at relatively low densities on lots ranging from generally 5,000 to 12,500 square feet in urbanized areas. Uses typically allowed include detached single-family homes; secondary dwellings; and residential support uses such as churches, schools, parks, medical facilities, and other necessary public utility and safety facilities. This designation is used only within UDBs.

Maximum Density: 1-8 Dwelling Units/Acre

Medium Density Residential (MDR)
This land designation establishes areas for single-family and low-density multi-family dwellings. Uses typically allowed include single-family dwellings, second units, townhomes, duplexes, triplexes, and mobile home parks. This designation is used only within UDBs.

Maximum Density: 4-14 Dwelling Units/Acre

Medium-High Density Residential (MHDR)
This designation establishes areas for compact single family and multi-family dwellings in urbanized areas. Uses typically allowed include a wide range of living accommodations, including single-family dwellings, duplexes, townhouses, and low-rise apartments. This designation is used only within UDBs. Dwelling Units are based on Gross Acreage and development shall be no less than that identified as the intensity per gross acreage for Medium-High Density Residential designated lands.

Maximum Density: 10-20 Dwelling Units/Acre

High Density Residential (HDR)
This designation established areas for multi-family dwellings in urbanized areas. Uses typically allowed include: duplexes, townhouses, and apartments located near schools, parks, and other public services. This designation is used only within UDBs. Dwelling Units are based on Gross Acreage and development shall be no less than that identified as the intensity per gross acreage High Density Residential designated lands.

Maximum Density: 14-30 Dwelling Units/Acre

Commercial Land Use Designations

Neighborhood Commercial (NC)
This designation establishes areas for small-scale, general retail, and service businesses that provide goods to the immediate surrounding area. Uses typically allowed include: food and beverage retail sales; limited personal, medical, professional, and repair services; and retail sales. This designation is found primarily within UDBs.

Maximum Intensity: 0.5 FAR

General Commercial (GC)
This designation establishes areas for small, localized retail, recreational, and service businesses that provide goods and services to the surrounding community. Uses typically allowed include: eating and drinking establishments; food and beverage retail sales; limited personal, medical, professional services; repair services; and retail sales. Such facilities may range from a single use to a cluster of uses such as a shopping center. This designation is found primarily within UDBs.

Maximum Intensity: 0.5 FAR

Community Commercial (CC)
This designation establishes areas for a full range of retail commercial establishments serving multiple neighborhoods or an entire community and surrounding area. Uses typically allowed include: big box retail, eating and drinking establishments; food and beverage sales; hardware stores; gasoline service stations; public buildings; general merchandise stores; and professional and financial offices. Such facilities are typically arranged as a cluster of uses such as a shopping center. This designation is found primarily within UDBs.

Maximum Intensity: 0.5 FAR

Highway Commercial (HC)
This designation establishes areas for retail, recreational, and service-based businesses which provide goods and services to tourists and commuters along major highways. Uses typically allowed include: big box retail; eating and drinking establishments; food and beverage retail sales; limited repair services; lodging (hotels and motels); and retail sales. Such facilities may range from a single use to a cluster of uses located at a freeway off ramp or major highway intersection. This designation is located primarily within UDBs and pursuant to regional growth corridor plans and policies.

Maximum Intensity: 0.5 FAR

Town Center (TC)
This designation establishes the commercial core of the community and provides for a concentration of businesses and a central gathering place for social activity, commonly formed around a pedestrian oriented "main street". Uses typically allowed include: eating and drinking establishments; retail sales; personal, medical and professional services; entertainment venues; civic uses; medium-high and high-density residential dwellings; and mixed use development. These areas may contain a combination of vacant or infill parcels and parcels with the potential to redevelop over time. This designation is found only within UDBs.

Maximum Intensity: 2.0 FAR

Maximum Density: 10-30 Dwelling Units/Acre

Service Commercial (SC)
This designation establishes areas for service commercial uses in urbanizing areas. Uses typically allowed include: automotive-related or heavy equipment sales and services; building maintenance services; construction sales and services; and warehousing. This designation is found primarily within UDBs.

Maximum Intensity: 0.5 FAR

Office Commercial (OC)
This designation establishes areas in communities that provide employment opportunities for medical and professional services and limited support retail sales. Uses typically allowed include: offices and office parks; and secondary support uses such as printing, supply stores; and eating establishments. This designation is found primarily within UDBs.

Maximum Intensity: 0.5 FAR

Commercial Recreation (CR)
This designation establishes areas for a mix of commercial uses oriented toward tourists and other visitors. Uses typically allowed include: recreation activities (e.g., golf courses, archery ranges, theme parks); dining; entertainment services; destination-resort hotels; motels; dude ranches; wineries; spas; and on-site employee residential uses. Residential uses would only be allowed in conjunction with resort uses as onsite caretaker or employee housing. This designation is found primarily within the foothill and mountain regions.

Maximum Intensity: 0.5 FAR

Mixed Use Land Use Designations

Mixed Use (MU)

This designation establishes areas appropriate for the planned integration of some combination of retail; office; single and multi-family residential; hotel; recreation; limited industrial; public facilities or other compatible use.

Mixed Use areas allow for higher density and intensity development, redevelopment, or a broad spectrum of compatible land uses ranging from a single use on one parcel to a cluster of uses. These areas are intended to provide flexibility in design and use for contiguous parcels having multiple owners, to protect and enhance the character of the area. The consideration of development proposals in Mixed Use areas should focus on compatibility between land uses, and the development potential of a given area compared to the existing and proposed mix of land uses and their development impacts. Density bonuses for residential units of 25 % to 35% may be granted, according to the Density Bonus Ordinance or State law, to Mixed Use areas to encourage the development of affordable housing units, compact development in the implementation of development strategies that support the use of mass transit, reduction of air impacts, and implementation of measures that contribute to the reduction of global warming. Specific plans may be required to assist in the consideration of Mixed Use development proposals. This designation is found within UDBs, HDBs, PCAs, and MSCs and pursuant to regional growth corridor plans and policies.

Maximum Density: 1-30.0 Dwelling Units/Acre

Maximum Intensity: 0.5 FAR

Foothill Mixed Use (FMU)

This designation establishes areas within the foothill development corridors for residential, commercial recreation, and light industrial uses. Density bonuses for residential units of 25% to 35% may be granted, according to the Density Bonus Ordinance or State law, to Mixed Use areas to encourage the development of affordable housing units, compact development in the implementation of development strategies that support the use of mass transit, reduction of air impacts, and implementation of measures that contribute to the reduction of global warming. Specific plans, Planned Unit Developments, or Development Agreements may be required to assist in the consideration of Mixed Use development proposals. Uses typically allowed include: single-family and multi-family residential dwellings, eating and drinking establishments; food and beverage retail sales; limited personal, medical, professional services; repair services; retail sales; and agricultural-related industrial uses. Such facilities may range from a single use to a cluster of uses.

(Maximum Density and Intensity in the Foothill Region are determined based on site capacity and analysis conducted in accordance with the procedures and standards set forth in Part II-Chapter 3: Foothill Growth Management Plan).

ⓘ *See Part II, Area Plans, Foothill Growth Management Plan for a description of the foothill development corridors.*

Planned Community Area (PCA)

This designation establishes areas suitable for comprehensive planning for long term community development on large tracts of land, typically under unified ownership or development control, and allows for master planning where a community plan typically does not currently exist. Planned communities have a balance of land uses that support economic growth and promote an exceptional quality of life. Planned communities accommodate mixed use developments that include residential; commercial; administrative; industrial; and other activity. Density bonuses for residential units of 25% to 35% may be granted, according to the Density Bonus Ordinance or State law, to Mixed Use areas to

encourage the development of affordable housing units, compact development in the implementation of development strategies that support the use of mass transit, reduction of air impacts, and implementation of measures that contribute to the reduction of global warming. Master Development Plans and Area Development Plans are required to assist in the consideration of Mixed Use development proposals. Furthermore, such communities must ensure provision of open space, infrastructure and public services needed to support growth. No PCA shall be established unless it includes a minimum of 200 continuous acres of land.

Maximum Density: 30.0 Dwelling Units/Acre

Maximum Intensity: 2.0 FAR

(Maximum Density and Intensity in the Foothill Region are determined based on site capacity and analysis conducted in accordance with the procedures and standards set forth in Part II-Chapter 3: Foothill Growth Management Plan).

Industrial Land Use Designations

Light Industrial (LI)

This designation establishes areas for a range of non-intensive business park, industrial park, and storage uses that do not have detrimental noise or odor impacts on surrounding urban uses. Uses typically allowed include: warehousing; welding and fabrication shops; manufacturing and processing; and business support uses such as retail or eating establishments that serve adjacent light industrial uses and employees. This designation is found primarily within UDBs and pursuant to regional growth corridor plans and policies.

Maximum Intensity: 0.5 FAR

Heavy Industrial (HI)

This designation establishes areas for the full range of industrial uses, which may cause noise or odor impacts on surrounding urban uses. Uses typically allowed include: manufacturing; processing; fabrication; ethanol plants; warehouses; asphalt batch plants; mills; wood processing yards; and support uses such as retail or eating establishments that support adjacent heavy industrial uses and employees. This designation is found both primarily within UDBs and pursuant to regional growth corridor plans and policies.

Maximum Intensity: 0.5 FAR

Public Facilities Land Use Designations

Public/Quasi-Public (P/QP)

This designation establishes areas for public and quasi-public services and facilities that are necessary to maintain the welfare of County residents and businesses. Uses typically allowed include: churches; schools; civic centers; hospitals; fire stations; sheriff stations; liquid and solid waste disposal sites; cemeteries; airports; and public utility and safety facilities. This designation is found primarily within UDBs and pursuant to regional growth corridor plans and policies.

Density/Intensity: None Specified

Public Recreation (PR)

This designation establishes areas for public recreational/tourist activities. Uses typically allowed include: large community/regional parks; historic sites; boat ramps/marinas; and other recreation related public utility and safety facilities operated by a County, State, or federal agency.

Density/Intensity: None Specified

4.1 Growth and Development

LU-1 To encourage the overall economic and social growth of the County while maintaining its quality of life standards and highly efficient land use.

LU-1.1 Smart Growth and Healthy Communities
The County shall promote the principles of smart growth and healthy communities in UDBs and HDBs, including:

1. Creating walkable neighborhoods,
2. Providing a mix of residential densities,
3. Creating a strong sense of place,
4. Mixing land uses,
5. Directing growth toward existing communities,
6. Building compactly,
7. Discouraging sprawl,
8. Encouraging infill,
9. Preserving open space,
10. Creating a range of housing opportunities and choices,
11. Utilizing planned community zoning to provide for the orderly pre-planning and long term development of large tracks of land which may contain a variety of land uses, but are under unified ownership or development control, and
12. Encouraging connectivity between new and existing development.

LU-1.2 Innovative Development
The County shall promote flexibility and innovation through the use of planned unit developments, development agreements, specific plans, Mixed Use projects, and other innovative development and planning techniques.

LU-1.3 Prevent Incompatible Uses
The County shall discourage the intrusion into existing urban areas of new incompatible land uses that produce significant noise, odors, or fumes.

LU-1.4 Compact Development
The County shall actively support the development of compact mixed use projects that reduce travel distances.

LU- 1.5 Paper Subdivision Consolidation
The County shall encourage consolidation of paper parcels/subdivisions, especially those lots that are designated Valley Agriculture (VA), Foothill Agriculture (FA), or Resource Conservation (RC), are irregular in shape, inadequate in size for proper use, or lack infrastructure.

LU-1.6 Permitting Procedures and Regulations
The County shall continue to ensure that its permitting procedures and regulations are consistent and efficient.

LU-1.7 Development on Slopes
The County shall require a preliminary soils report for development projects in areas with shallow or unstable soils or slopes in excess of 15 percent. If the preliminary soil report indicates soil conditions could be unstable, a detailed geologic/hydrologic report by a registered geologist, civil engineer, or engineering geologist shall be required demonstrating the suitability of any proposed or additional development.

LU-1.8 Encourage Infill Development
The County shall encourage and provide incentives for infill development to occur in communities and hamlets within or adjacent to existing development in order to maximize the use of land within existing urban areas, minimize the conversion of existing agricultural land, and minimize environmental concerns associated with new development.

LU-1.9 Specific Plans
The County shall require specific plans or equivalent plans for residential, commercial, or Mixed Use projects of 80 acres or larger, as described in Table 4.3. Specific plans or equivalent plans may also be required for projects that contain sufficient scale or complexity that are less than 80 acres.

LU-1.10 Roadway Access
The County shall require access to public roadways for all new development.

Polices continued on Page 4-26.

Table 4.3

Specific Plan Content (Policy LU-1.9: Specific Plans)

All specific plans prepared for projects in the unincorporated portions of the County shall, at a minimum comprise five planning frameworks. Within each framework, the specific plan must provide the goals and policies that will guide subsequent decisions on projects, permits, and approvals needed within the specific plan area. The frameworks will also include a detailed implementation plan that will identify responsibilities, financing requirements, and phasing/timing.

The **Land Use Framework** will include the proposed land use pattern, proposed development densities/intensities in each area, and development phasing. The framework will also include specifics on development standards.

The specific plan prepared will provide complete guidance on the land use provisions that will guide future development within the specific plan area. At a minimum, these provisions will address the following topics. The County may require that other topics be addressed, depending on site specific needs.

- **Land Use Classification**. A land use classification system that clearly identifies the uses that may be allowed in each area. The Specific Plan will provide further details on development standards for each area within the plan. This classification system will use clear terminology to define and further describe allowable uses. The classification system will employ up-to-date terminology and an appropriate combination of specific and generic land use types, instead of a lengthy "encyclopedic" list of allowed uses that can quickly become obsolete.

- **General Site Planning**. These standards will specify the requirements that would be applied to all development and land uses regardless of the applicable land use designation. These would address, as appropriate, site access requirements and entry statements; energy efficiency; water efficiency; fences, walls, sound walls, hedges, buffers, and other screening; noise regulations; outdoor lighting standards; performance standards (e.g., air quality, glare, vibration, etc.), undergrounding of utilities; and other similar topics.

- **Development Standards**. Development standards for each land use designation (e.g., building forms, design objectives, land use objectives, height limitations, setback requirements, site coverage requirements, etc.) will be organized in tables and graphically illustrated wherever possible. In this portion of the plan, integration of the project with the existing community will be a key.

- **Housing Mix**. The specific plan will discuss the proposed mix of housing types within the community. In keeping with the County's Housing Element, affordable housing requirements and bonus density provisions and related incentives will be incorporated, as appropriate. A key to the housing component will be incorporation of housing opportunities including a mix of housing types for households having a mix of income ranges, including a phasing strategy that ensures the development of this mix, including prioritizing construction of higher density housing as a part of each phase of the project.

Table 4.3

Specific Plan Content (Policy LU-1.9: Specific Plans) continued

The **Design Framework** will provide detailed design guidelines that will be used as the Specific Plan is implemented/developed. The purpose of these guidelines will be to establish the expected level of design within the Specific Plan area while still maintaining project flexibility and innovation. The objective of this framework is not to dictate a specific design, but to establish design expectations.

The design guidelines provided will be illustrated to help explain the intent and expectations. This part of the Specific Plan will also incorporate detailed landscaping standards, including specific requirements for preliminary and final landscape plan submittal and review.

The Design Framework will also provide guidance on the integration of the streetscape into the overall project design. The framework will define building type requirements of each area and define how buildings address the street and interact with public improvements and the public rights-of-way to define the overall character of the streetscape (e.g., new urbanism principles and smart growth concepts). The Design Framework shall also set out design concepts for the integration of new development with the existing adjacent community and future growth areas.

The **Circulation Framework** will include the proposed circulation network, system elements, connectivity on all sides of the project, design standards, and system phasing. This framework will address all components of the circulation system, including vehicular traffic, bicycles, pedestrian movement, transit, rail, air and inter-modal connectivity. The design of transportation systems will be included to discourage reliance on vehicular travel and focus increased opportunities for the provision of alternative modes of travel (public transit, bicycle, and pedestrian). This component will also address parking and loading standards if different from the standard County requirements.

The Infrastructure/Public Facilities Framework will cover infrastructure requirements (water, sewer, storm drainage, electricity, natural gas, communications, parkland, schools, libraries, law enforcement, fire suppression and other needed public facilities and services). For infrastructure, the framework will address the proposed trunk infrastructure system improvements and system phasing necessary to support implementation of the land use plan.

The Water Supply Availability Framework will cover the assessment requirements for availability and sufficiency of long-term water supplies for development projects that do not otherwise trigger California Water Code Section 10910 (et seq.).

4.2 Resource Uses

LU-2 To provide for the long-term conservation of productive and natural resource lands including agricultural, foothill, mountain, and riparian areas and to accommodate services and related activities that support the continued viability and conservation of resource lands.

LU-2.1 Agricultural Lands
The County shall maintain agriculturally-designated areas for agriculture use by directing urban development away from valuable agricultural lands to cities, unincorporated communities, hamlets, and planned community areas where public facilities and infrastructure are available.

LU-2.2 Agricultural Parcel Splits
The County shall deny requests to create parcels less than the minimum allowed size in agricultural designated areas, unless specifically provided by Division of Land Exceptions in the Tulare County Zoning Ordinance, as may be adopted by the Board of Supervisors, based on concerns that these parcels are less viable economic farming units and that the resultant increase in residential density increases the potential for conflict with normal agricultural practices on adjacent parcels. Evidence that the affected parcel may be an uneconomic farming unit due to its current size, soil conditions, or other factors shall not alone be considered a sufficient basis to grant an exception. The RVLP shall be the tool to determine the viability of a given agricultural parcel in the valley and its ability to be subdivided, unless specifically provided by Division of Land Exceptions in the Tulare County Zoning Ordinance.

LU-2.3 Open Space Character
The County shall require that all new development requiring a County discretionary approval, including parcel and subdivision maps, be planned and designed to maintain the scenic open space character of open space resources including, but not limited to, agricultural areas, rangeland, riparian areas, etc., within the view corridors of highways. New development shall utilize natural landforms and vegetation in the least visually disruptive way possible and use design, construction and maintenance techniques that minimize the visibility of structures on hilltops, hillsides, ridgelines, steep slopes, and canyons.

LU-2.4 Residential Agriculture Uses
The County shall limit, to the extent allowed by law, residential development of lands designated for agricultural use. Only residences needed to support farming operations, agriculture, tourism, and agricultural support services shall be allowed.

LU-2.5 Agricultural Support Facilities
The County shall encourage beneficial reuse of existing or vacant agricultural support facilities for new businesses (including non-agricultural uses).

ⓘ *Also see Chapter 3-Agriculture, Policy AG-1.13: Agricultural Related Uses.*

LU-2.6 Industrial Development
Other than provided in Policy LU-2.5: Agricultural Support Facilities, the County shall, and the cities should, through their industrial development policies, approve only those agriculturally-oriented or related industries and uses that can demonstrate, whether by location and/or controlled methods of operation, that they will not adversely affect

agricultural production or the County's natural resources. These uses should be located inside UDBs, HDBs, PCAs and regional growth corridors unless necessary for the support of agricultural operations or as provided in Policy LU-2.5: Agricultural Support Facilities.

LU-2.7 Timing of Conversion from Urban Reserve
The following three criteria shall be used to determine when conversion of Urban Reserve designated properties to urban uses is appropriate:

1. The property is not subject to an agricultural preserve contract;
2. Full urban services, schools, and infrastructure sufficient to serve urban development either are available or can be made available; and
3. At least 30 percent of the property boundaries are contiguous to existing urban development.

LU-2.8 Merger of Sub Standard Agricultural Parcels
The County shall provide incentives to encourage the merger of sub-standard parcels of less than 10 acres in size located in agricultural areas, where such parcels are under common ownership.

4.3 Residential Uses

LU-3 To provide adequate land in a range of residential densities to accommodate the housing needs of all income groups expected to reside in the County, and ensure a high quality of development.

LU-3.1 Residential Developments
The County shall encourage new major residential development to locate near existing infrastructure for employment centers, services, and recreation.

LU-3.2 Cluster Development
The County shall encourage proposed residential development to be clustered onto portions of the site that are more suitable to accommodating the development, and shall require access either directly onto a public road or via a privately-maintained road designed to meet County road standards.

LU-3.3 High-Density Residential Locations
The County shall encourage high-density residential development (greater than 14 dwelling units per gross acre) to locate along collector roadways and transit routes, and near public facilities (e.g., schools, parks), shopping, recreation, and entertainment.

LU-3.4 Mountain, Rural, and Low-Density Residential
The Mountain, Rural, and Low-Density Residential development located outside of a UDB shall be subject to the following requirements:

1. Able to meet the Rural Valley Lands Plan policies, Foothill Growth Management Plan policies, or Mountain Framework Plan policies and requirements,
2. Areas which qualify for minimum densities greater than 1 unit per 10 acres must meet the following characteristics (unless clustering is used):
   a. Average slopes must be below a 30 percent grade,

b. Not identified as a moderate-to-high landslide hazard area, and

c. Access to new development is provided via an existing publicly-maintained road or via a new road improved consistent with adopted County standards.

LU-3.5 Rural Residential Designations
The County shall not re-zone any new areas for residential development in the RVLP area, unless it can be shown that other objectives, such as buffers and the relationship of the development to surrounding uses, can be achieved.

Also see Chapter 3-Agriculture, Policy AG-1.12: Ranchettes.

LU-3.6 Project Design
The County shall require residential project design to consider natural features, noise exposure of residents, visibility of structures, circulation, access, and the relationship of the project to surrounding uses. Residential densities and lot patterns will be determined by these and other factors. As a result, the maximum density specified by General Plan designations or zoning for a given parcel of land may not be attained.

LU-3.7 Second Dwellings
The County shall allow second dwellings by ministerial permit in areas designated to allow single-family residential units. Such dwellings shall not be sold as independent units. Irrespective of the applicable maximum density limitation of the land use category, the second dwelling shall be clearly subordinate in size and similar in design to the primary dwelling.

LU-3.8 Rural Residential Interface
The County shall minimize potential land use conflicts at the interface between urban development and existing developed rural-residential areas.

4.4 Commercial Development

LU-4 To maintain economic vitality and promote the development of commercial uses that are compatible with surrounding land uses and meet the present and future needs of County residents, the regional community, and visitors.

LU-4.1 Neighborhood Commercial Uses
The County shall encourage the development of small neighborhood convenience and grocery facilities to meet the everyday shopping and personal needs of immediately surrounding residential land uses in communities and hamlets.

LU-4.2 Big Box Development
The County shall limit the size of large "big-box" retail businesses on a case-by-case basis to be consistent with the character of the area.

LU-4.3 Commercial Service Locations
The County shall provide for commercial service businesses such as warehouses, repair services, business support services, furniture sales, and building materials sales where they will not adversely affect surrounding properties, typically in areas serving occasional needs rather than day-to-day needs. Criteria to be used in siting commercial service areas are:

1. Provide good access to highways or major collectors,
2. Buffer existing or planned residential areas,
3. Develop in-depth rather than in a strip fashion along the access road to provide adequate room for parking, buffering, etc., and
4. Encourage development as integrated planned areas in conjunction with community commercial areas or with common architectural and site development features.

LU-4.4 Travel-Oriented Tourist Commercial Uses
The County shall require travel-oriented tourist commercial uses (for example, entertainment, commercial recreation, lodging, fuel) to be used in areas where traffic patterns are oriented to major arterials and highways. Exceptions may be granted for resort or retreat related developments that are sited based on unique natural features.

LU-4.5 Commercial Building Design
The County shall encourage that new commercial development is consistent with the existing design of the surrounding community or neighborhood by encouraging similar façades, proportionate scale, parking, landscaping, and lighting.

LU-4.6 Commercial Storage Facilities
The County shall require that commercial storage facilities, including "mini" storage, indoor and outdoor storage facilities, and contractor's materials storage be screened from view through landscape buffers or other natural landscapes.

4.5 Industrial Development

LU-5 To designate adequate land for, and promote development of, industrial uses to meet the present and future needs of County residents for jobs and to maintain economic vitality.

LU-5.1 Industrial Developments
The County shall encourage a wide range of industrial development activities in appropriate locations to promote economic development, employment opportunities, and provide a sound tax base.

LU-5.2 Industrial Park Developments
The County shall encourage the development of visually attractive, well-landscaped, and carefully-planned industrial parks in areas with suitable topography and adequate infrastructure.

LU-5.3 Storage Screening
The County shall require adequate landscaping and screening of industrial storage areas to minimize visual impacts and enhance the quality of the environment.

LU-5.4 Compatibility with Surrounding Land Use
The County shall encourage the infill of existing industrial areas and ensure that proposed industrial uses will not result in significant harmful impacts to adjacent land uses .

LU-5.5 Access
The County shall locate industrial development where there is access from collector or arterial roads, and where industrial/heavy commercial traffic is not routed through residential or other areas with uses not compatible with such traffic.

LU-5.6 Industrial Use Buffer
Unless mitigated, the County shall prohibit new heavy industrial uses to a minimum of 500 feet from schools, hospitals, or populated residential areas (more than 10 dwelling units within a quarter mile diameter area). The buffer area may be used for activities not creating impacts to adjoining sensitive land uses for uses accessory to the heavy industrial use. The establishment of a buffer may not be required when mitigated or may not apply to industrial uses that do not impact adjoining uses identified herein. The buffer area shall be landscaped and maintained.

LU-5.7 Industrial Uses Allowed on Resource Land
The County shall allow asphalt batch plants and similar processing facilities that are directly associated with the development of a resource to be located at the site of the resource under the following criteria:

1. Any such site shall be developed under the Special Use Permit process, and
2. The Special Use Permit shall not permit any commercial or industrial uses that are not related to the processing of the resource.

4.6 Public/Institutional Development

LU-6 To provide for the development of public and institutional uses that support surrounding land uses and meet the present and future needs of County residents, the regional community, and visitors.

LU-6.1 Public Activity Centers
The County shall encourage the development of centrally located public activity centers that include parks, schools, libraries, and community centers in communities via accessible, multiple modes of travel.

LU-6.2 Buffers
The County shall ensure that residential and other non-compatible land uses are separated and buffered from major public facilities such as landfills, airports, and sewage treatment plants.

LU-6.3 Schools in Neighborhoods
The County shall encourage school districts to locate new schools in areas that allow students to safely walk or bike from their homes.

LU-6.4 Schools District Coordination
The County shall work with school districts to coordinate the location of new schools and responsibility for developing and maintaining associated infrastructure.

4.7 Community Design

LU-7 To preserve and enhance the character and scale of Tulare County's communities, hamlets, and rural areas, including their design heritage and historic character.

LU-7.1 Distinctive Neighborhoods
The County shall encourage development of diverse and distinctive neighborhoods that build on the patterns of the natural landscape and are responsive in their location and context and to the lifecycle needs of the residents.

LU-7.2 Integrate Natural Features
The County shall emphasize each community's natural features as the visual framework for new development and redevelopment.

LU-7.3 Friendly Streets
The County shall encourage new streets within UDBs to be designed and constructed to not only accommodate traffic, but also serve as comfortable pedestrian and cyclist environments. These should include, but not be limited to:

1. Street tree planting adjacent to curbs and between the street and sidewalk to provide a buffer between pedestrians and automobiles, where appropriate,
2. Minimize curb cuts along streets,
3. Sidewalks on both sides of streets, where feasible,
4. Bike lanes and walking paths, where feasible on collectors and arterials, and
5. Traffic calming devices such as roundabouts, bulb-outs at intersections, traffic tables, and other comparable techniques.

LU-7.4 Streetscape Continuity
The County shall ensure that streetscape elements (e.g., street signs, trees, and furniture) maintain visual continuity and follow a common image for each community.

LU-7.5 Crime Prevention Through Design
The County shall encourage design of open space areas, bicycle and pedestrian systems, and housing projects so that there is as much informal surveillance by people as possible to deter crime.

LU-7.6 Screening
The County shall require landscaping to adequately screen new industrial uses to minimize visual impacts.

LU-7.7 Parking Location
The County shall encourage automobile-oriented uses to locate parking in areas less visible from the street (e.g., reverse frontage commercial centers).

LU-7.8 Building Abatement
The County shall continue its abatement program of assisting private property owners who are looking to remove unsightly trailers, signage, and trash. The County shall also focus on abatement of dilapidated buildings and structures.

LU-7.9 Visual Access
The County shall require new development to maintain visual access to views of hillsides, creeks, and other distinctive natural areas by regulating building orientation, height, and bulk.

LU-7.10 Gateways/Entry-points
The County shall identify key entry points on the edges of the communities and support programs and projects that enhance gateways and transitional zones between communities to make each community more distinctive and inviting for residents and visitors.

LU-7.11 Adaptive Reuse
The County shall encourage and promote the adaptive reuse of historic structures in order to preserve the historic resources that are a part of Tulare County's heritage.

Also see Chapter 3-Agriculture, Policy AG-1.13: Agricultural Related Uses.

LU-7.12 Historic Buildings and Areas
The County shall encourage preservation of buildings and areas with special and recognized historic, architectural, or aesthetic value. New development should respect architecturally and historically significant buildings and areas. Landscaping, original roadways, sidewalks, and other public realm features of historic buildings or neighborhoods shall be restored or repaired where ever feasible.

LU-7.13 Preservation of Historical Buildings
The County shall encourage and support efforts by local preservation groups to identify and rehabilitate historically significant buildings.

LU-7.14 Contextual and Compatible Design
The County shall ensure that new development respects Tulare County's heritage by requiring that development respond to its context, be compatible with the traditions and character of each community, and develop in an orderly fashion which is compatible with the scale of surrounding structures.

LU-7.15 Energy Conservation
The County shall encourage the use of solar power and energy conservation building techniques in all new development.

LU-7.16 Water Conservation
The County shall encourage the inclusion of "extra-ordinary' water conservation and demand management measures for residential, commercial, and industrial indoor and outdoor water uses in all new urban development.

LU-7.17 Shared Parking Facilities
The County shall encourage, where feasible, the use of shared parking facilities. Such areas could include developments with different day/night uses.

LU-7.18 Lighting

The County shall continue to improve and maintain lighting in park and recreation facilities to prevent nuisance light and glare spillage on adjoining residential areas.

LU-7.19 Minimize Lighting Impacts

The County shall ensure that lighting in residential areas and along County roadways shall be designed to prevent artificial lighting from reflecting into adjacent natural or open space areas unless required for public safety.

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4.8 Work Plan/Implementation Measures

The following table documents the Implementation Measures included with the General Plan to implement the goals and policies included in this Element.

Implementation	Implements what Policy	Who is Responsible	2012-2015	2015-2020	2020-2030	On-Going
1. The County shall update the Zoning Ordinance to be consistent with the land use standards set forth in this Land Use Element.	LU-1.3 LU-1.6	RMA	■			
2. The County shall prepare Land Development Regulations addressing lighting, landscaping, signage, fencing, walls, buffers, land use transitions, parking area improvements, street scaping, and other standards applicable to land development.	LU-1.1 ERM-4.2	RMA, Planning	■			
3. During preparation of the Zoning Ordinance and Land Development Regulations, the County shall consider appropriate incentives to encourage smart growth implementation, including but not limited to such factors as infill, densification, transportation alternatives, provision of public amenities, and commercial standards.	LU-1.1 LU-1.2 LU-1.4 LU-1.8	RMA, Planning	■			
4. During the review of all discretionary permit applications, the County shall ensure that smart growth and other urban design principles set forth in this Land Use Element are incorporated as conditions of project approval, as appropriate.	LU-1.1	Planning Commission				■
5. The County shall develop and maintain a database of paper lot subdivisions and pursue efforts to consolidate them into larger parcels.	LU-1.5	RMA		■		
6. The County shall develop and maintain a Geographic Information System (GIS) based database of identified potential unstable soils and slopes to evaluate proposed projects.	LU-1.7	RMA		■		
7. The County shall develop a set of criteria to determine whether proposed projects are infill developments and develop a set of incentive programs for infill projects located within UDBs.	LU-1.8	RMA		■		

Implementation	Implements what Policy	Who is Responsible	2012-2015	2015-2020	2020-2030	On-Going
8. The County shall develop and maintain a GIS based database of infill sites and encourage new development to occur on the identified sites.	LU-1.8	RMA		■		■
9. The County shall create a program to consolidate infill sites when permits are sought for development and shall require access to public roads be present or secured prior to development.	LU-1.8 LU-1.10	RMA	■			
10. The County shall require identification of infill sites in all new community plan updates, hamlet plans, and redevelopment project area plans as they are prepared over time.	LU-1.8	RMA, Planning; RDA				■
11. The County shall amend the Zoning Ordinance to strengthen minimum parcel size standards, with principle attention to increasing the minimum acreage requirement for land division from 5 to 10 acres or more.	LU-2.2 AG-1.12	RMA, Planning	■			
12. The County shall amend the Zoning Ordinance to increase the length of time that must lapse before existing homes qualify for divisions of land to create homesites in agricultural areas.	LU-2.4	RMA, Planning	■			
13. The County shall, in cooperation with property owners, reinstitute Open Space and Land Conservation contracts for all parcels on prime agricultural land meeting the minimum land area as required under State law.	LU-2.1 LU-2.8 AG-1.6 AG-1.7	RMA, Planning				■
14. The County shall work with Tulare County Association of Governments (TCAG) to explore implementation strategies to promote neighborhood convenience services in unincorporated communities.	LU-4.1	RMA, Planning	■			
15. GIS shall be used in evaluating the impacts of proposed industrial areas when community or hamlet plans are developed or updated.	LU-5.1 LU-5.2 LU-5.4	RMA, Planning				■
16. The County shall adopt an ordinance to facilitate reuse of	LU-2.5 LU-2.6	RMA, Planning				■

Implementation	Implements what Policy	Who is Responsible	2012-2015	2015-2020	2020-2030	On-Going
existing abandoned agricultural support facilities, considering the following factors: a. The use of site plan review, discretionary, or administrative use permit to change from one agricultural use to another; b. A requirement for a Special Use Permit to change from an agricultural use to a non-agricultural use; c. Upgrading of the site for consistency with all County standards; d. The timing of how long a property owner needs to wait before conversion of an agricultural-oriented business into a new business should be permitted in order to prevent abuse; e. Consideration of restrictions on re-use such as auto showcases or boat sales; and f. Provision of reclamation plans and financial assurances for future site restoration. Such a reclamation plan may include removal of the buildings.						
17. The County shall consider preparing an inventory of abandoned warehouses and other such agricultural support facilities to facilitate track conversion. Such survey would indicate infrastructure and services available to the site.	LU-2.5	RMA, Planning				■
18. Provision for a graduated transition in density/lot size from higher to lower density between the two respective areas shall generally be required unless significant buffers or other measures are determined adequate to protect established rural residential developments. The County, while recognizing the cities' need to optimize use of land shall encourage cities to require buffering measures when urban development is proposed adjacent to existing developed rural-residential areas.	LU-3.8 PF-1.1	RMA, Planning				■
19. The County shall prepare a cluster development ordinance, defining the process, incentives,	LU-3.2	RMA, Planning				■

Implementation	Implements what Policy	Who is Responsible	2012-2015	2015-2020	2020-2030	On-Going
and standards.						
20. The County shall work with TCAG, EDC, and the Redevelopment Agency to explore implementation strategies to promote and attract accessible neighborhood convenience services and jobs in unincorporated communities and hamlets.	LU-4.1	RMA, Planning	■			
21. The County shall establish a program for consulting annually with school districts regarding growth projections and proposed facility changes and additions.	LU-6.3 LU-6.4	RMA				■
22. The County shall work with the Sheriff's Department to research Crime Prevention through Environmental Design (CPTED) Guidelines and develop crime prevention design standards as an informational tool to developers of residential uses throughout the County.	LU-7.5	RMA		■		
23. The County shall cooperate with local preservation groups and community property owners who identify historic buildings that are representative of the historic visual character of an area, in order to encourage perpetuation of identified architectural characteristics in new proposed development that will be within the same view shed as the historic building.	LU-7.12 LU-7.13	RMA				■
24. The County shall review LEED and LEED-ND certification requirements and develop an implementation program.	LU-7.15 LU-7.16 AQ-3.5	RMA		■		

5. Tulare County Zoning Ordinance "SC" Scenic Corridor Combining Zone.

SECTION 14.4 "SC" SCENIC CORRIDOR COMBINING ZONE

(Added by Ord. No. 2282, effective 10-25-79; amended by Ord. No. 2417, effective 5-28-81)

PURPOSE A. The purpose of the Scenic Corridor Combining Zone shall be to preserve and protect the scenic quality of the immediately visible land area adjacent to those scenic highways and scenic roads established by the Tulare County General Plan, and to prevent visual obstructions of the extended view from such scenic highways and roads.

APPLICATION B. This zone is intended to be combined with other zones and may be applied only to those areas visible from and adjacent to those scenic highways and scenic roads established by the Tulare County General Plan. When this zone is applied to property in conjunction with another zone set forth in this Ordinance, a new zone is thereby created and the regulations set forth in this section shall be applicable in addition to those otherwise applicable in the underlying or base zone. In addition, where the provisions of the underlying or base zone conflict with the requirements of this section, the requirements of this section shall prevail over those in the underlying or base zone. The new combined zone shall be shown on the Zoning Map by the letters "SC" following the symbol of the underlying or base zone.

PROHIBITION OF OFF-SITE SIGNS C. No person, firm, or corporation shall erect, build or paint any off-site outdoor advertising display sign on any parcel of real property located within this zone.

COMBINATION WITH PD-F AND AF ZONES D. When combined with the PD-F, Planned Development-Foothill Zone or the AF, Foothill Agricultural Zone, the following additional requirements shall apply:

1. On-premises outdoor advertising signs shall be permitted subject to the following regulations:

   a. If an on-premises advertising structure pertaining to the identification of a permitted use is to be attached to the primary building facade, such signs shall be permitted without review by the Site Plan Review Committee. However, the requirement for the size, shape and lighting of such signs shall be determined based upon standards adopted by the Planning Commission.

   b. Any free-standing, outdoor advertising display sign

identifying a permitted use of the property shall not be installed or constructed without approval by the Site Plan Review Committee in accordance with the procedures set forth in Paragraph 1 of Subsection G of Section 16.2 of this Ordinance. The review by the Site Plan Review Committee shall be limited to the design, setback, size and architectural compatibility of the proposed sign, and its impact on traffic safety and visibility of scenic resources from scenic highways and roads.

2. For any proposed development project which is subject to review by the Site Plan Review Committee in accordance with Section 16.2 of this Ordinance, the following additional standards for development shall apply:

   a. All new utility improvements shall be located underground.

   b. Grading and/or cut and fill on sloping lands shall be kept to a minimum and shall be prohibited whenever it can be determined that such activities will have an adverse impact on scenic resources visible from scenic highways and roads.

   c. Any exposed slopes resulting from grading and/or cut and fill activity shall be stabilized by plantings of compatible materials as a condition of approval of the project.

   d. Existing vegetation and unique land forms, such as rock outcrops, shall be retained and protected from any unnecessary grading or other development related activities, except where necessary to open up or provide better views of desirable scenic features.

3. Yard and Lot Requirements:

   a. Front Yard: The minimum front yard for lots which front upon a Scenic Highway shall be one hundred (100)

feet. The minimum front yard for lots which front upon a scenic road shall be one hundred (100) feet minus a distance equal to one half of the width of the right-of-way of the scenic road across the front of the lot.

b. Side Yards: The minimum side yard shall be ten (10) percent of the width of the lot, but not to exceed twenty-five (25) feet, except for corner lots adjacent to a Scenic Highway or road. In this case, there shall be a side yard on the street side of the corner lot which is equivalent to the front yard requirements set forth in Subparagraph a of this paragraph.

c. Lot Width: The minimum lot width of any lot with frontage along a scenic highway or a scenic road shall be one hundred and fifty (150) feet.

SECTION 14.4 "SC" SCENIC CORRIDOR COMBINING ZONE

(Added by Ord. No. 2282, effective 10-25-79; amended by Ord. No. 2417, effective 5-28-81)

PURPOSE **A.** The purpose of the Scenic Corridor Combining Zone shall be to preserve and protect the scenic quality of the immediately visible land area adjacent to those scenic highways and scenic roads established by the Tulare County General Plan, and to prevent visual obstructions of the extended view from such scenic highways and roads.

APPLICATION **B.** This zone is intended to be combined with other zones and may be applied only to those areas visible from and adjacent to those scenic highways and scenic roads established by the Tulare County General Plan. When this zone is applied to property in conjunction with another zone set forth in this Ordinance, a new zone is thereby created and the regulations set forth in this section shall be applicable in addition to those otherwise applicable in the underlying or base zone. In addition, where the provisions of the underlying or base zone conflict with the requirements of this section, the requirements of this section shall prevail over those in the underlying or base zone. The new combined zone shall be shown on the Zoning Map by the letters "SC" following the symbol of the underlying or base zone.

PROHIBITION OF OFF-SITE SIGNS **C.** No person, firm, or corporation shall erect, build or paint any off-site outdoor advertising display sign on any parcel of real property located within this zone.

COMBINATION WITH PD-F AND AF ZONES **D.** When combined with the PD-F, Planned Development-Foothill Zone or the AF, Foothill Agricultural Zone, the following additional requirements shall apply:

1. On-premises outdoor advertising signs shall be permitted subject to the following regulations:

   a. If an on-premises advertising structure pertaining to the identification of a permitted use is to be attached to the primary building facade, such signs shall be permitted without review by the Site Plan Review Committee. However, the requirement for the size, shape and lighting of such signs shall be determined based upon standards adopted by the Planning Commission.

   b. Any free-standing, outdoor advertising display sign

identifying a permitted use of the property shall not be installed or constructed without approval by the Site Plan Review Committee in accordance with the procedures set forth in Paragraph 1 of Subsection G of Section 16.2 of this Ordinance. The review by the Site Plan Review Committee shall be limited to the design, setback, size and architectural compatibility of the proposed sign, and its impact on traffic safety and visibility of scenic resources from scenic highways and roads.

2. For any proposed development project which is subject to review by the Site Plan Review Committee in accordance with Section 16.2 of this Ordinance, the following additional standards for development shall apply:

   a. All new utility improvements shall be located underground.

   b. Grading and/or cut and fill on sloping lands shall be kept to a minimum and shall be prohibited whenever it can be determined that such activities will have an adverse impact on scenic resources visible from scenic highways and roads.

   c. Any exposed slopes resulting from grading and/or cut and fill activity shall be stabilized by plantings of compatible materials as a condition of approval of the project.

   d. Existing vegetation and unique land forms, such as rock outcrops, shall be retained and protected from any unnecessary grading or other development related activities, except where necessary to open up or provide better views of desirable scenic features.

3. Yard and Lot Requirements:

   a. Front Yard: The minimum front yard for lots which front upon a Scenic Highway shall be one hundred (100)

feet. The minimum front yard for lots which front upon a scenic road shall be one hundred (100) feet minus a distance equal to one half of the width of the right-of-way of the scenic road across the front of the lot.

b. Side Yards: The minimum side yard shall be ten (10) percent of the width of the lot, but not to exceed twenty-five (25) feet, except for corner lots adjacent to a Scenic Highway or road. In this case, there shall be a side yard on the street side of the corner lot which is equivalent to the front yard requirements set forth in Subparagraph a of this paragraph.

c. Lot Width: The minimum lot width of any lot with frontage along a scenic highway or a scenic road shall be one hundred and fifty (150) feet.

6. Tulare County Zoning Ordinance Planned Unit Development.

SECTION 18.5: PLANNED UNIT DEVELOPMENT

(Added by Ord. No. 1176, effective 12-14-67)

PURPOSE

A. In certain instances the objectives of the Zoning Ordinance may be achieved by the development of planned units which do not conform in all respects with the land use pattern designated on the zoning map or the zoning regulations prescribed by this Ordinance. A planned unit development may include a combination of different dwelling types and/or a variety of land uses which complement each other and harmonize with existing and proposed land uses in the vicinity. In order to provide locations for all well-planned developments which conform with the objectives of the zoning plan, although they deviate in certain respects from the zoning map and the zoning regulations, use permits may be granted for planned unit developments, provided the developments comply with the regulations prescribed in this Section.

PERMITTED USES

B. A planned unit development shall include only those uses permitted either as permitted uses or special uses in the zone in which the planned unit development is located, subject to the following exceptions:

1. Any use permitted in an O, R-A, R-1, R-2, R-3, P-O or C-1 Zone, either as a permitted use or special use, or any combination of such uses, may be included in a planned unit development located in an O, R-A, R-1, R-2, R-3, P-O or C-1 Zone. The uses permitted in the M Zone are also permitted in a planned unit development located in an O, R-A, R-1, R-2, R-3, P-O or C-1 Zone.

2. Any use permitted in an M-1 or M-2 Zone as a permitted use, special use, or a use referred to in paragraph 35 of subsection A of Section 14 of this Ordinance, or any combination of such uses, may be located in a planned unit development located in an M-1 or M-2 Zone.

3. Any use permitted in an O, P-O, C-2 or M-1 Zone either as a permitted use or special use, or any combination of such uses, may be included in a planned unit development located in a C-2 Zone.

SITE AREA

C. The minimum site area for a planned unit development shall be five (5) acres.

STANDARDS

D. The standards of site area and dimensions, site coverage, yard spaces, height of structures, distances between structures, off-street parking and off-street loading facilities and landscaped areas need not be equivalent to the standards prescribed by the regulations for the zone in which the planned unit development is located if the applicant has demonstrated by his design proposal that the objectives of the Zoning Ordinance and the objectives of this Section will be achieved.

The average population density may exceed the maximum population density prescribed for the zone and the maximum population density indicated by the General Plan if the applicant can demonstrate by is design proposals that the objectives of this Section will be achieved. If the planned unit development involves a subdivision of land, the applicant must show what changes in conventional street and lot design will be necessary to achieve his goal.

ZONING

E. A permit for a planned unit development shall only be granted when all of the property included in the proposed development has been zoned to the most restrictive zone which will allow all of the proposed uses in the development under subsection B of this Section.

PERMIT PROCEDURE

F. Permits for planned unit developments shall be applied for and processed pursuant to the procedure for granting special use permits referred to in paragraph B of Part II of Section 16 of this Ordinance, subject to the following exceptions.

1. Prior to submitting the application, an applicant shall submit to the Building and Planning Director a preliminary development plan of the entire planned unit development drawn to scale and showing the various elements required in paragraph 2 herein. If the planned unit development is a subdivision, the preliminary development plans shall be filed and processed in accordance with Article 7 of Chapter 1 of Part VII of the Ordinance Code of Tulare County. If the planned unit development is not a subdivision, the preliminary development plan shall be filed and processed in accordance with the requirements for preliminary site plans in Section 16.2 of this Ordinance. The application for the planned unit development permit shall not be filed until a written report of the recommendations of the Site Plan Review Committee has been prepared and furnished to the applicant.

2. The application shall be accompanied by a development plan for the entire planned unit development, drawn to scale and showing the following: contours of the site in intervals of not more than five (5) feet; provisions for draining of surface waters; water courses; rail-road and public utility rights-of-way; streets, driveways and pedestrian walks; off-street parking and loading facilities; reservations and dedications for public uses; private uses including dwelling types, lot layout, locations and heights of structures, and landscaped area.

3. In addition to the data and drawings prescribed, the application shall be accompanied by a tabulation of the area proposed to be devoted to each land use and a tabulation of the average population density per net acre and per gross acre in any areas proposed to be devoted to residential use.

4. The Commission may recommend that the Board of Supervisors grant a permit for a planned unit development as the permit was applied for, or in modified form, if on the basis of the application and the evidence submitted, the Commission makes the following findings:

    a. That the proposed location of the planned unit development is in accordance with the objectives of this Ordinance and the purposes of the zone in which the site is located.

    b. That the proposed location of the planned unit development and the conditions under which it would be operated or maintained will not be detrimental to the public health, safety or welfare or materially injurious to properties or improvements in the vicinity.

    c. That the proposed planned unit development will comply with each of the applicable provisions of this Ordinance.

    d. That the standards of population density, site area and dimensions, site coverage, yard spaces, heights of structures, distances between structures, off-street parking and off-street loading facilities and landscaped areas will produce an environment of stable and desirable character consistent with the

objectives of this Ordinance.

e. That the standards of population density, site area and dimensions, site coverage, yard spaces, heights of structures, distances between structures, and off-street parking and off-street loading facilities will be such that the development will not generate more traffic than the streets in the vicinity can carry without congestion and will not overload utilities.

f. If applicable, that the proposed Planned Unit Development is consistent with Sections 7.2 and 7.3 of the Tulare County Hazardous Waste Management Plan, which identifies siting criteria for hazardous waste facilities. (Subsection added by Ord. No. 2918, effective 8-25-90.)

5. When the proposed planned unit development does not comply with the requirements of this section, the Commission may recommend that the Board of Supervisors deny the permit or may recommend that the permit be granted subject to such conditions as will assure compliance with the requirements of this Section. (Amended by Ord. No. 2591, effective March 15, 1985.)